



***Information Requirements in S&R Operations:
What Do Inquiring Minds
Want to Know?***

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Argument:

- **Success in S&R activity depends critically upon the timeliness and quality of information collected, analyzed, disseminated and absorbed during all phases of operation**
- **Comms/IT is a key enabler for interagency and multinational collaboration, provided that all stakeholders are agreed on what we need to know and when we need to know it**



Assumptions:

- **S&R venues vary enormously in terms of opacity/transparency**
- **On-going conflicts generate huge amounts of information**
- **Policy-related barriers to info flow may be substantial (e.g., settlement brokerage, coalition-building)**
- **Bias is inevitable; correcting for it is inherently difficult**
- **National capitals will have insatiable appetite for info**
- **Size of user community depends upon the number/diversity of missions being performed**
- **Rigid opsec can impede missions; loose opsec can imperil them**



Who/What is the User Community?

- **Decision-makers, planners, operators, resource-providers**
- **Tailoring info to user needs is big challenge—breadth/depth of usable/actionable info will vary**
- **Media (local/international), public/official audiences in TCNs and host nation are essential consumers**



Types/Categories of Information

- Three categories are key:
 - ***Baseline Info*** (building general knowledge base among policy-makers, planners, operators).
 - Ex: cultural, economic, governance patterns.
 - ***Diagnostic Info*** (relating observed ‘symptoms’ to underlying ‘causes’)
 - Ex: fighting for a cause vs. livelihood
 - ***Assessment Info*** (measuring operation’s impact upon the ‘target’)
 - Ex: ‘Quick-impact’ funding’s impact, etc.



Info Requirements: Parsing the Core Missions

- ***Security:*** CF/COH observation/reporting, Force separation/interposition; Site protection; Mov't control; Kill/capture/marginalize violent opposition; Convoy escort; Border monitoring/control; Tactical countermine/UXO; Presence patrolling; Support for law enforcement and/or civil police monitoring; Verification of FF withdrawals; Special weapons collection/elimination; Conducting/verifying CDD; T&E of new indigenous forces.
- ***Social/Economic Well-being:*** SAR; Provide life-saving assistance (food, water, shelter, medical care); Refugee/IPD return and resettlement; Restore essential services; demining/UXO removal; HAZMAT containment/mitigation; infrastructure repair; Restore market access; Economic stimulation.



Info Requirements: Parsing the Core Missions (Cont'd)

- ***Governance/Civil Society:*** Civil administrative supervision/control; Support for interim/transitional authority; Support for constitutional governance; Contain/Co-opt spoilers; Vetting of personnel; Assistance for electoral processes; T&E for local/national gov't administrators; assistance to local political parties, NGOs, media
- ***Rule of Law:*** Secure/investigate war-crimes sites; Support HR monitoring; Set-up interim judicial/penal institutions; arresting PIFWCs; Identify/promulgate applicable laws; Establish, as necessary, international/hybrid tribunals/TRCs; Support for building of rule of law institutions.



Info Requirements: Parsing the Core Missions (Cont'd)

- **For each mission category, some common problems persist:**
 - Fielding/supporting/empowering the ‘Collectors’ (SITs, MilObs, Needs assessors, etc.)
 - Validating assistance requirements (lag-time issues)
- **Identifying/tracking ‘perturbations’ across sub-missions:**
 - Ex: elections create winners/losers (gov) = heightened police requirements (sec). Or investigating war-crime sites (rol) = boycott/obstruction by would-be spoilers (gov & sec)



“News You Can Use” in S&R Operations? A Few Illustrations:

- **Ethnic/sectarian balances/concentration** (baseline)
- **Diaspora influence** (diagnostic and assessment)
- **Flows and concentrations of displaced populations and their internal governance** (all three)
- **Factional capabilities & patron/client relations** (all three)
- **Control of media/resources** (all three)
- **Ingredients for combustible situations** – e.g., holy day + mass protest + foreign DV visit (diagnostic and assessment)
- **Possibility of genocidal violence** – e.g., hatred + interspersed population + one side with demographic preponderance and a monopoly on force (diagnostic and assessment)



Questions?