



## Programme

### **Assisting host country militaries: assessing lessons from NATO, EU and member state experience**

Wednesday 4 – Friday 6 December 2013 | WP1296

Building the capacity and capability of Iraqi and Afghan national security forces became an increasingly critical element of international military operations in those countries and the key basis on which to draw down the international military presence. Following the 2014 security transition in Afghanistan NATO's new Operation Resolute Support will be a purely training and advisory mission.

NATO and its member states are highly unlikely for the foreseeable future to carry out large scale ground operations in other countries aimed at regime overthrow, given the very difficult experiences of state and peace building in Iraq and Afghanistan. It is nonetheless critical to capture the lessons from NATO and member state military training and assistance missions in Iraq and Afghanistan as well as from relevant national and EU experience.

Conflicts are likely to continue arising in fragile and failing states and helping to build indigenous militaries can enable countries to solve their own and regional security threats. Military capacity building has indeed become a central element of the defence policies of several Alliance nations. Moreover, despite the 'intervention fatigue' that is prevalent throughout the Alliance, smaller scale interventions may still arise, as demonstrated by the French-led operation in Mali. In these situations military training and assistance missions will be a key enabling factor for the withdrawal of international forces, just as in Iraq and Afghanistan.

While no two missions are the same due to differences in national cultures and other conditions, capturing key lessons can help smooth the process of instituting new training missions in the future. This conference will focus on capacity building and operational support to host country militaries rather than to security forces in their entirety. Its objectives are to assess:

- the policy opportunities and risks involved in providing assistance to host country militaries as well as the conditions under which capacity building missions can succeed;
- lessons for effective delivery from NATO, EU and member state training, advising, mentoring and operational support missions over the past ten years;

**In association with:**



- how Western militaries should organise and prepare themselves for delivering assistance to host country militaries;
- how the effectiveness of military assistance missions can be measured and monitored; and
- the added value that NATO and EU can bring to host country military assistance missions.

## Wednesday 4 December

**1500** Participants arrive and tea/coffee available

**1600** Photograph

**1630** **Welcome and introduction**

**Robert Grant**

Programme Director, Wilton Park, Steyning

**Jeffrey Larsen**

Research Director, NATO Defense College, Rome

**1645-1830**

**1. The strategic framework**

What are the range of policy goals that host country military training and assistance missions can help meet? What political risks do they entail? Should Western countries carry out military training and assistance missions in undemocratic or authoritarian states? In what ways do military training and assistance missions need to link up with broader security sector and ministerial capacity building and reform programmes? What role does the legitimacy of and popular support for the host country government play in affecting the likelihood of success of military capacity building missions? Are there other characteristics of host countries and their militaries that are potential pre-conditions for successful military assistance missions? Can Western countries achieve more synergy and complementarity in their military assistance programmes? Can NATO and EU play useful roles in this?

**Michel Soula**

Deputy Director for Operations, NATO Headquarters, Brussels

**William Entwisle**

Head Military Strategic Plans, Ministry of Defence, London

**Christopher Kolenda**

Senior Advisor to Under Secretary of Defense for Policy, US Department of Defense, Washington DC

**1900** Reception followed by dinner

## Thursday 5 December

**0800-0900** Breakfast

**0915-1100** **2. Regime overthrow and rebuilding host country militaries from scratch: the cases of Iraq and Afghanistan**

What were the key challenges in training, advising and mentoring the militaries in Iraq and Afghanistan? Was there a deliberate trade-off between quality and quantity, and if so how were they balanced? What quality standards did the training missions try to achieve? How

successful were they in reaching those standards? Did training programmes take sufficient account of Iraqi and Afghan inherent capabilities, culture, customs, and martial traditions, or did they excessively follow a Western military template? To what extent can increased professionalisation compensate for any disparities in motivational factors between government forces and insurgents? What successes and shortcomings were there in the training and education of non-commissioned, company, field and general officers? What measures of effectiveness were used, were they the “right” ones, and were commanders able to base transition planning to greater operational independence of host country militaries on those measures?

**Chair: Alexander Alderson**

Senior Visiting Research Fellow, King’s College London

**Frank Helmick**

Former Commander, Multi-National Security Transition Command – Iraq and NATO Training Mission – Iraq; Vice President Mission Solutions, SOS International, LLC, Reston Virginia

**James Stevenson**

Deputy Commander, NATO Special Operations Headquarters, Mons

1100-1130

Tea/coffee

1130-1300

### **3. Mali: military training before and after the 2012 coup**

What objectives have international military training and education programmes in Mali pursued? What degree of emphasis have they placed on rule of law, ethics and values? Has there been a holistic linking up with security sector reform programmes? How well has international military assistance to Mali taken on board the existing structures, capabilities, and culture of Malian armed forces? Has there been any measuring and monitoring of effectiveness of training programme? Could anything have been done differently with military assistance programmes that might have helped prevent the coup? Are there substantial differences between international military assistance programmes before and since the 2012 coup?

**Vincent Roué**

Former Chief of Staff, EU Training Mission, Mali; Planning Chief, Divisional Headquarter n°3, Marseille

**Lesley Anne Warner**

Research Fellow, Center for Complex Operations, National Defense University, Washington DC

1300

Lunch

1500-1630

### **4. A view from recipient states**

From an Afghan standpoint, what have the strengths and weaknesses been of international military training and capacity building assistance to Afghan National Security Forces? How effectively was transition planning and implementation coordinated with Afghan civilian and military authorities?

How have African countries viewed the effectiveness of international military training and assistance to help build the continent’s capacity and capability to conduct peace-keeping operations?

**Emma Birikorang**

Head of Research Programme, Conflict and Security, Kofi Annan International Peacekeeping Training Centre, Accra

1630-1700

Tea/coffee

1700-1830

## 5. Configuring Western militaries to deliver foreign training and assistance

What skills do Western military personnel need in order to be effective trainers, advisors, and mentors with host country militaries? Is it possible to develop these skills within general purpose forces, or are specialised units needed? Do these units need to have a geographic focus? If so, how much depth of “local knowledge” do they need in terms of language, politics, and culture? What incentives are needed to attract high quality officers to this mission? What lessons can be drawn from the skill sets that special forces bring to the delivery of military training and advisory programmes?

### Kimberly Field

Deputy Director Politico Military Affairs Middle East, Joint Chiefs of Staff, Department of Defense, Washington DC

### Vincent Desportes

Affiliate Professor, Paris School of International Affairs, Sciences Po; and former Commander, Forces Employment Doctrine Centre, French Army Combined Arms Centre, Paris

### Tim Radford

General Officer Commanding, Force Troops Command, British Army, Pewsey

1900

Reception followed by dinner

## Friday 6 December

0800-0845

Breakfast

0900-1030

## 6. Break out group discussions

The groups will meet for 3.5 hours of deliberations, providing a smaller and more focused forum to consider innovative approaches and produce policy recommendations. They are thus designed to generate the key part of the overall output from the conference, assisted by the insights and information from the preceding plenary sessions. Each group will have a pre-assigned rapporteur.

### Effective delivery of military capacity building missions

What are key principles and guidelines for effective delivery of military capacity building missions? Are there challenges that are unique or far more acute in military rebuilding projects such as Iraq and Afghanistan in comparison to working with existing militaries?

#### Co-chairs:

#### Ian Rigden

Head of Land and Research, Development, Concepts and Doctrine Centre, Shrivenham

#### Henry Kron

Senior International Security Cooperation Planning Leader, US Africa Command, Stuttgart

### Organisation and preparation of Western militaries for host country capacity building missions

How can Western militaries be organised in an effective and affordable way to have greater focus and specialisation on military capacity building?

#### Co-chairs:

#### Alexander Alderson

Senior Visiting Research Fellow, King's College London

**Jaron Wharton**

Executive Officer, Infantry Battalion, 82nd Airborne Division, U.S. Army, Fort Bragg

### **Measuring and monitoring effectiveness**

What analytic framework and assessment tools should be used for measuring and monitoring the effectiveness of military capacity building missions?

**Co-chairs:**

**Andrew Rathmell**

Director, Aktis Strategy Limited, London

**Michael Delacruz**

Consultant/Deputy Team Lead, Coffey International Development, London

### **The role of NATO and EU**

What roles, structures and skills should NATO and EU attempt to acquire in order to support and complement the military assistance efforts of member states and close partners?

**Co-chairs:**

**Pascal Roux**

Head of Capabilities and Concepts, EU Military Staff, Brussels

**Edward Filler**

NATO Special Operations Headquarters liaison to the United States Special Operations Command, Mons

**1030-1100**

Tea/coffee

**1100-1130**

## **7. A view from recipient states**

From an Afghan standpoint, what have the strengths and weaknesses been of international military training and capacity building assistance to Afghan National Security Forces? How effectively was transition planning and implementation coordinated with Afghan civilian and military authorities?

How have African countries viewed the effectiveness of international military training and assistance to help build the continent's capacity and capability to conduct peace-keeping operations?

**Sibghat Ullah**

Director of District Delivery Programme, Independent Directorate of Local Governance, Kabul

**1130-1300**

## **8. Break out group discussions - continued**

**1300**

Lunch

**1430-1600**

## **9. Report back from break out groups and conference conclusions**

**Guillaume Lasconjarias**

Research Adviser, NATO Defense College, Rome

**1600**

Participants depart