

# Chapter III

## Towards Civil–Military Coordination During Security, Stabilization, Transition and Reconstruction Efforts<sup>1</sup>

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### ABSTRACT

*The emergence of new doctrine is enabling Security, Stabilization, Transition and Reconstruction (SSTR) operations to become a core U.S. military mission. These operations are now given equal priority to combat operations. The immediate goal in SSTR is to provide the local populace with security, restore essential services, and meet humanitarian needs. The long-term goal is to help develop indigenous capacity for securing and maintaining essential services. Therefore, many SSTR operations are best performed by indigenous groups with support from foreign agencies and professionals. Large scale disasters, however, are an example where military support can improve SSTR operations by providing a much needed boost to foreign governments and nongovernmental organizations which may already be under great stress to respond in a timely and effective manner. However, without the means to effectively coordinate the efforts between many diverse groups across the civil-military boundary during SSTR operations, basic assistance and relief operations may be severely impeded. This chapter will describe a conceptual portal called ShareInfoForPeople, which provides advanced Information and Communication Technology to enable collaboration, coordination and information sharing across the civil-military boundary during SSTR operations.*

## INTRODUCTION

With the signing of the Department of Defense Directive (DoDD) 3000.05, *Military Support for Security, Stabilization, Transition and Reconstruction (SSTR) Operations* into policy (U.S. DoD, 2007), SSTR operations have become a core U.S. military mission that the Department of Defense (DoD) must be prepared to conduct and support. These operations are now given equal priority to combat operations. The immediate goal is to provide the local populace with security, restore essential services, and meet humanitarian needs. The long-term goal is to help develop and maintain: indigenous capacity for securing essential services, a viable market economy, rule-of-law, democratic institutions, and a robust civil society. These operations are conducted to help establish order, while promoting U.S. interests and values.

SSTR operations are best performed by indigenous groups with support from foreign agencies and professionals. Large scale disasters, however, are an example where military support can improve SSTR operations by providing a much needed boost to foreign governments and nongovernmental organizations which may already be under great stress to respond in a timely and effective manner. Therefore, the ability to coordinate the response across the civil-military boundary during such operations is essential.

This chapter will begin by briefly describing SSTR operations and provide notional examples. Next, we will describe the capabilities of the ShareInfoForPeople portal (<https://www.ShareInfoForPeople.org>) which provides the necessary tools to enable coordination and information sharing across the civil-military boundary during SSTR operations. We will then discuss the utilization of this portal in the Navy's Trident Warrior experiment. Lastly, we describe future development activities and technical challenges that remain to be investigated within our portal environment. We will conclude with a brief summary.

## SECURITY, STABILIZATION, TRANSITION AND RECONSTRUCTION

SSTR operations are conducted outside the boundaries of U.S. lands and territories, and Information and Communication Technology (ICT) capabilities are critical enablers for the conduct of these missions. While there are similarities within the ICT systems for the employment of automated information systems between domestic and international partners, policy and structural frameworks create a different workflow for each side with regard to information dissemination and coordination. We will limit our scope to examples of military operations outside of U.S. borders.

Many SSTR operational tasks are best performed by indigenous groups, with support from foreign or U.S. civilian professionals. Complex disasters are an example where military involvement and support for SSTR operations can provide significant value to foreign governments and non-governmental organizations (NGOs) which may already be under great stress to respond in a timely and effective manner. The command and control structure, resources and assets that the military can offer in such situations can shorten the response timeline. However, without the means to properly coordinate the efforts of such a large and diverse group which spans the civil-military boundary, basic assistance and relief operations may be severely impacted, leading to delays or waste in the overall response cycle.

In SSTR operations, the U.S. military supports the Department of State and works with non-DoD partners, which may include select military units of other nations NGOs, International Organizations (IO) and private volunteer organizations. Large scale disasters are one example where proper coordination between participating organizations can increase the effectiveness of the overall response. A key element in the success of SSTR operations is the ability of the U.S. (or other lead activity) to obtain and process information about

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