2019 PEACE & STABILITY OPERATIONS TRAINING AND EDUCATION WORKSHOP (PSOTEW)
Executive Summary

From April 3-5, 2019, the Peacekeeping and Stability Operations Institute (PKSOI) hosted its 14th annual Peace and Stability Operations Training and Education Workshop (PSOTEW) at the U.S. Army War College at Carlisle Barracks, Pennsylvania. This year's workshop provided a forum for trainers, educators, planners and practitioners from U.S. and international governmental and non-governmental organizations, military organizations, military and civilian peace and stability training centers, and academic institutions to share current challenges and best practices toward improving civilian and military teaming efforts in the realm of stability and peace operations training, education and planning.

The theme of this year's workshop was "Forecasting Peacekeeping and Stability Requirements in a Changing World." The goal of the workshop was to facilitate dialogue on collaboration opportunities and expand networking opportunities across shared communities of interest. Over one hundred representatives from across the training and education Community of Practice attended the workshop. This year's event featured six separate workgroups that included Stability Planning- Stabilization Workforce Education and Certification; Integrated Campaigning for Stability in Complex Crises; Defense Institution Building (DIB) / Institutional Capacity Building (ICB) - Training and Educating Security Cooperation Practitioners; Transitional Public Security Application; DoD Women, Peace and Security Strategy and Implementation Plan; and Defense Support to Stabilization Implementation.

PKSOI Director COL Michael Rauhut provided the opening remarks for the workshop. The remainder of the morning was dedicated to two plenary addresses and ended with a keynote address. Mr. Jonas Alberoth, Deputy Director-General of the Swedish Folke Bernadotte Academy and a member of the Executive Staff of the International Association of Peacekeeping Training Centers (IAPTC) provided the first plenary address. Mr. Alberoth updated the forum on the work being done at the international level on many of the same topics discussed by working groups. In the fall in Lima, Peru, PKSOI will update the members of the IAPTC at their annual meeting on the outcomes of PSOTEW 2019. This reciprocal exchange of work efforts allows for an open dialogue between the U.S. and the international communities of practice. Dr. Isiah "Ike" Wilson, the Director of the US Army War College Strategic Studies Institute provide the second plenary address. The update focused on the recent changes to the integrated research agenda for the US Army War College as well as his book Thinking Beyond War, Civil-Military Relations and Why America Fails to Win the Peace.

The morning session was capped off with a keynote address by Acting Deputy Assistant Secretary of Defense for Stabilization and Humanitarian Affairs, Mr. Mark Swayne. Mr. Swayne gave an update on the state of the current Stability Policy for the Department of Defense in the context of National Defense Strategy and Great Power Competition. Mr. Swayne's address gave the audience a current look at ongoing policies and with emphasis on the Department of Defense Directive (DODD) 3000.05, Stabilization, and the recently released Irregular Warfare Annex to the National Defense Strategy. He also challenged each of the working groups with questions to answer during their time together during the workshop.

After a day and a half of dedicated working group time, the forum came together on the third and final day of the workshop for out briefs. The outbrief panel included: Mr. Mark Swayne; US

Agency for International Development (USAID) Deputy Assistant Administrator, Mr. Rob Jenkins; PKSOI Department of State Senior Advisor, Mr. Scotty Reid; Mr. Jonas Alberoth; and COL Mike Rauhut. Each workgroup gave a 15-20 minute presentation highlighting key points of their discussion and working group's findings, as well as a planned way ahead. Below are a summary from the working groups:

Working Group #1, Stability Planning- Stabilization Workforce Education and Certification

Lead: OSD(P) Stability and Humanitarian Affairs (COL Calvin Fish)

Purpose: The USG recently published the Stabilization Assistance Review (SAR) and the DODD 3000.05 "Defense Support to Stabilization." The directive states clearly, "Stabilization must be incorporated into planning across all lines of effort for military operations as early as possible to shape operational design and strategic decisions." Because Stabilization is an "integrated civilian-military process" developing a stabilization workforce educated, certified and tracked throughout the force and at all levels is critical to success.

Objectives: The working group will develop a recommendation for producing an Education and Certification path for the Stabilization Workforce. The working group will utilize currently offered courses, identifying gaps and providing recommended experiences.

Key Findings:
- Standard Core curriculum needed additional work to determine what, if anything was offered at the various institutions, but basic Stabilization learning outcomes should be incorporated at all levels.
- Each level would have Interagency, multi-national and Stabilization concepts included; appropriate for each level.
- Tactical Stabilization Planner: Method would be pre-existing online curriculum compiled and then certified by a proponent (exact organization was not determined).
- Operational Stabilization Planner: This would be a separate course provided during the Intermediate Level Education (O3(P)/O4) with standardized learning outcomes.
- Strategic Stabilization Planner: This would be a separate course provided during the Senior Service College (O5/O6) with standardized learning outcomes.

Working Group #2, Integrated Campaigning for Stability in Complex Crises

Lead: US SOUTHCOM (LTC Steve Lewis)

Purpose: Instability and complex crises threaten the security of the US and its allies. Challenges such as great power malign activities, criminal and terrorist network manipulation of vulnerable populations, and natural and manmade disasters in politically sensitive areas require a broad USG civilian and military response along with partner nations and civil society to mitigate such crises and prevent instability. Whereas whole of government (WOG) and whole of society (WOS) responses can be relatively straightforward during and after a large scale disaster, the organization and integration of WOG/WOS activities (an integrated campaign) to prevent crises remains a significant challenge. This workgroup will exam requirements and lessons learned for developing integrated campaigns to prevent instability and crises.

Objectives:
- Develop/expand the definition of integrated campaigns to prevent instability.
- Identify appropriate circumstances which necessitate an integrated campaign.
- Identify the fundamentals and an initial framework for an integrated campaign in the context of preventing a complex crisis/instability especially as related to governance, security, and prosperity.
- Develop planning products helpful to a civ/mil staff to develop an integrated campaign.

Key Findings:
- The prevention of instability (violence, conflict) in fragile or conflict-affected states is an extremely challenging undertaking, but is a vital strategic investment to promote resilience. Creating a strategy with common objectives, identifying resources, and assembling a team, and engaging partners to promote crisis prevention requires maximum 'buy-in' from agencies and assets traditionally designed to respond to crisis. It is also very difficult to prove that an adverse outcome was avoided.
- Successful prevention of instability comes from a mix of understating the local environment, building a team (integrated campaigning) and gaining broad institutional support from partners to address the driving factors of instability.
- Critical to understanding a changing local environment is developing and engaging a network of partners from a variety of sectors (government, international organizations (IOs), embassies, military, police, national disaster management authorities (NDMAs), non-government organization (NGOs), and civil society), which can address the driving factors of instability, as well as identify the early-warning signs that may lead to a crisis.
- The design of a country team (integrated campaigning) is extremely important. It is critical to include the right members in decision-making and implementation processes, while recognizing respective differences in their mandates. In other words there may be a "core" team group and "support" partner group(s) depending on the role and capability of each member.

Working Group #3, Defense Institution Building (DIB) / Institutional Capacity Building (ICB) - Training and Educating Security Cooperation Practitioners

Lead: US AFRICOM (Mr. John Sannar)

Purpose: There has been an increased focus on Defense Institution Building/Institutional Capacity Building in recent years as Congress has recognized the need for security cooperation programs to be made more effective and sustainable. Yet, there has not yet been agreement on how to train and educate security cooperation professionals in this area.

Objectives: The working group will evaluate different aspects of DIB/ICB with the purpose of identifying how to train security cooperation personnel on it.

Key Findings:
- Update DoD Directive on DIB or establish a DoD Instruction on ICB. (OSD/SC and DSCA)
- Develop a reference guide for the SC workforce on ICB with specific ICB case studies. (DSCA with ISG)

- Explore introductory course options on DIB/ICB. A recommended quick-win would be a short course using DISCS' online platform. ISG offered to lead this effort. (DISCS and ISG)
- Brief observations from the current round of Partnership Assessments/Initiative Design Documents to senior DoD leaders with the objective of improving ICB planning across DoD. (OSD/SC)
- Establish guidance in support of the Section 332 authority. (DSCA)
- Look at options to support DoD senior leaders during key leader engagements as they talk about DIB/ICB with partners. (Joint Staff)
- Revise the SFA Assessment Handbook, possibly incorporating elements of the NATO Building Integrity Program's self-assessment handbook. (JCISFA)
- Coordinate on the forthcoming supplement to JP 3-20, "Security Cooperation." (GCCs)

Working Group #4, Transitional Public Security Application

Lead: PKSOI (Dr. Karen Finkenbinder)

Purpose: Develop a Table-Top Exercise (TTX) to ensure that Annexes G (Civil-Military Operations) and Annex V (Interagency Coordination) adequately address DOD's requirement to "provide requisite security and maintain basic public order" as required by DODD 3000.05.

Objectives: Develop a TTX or tool to help commanders and planners tests the concept against an operational plan and for educational purposes.

Summary:
- Determined that the TTX would focus on Commanders, not only planners.
- Developed an overall scenario using Kosovo - a "fragile" area that has NATO (KFOR) under which exists U.S. forces.
- Developed 10 overarching questions to guide the students into looking at situation through a stabilization lens.
- Under each major question, developed a series of questions.
- Under each major question, developed a series of injects.

Working Group #5, DoD Women, Peace and Security Strategy and Implementation Plan

Lead: PKSOI (COL VeRonica Oswald-Hrutkay)

Purpose: The purpose of the working group was two-fold. The first was the provide input to the DoD department-wide implementation plan to the National Strategy. The National Strategy aims to make meaningful progress around the world to empower women in preventing conflict and building peace, while endeavoring to rectify the disproportionate, adverse impacts of armed conflict on women and girls. This strategy defines women's political empowerment and equality as the end state whereby women can meaningfully participate in preventing, mediating, and resolving conflict and countering terrorism, in ways that promote stable and lasting peace, including in conflict-affected areas. The second purpose was to develop insights and recommendations covering a wide base of WPS initiatives focused on implementation of WPS narratives in doctrine and within other DOTMLPF-P domains across the Army.

Objectives:
- Examine common WPS themes applicable for Joint Doctrine and informed by the anticipated DoD WPS Strategy and Implementation Plan.
- Conduct a Noontime WPS Panel on the Status of U.S. WPS Strategy and the way forward.
- Forecast WPS narratives to support the Land Component force in meeting requirements through a capabilities analysis.
- Establish a common understanding of operationalizing WPS by reviewing the PSKOI Draft Revision of the "Commander and Staff Guide on WPS: Integrating Gender Perspectives into Military Operations."
- Expand and strengthen the WPS/gender network.

Way Ahead:
- A Post-PSOTEW WPS Support Package will be distributed electronically to stakeholders across the WPS network.
- The PKSOI WPS Army Lead will aid in facilitating (coordinate with TRADOC WPS Lead) appropriate Army representation in support of Joint Staff tranche 120-day roadmap to complete WPS implementation documents.
- The PKSOI WPS Army Lead will: 1. Work with the TRADOC WPS Lead (and Army Press) to finalize the PKSOI DRAFT "Commander and Staff Guide to WPS: Integrating the Gender Perspective into Military Operations;" 2. Coordinate with SOLLIMS Staff to appropriately post as a 'Running Estimate' on the PKSOI website.
- The PKSOI WPS Army Lead, in coordination with the TRADOC WPS Lead will identify a battle rhythm and communication plan among the WPS network as transitioning activities continues.
- Upon issuance of the WPS Strategy, the PKSOI WPS Army Lead will support Army Taskers requesting an Initial Estimate (leveraging the 2018 WPS Data Call) from across the Army commands to establish a baseline while simultaneously standing up WPS representation.
- The PKSOI WPS Army Lead will anticipate assistance needed to clarify funding support for beneficiaries identified in DoD instructions for WPS initiatives within the Army (once published), and to meet opportunities of the fiscal year spending requirements.
- The PKSOI WPS Army Lead will aid in synchronizing (with TRADOC WPS Lead) within curriculum development under USAWC's School of Strategic Landpower (and DDE) and between Army University mainstreaming of WPS concepts into leadership and education activities to address WPS initiatives (to address large-scale combat, security cooperation and other IW WPS training opportunities).
- As appropriate, the PKSOI WPS Army Lead will consult with Army Futures Command, FORSCOM and the Strategic Studies Institute SSI (USAWC) in collaboration with IW, peace and stability operations activities and other entities under CAC to consider best system practices in place to integrate DOTMLPF-P capabilities across the human security environment. Consider focus within PKSOI geared to the meaningful participation of women in peace and stabilization processes, within the continuum of peace operations, in conflict prevention, and within peacebuilding efforts.
- The PKSOI WPS Army Lead will collaborate with Army Protection of Civilian subject matter experts to identify common areas of interest and unified effort.
- Continue to Pilot the PKSOI WPS video: "An Introduction to WPS" (Part One to training the Army). Analyze responses from survey to inform training needs at different levels.
- Consider feasibility and assistance between PKSOI WPS Army Lead and TRADOC/CAC initiatives in unifying efforts across Human Security domains such as (for example)

WPS, Protection of Civilians, Children and Armed Conflict, Human Trafficking, Sexual Exploitation and Abuse, and Human Rights. Other areas considered include Cultural Property Protection.
- Anticipate efforts in support of the Annual WPS Data Call in FY 2019.

Working Group #6, Defense Support to Stabilization (DSS) Implementation
Lead: OSD(P) Stability and Humanitarian Affairs

Lead: OSD(P) Stability and Humanitarian Affairs (Mr. Adam Mausner and Ms. Katherine Leggiero)

Purpose: The FY20 Legislation for Defense Support for Stabilization will establish authorities and funding for US DoS and DoD Stabilization activities beginning 1 Oct 2019. In order to effectively execute DSS activities, the processes, systems, and responsibilities need to be codified.

Objectives: Initiate dialogue with key DSS stakeholders to build the guidance and systems for:
- DSS funding spending guidance ($25M/year)
- Planning and coordination procedures
- Request and initiation processes
- Training requirements
- Reporting procedures (metrics) / Assessment, Monitoring and Evaluation (AME)

Key Findings:
- These inputs will be codified into draft DSS Guidance documents, which will be drafted in summer and tested in a TTX in August.
- DSS is a pilot, must succeed in 2 years. Will have 12 months of actual projects at most.
- OSD must propose a modification to the DSS authority by June 2020, and must have data and successful DSS projects under its belt by January 2021.
- The fact that the DSS process itself is working will be a major point in favor of keeping the authority.
- Implementing DSS = implementing the SAR.
- DSS will require a DoD-State-USAID team on the ground in each country, implementing the SAR/Stabilization annex.
- The DSS process is more important than the DSS proposals.
- The DSS process must be tri-agency from the start, or else proposals will not be approved.
- A tri-agency process is extremely difficult, we must emphasize speed, and delegation to lower levels.
- State will delegate clearance to Embassy level, and likely to Chief of Mission or Mission Director.
- DSS proposals will come in thematic "umbrellas," likely 1-3 per country. OSD/DSCA will approve the basket and provide funding to CCMD, which can approve individual activities on its own without further DC clearance (but still with Embassy clearance on all).
- DASD SHA provides Policy guidance and oversight.
- DSCA provides program management, disseminates detailed guidance, and shepherds proposals throughout the process.