

2016 Peace and Stability Operations Training and Education Workshop

Theme

“Identifying and Implementing Peace and Stabilization Training and Education Best Practices”



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Work Group 1

Develop a training and Education strategy for Foreign Humanitarian Assistance



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Objective: Establish a Foreign Humanitarian Assistance (FHA) training and education strategy that is focused on both disaster preparedness and response in order to improve effectiveness and efficiency of timely relief efforts.

Participants: USAID, UN OCHA, OSD(P&R), Interaction, CAA, PKSOI, JS J7 JCOA, Army G3/5, US Army CA, NDU, USACAPOC, MCCMOS, USUHS, USJFKSWCS

Discussion:

- Operations United Assistance (Ebola Support) and Operation Unified Response (Haiti Earthquake) scalable planning and execution of foreign humanitarian assistance.
- Analyzed the Ebola Support and Haiti Earthquake relief operations in order to identify lessons learned and gaps in FHA operations.
- Identify top ten lessons learned
- Outlined initial procedures to integrate lessons learned in planning, training and education models.

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Top 10 Lessons Learned

- Define roles and responsibilities during international crisis response, to include infectious disease outbreaks.
- Be more inclusive in the planning process.
- Prepare for “all-hazard” environments (e.g., HAZMAT, FCM, infectious disease risks).
- Understanding the disaster requirement gaps for host nations.
- In JPME, emphasize laws, policies, and timelines as they apply to emergent and contingency requirements.
- Identify unclassified communication/IT network during disaster.
- Improve coordination and information sharing with non-DOD partners.
- Implement stronger “upstream” and “downstream” coordination mechanisms (e.g., USAID-led MOAs, MITAMs).
- Develop scalable follow-on force packages where hybrid hazards (e.g., seismic & extreme weather) persist.
- Incorporate the FHA education into all levels.

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Recommendations/Way Ahead:

1. Add skill identifiers to individual records – based on education, training, and deployment experience.
2. Clearly identify the FHA training requirements/ competencies for personnel filling FHA mission activities & tasks .
3. Teach/share the best practice of establishing early coordination with LFA/ partners
4. Educate on available resources that contain country or regional assessment and capabilities i.e. USAID, CFE-DM.
5. Increase participation by DOD planners in FHA courses/education (e.g. USAID JHOC, UN CM coordination course HART-CDMHA).
6. Review current country disaster preparedness plans- host nation disaster plans and identify gaps.
7. Create DOD level TF among agency SMEs to conduct COCOM HA/DR CONPLAN review .
8. For operational planners leverage existing exercises to foster greater coordination/ training.
9. Identify coordination/collaboration information systems with non DOD community.
10. Create DOD guidelines (policies) that address the sharing of information during FHA operations, i.e. sharing of surveillance drone video.
11. Provide and support a non-secure communications system (radio, internet) that is acceptable to a majority of the humanitarian community.

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Work Group 2

Preparing Senior Leaders to Succeed in UN Peace Operations



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Objective: Preparing Senior Leaders (SL) to Succeed in UN Peace Operations

Participants: IAPTC/FBA, PKSOI, UN DPKO, OSD, J5 GPP, CCMR, NDU, American Univ. IMI, MCCMOS, AWG, Independent Consultant (Gordon)

Discussion:

- Examined **SL key competencies** in the areas of:
 - **Knowledge:** Multi-dimensional Peace Operations, Components/Contributors, & more specific issues such as UN System, Legal Framework, PoC, SEA etc.
 - **Skills:** Communications, Team Building, Diplomacy, plus.....
 - **Attributes:** Adaptability, Partnering, & Collaboration, plus.....
- **Resources** available / required to develop & deliver SL training needs
 - UN Senior Mission Leaders Course; Other SML Courses; other UN Trng
 - National & Regional Peace Operations Trng
- **Optimal** SL education & training **delivery** methods
 - Integrated (CIV-MIL-POL) Exercises & Courses; Blended Learning (incl Distance); Mentoring
- **Community of practice** to advance UN SL development

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Recommendations/Way Ahead for Enhanced UN Senior Leadership Development

- Propose a **Senior Leadership Profile** (Attributes and Skills)
- Endorse **UN SML Course** as cornerstone of “comprehensive/systematic UN SL Trng...Strategy”
 - UN sets the standard for UN Senior Leader Training
 - UN oversight of content, participants, planning and implementation
 - Key Requirements
 - Systematic Funding
 - Qualified SMEs and facilitators
 - Contribute to updating SML Scenario (Carana)
- Promote Leadership Development **Continuum**
 - Progressive Knowledge of Peace Operations
 - Integrated Education and Training
 - Integrated Planning / Implementation / Evaluation
 - Assess SL Trng “outsourcing” options – GPOI (Mission Commanders Course - MidGrade)
- Contribute to resourcing **Mission Mentoring** Programme
- Support development of **Simulations** for UN SL Training for Peace Operations
- Support UN **Team Building Exercise** Initiative
- Consider UN SL Training as **Topic in IAPTC and its Regional Associations**

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Work Group 3

Develop a Methodology for Assessing and Countering Transnational Organized Crime



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Objectives:

1. Identify analytic methods to identify transnational organized crime (TOC) or ideologically-motivated terrorist or insurgent groups
2. Identify mitigation strategies to address such groups in peacekeeping mission environments

Participants: GMU, Northeastern University, JIDA, Helios Global, IMSG, J7 IW, C/81 CA BN, 450th CA BN, US Army Africa, USAJFKSWCS

Discussion:

- Several analytic models can be effectively applied to assessing the threats posed by transnational organized crime (TOC) and ideologically-motivated violent groups but differentiating between them is unnecessary
- Strategies for countering or mitigating these threats must be considered in the context of existing doctrine and at the outset of mission planning

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Recommendations

1. **Employ at least the following methods to analyze violent criminal AND ideologically motivated spoilers:**
 - Operational Design
 - Joint Intelligence Preparation of the Operational Environment (JIPOE)
 - [Military Decision Making Process](#)
 - [Mission Analysis](#)
 - Applied Intelligence for Irregular Warfare
 - Civil Vulnerability Assessment
 - Counter-Threat Finance Analysis
 - Social Network Analysis
 - Geospatial Analysis

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Recommendations

2. Strategies for countering or mitigating transnational criminal and violent ideological threats include:

- Ensure unity of effort
- Generate and maintain shared appreciation of context/environment
- Resource force with robust information collection and analysis capabilities
- Identify required and existing HN capabilities
- Integrate CIMIC considerations into mission planning effort
- Promote rule of law and responsive and legitimate governance
- Develop and execute strategic communications plan
- Identify and address causes of violence

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Work Group 4

Organizing the Generating Function of Security Force Institutions: Security and Justice, and the implications for Governance and Economic Institutions



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Objective: Identify Force Development recommendations that will inform the Joint Force's efforts to build Partner Nation Generating Capacity (i.e., the Partner Nation's ability to recruit, train, equip, and sustain their SFs)

Participants: 25 different organizations across the Army, other services, Joint Staff, Office of the Secretary of Defense, Interagency, NGOs, and Academia

Discussion:

What Force Development considerations are important to preparing the Joint Force to aid with the development of Partner Nation Force Generation Capacity? Consider the long term implications to the following:

- Security
- Justice
- Economy

To the degree necessary, use Colombia as a case study.

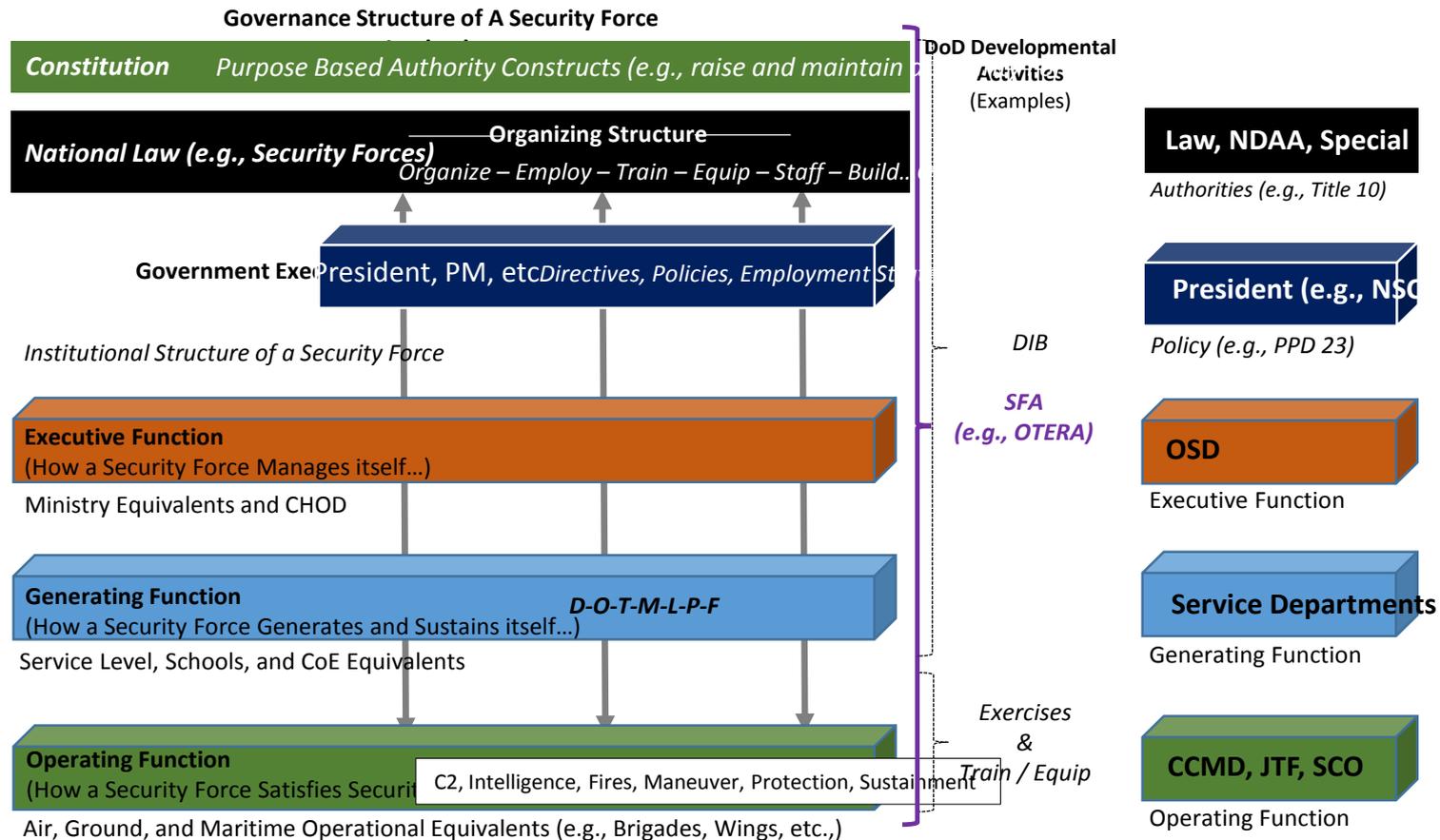
E-G-O Construct and the relationship of SFA to Governance

“Them”

(Their capacity and needs...)

“US”

(Our SME, Resources, & Interest...)



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Findings:

- Need more thorough assessments that take into account Partner Nation individual and governmental perspectives and overlapping Nat'l Objectives of U.S. and other contributing nations. Ask “what resources and capabilities does the Partner Nation have that we can build upon?”
- Must have deliberate coordination/communication and synchronization between levels of command and **E**xecutive-**G**enerating-**O**perating functions
- Must have strategic patience and willingness to make small investments over an extended period of time
- ”Legitimacy” must be introduced early; vetting Security Force members; Transparency Accountability Oversight; must represent Partner Nation perspectives

Recommendations/Way Ahead:

- Incorporate SFA into Doctrine, Training, Education, and Exercises
 - See Pending JP 3-20; for assessments, consider JCISFA’s SFA Assessments Handbook
 - See also ATTP for SFA
- Ensure Training, Education, and Exercises for CCMD, JTFs, and Security Cooperation Officers provide SFA knowledge and Partner Nation Perspectives

Joint Center for International Security Force Assistance

<https://jcisfa.jcs.mil>

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Work Group 5

Develop a common curriculum to improve interagency planning and collaboration in the area of Stability Operations



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Objective: Develop a common curriculum to improve interagency planning and collaboration in the area of Stability Operations, with an emphasis on design, level of planning (strategic/operational), ownership, delivery and assessment (PKSOI and CSO).

Participants: State, OSD, USIP, USAID, DA, CAC, USMC, CCO, NPS, Simon Center, GMU, Johns Hopkins, JCISFA, 80th CA, USAJFKSWCS/SOC_oE, DoD OIG, USMC, Corps Solutions, 84th CA, New Century, Peace Innovation Lab, IMMSG, Kennesaw State U

Discussion:

- Needs: P&SO community struggles to develop and effectively execute USG Stab Ops policy, doctrine, process, strategy and plans.
 - Experience being lost. Collaborated educational experience, sustainment, enrichment limited
 - Lack of collaborative visibility over resources
- Assumptions: Relate educational content to Needs.
- Audience
- Content
- System
- Delivery

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Recommendations/Way Ahead:

- Continue an enduring community of interest for Interagency Planning and Collaboration
- Continue knowledge sharing via Blackboard and other venues.....resources
 - Monthly virtual seminars
 - Investigate another possible shared site (Google)
- Resources----Interagency courses, resources, case studies / scenarios / games
- Venues..... Determine host locationscollegiate, etc. ...
- Delivery method multiple but face to face key.
- Pilot baseline course content and approach discussed needs to be explored
- Re-meet in 6 month to update progress (D9 Office sponsor)
- Look at certification / accreditation for future

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Work Group 6

Dealing Effectively with Uncertainty: Civilian – Military Relations in shared Spaces



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Objective: This course seeks to use education and training to maximize opportunities and reduce obstacles to improved relations, while providing practical skills to help practitioners translate better understanding and analysis into more effective engagement with multiple actors.

Participants:

USIP

DoD: USACAPOC, USMC, USAF, USA, PKSOI

DoS: (FSI)

USAID: (CMC)

NGOs

Academia

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Why this Course?

Initial Assessment

Develop hypothesis

Market Analysis

Methodology

Socialization – USIP Leadership and key stakeholders

2015 PSOTEW

Small Workgroups

2016 PSOTEW

Overview:

Four (4) Modules

Operational Environment

Actors

Communication

Leadership

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Recommendations/Way Ahead:

- **Analyze Feedback**
- **Small Workgroup**

Pilot Course July 11-15 2016