U.S. ARMY

Center for Army Analysis

ABCA FOCUS 2000 WORK GROUP US DELEGATION PREPARATION

DECEMBER 1999

CENTER FOR ARMY ANALYSIS
6001 GOETHALS ROAD
FORT BELVOIR, VA 22060-5230

20000329 151

DTIC QUALITY INSPECTED 3

CENTER FOR ARMY ANALYSIS

DISCLAIMER

The findings of this report are not to be construed as an official Department of the Army position, policy or decision unless so designated by other official documentation. Comments or suggestions should be addressed to:

Director
Center for Army Analysis
ATTN: CSCA-CA
6001 Goethals Road
Fort Belvoir, VA 22060-5230

REPORT DOCUMENTATION PAGE

Form Approved
OMB No. 074-0188

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing this collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503

1. AGENCY USE ONLY (Leave blank)	2. REPORT DATE	3. REPORT TYPE AND DATES COVERED
	December 1999	External Aug – Dec 99

4. TITLE AND SUBTITLE
ABCA FOCUS 2000 Peace Support Operations Seminar US Delegation Preparation

5. FUNDING NUMBER
N/A

6. AUTHOR(S)
MAJ Mike Moon, Mr. Duane E. Gory

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)
Center for Army Analysis
6001 Goethals Road
Fort Belvoir, VA 22060-5230

8. PERFORMING ORGANIZATION REPORT NUMBER
CAA-R-00-2

9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES)
Deputy Undersecretary of the Army for International Affairs
ATTN: SAUS-IA-IPP
Suite 8200 RPN
1777 North Kent Street
Rosslyn, VA 22209-2192

10. SPONSORING / MONITORING AGENCY REPORT NUMBER

11. SUPPLEMENTARY NOTES

12a. DISTRIBUTION / AVAILABILITY STATEMENT
Approved for public release; dissemination unlimited

12b. DISTRIBUTION CODE
A

13. ABSTRACT *(Maximum 200 Words)*

The Center for Army Analysis conducts a Peace Support Operations (PSO) Work Group to prepare for the Issues Workshop and the Political-Military (Pol-Mil) Game. The primary purpose of the Pol-Mil Game is the preparation of the US Delegation to the American, British, Canadian, and Australian (ABCA) Armies Program PSO Seminar. This is the next biannual ABCA exercise to be held in the United Kingdom. The overall goal of the ABCA Armies program is to promote standardization among the member nations armies.

14. SUBJECT TERMS
Peace support operations (PSO), ABCA Armies, political-military game

15. NUMBER OF PAGES

16. PRICE CODE

17. SECURITY CLASSIFICATION OF REPORT	18. SECURITY CLASSIFICATION OF THIS PAGE	19. SECURITY CLASSIFICATION OF ABSTRACT	20. LIMITATION OF ABSTRACT
UNCLASSIFED	UNCLASSIFIED	UNCLASSIFIED	SAR

NSN 7540-01-280-5500
Standard Form 298

ABCA FOCUS 2000 WORK GROUP

SUMMARY

THE STUDY PURPOSE was to conduct and initial review of the US Government's roles and responsibilities in coalition Peace support operations (PSO) to enhance standardization efforts with ABCA Armies.

THE STUDY SPONSOR was the Deputy Undersecretary of the Army for International Affairs (DUSA(IA)).

THE STUDY OBJECTIVES were to:

(1) Conduct preliminary orientation of the Coalition Operations Handbook.

(2) Review current PSO doctrine.

(3) Identify issues to be addressed in the Issues Workshop (IW) and Pol-Mil Game.

(4) Identify PSO planning requirements.

(5) Define multinational force compatibility.

THE SCOPE OF THIS STUDY was to draft, examine, and refine the Issues Workshop and Pol-Mil Game objectives and conduct preliminary analysis of PSO issues.

THE PRINCIPAL FINDINGS are:

The US Delegation preparation plan is sound and on track. The objectives for the IW and Pol-Mil Game were refined and approved in a subsequent brief to MG von Kaenel, who is the Military Deputy to the DUSA(IA).

THE PRINCIPAL RECOMMENDATIONS are:

(1) Execute the IW as scheduled with the refined objectives.

(2) Execute the pol-mil game as scheduled, refining objectives based on revised guidance and results from the January Issues Workshop and February ABCA FOCUS 2000 Planning Conference 4.

(3) Execute the on-site support at FOCUS 2000 as planned.

THE STUDY EFFORT was conducted by MAJ Mike Moon, Conflict Analysis Center, Center for Army Analysis (CAA).

COMMENTS AND QUESTIONS may be sent to the Director, Center for Army Analysis, 6001 Goethals Road, Suite 102, Fort Belvoir, VA 22060-5230.

CONTENTS

PAGE

CHAPTER 1 INTRODUCTION 1

1.1 ABCA FOCUS 2000 1
1.2 Workbook Contents 1
1.3 Agenda 2

CHAPTER 2 BACKGROUND BRIEF TO WORK GROUP 3

2.1 ABCA FOCUS 2000 3
2.2 Purpose 4
2.3 Agenda 5
2.4 Background 6
2.5 Key Points From PC3 13-17 Sep 99 7
2.6 ABCA FOCUS 2000 Purpose 8
2.7 ABCA FOCUS 2000 Objectives 9
2.8 ABCA FOCUS 2000 Scenario 10
2.9 ABCA FOCUS 2000 Schedule 11
2.10 CAA Game Plan 12
2.11 Analytical Architecture 13
2.12 Work Group 14
2.13 Issues Workshop 15
2.14 Issues Workshop Concept 16
2.15 Sandhurst 2000 Pol-Mil Game 17
2.16 Pol-Mil Game Concept 18
2.17 Focus 2000 Onsite Support 19
2.18 Products 20
2.19 Next Steps 21
2.20 Need from You 22

CHAPTER 3 WORK GROUP SESSION 1 23

3.1 ABCA FOCUS 2000 23
3.2 Session 1 Overview 24
3.3 Issues Workshop 25
3.4 Issues Workshop 26
3.5 Issues Workshop 26
3.6 Issues Workshop 27
3.7 Issues Workshop 28
3.8 Issues Workshop 29

PAGE

3.9 Issues Workshop 30
3.10 Issues Workshop 31
3.11 Issues Workshop 32
3.12 Issues Workshop 33

CHAPTER 4 WORK GROUP SESSION 2 35

4.1 ABCA FOCUS 2000 35
4.2 Session 2 Overview 36
4.3 Issues Workshop 37
4.4 Issues Workshop 38
4.5 Issues Workshop 39
4.6 Issues Workshop 40
4.7 Issues Workshop 41

CHAPTER 5 WORK GROUP RESULTS 43

5.1 Work Group Results 43

APPENDIX A. STUDY CONTRIBUTORS 1

APPENDIX B. REQUEST FOR ANALYTICAL SUPPORT 1

FIGURES

Figure 1. Workbook Contents 1
Figure 2. Agenda for the Work Group 2
Figure 3. Title Slide for the Background Brief to the Work Group 3
Figure 4. Purpose of the Background Brief 4
Figure 5. Agenda for the Background Brief 5
Figure 6. Background on the FOCUS 2000 Exercise 6
Figure 7. Key Points from PC3 7
Figure 8. ABCA FOCUS 2000 Purpose 8
Figure 9. ABCA FOCUS 2000 Objectives 9
Figure 10. Revised ABCA FOCUS 2000 Scenario 10
Figure 11. Initial ABCA FOCUS 2000 Seminar Schedule 11
Figure 12. CAA Game Plan for US Delegation Preparation 12
Figure 13. CAA's Analytical Architecture for the US Delegation Preparation 13
Figure 14. Work Group Benchmark Slide 14
Figure 15. Issues Workshop Benchmark Slide 15
Figure 16. Issues Workshop Concept 16
Figure 17. Pol-Mil Game Benchmark Slide. 17
Figure 18. Pol-Mil Game Concept 18
Figure 19. Onsite Support to US Delegation 19
Figure 20. Products of the CAA effort in support of DUSA(IA) 20

PAGE

Figure 21. Next Steps for the Continuation of the Study 21
Figure 22. Need from You Slide Directed at the Sponsor 22
Figure 23. Session 1 23
Figure 24. Session 1 agenda 24
Figure 25. Original IW Benchmark Slide. 25
Figure 26. Revised IW Purpose. 26
Figure 27. Revised IW Scope. 26
Figure 28. Revised IW Objectives. 27
Figure 29. IW Introduction and Background Briefs. 28
Figure 30. Refined IW Schedule. 29
Figure 31. Draft IW Charges. 30
Figure 32. Refined IW Charges for Move (Session) 1 31
Figure 33. Refined IW Charges for Move (Session) 2 32
Figure 34. Refined IW Charges for Move (Session) 3 33
Figure 35. Session 2 35
Figure 36. Session 2 Agenda 36
Figure 37. Multinational Force Compatibility 37
Figure 38. C2 Issues 38
Figure 39. Interagency Issues 39
Figure 40. Standardization Issues within DTLOMS Framework 40
Figure 41. POC List 41
Figure 42. Work Group Results 43

CHAPTER 1 INTRODUCTION

1.1 ABCA FOCUS 2000

A working group meeting on Peace Support Operations (PSO) was conducted on 17 November at the Center for Army Analysis (CAA) in support of the Deputy Undersecretary of the Army for International Affairs (DUSA(IA)).

Participants included:

Mr. Don Davidson, DUSA(IA) representative and the National Standardization Officer for the American, British, Canadian, and Australian (ABCA) Armies Program;

Mr. Mart Lidy, Institute for Defense Analysis (IDA), a recognized subject matter expert on small-scale contingencies (SSC) and defense policy;

Mr. John Elliott, CAA, Chief of the Conflict Analysis Center (CAC);

MAJ Greg Barrack, CAA, CAC analyst;

Mr. Bob Barrett, CAA, CAC analyst;

MAJ Howard Hall, CAA, CAC analyst;

MAJ Mike Moon, CAA, CAC analyst.

1.2 Workbook Contents

FOCUS 2000

TAB	ITEM
1	Agenda
2	Participants
3	Administrative Information
4	Updated Brief on Preparation Plan for US Delegation (Brief)
5	Record of Decisions made at PC3 (Memorandum)
6	Session 1 Charges (Slide Packet)
7	Session 2 Charges (Slide Packet)

Figure 1. Workbook Contents

A workbook was provided for the participants with the contents as stated above with copies of critical briefs and information.

1.3 Agenda

FOCUS 2000

Session 1: Conduct detailed January Issues Workshop planning:

10:00	Review current preparation plan.
10:30	Refine Issues Workshop purpose, scope, and objectives.
11:00	Determine the critical background briefs required to ensure common start point and ground rules for the workshop.
11:15	Refine Issues Workshop moves.
11:30	Review and refine draft charges for the moves of the workshop.
12:00	Lunch

Session 2: Conduct preliminary analysis of critical topics:

13:00	Draft a definition for Multinational Force Compatibility.
13:15	Discuss and layout C2 structures for a ground force HQ and command and support relationships.
13:45	Interface with interagency organizations.
14:15	Determine significant issues (joint and coalition) to include areas for standardization within a DTLOMS framework.
14:45	Compile a comprehensive POC list from which to invite subject matter experts and interagency representatives to the Issues Workshop and POL-MIL Game.
15:15	Conclusion and Summary of work group efforts.

Breaks as required

Figure 2. Agenda for the Work Group

The agenda was followed in order. All areas were addressed except for the detailed construction of the point of contact (POC) list. The POC list will be worked offline between the sponsor (DUSA(IA)) and CAA.

CHAPTER 2 BACKGROUND BRIEF TO WORK GROUP

2.1 ABCA FOCUS 2000

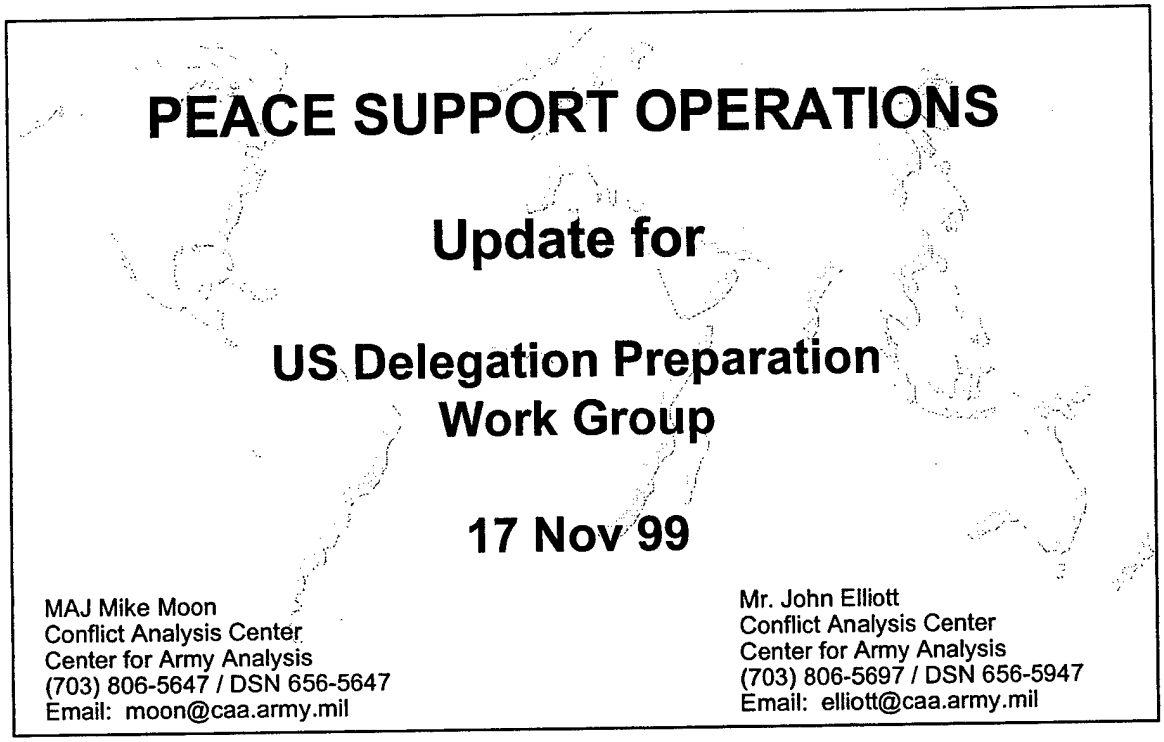


Figure 3. Title Slide for the Background Brief to the Work Group

To update those already familiar with the project and provide a base of information to those newcomers, the project brief was reviewed. This brief has been refined since the project inception and has been reviewed by the Conflict Analysis Center Chief, Mr. John Elliott, and Mr. Don Davidson, the action officer at DUSA(IA).

This has also been briefed to the following:

- COL Clint Ancker, Director, Combined Arms Doctrine Directorate (CADD) and Standing Chair of the ABCA Quadripartite Working Group (QWG) Doctrine, Command, and Staff Procedures (DCS&P)
- Mr. E. B. Vandiver III, Director, CAA
- Dr. Bruce Brown, Standing Chair of the ABCA QWG Army Operations Research (AOR)

2.2 Purpose

To provide an update on the plan to prepare the US Army delegation to, and support the UK in, the American, British, Canadian, and Australian (ABCA) Armies FOCUS 2000 Peace Support Operations Seminar (29 Apr - 3 May 2000).

Figure 4. Purpose of the Background Brief

In addition to the purpose as stated above, CAA had offered assistance to the United Kingdom (UK) FOCUS 2000 planners. This assistance was declined.

For the purposes of this brief, PSO will be used exclusively as the acronym for peace support operations and not the Primary Standardization Office of the ABCA Program. Since FOCUS 2000 is an ABCA Seminar, New Zealand can participate as an associate member of Australia.

2.3 Agenda

FOCUS 2000

- Background
- Key Points from PC3
- FOCUS 2000: Purpose, Objectives, Scenario, Schedule
- CAA Game Plan
- Analytical Architecture
- SANDHURST 2000
- Pol-Mil Game Concept
- Products
- Next Steps
- Need from You

Figure 5. Agenda for the Background Brief

2.4 Background

FOCUS 2000	
❑ TEAL XXXIII	
❑ FOCUS 2000 Planning Conference 1 (UK)	2-4 Feb 98
❑ 24th QWG AOR (Aus)	25-31 Mar 98
❑ RAINBOW SERPENT: CPX (AUS)	29 Oct-13 Nov 98
❑ FOCUS 2000 Planning Conference 2 (US)	17-19 Feb 99
❑ QWG AOR Executive Meeting (NZ)	23-26 Feb 99
❑ Interim TEAL (USA)	11-12 May 99
❑ MG von Kaenel FOCUS 2000 Planning Meeting	23 Aug 99
❑ FOCUS 2000 Planning Conference 3 (CA)	13-17 Sep 99
❑ Brief to Director CAA, Mr. Vandiver	29 Sep 99

Figure 6. Background on the FOCUS 2000 Exercise

This is the first seminar in the ABCA exercise series in the recent past. Previous exercises have highlighted deficiencies at the operational and strategic level in planning, deployment, command and control, command and support relationships, combat service support (CSS), force composition, civil-military operations (CMO), and transitions of authority. The past three exercises have been at the tactical/operational level command post exercises (CPXs); two high-intensity conflict (one at division level and one at corps level) and one operations other than war (OOTW) (at division level).

Mr. John Elliott attended Planning Conference (PC) 2 in Orlando, Florida where the initial FOCUS 2000 concepts where flushed out.

The 23 August coordination meeting hosted by the Institute for Defense Analysis (IDA) provided an information brief on the activities of DUSA(IA), ABCA, and FOCUS 2000. The primary purpose was to discuss preparation of and participants for the US Delegation to the ABCA Seminar.

MAJs Barrack and Moon attended PC3 in Kingston, Canada, where the FOCUS 2000 schedule was refined.

The previous ABCA exercise RAINBOW SERPENT tested the Australians' Deployable Joint Force Headquarters (DJFHQ) concept under the command of MG Peter Cosgrove. Within a year of that, MG Cosgrove deployed with the DJFHQ and Australian forces as the base of a multinational force to East Timor.

2.5 Key Points From PC3 13-17 Sep 99

FOCUS 2000

- **Critical areas to be addressed at FOCUS 2000**
  - Command and Support Relationships
  - Interagency and Civil-Military Coordination
  - Transitions of Authority
  - Structure of Land Forces HQs
- **Scenario revised to include:**
  - Intermediate Staging Base
  - Forced and Unopposed Entry
- **Consensus on:**
  - Identifying areas the ABCA armies should attempt to influence in the joint arena

Figure 7. Key Points from PC3

Command and support relationships within the coalition and with the Special Representative to the Secretary General of the United Nations (UN), coupled with transitions of authority, are core issues that FOCUS 2000 seeks to address.

There are several transitions envisioned for FOCUS 2000 that will be discussed: military entry to the area of operations, escalation and de-escalation of combat operations, follow-on force or constabulary, and finally transition to the UN Special Representative or to the host nation for political control.

2.6 ABCA FOCUS 2000 Purpose

A joint and combined peacekeeping seminar at the Royal Military Academy Sandhurst (RMAS) from 29 April to 3 May 2000 to assess the ability of American, British, Canadian, and Australian forces to conduct joint coalition operations, within a peace support operations scenario, to identify future standardization tasks for ABCA.

Figure 8. ABCA FOCUS 2000 Purpose

The FOCUS 2000 purpose and objectives are directly from the PC2 minutes and were not altered at PC3. These have also been briefed to the Interim Tripartite and Logistics (TEAL) group in May of 1999.

2.7 ABCA FOCUS 2000 Objectives

- Evaluate current national doctrines and identify areas for future standardization.
- Evaluate the Coalition Operations Handbook.
- Identify planning requirements, under the lead nation concept, for: operations, force construction (structure), escalation and de-escalation, and handover to another force.
- Within context of an agreed concept of operations, to investigate the processes and procedures for: logistics, battlespace management - including air space control, information operations, force protection, passage of intelligence data, CIMIC, legal issues, and command and support relationships.
- Give participants a better understanding of the complexity of coordinating the political, civilian, humanitarian, and joint military components of PSO.
- Use the lessons learned and output from FOCUS 2000 to help direct future QWG work.

Figure 9. ABCA FOCUS 2000 Objectives

It is expected by the participants at PC3 that the lessons learned and after-action report from FOCUS 2000 will be used to direct future quadripartite working group (QWG) effort and may be used to relook the QWG structure itself. There will be a brief of the FOCUS 2000 lessons learned and after-action report to the TEAL that meets immediately following the seminar. The ABCA 2000-2002 Corporate Plan will also reflect FOCUS 2000 results.

2.8 ABCA FOCUS 2000 Scenario

- Fictitious East African Country (Zimbola) ravaged by civil war.
- Insertion of international peacekeeping force, under UN mandate and UK control.
- Seminar will have syndicates addressing forced and unopposed entry operations.
- Ensure security and stability followed by establishing climate and conditions for resumption of elected government.
- Handover of military responsibilities to a regional force.

Figure 10. Revised ABCA FOCUS 2000 Scenario

The FOCUS 2000 planners must still refine several of the scenario's supporting documents or components: a political-military plan with end state, a concept of operations, a draft force structure, exercise instructions, and administrative instructions. The scenario was changed from the west coast to the east coast of Africa where Madagascar (or similar fictional island) could be used as a staging base for entry operations, both forced and unopposed.

2.9 ABCA FOCUS 2000 Schedule

DAY	AREA	ISSUES
1	POL-MIL	Background/End state
2	CJTF/CFLCC	C2
3	Entry and Initial Operations	Peace Enforcement
4	Cooperation and Coercion	TTP
5	Transitions	ABCA to Follow-on Force

Figure 11. Initial ABCA FOCUS 2000 Seminar Schedule

This is the draft FOCUS 2000 schedule that evolved over the 3 days of PC3. The first 2 days are envisioned to view PSO from a strategic level, the third and fourth days the operational level, and the fifth and final day a mix of both strategic and operational level considerations.

2.10 CAA Game Plan

FOCUS 2000

- ❑ **Prepare US Army delegation for FOCUS 2000**
- ❑ **Provide analytical and administrative support to the US Head of Delegation (HOD) during FOCUS 2000**
- ❑ **Assist ABCA, specifically the DPSO, as requested:**
  - **Provide lessons identified team**
- ❑ **Three-phased Plan:**
  - **Establish Work Group, 17 Nov 99**
  - **Conduct Issues Workshop, 19,20 Jan 00**
  - **Conduct SANDHURST 2000 Pol-Mil Game, 28,29 Mar 00**

Figure 12. CAA Game Plan for US Delegation Preparation

On behalf of the Washington Standardization Office (WSO), and in support of DPSO as the Chief Evaluator, the US Army offered to take the lead in providing an exercise evaluation team. Mr. Elliott has been designated the Chairman of the Special Working Party ABCA Exercise Planning and Evaluation where each nation was envisioned as providing a delegate to the evaluation team. This evaluation concept and offer was declined by the planners in the UK in early December.

2.11 Analytical Architecture

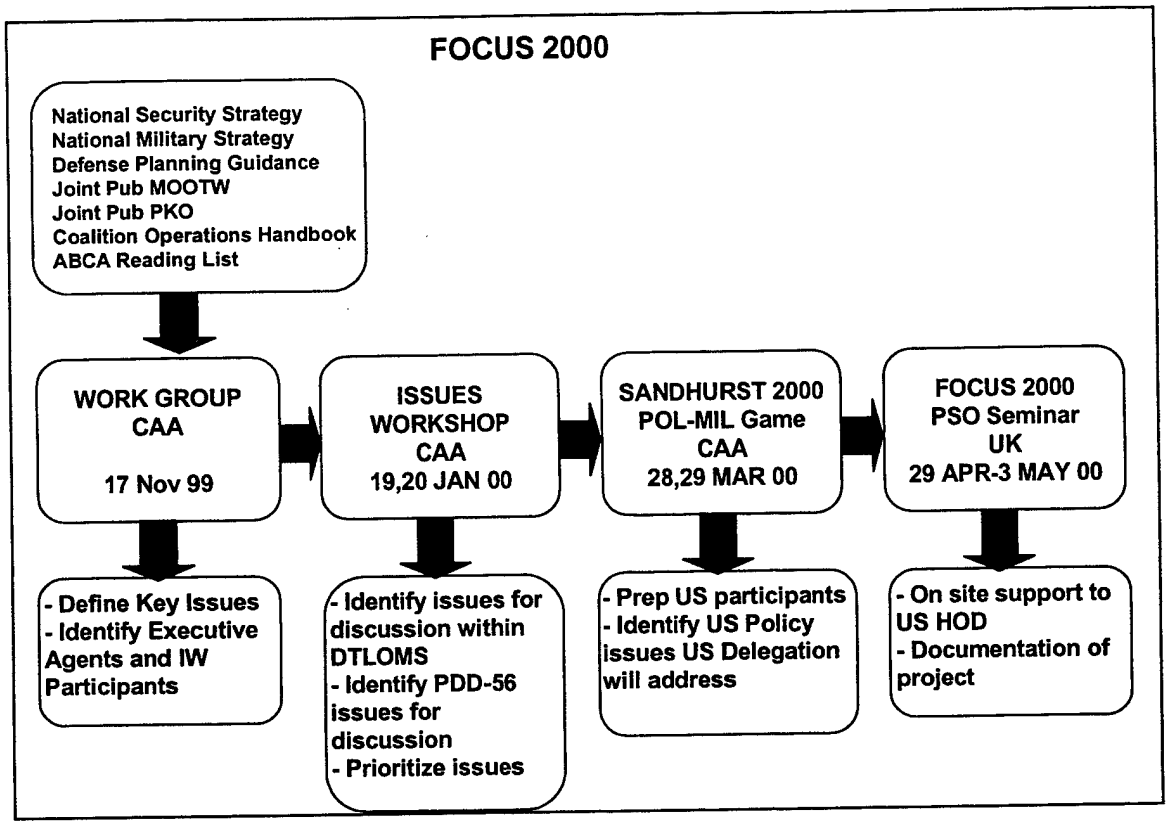


Figure 13. CAA's Analytical Architecture for the US Delegation Preparation

Lt Col Hayward (New Zealand) in the Washington Standardization Office collected relevant articles and documents and placed them on a CD ROM for FOCUS 2000 preparation and execution. Mr. Mart Lidy of IDA has also compiled a CD ROM with current PSO, SSC, and coalition information and studies.

2.12 Work Group

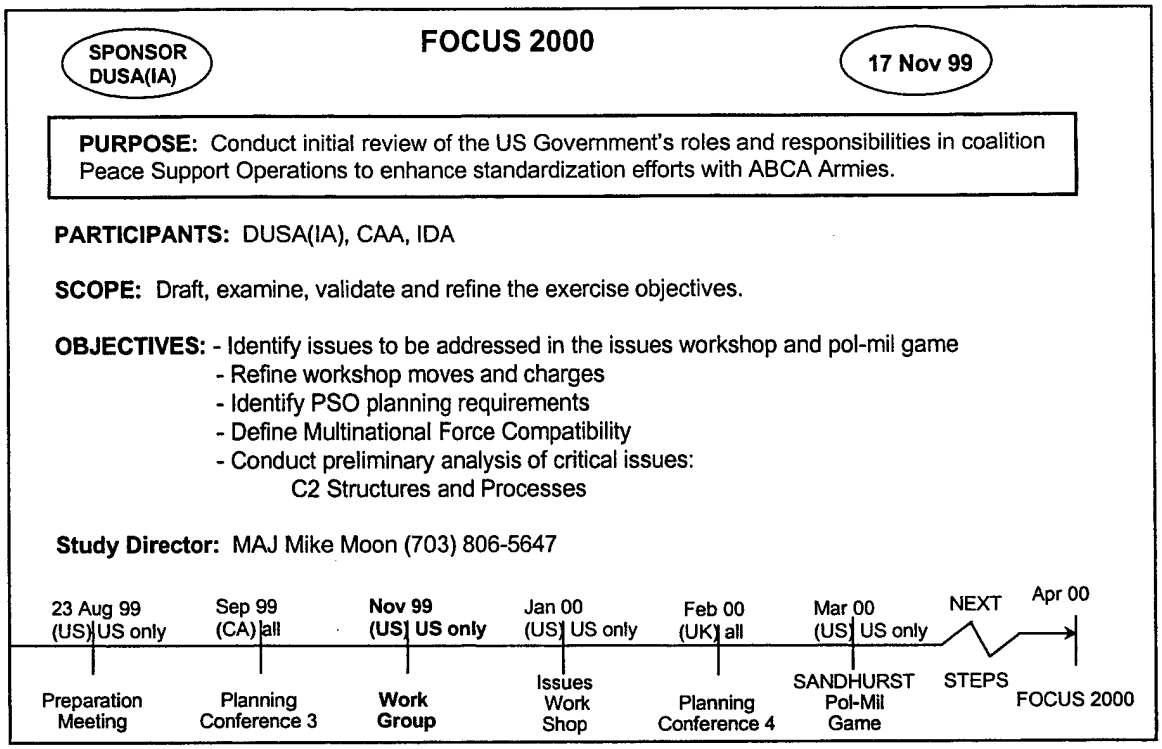


Figure 14. Work Group Benchmark Slide

The work group was small and focused on the preparation of the Issues Workshop and Pol-Mil game. The first meeting was conducted 17 November; a follow-on work group meeting will be conducted in mid-December or in January prior to the workshop.

2.13 Issues Workshop

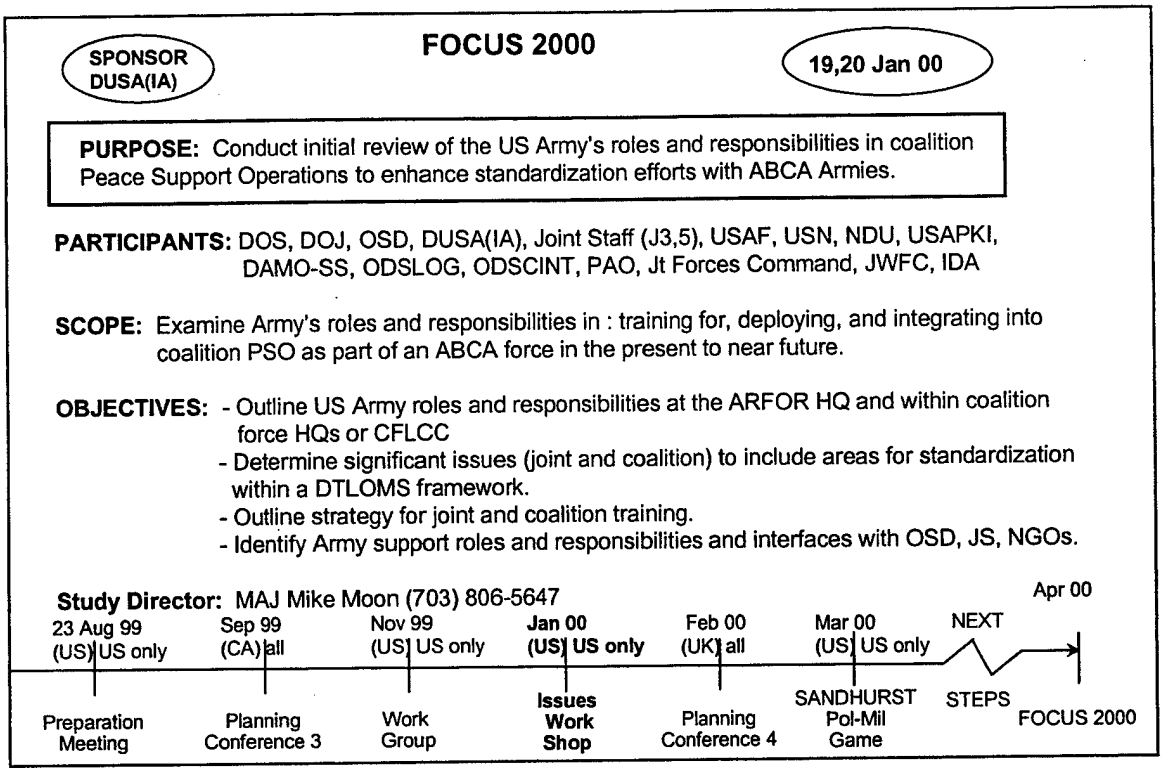


Figure 15. Issues Workshop Benchmark Slide

This was the original benchmark chart for the issues workshop and was revised at the work group meeting. The revised chart appears later in this document with the work group efforts and results.

2.14 Issues Workshop Concept

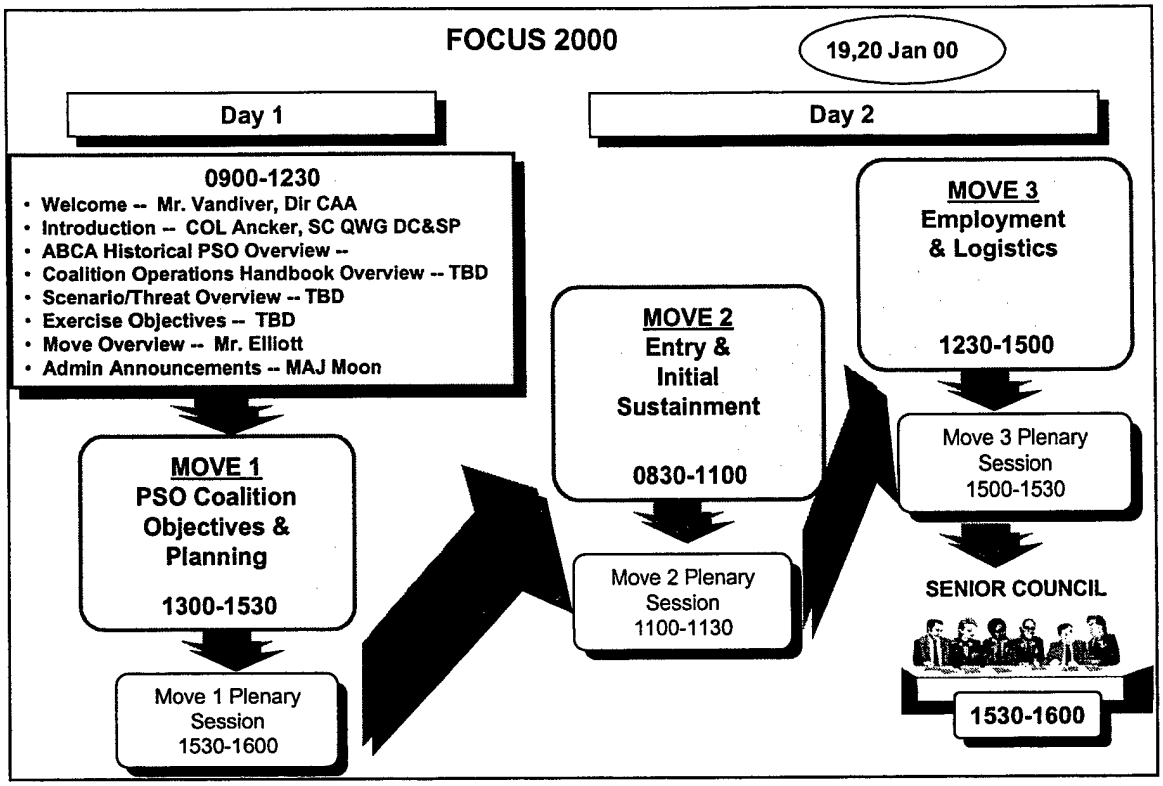


Figure 16. Issues Workshop Concept

This is the original workshop concept that was also revised in the work group meeting.

2.15 Sandhurst 2000 Pol-Mil Game

SPONSOR DUSA(IA)

FOCUS 2000

28,29 Mar 00

PURPOSE: Prepare the US Army Delegation for the ABCA FOCUS 2000 Peace Support Operations Seminar.

PARTICIPANTS: DOS, DOJ, OSD, DUSA(IA), Joint Staff (J3,5), USAF, USN, NDU, USAPKI, DAMO-SS, ODSLOG, ODSCINT, PAO, Jt Forces Command, JWFC, IDA

SCOPE: Examine Army's strategy in training for, deploying and integrating into coalition PSO as part of an ABCA force identifying areas for standardization in the present to near future.

OBJECTIVES:
- Examine key issues from a US Army perspective: C2, Transitions of Authority, and Multinational Force Compatibility.
- Assess support roles and responsibilities and interfaces with OSD, JS, NGOs and Coalition Forces.
- Assess and prioritize significant operational issues (joint and coalition) to include areas for standardization within a DTLOMS framework.
- Assess Army's strategy to influence joint and coalition training and operations.

Study Director: MAJ Mike Moon (703) 806-5647

23 Aug 99 (US) US only	Sep 99 (CA) all	Nov 99 (US) US only	Jan 00 (US) US only	Feb 00 (UK) all	**Mar 00 (US) US only**	NEXT STEPS	Apr 00
Preparation Meeting	Planning Conference 3	Work Group	Issues Work Shop	Planning Conference 4	**SANDHURST Pol-Mil Game**		FOCUS 2000

Figure 17. Pol-Mil Game Benchmark Slide

The Pol-Mil game benchmark chart will be refined after the Issues Workshop and then reviewed after PC4.

2.16 Pol-Mil Game Concept

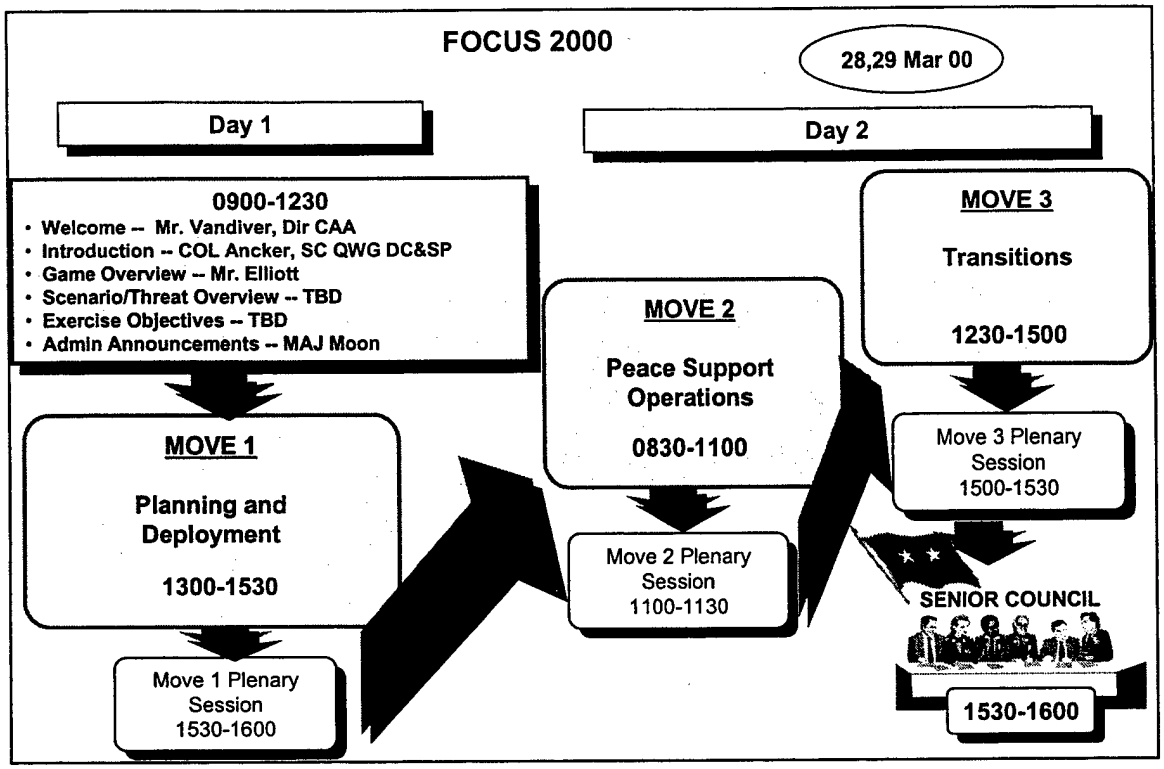


Figure 18. Pol-Mil Game Concept

The work group recommended that the concept for the Pol-Mil game will reflect the revised order of the Issues Workshop and will be adjusted after PC 4 if necessary.

2.17 Focus 2000 Onsite Support

SPONSOR DUSA(IA)

FOCUS 2000

29 Apr- 3 May 00

PURPOSE: Provide the US Delegation with analytical and administrative support immediately prior to, during and following the ABCA FOCUS 2000 Peace Support Operations Seminar.

PARTICIPANTS: DUSA(IA), US Delegation, CAA

SCOPE: Examine Army's strategy in training for, deploying and integrating into coalition PSO as part of an ABCA force identifying areas for standardization in the present to near future.

OBJECTIVES:
- Provide preseminar administrative support to the US Delegation.
- Provide analytical and administrative support to the US Delegation during the seminar.
- Provide postseminar administrative support to include documentation.

Study Director: MAJ Mike Moon (703) 806-5647

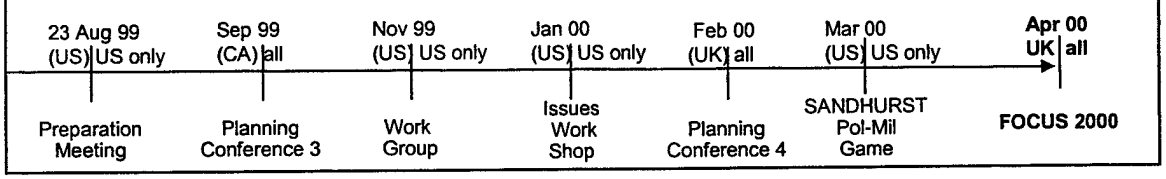


Figure 19. Onsite Support to US Delegation

Onsite support is straightforward and will include capturing the discussion points, conducting analysis, and documenting the work of the US Delegation.

2.18 Products

FOCUS 2000

- ❑ **Preparation of US Delegation to FOCUS 2000**
- ❑ **Evaluation of ABCA Coalition Operations Handbook with recommendations for improvement**
- ❑ **Design strawman coalition headquarters**
- ❑ **Identify potential shortfalls and outline potential future standardization requirements**
- ❑ **Provide supporting arguments for US policy formulation and decision making for PSO and standardization with ABCA partners**

Figure 20. Products of the CAA effort in support of DUSA(IA)

It is the intent of the work group and DUSA(IA) that updates to the Coalition Operations Handbook (COH) are done electronically and upon conclusion of the seminar that a revised draft can be printed and distributed. This revised COH will be carried back to the national armies and reviewed for comment.

2.19 Next Steps

FOCUS 2000

- ❑ Brief: MG von Kaenel, Military Assistant to DUSA(IA), 3 Dec 99
- ❑ Brief: MG St. Onge, DAMO-SS, TBD
- ❑ Conduct Issues Workshop, 19, 20 Jan 00
- ❑ Attend FOCUS 2000 Planning Conference 4 (UK), 1-4 Feb 00
- ❑ Conduct SANDHURST 2000 Pol-Mil Game at CAA, 28, 29 Mar 00
- ❑ Attend the FOCUS 2000 Seminar (UK) 29 Apr-4 May 00

Figure 21. Next Steps for the Continuation of the Study

2.20 Need from You

FOCUS 2000

- ❑ Concurrence with Concept in Principle
- ❑ Conduct introductions for Issues Workshop and Pol-Mil Game and serve as a member of the senior council for both.
- ❑ Approve and sign the Issues Workshop invitation letter.

Figure 22. Need from You Slide Directed at the Sponsor

This slide is directed at MG von Kaenel when the brief is presented to him 3 December.

CHAPTER 3 WORK GROUP SESSION 1

3.1 ABCA FOCUS 2000

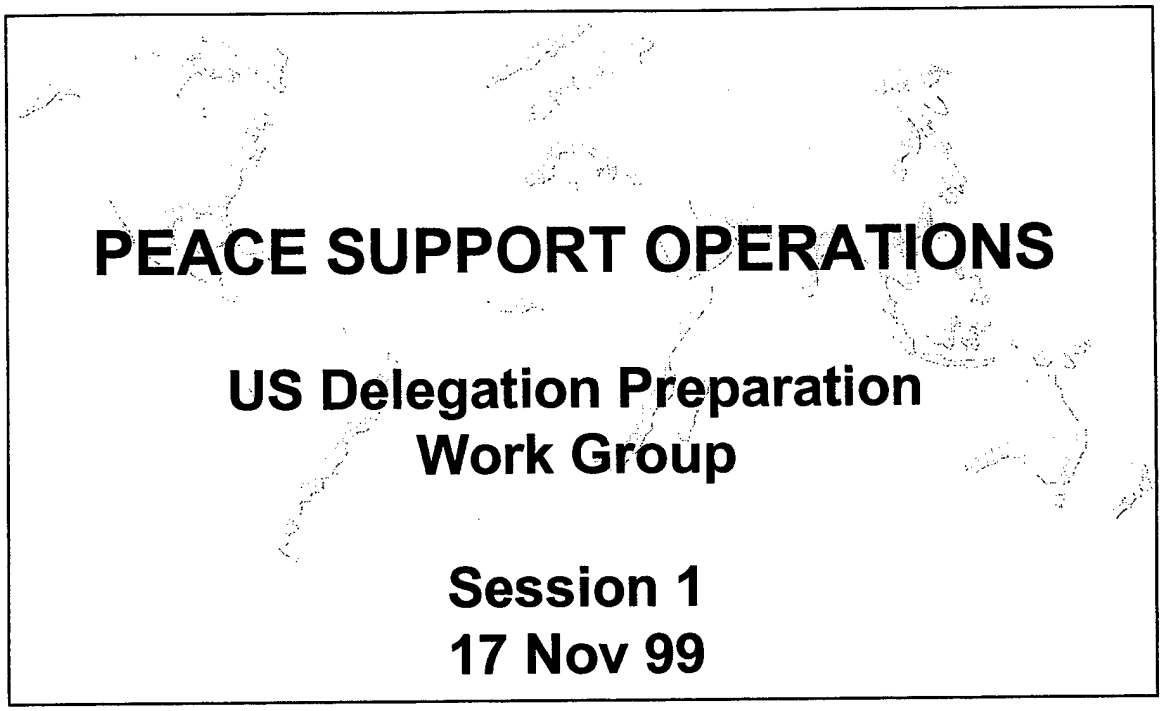


Figure 23. Session 1

The work group conducted two sessions on 17 November.

3.2 Session 1 Overview

FOCUS 2000

PURPOSE: The working group will review the current plan for the US Delegation Preparation for the ABCA FOCUS 2000 Peace Support Operations Seminar, determine the specific objectives and charges to be addressed in the January Issues Workshop, conduct some preliminary analysis of critical issues, and finalize the invitation list for the Issues Workshop.

Session 1: Conduct detailed January Issues Workshop planning

10:00	Review current preparation plan.
10:30	Refine Issues Workshop purpose, scope, and objectives.
11:00	Determine the critical background briefs required to ensure common start point and ground rules for the workshop.
11:15	Refine Issues Workshop moves.
11:30	Review and refine draft charges for the moves of the workshop.

Figure 24. Session 1 Agenda

The first session overview.

3.3 Issues Workshop

Refine Purpose, Scope, and Objectives

Charge 1: Are the purpose, scope and objectives appropriate and will they lead to insights that will prepare the US delegation?

PURPOSE: Conduct initial review of the US Army's roles and responsibilities in coalition Peace Support Operations to enhance standardization efforts with ABCA Armies.

SCOPE: Examine Army's roles and responsibilities in : training for, deploying, and integrating into coalition PSO as part of an ABCA force in the present to near future.

OBJECTIVES:
- Outline US Army roles and responsibilities at the ARFOR HQ and within coalition force HQs or CFLCC
- Determine significant issues (joint and coalition) to include areas for standardization within a DTLOMS framework.
- Outline strategy for joint and coalition training.
- Identify Army support roles and responsibilities and interfaces with OSD, JS, NGOs.

Figure 25. Original IW Benchmark Slide

This was the original benchmark slide for the brief. The following slides capture the refinements made by the work group.

3.4 Issues Workshop

Refine Purpose, Scope, and Objectives

Charge 1a: Is the purpose appropriate and does it clearly articulate a direction for the workshop?

PURPOSE: Conduct initial review of the US Government's, and specifically the Army's, roles and responsibilities in coalition Peace Support Operations to enhance standardization efforts with ABCA Armies.

Figure 26. Revised IW Purpose

The revised purpose reflected only one change. Although ABCA is an armies program, due to the international audience, the work group agreed that in essence a review of current government policy within which to frame the Army's position.

3.5 Issues Workshop

Refine Purpose, Scope, and Objectives

Charge 1b: Is the scope appropriate and will it provide the proper frame of reference for the workshop participants?

SCOPE: Examine US Army's role in the planning and implementation of PDD-56, (Managing Complex Contingency Operations), specifically in: training for, deploying and integrating into coalition PSO as part of an ABCA force in the present to near future.

Figure 27. Revised IW Scope

Including the implementation of Presidential Decision Directive (PDD) 56, Managing Complex Contingency Operations, is integral to the PSO issues and policies. PDD-56 is essentially the current national policy on smaller-scale contingencies. While the envisioned contingencies are far short of a major theater war (MTW), they add tremendous complexity in terms of the political-military interface, the coordination required with the United Nations, non-governmental organizations, international organizations, and the use of smaller-sized units that, while operating tactically, have strategic level effects, whether good or bad.

3.6 Issues Workshop

Refine Purpose, Scope, and Objectives

Charge 1c: Are the purpose, scope and objectives appropriate and will they lead to insights that will prepare the US delegation?

OBJECTIVES:
- Outline US Army roles and responsibilities within a CJTF when configured :
  - As an Army force component command
  - As a land component command
- Outline the US Army's roles and responsibilities within a CJTF when working with:
  - OSD, JS, and combatant commands
  - A Multinational Specialized Unit (police forces with military status)
  - Other civilian organization (USG, UN, IGO, IO, NGO, Affected Nation, other nations,...)
- Determine significant PSO issues (joint and coalition)
  - Identify topics to be addressed during SANDHURST 2000
  - Identify potential areas for ABCA standardization within a DTLOMS framework
  - Identify areas for more effective US Government cooperation in SSCs

Figure 28. Revised IW Objectives

The workshop objects were refined and better organized.

The work group discussion highlighted numerous issues that must be addressed. Perhaps the most important topic was that workshop participants must have a full understanding of the numerous parties involved and the myriad capabilities these organizations bring to the problem. One example is the Multinational Specialized Unit (MSU), a police force that has been militarized to assist with transitions and forces and the many nation building security tasks.

3.7 Issues Workshop

Critical Background Briefs

Charge 2: Determine the critical background briefs required to ensure common start point and ground rules for the workshop.

0900-1130

• Admin Announcements -- MAJ Moon	(5m)
• Welcome -- Mr. Vandiver, Dir CAA	(5m)
• Introduction -- MG von Kaenel	(20m)
• ABCA - Program and Exercises -- (Mr. Davidson 10m)	
• Coalition Operations Handbook Overview -- (COL Ancker 5m)	
• Role of CAA -- (MAJ Moon 5 m)	
• PDD-56 and International Community-- Mr. Lidy	(30m)
• Break	(15m)
• Exercise Objectives and Workshop Overview -- Mr. Elliott	(20m)
• Scenario/Threat Overview -- MAJ Moon	(20m)
• Discussion and Q&A	(30m)

Figure 29. IW Introduction and Background Briefs

The critical background information and briefs were agreed upon. Read-ahead packets will be provided to workshop participants.

MG von Kaenel will be asked to conduct the introduction for the workshop covering background information on the ABCA exercise program, the Coalition Operations Handbook, and the role of CAA. For those three topics, the personnel in parenthesis will prepare slides and talking points for MG von Kaenel. Mr. Davidson will be the lead in putting the packet together.

Mr. Davidson will also provide an order of battle for the ABCA countries for the read-ahead packet.

3.8 Issues Workshop

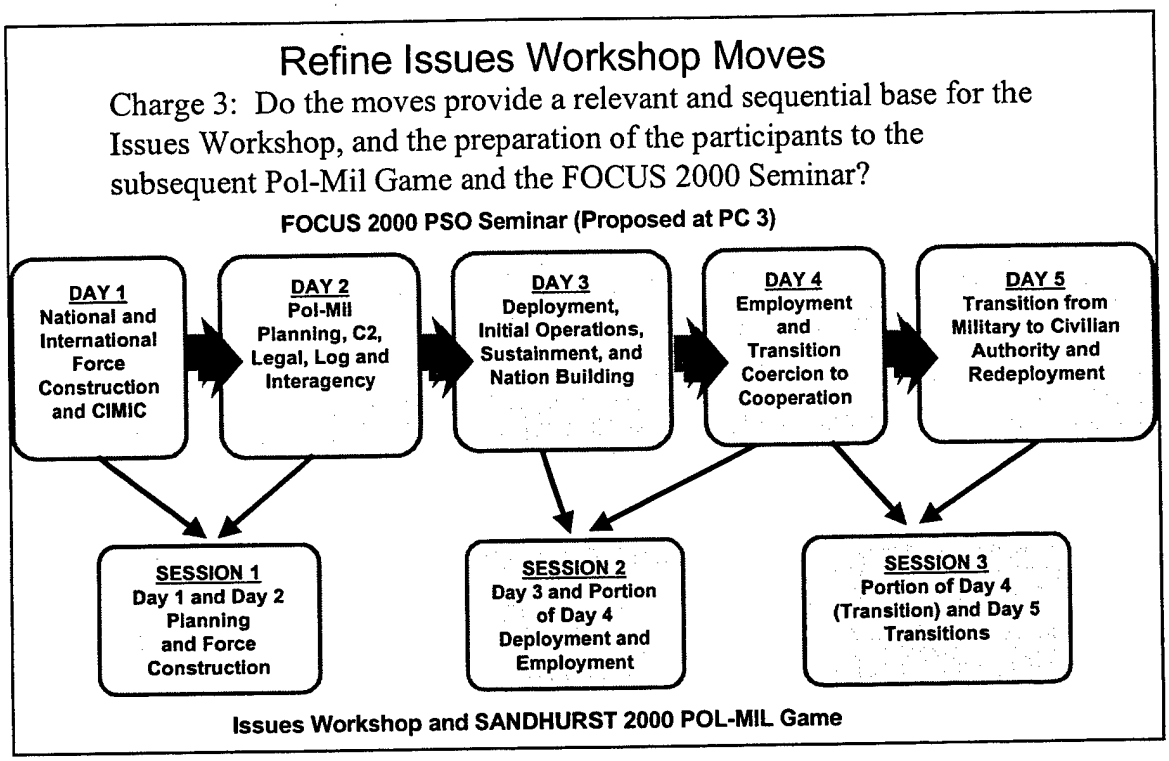


Figure 30. Refined IW Schedule

Mr. Davidson provided the work group copies of the updated ABCA FOCUS 2000 schedule.

The workshop sessions were then refined as shown above.

3.9 Issues Workshop

Refine Draft Charges for the Moves

Charge 4: How can the following charges be refined to ensure the maximum analysis is conducted during the Issues Workshop? How will the issues be addressed by BOS, phase, function?

MOVE 1 **Day 1 and Day 2**	What are the pol-mil issues for the US in coalition operations? What are the pol mil issues for the US in PSO? What are the critical planning requirements for coalition and PSO? What are the critical C2 issues and command and support issues?
MOVE 2 **Day 3 and Portion of Day 4 (Employment)**	What are the significant operational/strategic issues for forced entry? How will US combat forces be used by another lead nation in forced entry operations? How will US forces be sustained if not the lead nation?
MOVE 3 **Portion of Day 4 (Transition) and Day 5**	How has the US military conducted cooperation and coercion activities in PSO?

Figure 31. Draft IW Charges

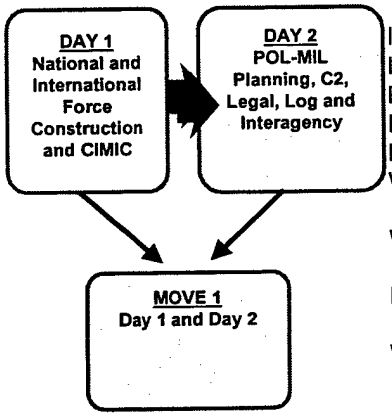
The charges above were the first draft. Each move's or session's charges were refined and are contained in the next three slides in detail.

3.10 Issues Workshop

Refine Issues Workshop Moves

Charge 4a: How can the following charges be refined to ensure the maximum analysis is conducted during the issues workshop? How will the issues be addressed by BOS, phase, function?

FOCUS 2000 PSO Seminar (Proposed at PC 3)



Identify the POL-MIL issues for the US in coalition operations.
Identify the POL MIL issues for the US in PSO.
Determine the critical planning requirements for coalition and PSO.
Determine the critical C2 issues and command and support issues.
How are forces built and organized by mission, by task?
Which other allied military and civilian organizations are likely to participate and what capabilities do they bring?
What is the UN - Coalition Force Authority structure? Special Rep, Deputy,...
Determine the legal issues: SOFA, ROE, transit agreements, ACSAs....
Where does PSO fall in on a unit's METL? Should it be a separate item?

Figure 32. Refined IW Charges for Move (Session) 1

3.11 Issues Workshop

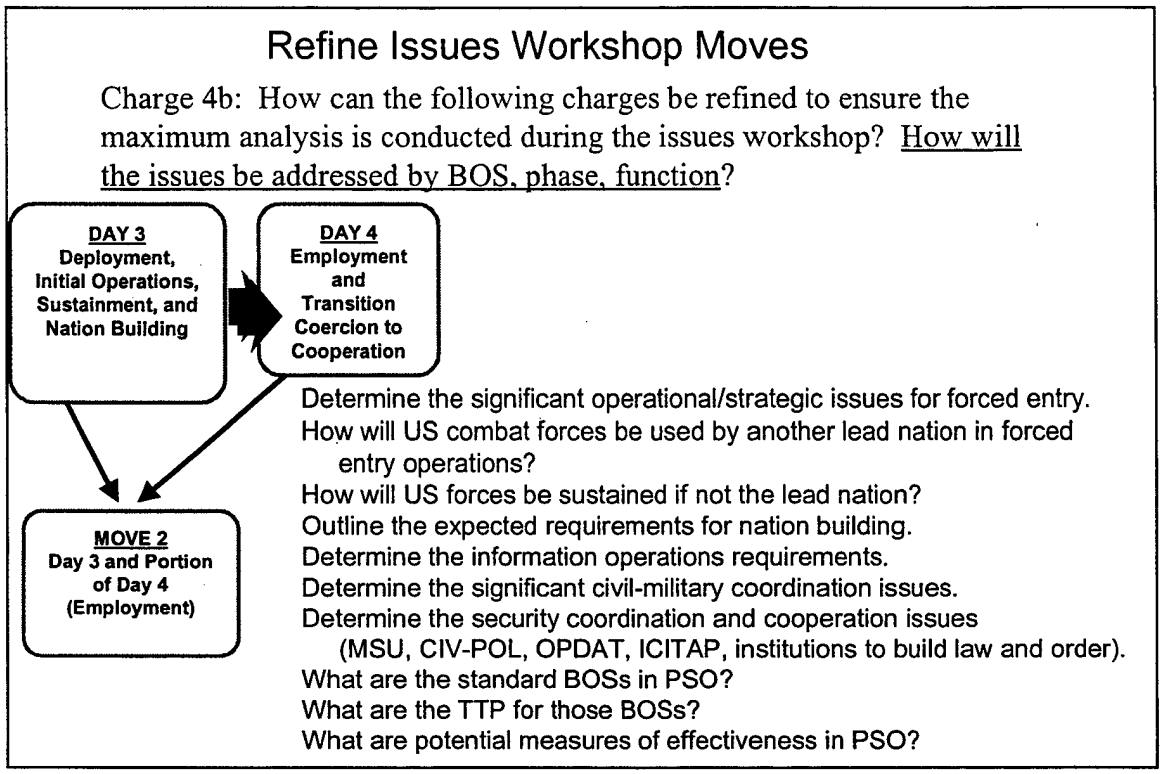


Figure 33. Refined IW Charges for Move (Session) 2

3.12 Issues Workshop

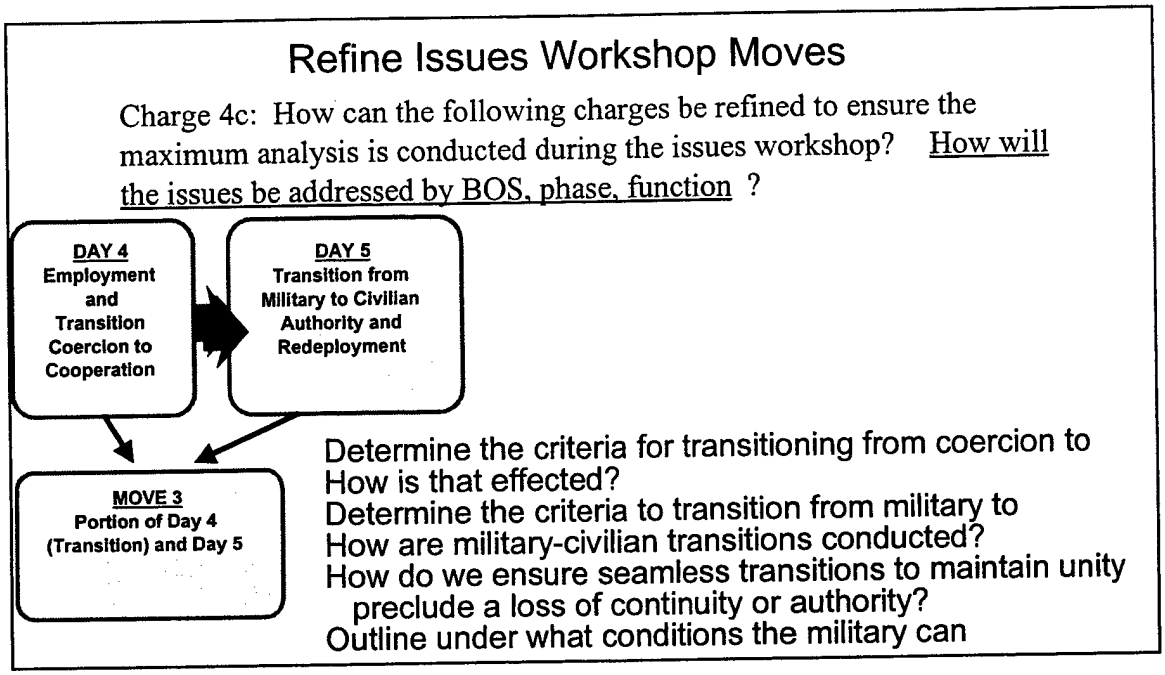


Figure 34. Refined IW Charges for Move (Session) 3

(THIS PAGE INTENTIONALLY LEFT BLANK)

CHAPTER 4 WORK GROUP SESSION 2

4.1 ABCA FOCUS 2000

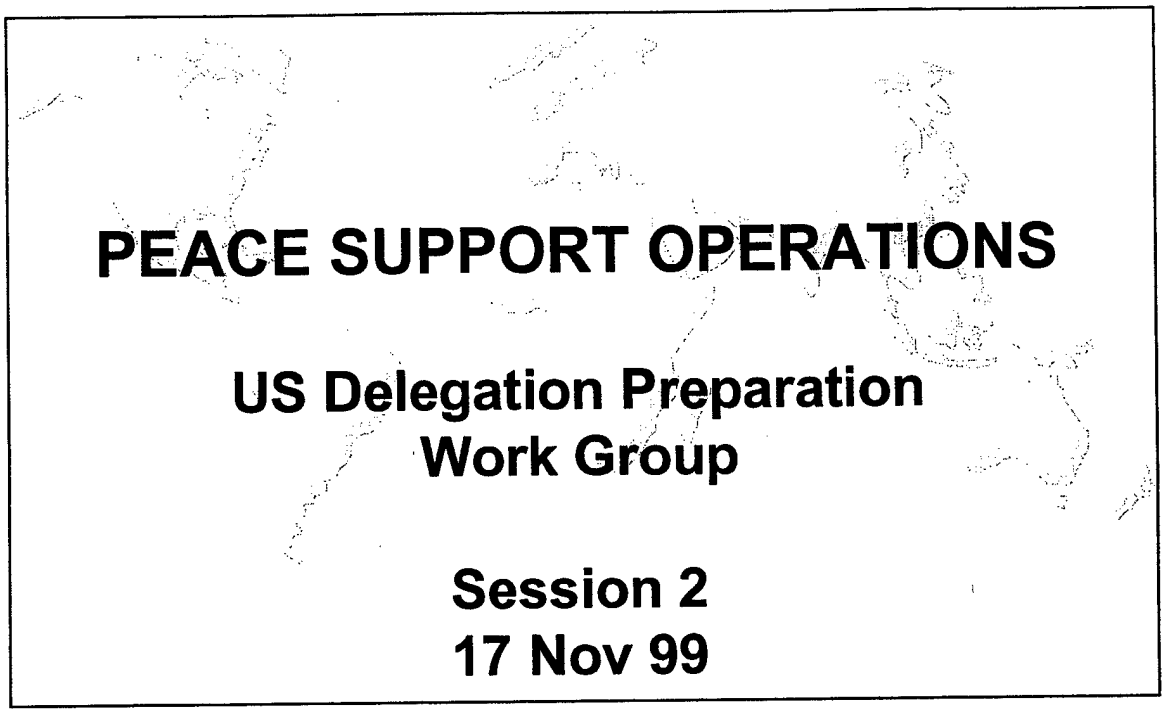


Figure 35. Session 2

4.2 Session 2 Overview

FOCUS 2000

PURPOSE: The working group will review the current plan for the US Delegation Preparation for the ABCA FOCUS 2000 Peace Support Operations Seminar, determine the specific objectives and charges to be addressed in the January Issues Workshop, conduct some preliminary analysis of critical issues, and finalize the invitation list for the Issues Workshop.

Session 2: Conduct preliminary analysis of critical topics

13:00	Draft a definition for Multinational Force Compatibility.
13:15	Discuss and layout C2 structures for a ground force HQs and command and support relationships.
13:45	Interface with interagency organizations.
14:15	Determine significant issues (joint and coalition) to include areas for standardization within a DTLOMS framework.
14:45	Compile a comprehensive POC list from which to invite subject matter experts and interagency representatives to the Issues Workshop and Pol-Mil Game.
15:15	Conclusion and Summary of work group efforts.

Figure 36. Session 2 Agenda

The second session overview is presented here.

4.3 Issues Workshop

Define Multinational Force Compatibility

Charge 5: Draft a definition for Multinational Force Compatibility (MFC) for consideration at the Issues Workshop.

The current definition as specified in Draft AR 34-1: MFC is the ability of the Army and its forces to operate effectively as a member of a multinational coalition or alliance across the full spectrum of military missions and to support the [regional commanders in chief (CINCs)] geographic combatant commands in employing US forces as a part of a multinational coalition or alliance.

Consider imprinting on our allies: the ability of foreign armies/militaries to operate together to accomplish missions across the full spectrum of conflict making maximum use of current systems, standardization agreements, and minimal organizational changes to achieve the political and military objectives.

Consider impact of NATO NSC changes to levels of standardization and new definition of interoperability.

Figure 37. Multinational Force Compatibility

The current definition of Multination Force Compatibility (MFC) is provided as a start point for discussion. The two considerations are provided to stimulate discussion. There are many issues that must be addressed when finalizing the definition, to include: do we include joint? Do we include coalition? Compatibility? Interoperability? Is MF interoperability a better goal?

A definition must be crafted that allows for the full participation of all member nations and inclusion of their unique capabilities and processes. The intent is not to make materiel acquisition a major part of MFC or interoperability. Optimizing current systems and using them better to facilitate a higher degree of command and control (C2) and conducting operations is the goal.

4.4 Issues Workshop

C2 Structures and Processes

Charge 6: Discuss and layout C2 structures for a ground force HQs and command and support relationships. How do we improve C2 processes?

- Potential C2 structures for consideration of a straw-man coalition PSO headquarters:
  - US corps HQ
  - US division HQ
  - British division HQ
  - Australian Deployable Joint Force Headquarters
- Critical elements required in the HQ: (use RAINBOW SERPENT AAR)
- How does a ground force integrate into a Joint Interagency Task Force (JIATF) and the Multiagency Support Team (MAST) concept?
- How do we improve liaison capability? Resourcing, training,...
- How do we improve US HUMINT capability or capitalize on allied capabilities?
- How do conduct joint and combined needs assessments (mission analysis) and translate results to military and civilian requirements?
- How do you size and train an operational HQ for PSO?

Figure 38. C2 Issues

COL Ancker, per Mr. Davidson, has agreed to take the strawman coalition headquarters initiative on within the Combined Arms Doctrine Directorate.

This is potentially one of the high payoff tasks for ABCA in the FOCUS 2000 exercise--to gain consensus on a C2 structure for PSO within the ABCA Armies.

4.5 Issues Workshop

Interfacing with Interagency Organizations

Charge 7: Interface with interagency organizations.

What is the current status of military/interagency relationship?
What are the significant pol-mil implications of the current relationship?
What are the significant operational issues of the relationship?
What are the issues associated with transitions of authority in the relationship? (force protection, support,...)
Current NSC structure was designed for cold war, not SSCs. How do we coordinate within the current structure to get max value?
Interagency process and structure - current state and capabilities?
Determine the applicability of combining the military's mission analysis process with the interagencies' needs assessment process and requirements.

Figure 39. Interagency Issues

4.6 Issues Workshop

Issues for Standardization

Charge 8: Determine significant issues (joint and coalition) to include areas for standardization within a DTLOMS framework. Where are the potential shortfalls in current operations and doctrine?

D - JRSOI

T - Leader and staff officer education and development within coalition headquarters

L - (Will be articulated more so from a training perspective)

O - Land Component Headquarters structure

M - (None to be addressed at this time; the focus is on making current systems work effectively with minor changes to organizations or through training)

S - (Focus of the exercise objectives is above the individual soldier level)

Go through slides and pick out the appropriate areas for inclusion in these areas

Figure 40. Standardization Issues within DTLOMS Framework

Although the areas of Leadership, Materiel, and Soldiers are not the primary focus, any suggestions in these areas will be accorded proper consideration.

4.7 Issues Workshop

POC List
Charge 9: Compile a comprehensive POC list from which to invite subject matter experts and interagency representatives to the Issues Workshop and Pol-Mil Game.

Figure 41. POC List

The actual POC list will be worked offline between CAA and the sponsor, DUSA(IA).

(THIS PAGE INTENTIONALLY LEFT BLANK)

CHAPTER 5 WORK GROUP RESULTS

5.1 Work Group Results

The work group answered all but one of the charges. Significant refinements were made to the issues workshop sessions and charges.

Initial analysis has provided for a substantial base from which the issues workshop participants can continue the discussion of PSO issues and ensure the US delegation is prepared during the SANDHURST 2000 Pol-Mil Game.

Figure 42. Work Group Results

The work group was highly successful in its first meeting. The only charge that was not addressed was the development of a comprehensive point of contact list for the subsequent Issues Workshop.

(THIS PAGE INTENTIONALLY LEFT BLANK)

APPENDIX A. STUDY CONTRIBUTORS

1. STUDY TEAM

a. Study Director. MAJ Mike Moon

b. Team Members

Mr. Donald Davidson, DUSA(IA), Action Officer

Mr. Mart Lidy, Institute for Defense Analysis (IDA), PSO Subject Matter Expert

MAJ Greg Barrack, CAA, CAC Analyst

Mr. Robert Barrett, CAA, CAC Analyst

Mr. John Elliott, CAA, CAC Chief

MAJ Howard Hall, CAA, CAC Analyst

2. PRODUCT REVIEW BOARD

Mr. Ronald Iekel, Chairman

(THIS PAGE INTENTIOALLY LEFT BLANK)

APPENDIX B. REQUEST FOR ANALYTICAL SUPPORT

REQUEST FOR ANALYTICAL SUPPORT

PART 1

Performing Division: CA | *Account Number:* 2000037

Tasking: Verbal | *Mode (Contract-Yes/No):* No

Acronym: **F2000 WG 1**

Title: FOCUS 2000 Work Group 1

Start Date: 17-Nov-99 | *Estimated Completion Date:* 17-Nov-99

Requestor/Sponsor (i.e., DCSOPS): | *Sponsor Division:*

Resource Estimates: *a. Estimated PSM:* | *b. Estimated Funds:* $0.00

c. Models to be Used:

Description/Abstract:
CAA conducts a Peace Support Operations Work Group to prepare for the Issues Workshop and POL-MIL Game in support of the US Delegation preparation for the ABCA FOCUS 2000 PSO Seminar as part of the ABCA Armies standardization Program.

Study Director/POC Signature: | *Phone#:* 703-806-5647

Study Director/POC: **MAJ(P) Michael Moon**

If this Request is for an External Project expected to consume 6 PSM or more Part 2 Information is Not Required. See TAB C of the Study Directors' Guide for preparation of a Formal Study Directive

PART 2

Background:
ABCA conducts bi-annual exercises in order to enhance standardization across the member Armies. The past three exercises have highlighted deficiencies in Pre-deployment planning, Command and Control, Command and Support Relationships, and Force Structuring. Additionally PSO have become one of the prevalent military missions in this post cold-war era.

Scope:
CAA conducts a Work Group, Issues Workshop and POL-MIL Game to prepare the US Delegation to the ABCA FOCUS 2000 Peace Support Operations Seminar.

Issues:
Evaluate current national PSO doctrine, identifying areas for standardization. Identify planning requirements under lead nation concept. Evaluate processes and procedures for battlespace management, logistics, information operations, force protection, passage of intel data, CIMC and legal issues and command and support relationships.

Milestones:
23 Aug 99 - DUSA(IA) coordination meeting. 13-17 Sep - ABCA Planning Conference 3. 29 Sep - Brief to Director CAA. 29 Oct - Brief to QWG AOR WG. 19,20 Jan - Conduct Issues Workshop. 28,29 Mar - Conduct POL-MIL Game. Apr 29 - 4 May - ABCA FOCUS 2000 Seminar.

Signatures *Division Chief Signature:* Robert W. Barnett | *Date:* 17 Nov 99

Division Chief Concurrence: Dr. John Elliott

Sponsor Signature: | *Date:* 17 Nov 99

Sponsor (COL/DA Div Chief) Concurrence: DUSA(IA) DR. Davidson Jr

Entry Date: 16-Nov-99 | *Print Date:* 16-Nov-99