

## Chapter 7

### Closing Remarks

#### **PKSOI:**

Thanks. First I'd like to just thank everybody for participating. I thought we got at what we were trying to get at which was, let's get together, get a dialog going and collaborative relationship to form the basis for continuing dialog. And I think that's what we, hopefully, have started to build on. As everybody said, strengthen the existing relationships and establish new relationships. And I think that was one of the utmost goals of this conference and to identify the desire and the willingness to continue to participate and to continue to move this ball forward. And I think we hit a homerun on that one. I'd like to thank the folks behind the screen. Sergeant Santiago who's been doing a great job back there for us. Thank you very much. I'd like to thank Mike Cross & Jeff McNary for pulling this thing together. You did a great job, thank you. I'd like to thank the facilitators in the different groups. I'd like to thank the folks who came up here and presented three times, four times, one time. Again, it's to see that the number of folks willing to come here and step up in front of the larger group and discuss the issues again, tells me that there's a large group out there who wants to continue to be a part of this discussion. A lot of folks left. I don't think that's because they were bored. I think it's because two and a half days is a hell of a lot of commitment. You can see we start talking about the inability to do training and education; we're trying to have a conference to discuss some key pieces and folks have real jobs. And they get pressure to go back to do their real jobs. But there were a lot of folks who, you know, couldn't make it on the first day who came up for the second day. There were folks who had to leave in between and come on back. And, again, folks like Spanky, thank you. You know you contributed significantly to it, so, again, I think there's definitely interest out there in terms of what we are trying to do. And I think we just need to continue moving forward.

If we get together in a year from now and we're discussing the same issues, then we are a failure. And we've really failed in our jobs because there is too much to be done. We've got to move forward. I'd like to highlight that in September we co hosted a conference with Ambassador Pascal's office, the US Institute for Peace, and PKSOI. And six themes came out. And let's talk about where we are on those six themes.

The themes were planning for stability operations. That was the number one theme. And right now at SCRS with JFCOM has the lead. They are moving forward. Multiple organizations are working with them. That's what got them to the exercise piece and they are making significant progress. They have their planning template and they are planning concepts out there. They are discussion how do we formalize and make progress on it.

NGO civil/military coordination was a number two issue. USIP took the lead, interaction, Department of Defense, OSD/SOLIC, Office of the Secretary of Defense for Special Operations/Low Intensity Conflict, as well as Ambassador Pascal's office. And we've had one major group meeting and we've had a series of workshops since then. And we will continue to move forward, and that's one of the things the forums are talking about to use as a forum to advance the idea of developing the collaborative material to tell each other about ourselves. We're looking at inviting Bob Coon to come to the next meeting. So Bob Coon could talk about the Army War College product of here's what the military looks like and to solicit support from ITEA and InterAction and USIP to see how we can continue now to develop the interactive DVD that already exists and improve upon it.

Information sharing and education and training initiatives was the number three issue. And there're a couple of issues in there. One was information sharing and we had somebody here from the Humanitarian Information Unit from Department of State. And we had people talk about the software, Dave, that you are working with that they are trying to get into the MEF EX. What's that software, the rapid data management system? So there're plenty of initiatives out there that people grab upon to share information. Spanky raised a key point there, classification. People are trying to work through that issue in DOD, because it is something that has been plaguing us for years on the classification of information. Talk to IO and NGO and ask them what do they hate the most about working with the military? Gee, we give you information, you classify it and can't give it back to us. Hey, thank you very much, why should I play with you? You know, we've got to really work our way through that system. I think it's a great system. We've got all the information, what the hell we got to give anything to you for. You know what I mean, come on. But we value your partnership. Great.

Education and training. That's what we are talking about today. And we would like to look at some more work on training and we'll talk about that at a later date. We'll put information out on that. But education, that's what we're trying to do today. Move the ball forward on education. But as

you can see, there're a lot of disparate activities already moving forward in education. And the key thing people are talking about is who's going to step up to the plate and be the moderator, be the lead to continue pushing the ball forward. Right now the finger is pointing at us and not a problem. That's what we'll continue doing. We'll continue being the moderators and the leaders pushing that ball forward in the education arena because we think it's critical. And we know that we're going to have the broad base support from all of you. So we'll do this as a collaborative effort, and we'll push that on forward and I think we can make some real progress here.

Transitional security forces and doctrine. Christine Stark from our organization is working on that very hard and through the Army Task Force for Stability Operations was able to get a RAND study commissioned on transitional security and we're working to finalize that. Mike is working with the COESPU and the global peace operations initiative in the Center for Excellence for Stability Police Units in Italy. The IMPRO system he's talking about to share lessons learned -- again, we're moving forward in that arena, making small steps, but making progress in that arena.

Metrics lessons learned. A tough one. We're not where we need to be. A lot of folks are looking at it and studying it. There was a fill in the gaps study done by USIP, CSIS, Mike was one of the key folks on that as well. A lot of folks participated in it. That did a good over view of the different proposed metric systems out there, but it still doesn't give us an answer as to what is the right metric system and what should be the right metric system. And if you want to talk about preventive diplomacy, you can't really do preventive diplomacy unless you know what the hell you're looking at and how you're going to measure progress. And you really can't do reconstruction and stability on the fly without understanding what the baseline is because as you impact on that environment, that environment changes, and how do you judge whether you are making progress if you don't know where the hell you started? So we've got some room to there in improvement in metrics and lessons learned. But particularly the metrics piece of it. But there is some being done.

Regional and/or civilian capacity building. Regional: The idea there was the global peace operations initiative and there's some work that needs to be done in that across the US government.

Civilian capacity building. SCRS is trying to step up to the plate. Mary Ann Zimmerman handed me a copy of the SCRS training strategy. She's going to go back and talk to her folks and with their permission, hopefully,

we'll be able to put that document on the CD that we're going to be sending out of here so people can see here's how Ambassador Pascal's office is approaching this because one of their tasks is to develop civilian capacity. But there are other ways besides Ambassador Pascal's office to develop civilian capacity. And we, as DOD, can significantly assist that effort because we have a vested interest in helping our civilian counterparts increase their capability and their capacity. And we have a vested interest in helping them improve our capacity and capability. And that's what we're talking about in the education arena as well as in the training arena. And hopefully Mary Ann will be able to put this on out there and put a little note in there, at least based on what she heard here talking about areas where she potentially could use some help, and capitalizing on the ideas that came out of this conference.

The final was strategic communications. And what is strategic communications? I think Sue hit it clearly. Whatever we want to call it, what do we mean there? But I think the key piece at a minimum is the importance of communicating what we're trying to do. What are we trying to do? And to make sure that we, at least as a minimum, between ourselves and among ourselves, when we're talking to one another, we understand that we're trying to do this in a collaborative fashion and we're trying to work, yes, to benefit ourselves, but also to benefit the other players. I mean that's critical. That's something we have to communicate. And this isn't just a DOD-centric exercise, it just isn't a USG-centric exercise, this is an exercise at increasing communications, capabilities and understanding of all the major players in a stability and reconstruction environment because that's what is going to be required if we're going to be successful in these interventions. Let's not kid ourselves, there are going to be more, not less in the upcoming years. So communicating and understanding, to me we need to start getting through the stereotypes, start getting the understanding, and then start ensuring people understand outside what we're trying to do, and therefore able to get the resources and the funding required, not because we're trying to build an empire, but we're trying to do a task that's pretty hard in an effective fashion, and get things in a better state than when we intervened.

From that point of view, some other things came out of this meeting. For example, Ike Wilson went back to West Point and asked if they would be interested in supporting funding to get the translation done for the CAST network. They have come back and said while they have not said definitely

yes, they've not said no. And they said that the folks up in the social sciences department would like to have you come up there and I'll pass you the email, and give a presentation to them, because they believe they do have some monies to support that translation effort. And they also would like to link you up with their foreign language department and see if they can't get some movement out of that. So good progress, we can link some folks together.

The DVD piece we talked about, Larry Smith talked about the joint military educational coordination council that's getting ready to meet here in the next couple of months. And the ability to take these ideas and, through the Army G-35, through the Army War College, General Huntoon, through Larry and the Joint-7, get a lot of these constructs and concepts and challenges that have been raised here, out in front of the council that helps to shape and set the standards of education for all military schools. So, again, understand that your viewpoints and your inputs, we're trying to take those and immediately get them to the right people so they can impact on what we're teaching to our military community so that they give to the community the ability to understand that they can help to shape what DOD is learning, and influence what DOD is learning. And something we told you we would try to do, and I think we're trying to come up with ways to deliver on that. And Larry will talk more about how we can make that happen. And, Dave, we need to talk about that for the Army perspective as well.

The other was the GMU and Allison. Allison approached us and Dave Davies approached us and said look, we'd like to partner with you on an academic consortium. Are you interested? I said sure, how can we help. So here's an academic institute approaching us and we thought it was a great idea. So we really appreciate that effort. And now Allison has put that out to all of you on how we can move forward in the academic consortium. But obviously the things we can do is link that with the KISL, link it with other research opportunities out there.

We have folks who are publishing papers; we know that. So how do we put something out there and incentivize the idea that if you get the best of the best out of those papers, and we put them out there, partnering with SSI, partnering with Parameters? Do we put out a separate stability ops journal? Don't know. There are multiple ways of putting it out there. I have a contact in South Africa who puts out a piece support journal and said I don't care if you publish it in any manual here or any form or media in the United States, we still want it because our audience is very different that yours and we'd

like to get it and get out to an international community. So those sort of things we will let people know about S&RO and hopefully incentivize the publishing out there and getting good articles out there. The Army Public Affairs Office, Brigadier General Brooks, same thing. You have articles that will cause people to have a good discussion, a good debate, and get at some key pieces, get them to him. He can work it through his connections into key journals out there. So we have a lot of potential here to get these articles out in front of the right people. If we don't do it, it's because we haven't thought a way through it. It's because we've given up or we got lazy. The opportunities are there, we just need to find what are the right pieces and the parts and how do we get them into the right market and into the right publication, and to the right audience. We have the opportunities. So we need collectively as a group to think about how we do that. And I think if you want to shape policy and concept development, you do that by research and publication to start to shape the framework for discussion that then starts to influence the policies and the concepts that need to be developed. And I think it's critical we get at this research and publication piece. So, again, we'll ask for some participation. Yes.

**Question:**

Are any of these efforts plugged into the QDR (Quadrennial Defense Review)?

**PKSOI:**

Folks in the QDR working groups know about different pieces and parts, but have we tied this in as much as we'd like to? Probably not. But are we talking to folks like Hans Benedict and Jim Shearer, yes.

But, again, the key piece is I'd really like to say thank you. I thought the presentations were excellent. I thought the participation was excellent. We will take the lead in moving this ball forward and moderating the discussion. We will take these nuggets of information that you've given to us over the last couple of days. We'll digest them and in the next week or so, we'll get a letter out to you that talks about how we will look at advancing this ball forward. We'll be sending it also out to folks who wanted to participate but couldn't participate. FSI wanted to play. Tufts wanted to play but they just couldn't make it. We'll reexamine the timing of this conference. Probably September isn't the best time to do it. Maybe move it to a better timeframe. But, again, we'll get that letter out to you. We'll get the CD out to you with

materials and solicit from you, at least this is what we think is the way ahead. Here's how we look at racking and stacking, prioritizing based on what we thought we heard from you, and then solicit your feedback on that, and then continue shaping the agenda for how we move this forward. And, again, really look forward to continuing to get your support in this arena and appreciate your effort over the last few days. So, again, thank you very much. And a job well done. Thanks.