



## **Subject: The 2010 Peace and Stability Operations Training and Education Conference**

The Peacekeeping and Stability Operations Institute (PKSOI) in concert with its co-sponsors: Office of the Deputy Assistant Secretary of Defense for Partnership Strategy and Stability Operations, Peace Operations Policy Program at George Mason University, United States Institute of Peace, US Army Combined Arms Center, State Department's Office of the Coordinator for Reconstruction and Stabilization, the Leader Development and Education for Sustained Peace program at the Naval Post Graduate School, will conduct the 5th annual conference from 26 to 28 October 2010 at the National Conference Center, Lansdowne, VA. Conference registration is located at the following link: <https://resweb.passkey.com/go/PKSOI>.

**Theme.** The conference theme and goal is to capture Civilian-Military (CivMil) Teaming Challenges and Best Practices from a Comprehensive Approach in order to inform current training and education practices.

**Goals and Focus Areas.** The workshop will bring together trainers, educators and practitioners from the U.S. and international governmental and military organizations, international and non-governmental organizations, military and civilian peace and stability training centers, and academic institutions to present current challenges and best practices toward improving civilian and military teaming efforts in Peace and Stability Operations. The conference will consist of a mix of presentations and panels to provide opportunities for cross functional discussion of key challenges and innovative practical applications. The final panel will take the Best Practices from the previous three panel discussions, and develop a recommended way ahead to improve curriculum, content, and processes. The four panel discussion topics are:

### **1) *UN Integrated Mission Challenges in sub-saharan Africa.***

The challenges to [UN Integrated Missions](#) in [sub-saharan Africa](#) are immense with many failing or failed governments struggling to maintain order among warring tribal elements and unrestricted border movements. Only a few UN missions in sub-saharan Africa are even considered [semi-integrated](#) by UN standards. Points to consider in this discussion:

- What was your organization's perceived role in the UN integrated mission?
- What were the integration challenges to your organization of operating under the guidelines of a UN Integrated Mission in sub-saharan Africa, and with which organizations did you have integration concerns?
- What were the organizational challenges of integrating the host nation mandates into your organization's implementation strategy?
- What approach was used to mitigate these integration challenges, and were they effective?

- How did your organization document these lessons learned, and what method was used to distribute them?
- What integration training would have been beneficial as part of a pre-deployment training and exercise package?
- Has your organization modified training and education to reflect the lessons learned, and, if so, have the changes achieved the desired effects?

**Group Led discussion will focus on:** Define the requirements unique to training and educating forces and personnel for the challenges of Peace and Stability Operations in Africa within the UN Integrated Mission framework.

## **2) Continuity of Stability and Reconstruction initiatives in Haiti during a Disaster Response**

Some of the senior leadership of [MINUSTAH](#) and the Government of Haiti were lost in the earthquake causing an extreme lack of on-the-ground situational understanding. The international community and [US government responses](#) were immediate and extensive, and quickly overwhelmed the Haitian logistical infrastructure. The response was so rapid, international strategy and integrated planning dramatically lagged behind the influx of supplies and personnel, causing a disjointed effort at the outset.

- When developing your organizations response strategy to the earthquake in Haiti, what consideration was given to MINUSTAH's development and reconstruction initiatives, as part of the overall response strategy?
- What was your organizations expected and actual role in the Haiti response, and who did you feel was coordinating efforts?
- What integration challenges did your organization face during the Haiti disaster response, and were your efforts tied to immediate relief or long-term development projects?
- What institutional and international stovepipes, including host nation desires, hindered the implementations of your organization's response?
- What approach was used to mitigate these integration challenges, and were they effective?
- How did your organization document these lessons learned, and to what method was used to distribute them?
- What integration training would have been beneficial as part of a pre-deployment training and exercise package?
- Has your organization modified training and education to reflect the lessons learned, and, if so, have the changes achieved the desired effects?

**Group Led discussion will focus on:** Define the requirements unique to training and educating forces and personnel for the challenges of responding to a Disaster Response while maintaining progress on an on-going Stability and Reconstruction operation.

## **3) Comparison of CivMil PRT Teaming Challenges in Iraq and Afghanistan**

CivMil teaming organizational structures, missions and leadership, as found in Provincial Reconstruction Teams (PRT), has changed dramatically as the theaters matured. The structure and mission of each PRT varies depending deployment location, sponsoring country and local population requirements. The inclusion of local host nation officials on

the PRT staff has enhanced cooperation with the local population. Intelligence is an essential element of PRT operations, which frames the relevance of each project against local population perceptions. U.S. Department of State reps lead Iraq (IZ) PRTs, while military commanders lead Afghanistan (AF) PRTs. Direction from international and national strategists has been limited, and each new PRT staff tends to redefine their own mission priorities. By comparing the IZ and AF PRT models, the panel will discuss the Best Practices that have led to significant changes CivMil teaming models and PRT leadership.

- What were the functional relationships between U.S. government, international and host nation officials and military personnel in Peacekeeping and Stability Operations?
- Which PRT leadership element strengthened ties to the host nation?
- What institutional perspectives and operational mandates, including host nation desires, hindered integrated civmil teaming?
- What approach was used to mitigate these integration challenges, and were they effective?
- How did your organization document these lessons learned, and what method was used to distribute them?
- Has your organization modified training and education to reflect the lessons learned, and, if so, have the changes achieved the desired effects?
- What integrated training would have been beneficial as part of a training and exercise package?

**Group Led discussion will focus on:** Define the requirements unique to training and educating forces and personnel for the challenges of developing a CivMil teaming structure for the future, focused on building host nation capacities and institutions.

#### ***4) Incorporation of Lessons Learned into Curriculum Development and Practical Application***

Countries and international organizations have deployed hundreds of thousands of people into Stability and Reconstruction environments for failed and failing states for years, using such strategies as the Comprehensive Approach to host nation capacity building. The environments and countries change, but many principles remain the same. Multiple organizations harvest Lessons Learned/Best Practices, but rarely are these experiences contrasted against the international community principles to determine whether the experience was unique to that environment, or defines a new emerging trend. These new principles must be linked to case studies, then incorporated into education and training curricula which is grounded in doctrinal changes.

- What are the institutional procedures for insuring all unique operational experiences are collected and documented into Lessons Learned/Best Practices?
- What is the internal validation process for Lessons Learned, and the methodology used to catalogue and store those Lessons Learned?
- What are the challenges and Best Practices for sharing/contrasting Lessons Learned to other countries with similar experiences?
- What is the best practice for assessing pre-deployment and readiness training, and who should conduct the assessment?

- What are the challenges to incorporating the Comprehensive Approach into curriculum case studies and vignette exercises?
- What changes would you recommend to education and training programs and exercise environments to mitigate some of the CivMil and international integration teaming challenges addressed in the three previous panel discussions?

**Group Led discussion will focus on:** Define the requirements unique to training and educating forces and personnel for the challenges of planning and implementing a R&S National Strategy using a Comprehensive Approach.

## Conference design

This workshop will be conducted over the course of three days. The focus of day one will be to provide an overview of major challenge to CivMil cooperation in Afghanistan and Iraq, while discussing U.S. Interagency education and training initiative since the last workshop. The next phase of the conference will consist of cross-functional discussion panels addressing varying aspects of CivMil teaming challenges, and discussing specific education and training best practices to resolve the teaming issues. Each panel member will address the panel discussion questions and provide best practices to overcome them. After each panel presentation, the attendees will break into a group led discussion to address unique training and education requirements for the specific scenario. The final panel will focus on vetting and incorporating Best Practices into a planning and implementation strategy for a future R&S scenario with a failed state using a Comprehensive Approach. The TE3 will review the findings from the last panel discussion on incorporating Lessons Learned into training and education curriculum for a Comprehensive Approach, and provide feedback on the feasibility of such a strategy, and propose future collaboration efforts. The second day of the conference will also have a Noon Time Lecture series for non-panel members to brief their current projects and solicit participation from the group.

## Conference deliverables

The findings from each Group Led discussion will be compiled into Best Practices recommendations, which can be used by the final Group Led discussion group on incorporating Lessons Learned into curriculum. The findings from the final group will be presented to the US Training, Education, Exercises, and Experimentation (TE3) sub-Interagency Policy Committee (IPC) for review and a collaborative way ahead. All findings will be compiled into a conference compendium, outlining future collaborative initiatives.

## Specific Dates for planning travel:

Participants from outside the DC area, may want to consider arriving the evening of 25 October 2010. All flight arrangements should be made into the Washington Dulles International Airport, Sterling, VA. A shuttle for the National Convention Center will depart hourly from Dulles. Please advise PKSOI of your arrival time to Dulles no later than 18 October 2010. There will be a cash bar social at 6:30 pm on 25 October for early arrivals. If you plan on arriving the day of the conference, 26 October, registration begins at 0800 in the NCC lobby, and the conference starts at 0930. There will be a

conference social with a cash bar at 7:00 pm on the 26th. The conference concludes at 3:00 pm on 28 October with shuttle service back to Dulles airport.

POC: COL Timothy Loney 717-245-4308 [timothy.j.loney@us.army.mil](mailto:timothy.j.loney@us.army.mil).