



CCO

defense
diplomacy
development

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From the Director

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Acting Director, Center for Complex Operations



Hello from the CCO! The CCO continues to pick up energy in its new home at National Defense University. First, we'd like to invite everyone to our 2nd Annual Conference on 28 July in the

Lincoln Hall Auditorium at NDU. More information can be found on the second page of this newsletter. We had a great crowd last year at the State Department, and we hope you'll all be able to make it this year. Agenda will be forthcoming, but we will have an exciting lineup of speakers. Two other important initiatives that I'd like to mention include the second round of our case study series and the launch of a new journal of complex operations, called *PRISM*. We're currently working with Naval Postgraduate School to finalize the first round of case studies, and will have a few of the authors present their case studies at the Annual Conference. We've also issued a call for papers for *PRISM*, which you can read about in the next column over. Please note that we are currently building our distribution database for *PRISM*, so if you would like to subscribe, please follow the instructions at the end of that column.

In other recent news, in May we hosted journalist Gretchen Peters, author of the recently released *Seeds of Terror: How Heroin is bankrolling the Taliban and Al Qaeda*. In her talk, she focused on the need for the United States and its NATO partners to formulate a new counternarcotics approach for Afghanistan as part of the larger counterinsurgency strategy. It was a great discussion, with representatives of counterdrug offices from across the USG. We also held a second workshop on ministerial advising, as a follow on from our workshop on the same subject in February. The purpose of the recent workshop was to establish a plan of action for developing a standard advisor training curriculum as part of our mandate to identify and fill gaps in training and education for complex operations.

In this issue's *In the Spotlight*, the CCO's Michael Miklaucic interviews former Deputy Secretary of State Richard Armitage. Also included is an announcement from LTG William Caldwell, Commanding General of

the US Army Combined Arms Center, on the release of FM 3-07.1 Security Force Assistance. As members of the CCO, you are central to the success of this endeavor. I encourage you to continue spread the word about the CCO and, as always, I welcome your feedback at www.ccoportal.org.

Call for Papers for *PRISM*, a new Journal of Complex Operations

We are pleased to announce the debut of *PRISM*, a complex operations journal. *PRISM* will explore, promote, and reinforce emerging thought and best practices as civilian capacity increases to address challenges in stability, reconstruction, security, counterinsurgency, and irregular warfare operations. *PRISM* complements *Joint Force Quarterly*, the NDU flagship publication for 16 years.

PRISM is tailored to serve policy-makers, scholars and practitioners working to enhance U.S. Government competency in complex operations by exploring whole-of-community approaches among U.S. Government agencies, academic institutions, international governments and militaries, non-governmental organizations and other participants in the complex operations space.

PRISM will be published four times a year. It welcomes articles on a broad range of complex operations issues, especially those that focus on the nexus of civil-military integration. NDU Press is now accepting manuscripts for inclusion in the inaugural volume of *PRISM*, to be published in December 2009. Manuscripts may vary in length from 3,000 to 7,000 words and should be submitted per the guidance governing Joint Force Quarterly manuscripts at ndupress.ndu.edu. To subscribe to *PRISM*, please go [here](#) to provide your name, address and additional contact information.

Submissions, and any other questions concerning *PRISM* may be directed to Michael Miklaucic at miklaucicm@ndu.edu

2nd Annual CCO Conference

Save the Date for the 2nd Annual CCO Conference, to be held **Tuesday, 28 July 2009 from 2:00 – 6:00 PM** in the Lincoln Hall Auditorium, National Defense University, Fort Lesley J. McNair, Washington DC.

The conference will introduce the CCO's latest initiatives, including a new public face to the CCO portal, PRT lessons learned collection and dissemination efforts, the launch of a complex operations journal, and fourteen new case studies

written for teaching and training for complex operations. Additional details will follow shortly – check the CCO portal for event updates.

Please email us the names of any individuals you believe should be invited. We look forward to seeing you on 28 July 2009.

Please contact Jacqueline Carpenter with any questions at CarpenterJ5@ndu.edu or (202) 685-6348.

Adapting our Army to a Changing Environment

LTG William B. Caldwell

Today, our Army is releasing new doctrine on Security Force Assistance, a critical mission that will likely shape much of our future success in the 21st century. The publication of this doctrine, [Field Manual 3-07.1](#), marks the culmination of an



unprecedented 90-day development cycle, a testament to our Army's flexibility and adaptability in the face of an increasingly complex and dynamic operational environment. This remarkable effort ensures that our forces poised to execute Security Force Assistance will deploy with doctrine that captures the

rich experiences of the ongoing advisor mission in Iraq and Afghanistan, while posturing our Army for similar missions in other areas of the world.

The release of this doctrine also marks a path for our Army that assigns this mission to our modular brigade combat teams, the fundamental building block to a modern, versatile Army. In doing so, we have assured that our forces performing Security Force Assistance will retain their ability to conduct full spectrum operations, vital to maintaining the flexibility required to respond to any of the myriad threats across the spectrum of conflict. The brigade combat team specifically oriented on an advisory and assistance mission will continue to preserve its inherent capability to conduct offensive and defensive operations and, if necessary, to rapidly shift the bulk of its operational focus to combat operations. The organizational capacity of a brigade combat team focused on Security Force Assistance allows for greater synchronization and coordination of assistance and advisory tasks balanced against the fundamental need to maintain critical full spectrum operations capability.

There are critics to this approach – some believe that a focus on developing an enduring advisor capability for Security Force Assistance puts our Soldiers' basic combat skills at risk; others argue that fostering this capability necessitates a fundamental redesign of our armed forces. Ultimately, this becomes a matter of balancing risk, not just to our Army, but to our nation. By drawing on the brigade combat team as the basic building block for a lasting capability for Security Force Assistance, our Army will achieve a collective balance point across the force where we use the Army Force Generation – ARFORGEN – process to match the operational requirements of the combatant commanders with the capabilities of the modular brigade combat team as they train for an impending deployment. Ultimately, our Army is working to ensure it maintains the depth needed to operate across the spectrum of conflict while ensuring combatant commanders have what they need to achieve decisive results in any environment.

FM 3-07.1, *Security Force Assistance*, represents a landmark addition to our doctrinal knowledge base – one that reflects the enduring lessons of our past experiences with traditional advisor missions, while preparing our Soldiers for the operational demands of the emerging security environments of tomorrow. The pillars of Security Force Assistance, our modular brigade combat teams and our Soldiers serving as advisors, mirror the evolving challenges presented by an era of persistent conflict, where success will be measured by the ability of our forces to build lasting relationships and lead others from behind. The release of this vital doctrine establishes not only the principles that will guide the conduct of Security Force Assistance, it resoundingly declares that this will no longer be an “additional duty” but a core competency of the United States Army.

The author is the Commanding General of the US Army Combined Arms Center at Fort Leavenworth, KS

CCO Hosts Journalist and Author Gretchen Peters

On 19 May, the CCO brought together 30 interagency personnel from policy and counternarcotics organizations for a discussion on the heroin trade in Afghanistan with journalist Gretchen Peters, author of



the recently-released *Seeds of Terror: How Heroin is Bankrolling the Taliban and al Qaeda*. While most Taliban members do not

grow the opium themselves, Ms Peters argued that most of the Taliban should be seen as middle managers in a criminal syndicate analogous to modern day crime families. They provide protection to poppy fields and poppy convoys, and in exchange they collect up to 10 percent of the opium output and tax drug refineries. They, in turn, provide a portion of what they collect to the Quetta *shura*. The heroin trade, however, is by far the Taliban's most profitable business, earning them, in Ms. Peters' estimation, nearly \$500 million each year. Like the mafia, there are separate "families" involved in the heroin trade, and representatives of each meet frequently in Pakistan.

Ms. Peters presented the many challenges the Afghan government, as well as the United States and NATO, face in dealing with the heroin trade. Perhaps one of the more intractable issues is that some key members of the government, as well as other state actors, are intimately linked to the heroin trade. Poor infrastructure, including a shortage of roads, gives the advantage to the Taliban, who can more easily traverse the country's rugged terrain, while the

Americans have much more difficulty maneuvering their mine-resistant vehicles and armored Humvees.

Even with these challenges, Ms. Peters identified a number of opportunities for reshaping American counternarcotics strategy for Afghanistan. She placed emphasis on the need for security. If the US, and eventually the Afghan security forces, are able to provide security for the population, the farmers would likely be more confident that ending their support for the Taliban would not result in Taliban reprisals. They might also be more willing to consider alternative crops at that point as well. Additionally, the decentralized structure of the industry, with the involvement of many different "families" provides opportunity to exploit differences between these groups, just as law enforcement does with mafia families. Finally, Ms. Peters proposed the need for an extensive nation building effort that will provide the Afghan government with the capacity to fight the heroin trade and protect the farmers from Taliban intimidation without the continued presence of the Americans or NATO. While she recognized that nation building is always a controversial policy in the United States, she argued that the costs of constant intervention and/or keeping troops in the region may be greater than the costs of a nation building effort, even though the latter costs are concentrated over a shorter period of time and therefore seem to be greater.

Ms. Peters' talk is the first of a series of book discussions the CCO plans to host in the future. Stay tuned to the CCO portal, including the events calendar, for additional information.

About the CCO

The Center for Complex Operations (CCO) is a developing network of civilian and military educators, trainers, and lessons learned practitioners dedicated to improving U.S. preparation for stability operations, counterinsurgency and irregular warfare – collectively called "complex operations." Principal roles of the CCO include serving as an information clearinghouse and cultivating a civil-military community of practice

for complex operations training and education. It is a Department of Defense-led collaboration with the Department of State and United States Agency for International Development. The CCO supports separate but conceptually related Department of Defense and State stability operations, counterinsurgency and irregular warfare efforts. To join, please visit www.ccoportal.org.

Do you have a suggestion for a story?

If you have suggestions on story topics for future issues of the CCO newsletter, please send them to us at supportcenter@ccoportal.org.

Call for Proposals Complex Operations Case Study Series



Scholars and practitioners interested and engaged in complex operations – stability operations, counterinsurgenc

y and irregular warfare – are invited to submit short proposals to participate in the complex operations case study project. Those selected will be invited to contribute a case study for publication in the series, and to participate in a workshop on case teaching and writing in Washington, DC September 28-October 1, 2009. The workshop requires little advanced preparation, as the focus is on building skills for teaching and writing, including the use of case method in the classroom. The goal of the workshop is to exchange and build domain knowledge about whole of government and whole of community approaches to complex operations, and to prepare participants to craft their proposed case studies into high-quality teaching cases that meet peer-review standards for publication.

Complex operations case study series objectives:

This project provides an opportunity to promote research for civilian and military education on complex operations, to develop work that is relevant to civilian and military practitioners in the field, and to strengthen relationships among civilian universities, research and policy institutions, lessons-learned centers and military schools.

Who should apply?

- Scholars researching diplomacy, development and defense issues in complex operations
- Instructors in need of quality case study material for classroom learning
- Supervisors and graduate students with thesis projects that merit a wide audience
- Practitioners in peace, relief and stability operations with experience to share

What topics are desired?

- Defense, development and diplomacy issues in complex operations

- Disarmament, Demobilization and Reintegration (DDR)
- Perspectives of multi-department or agency responses in complex operations
- Of particular interest are case studies on the following:
 1. Transitions of roles between military and civilian during complex operations
 2. Planning for conflict prevention and post-conflict stabilization
 3. Codifying and implementing complex operations' lessons learned
 4. Confronting piracy
 5. Sharing information
 6. Building economic capacity in host nations
 7. Learning and teaching complex operations

Timeline:

- Applications for participation are due by July 20, 2009
- First round of notifications by July 31
- Professional development workshop (~12 participants) in Washington, DC September 28-October 1, 2009 to build skills teaching with case studies and writing case studies to meet peer-review standards for publication
- Delivery of case study draft for review by November 30, 2009

How to apply:

To apply for participation and travel funding please complete your application online by visiting [Complex Operations Case Study- Series 2 Application](#) or if you would like to apply by email please fill out the attached form and email it back to Lisa Roberts lmrobert@nps.edu by July 20.

Questions?

Contact:

Dr. Karen Guttieri
Naval Postgraduate School
831-869-5275 - guttieri@nps.edu

In the Spotlight

Richard Armitage



Former Deputy Secretary of State Richard Armitage recently sat down with Michael Miklaucic of the CCO to discuss the wars in Iraq and Afghanistan, whole of government approaches to complex operations, national security challenges facing the United States and his key lessons learned from his involvement in

complex operations throughout his career.

MM: *What, if anything, surprised you taking on the challenges of Afghanistan and Iraq?*

RA: Well, they're completely different places. I found that Afghanistan was an absolutely necessary war; they struck us, and we had to strike back. What surprised me was how quickly we morphed from a fight against al Qaeda—that is, from foreigners (Uzbeks, Pakistanis, Saudis, even Uighers)—to the Taliban after coexisting with the Taliban for so long. The Taliban wasn't really fighting us too much; they weren't helping us, but they weren't fighting us, either—so again how quickly that morphed was the big surprise.

The second surprise was frankly how successful we were for the first 4 years—almost 5 years—at keeping the ISI (Pakistan's Inter-Service Intelligence) relatively out of it. They were so shocked with the speed at which we invaded Afghanistan that I think the ISI felt it was only a matter of time till we prevailed. But as we broadened our scope to the Taliban, we both brought out some antipathies that Pashtuns have against foreigners, and we also made it more difficult to be able to accomplish our "objective." So how do you declare victory when you completely change the target?

MM: *In what way did we change the objective?*

RA: We originally invaded to defeat al Qaeda, and we had informed—in fact we kept the Taliban relationship with Pakistan. [Former Pakistani President Pervez] Musharraf wanted to break the relationship—break off diplomatic relations. We argued, "No don't do that, please, we have reasons..." We had two NGO [nongovernmental organization] women who were captured. And we were negotiating with the Taliban to get them out. Finally, we got them out with Special Forces, and *then* we told Musharraf that he could break relations with the Taliban. So although we didn't declare them to be an enemy

originally, we started using terms, which are understandable, that "anyone who harbors a terrorist is a terrorist." It was the same language that George Shultz used in the mid-1980s; he was thinking of Germany and France at the time, but we never put it into effect, and here we started to put it into effect.

Read the rest of the interview [here](#)

Center for Technology and National Security Policy National Defense University

The Center for Technology and National Security Policy (CTNSP) examines the implications of technological innovation for U.S. national security policy and military planning. CTNSP combines scientific and technical assessments with analyses of current strategic and defense policy issues, taking on topics to bridge the gap. The Center has produced studies on proliferation and homeland security, military transformation, international science and technology, information technology, life sciences, and social science modeling.

The Center offers two seminar series sponsored by the Office of the Secretary of Defense for Policy as a key element of interagency education: a series on Stability Operations and Irregular Warfare, and a series on Transforming National Security. The Center also provides technical and policy expertise to the faculty and students at the National Defense University.

The Center was established to gain new insights by combining expert analysis of science and technology developments with national security policy. During its first few years, the Center will focus on the following initiatives:

- Assessing the right directions for U.S. and allied military transformation and helping to remove impediments.
- Maximizing the infusion of useful technology into our military forces, both through defense labs and from commercial sources.
- Using technology to meet new transnational challenges such as terrorism, weapons proliferation, international crime and environmental degradation.
- Using analytical techniques to better understand global trends and plan for conflict reduction.

New on the CCO Portal Portal Membership Hits 1150!

Portal membership currently includes educators, trainers, administrators, lessons learned professionals, doctrine writers and policy makers. CCO members in government, academia and the NGO community have used the CCO member discussion forums to reach their counterparts at other agencies and organizations to inquire about training opportunities, subject matter expertise, points of contact, and other information to prepare operators for deployment.

CCO members have also been using the member discussion boards and blog to engage in debate on a

number of pressing issues relating to complex operations. Examples of topics covered include doctrine review for future joint publications and handbooks, counternarcotics strategy in Afghanistan, psyops in Afghanistan and Pakistan, irregular warfare and hybrid warfare terminology. To participate in these and other discussions, or to send a query to the CCO community regarding preparation for complex operations, visit the [discussion board](#) and the [blog](#).

CCO Hosts Ministerial Advising Workshop

On June 4, the CCO hosted a workshop on ministerial advising at USIP. The meeting was attended by Pamela Aall, Jeff Helsing, Nadia Gerspacher, and A. Heather Coyne from USIP, MAJ Rob Thornton and Sean MacKinnon from the Joint Center for International Security Force Assistance (JCISFA) at Leavenworth, Dr. Ken Dombrowski representing the Center for Civil-Military Relations at NPS, and Ms. Kelly Uribe from OSD Policy (PS&SO). The CCO convened this group of advising experts to establish a plan of action for developing a standard advisor training curriculum as a follow-up to our February workshop on the same subject. The CCO began this initiative with USIP in furtherance of our mandate to fill gaps in training and education.

During our discussions, Kelly Uribe provided background on the OSD(P) Ministry of Defense Advisor (MODA) Program, through which it will deploy 38 long-term civilian advisors to Iraq and Afghanistan. The program is funded for \$13.1 million in FY10 and provides for a 6-person program office

that will likely be run by the Civilian Expeditionary Workforce (CEW). Although the initial recruits will be focused on Iraq and Afghan ministries, the intent of the program is to provide worldwide capability for MOD advising.

The MODA program will provide an opportunity to implement advisor curriculum development in a way that will have a tangible impact for OSD Policy -- a CCO "customer". The group agreed to collaborate under CCO leadership to refine a potential generic advising training curriculum (not country or mission specific) and recommend resources for providing this training. The product of this effort will be baseline recommendations on what training and education could look like and how this will meet the MODA program training requirements for advising.

Assisting the CEW with the MODA program, is an activity that has the potential to exhibit how the CCO can identify and address gaps in Complex Operations education and training while responding to a bona-fide need of a key CCO stakeholder.

Upcoming Events in the CCO Community

For these and other events, please visit the [CCO calendar](#)

Interagency SENSE Simulation

July 7-9, 2009
*United States Institute for Peace
Washington, DC*

USIP, in partnership with George Mason University (GMU) and the Institute for Defense Analyses (IDA), will conduct the Strategic Economic Needs and

Security Exercise (SENSE) simulation at USIP headquarters in Washington, DC

SENSE, developed by IDA, is used to strengthen capabilities of decision-makers to prevent conflict in fragile states and manage post-conflict transitions successfully. SENSE is a computer-facilitated simulation that focuses on negotiations and decision-making, including resource-allocation challenges and cross-sectoral coordination, for the full range of national and international actors. Sophisticated computer support provides participants with rapid

feedback on the interactions of all the decisions in terms of political stability, social well-being, and a foundation for sustainable economic progress.

Over the course of three days, SENSE models the conditions in an imaginary country (“Akrona”) that is emerging from a destructive internal conflict. Players representing government officials, private firms, civil society, and international actors must identify, coordinate, and integrate economic, social, political, and military policies to foster recovery and reconstruction. SENSE participants must integrate all of these challenges; develop and decide on options; and deal with the consequences (both intended and unintended) of those decisions.

Smart Tools for Smart Power: Simulations and Serious Games for Peacebuilding

*July 16, 2009
United States Institute of Peacer
Washington, DC*

Sophisticated new technologies are transforming decision-making for corporations and militaries, but the organizations that seek to mitigate violent conflict

have yet to take full advantage of cutting-edge simulations, analytics, serious games and other technology-enabled decision-support and collaboration tools.

This session will provide hands-on demonstrations of cutting-edge, best in class "serious games" and simulation tools, some with current application to conflict management and some to inspire new ideas for the peacebuilding community. You will see how governments, militaries, businesses and NGOs are applying the latest online and scenario-driven simulations and 3D virtual environments to sharpen decision-making skills and lay the foundation for more effective operations, negotiation, and cooperation.

Feature Your Events!

To feature your institution’s events on the CCO calendar, please go to www.ccoportal.org to register. Once logged in, use the “Submit Content” feature located in the menu on the left of the screen.