



# ***Break out Group V*** ***Findings and Recommendations***

## **Use of Commercial IT to Support Stabilization and Reconstruction (S&R) Operations**

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# S&R: A Complex Environment



- Many civil and military actors and no one clearly in-charge
- Policy, doctrine, TTPs and organization culture differ
- People culture and language differ
- Communications and IT needs and capabilities deployed differ
- Ad hoc arrangements and liaisons dominate
- Absence of trust among participants
- Lack shared understanding and awareness of situation
- Unmanaged expectations
- Collaboration, coordination and information sharing disconnects
- Information security policy, procedures and needs differ
- Lack adequate decision aides and visualization tools for decision makers
- Database needs and capabilities differ
- Lack ability to effectively communicate with and inform indigenous leaders and population
- Lack shared (interoperable) civil-military communications and information infrastructure and processes that facilitate collaborative planning and sharing of information, knowledge, and situational awareness and understanding
- Old business models being applied to new environment



# S&R Problems/Challenges



- **What's the objective? An on-demand worldwide, collaborative military and civilian computing and communications environment that facilitates:**
  - Multi-level “smart” info-sharing among military, political, civil agencies, international organizations, non-governmental organizations, and indigenous country leaders and population
  - Analysis support aimed at providing knowledge, understanding, and visualization to decision-makers for making rapid, effective decisions (military and civilian entities)
  - Distance learning capability which are user friendly; effective/easy reach-back to analysis and data centers
  - Leveraging the collective intellectual capital and technology to provide a transparent, seamless, and robust capability that accommodates differences in capabilities, policies, languages, and facilitates “plug and play” in order to get the right information to the right place, all of the time for those participating in S&R operations
  - A scalable, rapidly-deployable communications and open source IT capability *that can be handed off*. Diversified service package such as that provided by UN DPKO is an attractive model.



# S&R Problems/Challenges



- **Building blocks to achieve this objective aren't yet in place. We need:**
  - A new national policy and enhanced capabilities to emphasize winning the peace as well as the war
  - A lead gov't agency for PCS&R ops, with funding, legal and *reformed* acquisition authority to mobilize work on civil-military communications and information system planning, implementation and management. Such an agency could:
    - Ensure ownership/accountability for the mission
    - Establish a comprehensive S&R civil-military database, communications and IT architecture
    - Authoritatively identify requirements and match them to technology options

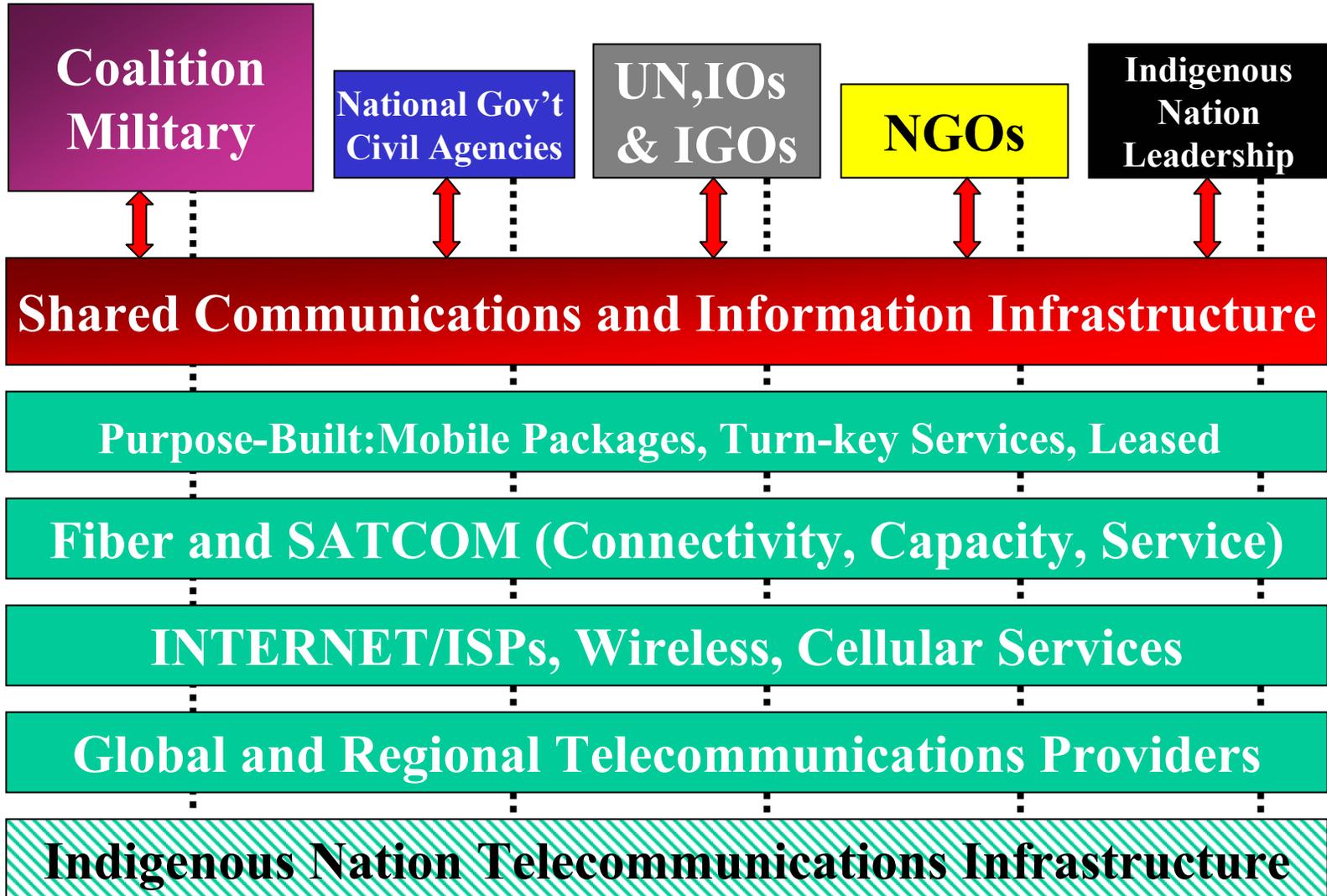


# The Vision: a Collaborative Information Environment



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# S&R Technology Challenges



- **Collaborative information environment**
  - Accommodate
    - A diversity of users consisting of military, civilian government, IO, NGO and indigenous country leaders on a “plug and play” basis
    - Gradation of security levels for collection and dissemination of data, information and knowledge
    - Differing IT capabilities and databases and storage needs of user elements
    - Language differences
    - Virtual presence in hostile areas for supporting elements such as analysts and subject matter experts
    - Virtual training for geographically dispersed participants and users in area of operation
    - Management of access privileges, security and service performance
    - Interoperability with other civil and military systems
  - Agile, adaptable and responsive to changing operational needs of users and environment
  - Decision aides, databases and collection and analysis capabilities and visualization tools
    - Situation awareness and understanding
    - Predictive assessment, social network analysis, human language interpretation
    - M/S for course of action planning and assessments
  - Scalable and rapidly deployable into region of interest
- **Strategic communications and info ops capabilities**
  - Mix of rapidly deployable capabilities (radio, TV, print, Internet) to be used to
    - Win hearts and minds and establish legitimacy
    - Inform indigenous leaders and population
  - Predictive assessment tools for developing and comparing courses of action and messages
  - Collection and analysis capabilities for assessing and measuring effectiveness



# Elements of an S&R IT Action Plan



- **Recommendations:**

- Establish national policy direction:
  - Emphasize unity of command (accountability)
  - POA&M for hand-off
  - Establish IT as a priority for planning/execution
  - Adapt acquisition to requirements of the mission (e.g., SOCOM?)
- Better equipping of field personnel in current ops
  - Fix IT equipment deficit across the board – enforce optimization of COTS standards
  - Pre-positioned equipment stocks utilizing a replicable model (e.g., UNDPKO)
- Creating a data/information management strategy:
  - Pre-conflict IT architecture (e.g., GIS standard), decision support systems
  - Post-conflict: “On the fly” CERF-type funding decisions should trigger data collection requirements
  - After action: Integrated (mil-civ) lessons-learned entity



# Recommendations, cont'd



- **Build IT interoperability:**
  - Preserve/enhance neutrality of technology (i.e., enforced open standards)
  - Develop “venture capital” approach to bottom up data base development.
  - Achieve more flexible handling of classified materials
- **Breaking down cultural barriers (bureaucratic and int'l)**
  - Organize S&R effort around pre-existing political boundaries
  - Cross-agency learning opportunities (pre- and post-deployment)
  - Experimentation/Exercises?
  - Institutionalize and enhance CA's role in mil-civ coordination