
***Evolving USG Interagency
Intervention Doctrine –
Requirements for Supporting
Methods and Tools***

MORS Special Workshop:
Analysis for Non-Traditional Challenges
Johns Hopkins University Applied Physics Lab
Working Group 1
21-23 February 2006

A. Martin Lidy
mlidy@ida.org



3/3/2006-1



Agenda

- **Background**
- **Emerging Intervention Doctrine**
- **Requirements for Methods and Tools**

3/3/2006-2



America's National Security Strategy

- Champion aspirations for human dignity
- Strengthen alliances to defeat global terrorism and work to prevent attacks against us and our friends
- Work with others to defuse regional conflicts
- Prevent our enemies from threatening us, our allies, and our friends, with weapons of mass destruction
- Ignite a new era of global economic growth through free markets and free trade
- Expand the circle of development by opening societies and building the infrastructure of democracy
- Develop agendas for cooperative action with other main centers of global power
- Transform America's national security institutions to meet the challenges and opportunities of the 21st Century.

"...the Department must work hand in glove with other agencies to execute the National Security Strategy." QDR Report 6 Feb 06

3/3/2006-3 Source: *The National Security Strategy of the United States of America, The White House, September 2002*



National Security Institutions Require Transformation

- Champion aspirations for human dignity
- Strengthen alliances to defeat global terrorism and work to prevent attacks against us and our friends
- Work with others to defuse regional conflicts
- Prevent our enemies from threatening us, our allies, and our friends, with weapons of mass destruction
- Ignite a new era of global economic growth through free markets and free trade
- Expand the circle of development by opening societies and building the infrastructure of democracy
- Develop agendas for cooperative action with other main centers of global power
- **Transform America's national security institutions to meet the challenges and opportunities of the 21st Century.**

National Security is an Interagency Community Responsibility – Military is the instrument of limited war, to achieve limited political goals at limited costs

3/3/2006-4



Recent USG Institutional Reforms

- Jan 03 – Joint and Combined Provincial Reconstruction Teams (PRTs) established in Afghanistan (DoD, civilian, and military and civilian partners)
- 1 Jul 04 – Office of the Coordinator for Reconstruction and Stabilization created by DoS
- 21 Nov 05 – U.S. Ambassador Zalmay Khalilzad announces formation of first PRT in Iraq
- 28 Nov 05 – DoDD 3000.05 *Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations*, published by DoD
- 30 Nov 05 – S/CRS presented the Action Plan on Reconstruction and Stabilization to the Policy Coordination Committee
 - *Interagency Management of Reconstruction and Stabilization Operations: Models for Planning, Management, and Deployment*
- 7 Dec 05 – NSPD-44 *Management of Interagency Efforts Concerning Reconstruction and Stabilization*, published by White House
- 19 Jan 06 – Secretary of State announces
 - *Transformational Diplomacy* initiative
 - New *Director for Foreign Assistance* who serves simultaneously as a Deputy Secretary of State and Administrator for the U.S. Agency for International Development (USAID)

Lack of USG interagency doctrine to integrate these reforms and link them to the National Security Strategy

3/3/2006-5



Military Operations Other Than War Include a Wide Range of Activities

<p><u>Arms Control (DoS, DoE)</u></p> <p><u>Combating Terrorism (DoS, DHS, DoJ, NDI)</u></p> <ul style="list-style-type: none"> • Antiterrorism • Counterterrorism <p><u>DoD Support to Counterdrug Operations</u></p> <ul style="list-style-type: none"> • Counterdrug (DoS, DHS, DoJ, NDI, ONDCP) • Counterdrug Operations (DoS, DHS, DoJ, NDI, ONDCP) • Counterdrug Nonoperational Support • Counterdrug Operational Support <p><u>Enforcement of Sanctions/Maritime Intercept Operations</u></p> <ul style="list-style-type: none"> • Embargoes (UK) • Enforcement of Exclusion Zones • Counter Piracy (DHS) <p><u>Ensuring Freedom of Navigation and Overflight</u></p> <ul style="list-style-type: none"> • Guarantee and Denial of Movement <p><u>Humanitarian Assistance (DoS, USAID)</u></p> <ul style="list-style-type: none"> • International Disaster Relief (UN) <p><u>Military Support to Civil Authorities (DoD)</u></p> <ul style="list-style-type: none"> • Defense Support of Civil Authorities (DHS) • Military Aid to Civil Authorities (UK) <ul style="list-style-type: none"> – Military Aid to the Civil Community – Military Aid to the Civil Ministries – Military Aid to the Civil Power 	<p><u>Military Operations in Support of Diplomatic Peace Activities</u></p> <ul style="list-style-type: none"> • Preventive Diplomacy (DoS) • Peace Building (DoS, USAID) • Conflict Prevention (NATO and UK) • Peacemaking (DoS) <p><u>Nation Assistance</u></p> <ul style="list-style-type: none"> • Foreign Assistance (USG) • Humanitarian Civic Action • Infrastructure Support (USAID) • Military Assistance • Military Civic Action • Reconstruction (DoS and USAID) • Security Assistance • Security Cooperation • Stabilization (DoS and USAID) <p><u>Foreign Internal Defense</u></p> <ul style="list-style-type: none"> • Internal Defense and Development • Support to Counterinsurgency <p><u>Noncombatant Evacuation Operations (DoS)</u></p> <p><u>Peace Operations</u></p> <ul style="list-style-type: none"> • Peace Support Operations (NATO, UK, SE) • Peace Enforcement Operations • Peacekeeping • Wider Peacekeeping (UK) 	<p><u>Protection of Shipping</u></p> <p><u>Recovery Operations</u></p> <ul style="list-style-type: none"> • Search and Rescue • Combat SAR • Urban SAR (DHS) • Hostage Response <p><u>Show of Force Operations</u></p> <ul style="list-style-type: none"> • Forward Presence (UK) • Interposition (UK) <p><u>Strikes and Raids</u></p> <p><u>Support to Insurgency</u></p> <p><u>Strategic Communications (DoS)</u></p> <p>Sources:</p> <ul style="list-style-type: none"> JP 1-02 JP 3-07 JWP 0-01.1 (UK) JWP 3-50 (UK) AAP-6 (NATO) AJP-01 (NATO) Joint Military Doctrine Peace Support Operations (SE) DHS, DoS, and USAID Glossaries
---	--	--

3/3/2006-6

DoD *Interagency Allies*



Doctrine of Intervention (or Transformational Diplomacy)

- During the 1970s and 80s, the AirLand Battle Concept facilitated the development and implementation of today's joint military capabilities
- The Intervention Concept has the potential to accomplish a similar integration of the civilian and military partners in the 21st Century because most MOOTW
 - Are either peaceful or forceful intervention measures
 - Also involve both military and civilian partners

The SECSTATE and Civilian Partners use the term Transformational Diplomacy:
 “To work with our many partners around the world to build and sustain democratic, well-governed states that will respond to the needs of their people and conduct themselves responsibly in the international system.”

DoD uses the term Stability Operations:
 “Military and civilian activities conducted across the spectrum from peace to conflict to establish or maintain order in States and regions.”

S/ICRS and Civilian Partners use the term Stabilization:
 The process by which underlying tensions that might lead to resurgence in violence and breakdown in law and order are managed and reduced, while efforts are made to support preconditions for successful longer-term development

3/3/2006-7



Civil-Military Intervention Operations are Broader than Maintaining Order

Intervention Operations		
Peaceful Intervention Measures		Forceful Intervention Measures
<p><u>Arms Control (DoS, DoE)</u> <u>Combating Terrorism (DoS, DHS, DoJ, NDI)</u></p> <ul style="list-style-type: none"> • Antiterrorism • Counterterrorism <p><u>DoD Support to Counterdrug Operations</u></p> <ul style="list-style-type: none"> • Counterdrug (DoS, DHS, DoJ, NDI, ONDCP) • Counterdrug Operations (DoS, DHS, DoJ, NDI, ONDCP) • Counterdrug Nonoperational Support • Counterdrug Operational Support <p><u>Foreign Internal Defense</u></p> <ul style="list-style-type: none"> • Internal Defense and Development • Support to Counterinsurgency <p><u>Humanitarian Assistance (DoS, USAID)</u></p> <ul style="list-style-type: none"> • International Disaster Relief (UN) <p><u>Military Operations in Support of Diplomatic Peace Activities</u></p> <ul style="list-style-type: none"> • Preventive Diplomacy (DoS) • Peace Building (DoS, USAID) • Conflict Prevention (NATO and UK) • Peacemaking (DoS) 	<p><u>Nation Assistance</u></p> <ul style="list-style-type: none"> • Foreign Assistance (USG) • Humanitarian Civic Action • Infrastructure Support (USAID) • Military Assistance • Military Civic Action • Reconstruction (DoS and USAID) • Security Assistance • Security Cooperation • Stabilization (DoS and USAID) <p><u>Peace Operations</u></p> <ul style="list-style-type: none"> • Peace Support Operations (NATO, UK, SE) • Peace Enforcement Operations • Peacekeeping • Wider Peacekeeping (UK) <p><u>Strategic Communications (DoS)</u></p> <p><u>Peaceful Intervention Measures:</u> International intervention in an affected nation with the consent of the nation, to conduct developmental and security cooperation programs that increase capacity to self-govern in accordance with accepted international standards.</p>	<p><u>Combat Operations</u></p> <p><u>Enforcement of Sanctions/Maritime Intercept Operations</u></p> <ul style="list-style-type: none"> • Embargoes (UK) • Enforcement of Exclusion Zones • Counter Piracy (DHS) <p><u>Ensuring Freedom of Navigation and Overflight</u></p> <ul style="list-style-type: none"> • Guarantee and Denial of Movement • Peace Enforcement Operations <p><u>Show of Force Operations</u></p> <ul style="list-style-type: none"> • Forward Presence (UK) • Interposition (UK) <p><u>Strikes and Raids</u></p> <p><u>Support to Insurgency</u></p> <p><u>Forceful Intervention Measures:</u> International intervention authorized by the UN Security Council that uses military force, or the threat of force, to change the governing environment in an affected nation.</p> <p style="text-align: center; background-color: #008080; color: white; padding: 5px;">DoD Interagency Allies</p>

3/3/2006-8



Agenda

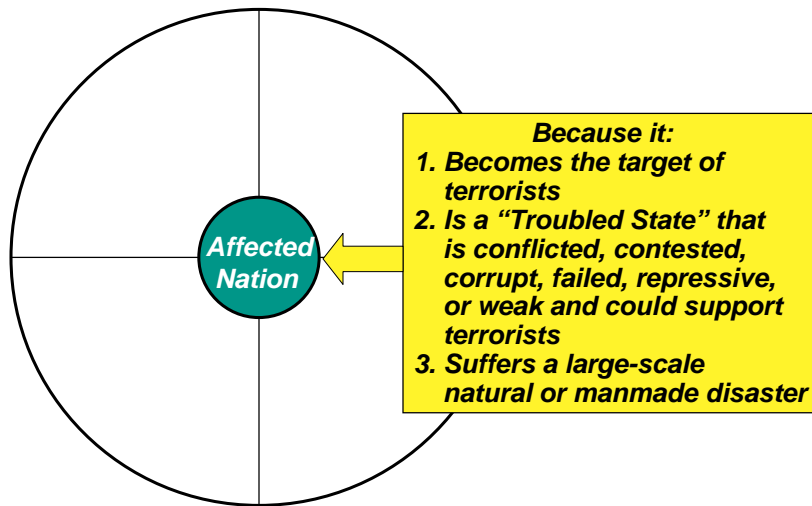
- Background
- Emerging Intervention Doctrine
- Requirements for Methods and Tools



3/3/2006-9



An Affected Nation Requires International Intervention



3/3/2006-10



Classification of Troubled States

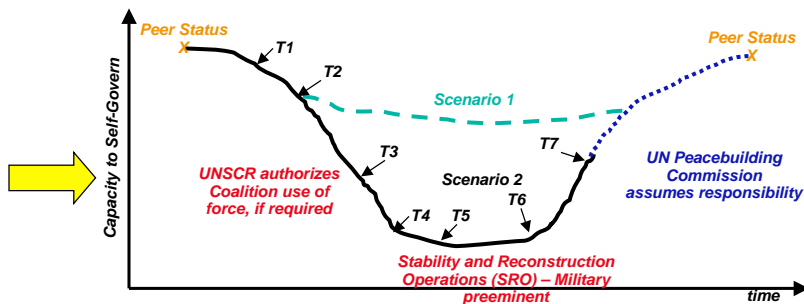
Class	Definition
Failed State	A state lacking centralized authority and in a situation of general anarchy, such that there is no authority to provide effective national protection.
Weak State	A state that has a semblance of authority but is unable to exercise effective power over all of its territory. Authority may be limited geographically, or in terms of the ability to carry out state functions (e.g., provision of services, or maintenance of law and order).
Conflicted or Contested State	A state that is not necessarily weak, but in which there is a conflict between groups for control of the state or specific geographic areas within the state. The state may be willing to extend national protection only to persons from particular groups or regions.
Repressive State	A state, which exercises authority, but does not extend protection to all of its citizens. Repressive states command strong central authority, and are able to crush potential rebellions and outbreaks of violent conflict
Rogue State	A repressive state that seeks to exert influence over other states or regions by threatening to or actually developing, testing, and fielding weapons of mass destruction and threatening their use. (Source: Stipulated)
Troubled State	A general category for a state, which for internal reasons, has attracted the attention of the international community as a possible location for intervention, including states against which international sanctions are being enforced (Source: Stipulated)

Source: UN High Commissioner for Refugees Paper: "Reintegration in the Transition from War to Peace," 19 September 1997.

3/3/2006-11



Life Cycle of Intervention in an Affected Nation

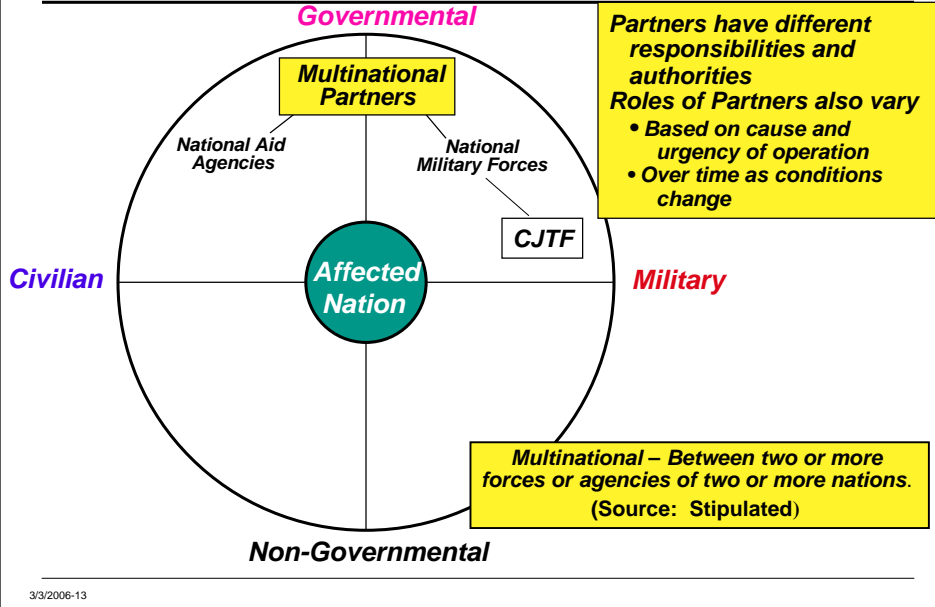


Trigger	Metric
1	Affected nation no longer functions as a peer; <i>civilian preeminent</i>
2	Coalition of willing decides to intervene; <i>civilian preeminent</i>
3	Affected nation does not respond to intervention actions, Coalition request use of force, if required
4	Conflict, peace enforcement, or peacekeeping based on affected nation response; <i>military preeminent</i>
5	Conflict ended or peace operation in effect; stability and reconstruction begins; <i>military preeminent</i>
6	Stability sufficient to allow <i>military</i> to hand-off <i>preeminence to civilian members of Coalition</i>
7	Stability and reconstruction sufficient to allow Coalition to hand-off operation to <i>UN Peacebuilding Commission (created 12/20/05)</i>

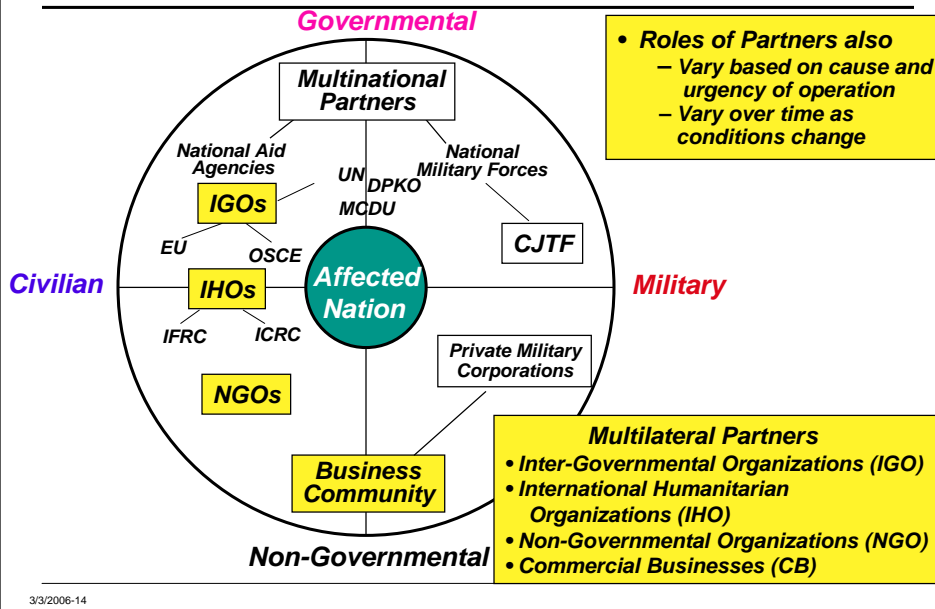
3/3/2006-12



Potential Multinational Partners During International Interventions



Potential Multilateral Global Partners During International Interventions





Who Are These Multilateral Partners?

- **Inter-Governmental Organization (IGO)** – An organization **established and funded by sovereign nations**, and **directed by their designated representatives**, to accomplish specific global or regional mandates. *Examples include the United Nations, the North Atlantic Treaty Organization, and the Organization for Economic Cooperation and Development. (Source: Stipulated)*
- **International Humanitarian Organization (IHO)** – A **non-profit** organization of **private citizens established under international law and custom**, recognized and granted privileges and immunities from national laws, that uses a distinctive insignia to represent the protection extended by international convention or custom, and holds permanent observer status with the UN General Assembly. *Examples include the International Committee of Red Cross and the Sovereign Military Hospitaller Order of Malta. (Source: Stipulated)*
- **Commercial Business (CB)** – A **for-profit** organization **created and managed by private citizens** for the purpose of providing goods or services to national or international markets. (Source: Stipulated)
- **Non-Governmental Organizations (NGOs)** have several definitions

3/3/2006-15



Various Definitions for NGOs

- An independent, non-profit-making organization formed from a variety of religious and humanitarian motives. (Source: **UN Charter** – Article 71)
- An organization that works nationally or internationally and is constituted separately from the government of the country in which it is founded. (Source: **The International Red Cross and Red Crescent Movement-Code of Conduct**)
- Any association of individuals, other than a government agency, pursuing a common purpose. Usually, an organization, based in the United States, in the host country, or in a third country, engaged in voluntary charitable or development assistance operations including, but not limited to, services of relief, rehabilitation, disaster assistance, development assistance, welfare, training, or coordination of such services in the fields of health, nutrition, agriculture, industry, environment, ecology, refugee services, emigration, resettlement, and development of capabilities of indigenous institutions to meet basic human needs. The term NGOs is generally synonymous with **Private Voluntary Organizations (PVOs)**, with the latter more commonly used to refer to U.S.-based NGOs. (Source: **USAID Registration Guidelines**)
- Transnational organizations of private citizens that maintain a consultative status with the Economic and Social Council of the United Nations. Nongovernmental organizations may be professional associations, foundations, multinational businesses or simply groups with a common interest in humanitarian assistance activities (development and relief). “Nongovernmental organizations” is a term normally used by non-United States organizations. (Source: **U.S. Joint Pub 1-02**)

3/3/2006-16



Authorities and Responsibilities of Coalition Partners

- ***Principal Coalition Members*** – The nations that have joined the coalition and the relevant IGOs and IHOs that plan, organize, fund, and manage an intervention. (Source: Stipulated) Includes
 - Multinational coalition members' ministries, ambassadors, and senior military commanders with national responsibilities for providing resources and managing activities in the affected nation
 - Multilateral coalition members' senior officials from IGOs and IHOs with responsibilities for providing resources and managing resources in the affected nation
- ***Coalition Implementing Partners*** – The civilian and military elements of coalition member nations, the field elements of relevant IGOs, IHOs, NGOs, and for profit contractors funded and managed by the principal coalition members to carry out intervention tasks. (Source: Stipulated) Includes
 - Civilian and military organizations of multinational coalition members deployed to the affected nation
 - Field elements of IGOs, IHOs, and NGOs deployed to the affected nation as part of the coalition
 - Contractors hired to perform tasks in the affected nation

3/3/2006-17



Civilian and Military Principles and Fundamentals

- **Basic Principles of MOOTW** (JP 3-07)
- **Fundamentals of Peace Operations** (draft JP 3-07.3)
- **Principles for Good International Engagement in Fragile States** (OECD/DAC)
- **Principles of War** (JP 3.0)
- **USAID's Nine Principles of Development and Reconstruction** (*FrontLines*)

Based on these principles and fundamentals, and lessons identified from field experience, what are the Principles of Interagency Intervention?

3/3/2006-18



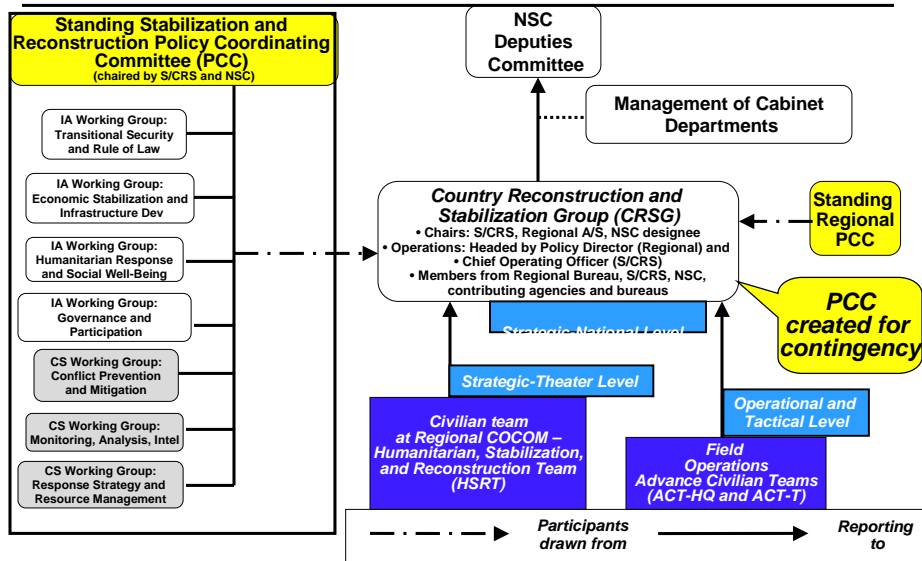
Proposed Civil-Military Principles of Interagency Intervention Operations

Principle	Description
Collaborate and Coordinate	Identify the coalition members and cooperate with all partners, including the affected nation authorities, and harmonize plans and actions to achieve synergy and agreed objectives.
Communicate	Employ all elements of information activities – public diplomacy, public affairs, international broadcasting, and information operations – in an integrated and coordinated manner to inform or influence key audiences in the affected nation, the region, and partner nations on the policies, objectives, and status of the operation.
Share Information	Convey among coalition partners knowledge of or information about the current situation and future activities in a timely and understandable form.
Build Local Capacity	Involve affected nation personnel in reconstruction and stabilization activities and mentor their progress to self-sustaining capacity.
Unity of Effort	Bring into a common action the efforts of all coalition partners.
Simplicity	Prepare clear, uncomplicated plans consistent with the objectives and priorities of the affected nation.
Security	Security involves a range of actors – the military and the police; the judicial and penal systems; the ministries of foreign affairs, trade, and commerce; and civil society organizations – and is achieved when transparency, the rule of law, accountability and informed debate, and reinforcing legislative capacity for adequate oversight of security systems have been achieved.
Protect Human Rights	Do no harm and ensure the affected population has the fundamental right to individual dignity and specific freedoms of life, liberty, security, subsistence, and other guarantees to which all humans are guaranteed.
Minimum Necessary Force	Apply the measured and proportionate application of violence or coercion, sufficient only to achieve a specific objective and confined in effect to the legitimate target intended.

3/3/2006-19



S/CRS Concept for Managing Interventions



3/3/2006-20

Source: S/CRS Briefing USA PKSOI, 13 Dec 04 with 21 Jul 05 Working Group update.



What Task Must be Accomplished During an Intervention?

- **Current military tasks are listed in the Joint Staff's *Universal Joint Task List (UJTL)***
- **S/CRS published the *USG Interagency Post-Conflict Reconstruction Essential Task List (PCRETL)* in Apr 05**
 - Security Sector
 - Rule of Law Sector
 - Governance and Participation Sector
 - Economics Sector
 - Humanitarian Assistance and Social Well-Being Sector
 - Economic Stabilization and Infrastructure Sector
- **Military tasks from the UJTL need to be mapped into the interagency tasks**
 - To determine where military capabilities may be required
 - Supported by authoritative databases of potential partner capabilities
 - « USG and potential coalition nations
 - « IGOs and IHOs
 - « NGOs (e.g., humanitarian, governance, development, etc.)
 - « Contractors with demonstrated performance in previous interventions

3/3/2006-21



How Can an Affected Nation's Capacity to Self-Govern be Measured?

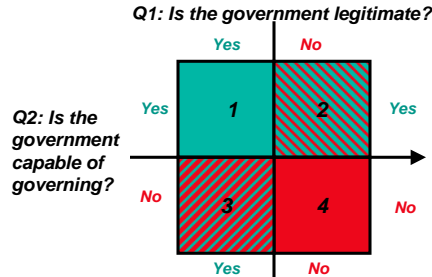
- **Overseas Development Institute (UK) proposed* the following necessary functions for a viable self-governing state**
 - Legitimate monopoly on the means of violence
 - Administrative control
 - Management of public finances
 - Investment in human capital
 - Delineation of citizenship rights and duties
 - Provision of infrastructure services
 - Formation of the market
 - Management of the state's assets, including the environment, natural resources, and cultural assets
 - International relations, including entering into international contracts and public borrowing
 - Rule of Law
- **Metrics need to be developed to measure these functions and an affected nation's capacity to self-govern**

3/3/2006-22

* Source: *Working Paper 253 Closing the Sovereignty Gap: an Approach to State Building*



How Can We Identify Responsibilities for Intervention and Possible Strategies?



Case	Responsibility	Strategy
1	Affected nation must act	Coalition provides assistance to strengthen governance capacity
2	Coalition must act to change the "repressive" or "rogue state"	Intervention using indirect (e.g., sanctions, embargoes) or direct (e.g., forcible entry, take-down) actions; <i>SRO likely</i>
3	Coalition must strengthen "weak state's" institutions	Coalition provides assistance, but may have to take over some state functions
4	Coalition must take over and restore "failed state" capacity to self-govern	Intervention may be peaceful if factions agree to coalition receivership, or it may be forcible if chaos exist; <i>SRO likely</i>

3/3/2006-23



How Can USG Departments and Agencies Share Common Regional Perspectives?

- **NSC six regional Policy Coordination Committees (NSC/PCCs)**
 - Africa
 - East Asia
 - Europe and Eurasia
 - Near East and North Africa
 - South Asia
 - Western Hemisphere
- **OSD (5)**
 - African Affairs
 - Asia and Pacific Affairs
 - European and NATO Affairs
 - Near East and South Asian Affairs
 - Western Hemisphere
- **COCOMs (5)**
 - Central Command
 - European Command
 - Northern Command
 - Pacific Command
 - Southern Command
- **DoS (6)**
 - African Affairs
 - East Asian and Pacific Affairs
 - European and Eurasian Affairs
 - Near Eastern Affairs
 - South Asian Affairs
 - Western Hemisphere Affairs
- **CIA (3)**
 - Asian, Pacific, Latin American, and African Analysis
 - Office of Near Eastern and South Asian Analysis
 - Russian and European Analysis
- **USAID (4)**
 - Asia and the Near East
 - Europe and Newly Independent States
 - Latin America and the Caribbean
 - Sub-Saharan Africa

Current regional alignments make it difficult to collaborate and coordinate regional issues and develop regional strategies

3/3/2006-24



Is There a Way to Harmonize Different Department and Agency Phasing?

Interagency	DoD	NPMP *	USAID Stages**	Affected Nation	
A Engagement	Shape thru Theater Security Cooperation	N/A	Development	"Peer Status" Government Runs Nation	
B Identification and Assessment		Assessment and Preparation		"Troubled State"	
C Attempt to change affected nation; prepare for intervention	Deter	Rehearsal, Pre-positioning of Enablers, Strategic Deployment, and Civilian and Military Activity Buildup		Scenario 1 Responds to deterrence measures and avoids conflict	Scenario 2 Continues to decay
D Forcible entry if required	Seize Initiative	Initial Entry Operations		Scenario 1 Transition to Phase F	Scenario 2 Conflict or Peace Enforcement
E Combat or Peace Operation to change government	Dominate			Scenario 1 N/A	Scenario 2 Conflict, Peace Enforcement, or Peacekeeping

* JFCOM/J9 Generic Political-Military Plan template used in interagency experimentation

3/3/2006-25 **USAID's Transition Strategy for Reconstruction, 1 November 2005.



Possible Framework for Interagency Phasing

Interagency	DoD	NPMP	USAID Stages	Affected Nation	
F Post-conflict stability and reconstruction operations	Stabilize	Stability, Political Transition, and Restoration Operations	Stage I Restore Services	Scenario 1 N/A	Scenario 2 Civil-Military Coalition Runs Nation
G Build national capacity to govern and self-sustain	Enable Civil Authority	Post-Conflict Peace-Building, Transition, and Military Force Restructuring	Stage II Build and Sustain Systems	Scenario 1 Build and Sustain National Capacity	Scenario 2 Coalition Civil Authorities Run the Government
H Transition to Affected nation governance with international mentors		Durable Peace	Stage III Consolidate National Capacity	Scenario 1 Transition to Phase A	Scenario 2 National Government Assumes Control, Coalition Civil-Military Authorities Mentor
A - Return to Engagement		Self-Sustaining Peace		"Peer Status" Government Runs Nation	

Need a USG intervention planning process that establishes common phasing for all departments and agencies

3/3/2006-26



How Can the USG Interagency Planning Process for Interventions be Integrated?

Product	Author	Content
Strategic Objectives of Intervention (SOI)	Drafted by the CRSG based on guidance from the NSC Principals; approved by the NSC Principals	One paragraph statement of the <i>Strategic Objectives</i> for the planned intervention
National Political-Military Plan (NPMP)	Drafted by the CRSG approved by the NSC Deputies Committee	Five to seven page plan outlining the major tasks to achieve the <i>Strategic Objectives</i> , key assumptions, the estimated timeline, and the command and control arrangements for the operation
Civil-Military Campaign Plan (CMCP)	Drafted jointly by the HRST and COCOM staffs; approved by the CRSG	The coordinated actions, phasing, the command and control/collaboration and coordination architecture (C2A), including coalition partners and the affected nation government
CMCP Annex A Civilian Operations	Drafted by the HRST in coordination with COCOM; approved by the CRSG	The civilian tasks, resources, organizational arrangements, metrics, and reporting requirements
CMCP Annex B Military Operations	Drafted by the COCOM staff in coordination with HRST; approved by the CRSG	The military tasks, resources, organizational arrangements, metrics, and reporting requirements

A standard set of planning documents that integrate capabilities and resources of departments and agencies with national strategic guidance

3/3/2006-27



Agenda

- Background
- Emerging Intervention Doctrine
- ➔ • Requirements for Methods and Tools

3/3/2006-28



What Methods and Tools Are Required to Enable Intervention Doctrine?

- **A consolidated USG Interagency intervention task list containing**
 - The UJTL tasks mapped into the USG Interagency *Post-Conflict Reconstruction Essential Task List*
 - The lead and supporting USG agencies for tasks and subtasks
 - Potential civilian or military partners for tasks and subtasks
 - Whether tasks and subtasks are for national, regional, or municipal echelons
- **Authoritative databases of potential partner capabilities**
 - USG and potential coalition nations
 - IGOs and IHOs
 - NGOs
 - Contractors that have demonstrated performance in previous interventions
- **Metrics that can measure the state functions**
- **A documented USG intervention planning process that establishes**
 - Common phasing for all departments and agencies
 - Common regional boundaries for all departments and agencies
 - A standard series of planning documents that will integrate capabilities and resources of departments and agencies with national strategic guidance
- **Codes of Best Practice for carrying out tasks and subtasks within sectors, and updated by lessons identified from field experience**

3/3/2006-29



Where Should R&D Focus to Develop Tools to Support Intervention Doctrine?

- **Planning tools that facilitate harmonization Foreign Aid and Security Cooperation with strategic objectives to prevent state collapse**
- **Joint Tactics, Techniques, and Procedures for transitional security tasks that require coordination of military and civilian resources in post-conflict phases**
 - Protection of populace and infrastructure
 - Peacekeeping, peace enforcement, counterinsurgency, and stabilization operations at the municipal, provincial, national, and regional levels
 - Disarmament, demobilization, and reintegration (DDR) of former combatants
 - Establishing and maintaining border control and regional security
 - Clearance of unexploded ordnance
 - Security Sector Reform: reconstitution of indigenous military, security, and intelligence institutions under civilian control
 - Transitions from military force to international civilian police and constabulary and then to indigenous authorities
 - Employing information to gain coalition support and defeat spoilers
 - PRT organization, operation, and transition from military-led to civilian-led operations
- **Planning and management tools for intervention operations**
 - Based on “Best Practices” under specific conditions [e.g., failed state (Haiti and Somalia), forceful government removal (Afghanistan and Iran), emerging state (Kosovo and East Timor)]
 - Checklists, information requirements, and appropriate metrics to measure task progress
 - Tactics, techniques, and procedures, including “passage of lines” during transitions
 - Dynamic simulations that integrate all tasks (e.g., SENSE, DIAMOND)

3/3/2006-30

Presented to: DoD Modeling and Simulation Advisory Group Meeting, 17 March 2005.