



Unified Action ***USJFCOM and Center for Army Lessons*** ***Learned*** ***Sectoral Handbooks***

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Distribution Statement C

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Other requests for this document shall be referred to:

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Unified Action Sectoral Handbooks

- **Who?** JFCOM and Center for Army Lessons Learned partnership
- **What?** Co-develop a set of sectoral handbooks
 - Fully leverage civilian agency perspective
 - Operational Level (Planning Guidance to COCOM and JTF Staffs)
 - Tactical Level (Tactics, Techniques & Procedures for implementation)
- **Why?**
 - Help guide military support to selected R&S missions
 - Provide military planners and “on-the-ground” implementers what they need to know to *plan, implement and manage* civil-military operations across the sectors described in the handbooks



Handbook Guidance

- Cross reference to U.S. State Department Essential Task Matrix to ensure alignment and facilitate improved interagency coordination
- Align with ongoing concept development in SSTRO, Cooperative Security Engagement, IW, JUO, and more
- The customer is military -- handbooks will support better interagency coordination, but are intended for military planning
- Must be applicable outside of Iraq and Afghanistan
- Not doctrinal, but JFCOM J7 participating
- Chapter will have lessons observed, case studies and vignettes, references to military concepts and doctrine, guidance for the planner, and directions to other resources and references.
- Unclassified



Sectoral Handbook Topics

- **Rule of Law and Security Sector Governance**

Defines the “Rule of Law” in functional terms across the spectrum of policing, governance and prisons; explains the interrelationships between ROL, Governance, and Security, and provides templates and tools for operational planning and execution.

- **Governance: Handbook on State-Building and Elections**

Provides guidance on military support to political stabilization and reconstruction missions including Executive and Legislative Capacity-Building and Strengthening; Elections & Political Competition; Media Institutional Development; Key USG, IO and NGO Stakeholders and Partners; Assessments and Tools; and special issues (Anti-Corruption; Political Reconciliation; Ungoverned Spaces and Safe Havens).

- **Economic Normalization and Restoration**

Defines operational actions which set the stage for the security and stability so that economic development can happen. Includes conducting comprehensive economic assessment, employment and business generation, trade, agriculture, financial sector, legal and regulatory transformation.

- **Essential Services and Critical Infrastructure**

Defines the critical services needed to sustain civilian populations during stabilization operations, the infrastructure needed to provide such services, and the appropriate role military forces can play to enable service delivery.

- **Interagency Management System (IMS)**

Defines Joint Force Commanders’ interaction with the S/CRS developed IMS



Essential Services & Infrastructure Chapters

- Scope & Intent
- Situation Analysis
- Potential military missions
 - Military authorities, roles & responsibilities
 - Military capabilities & limitations
- Identifying Essential Service & Supporting Infrastructure
- Cross-sector Planning Considerations
- Metrics
- Glossary & Bibliography



General Cross-Cutting Themes

- Corruption
- Governance
- Information Operations / Knowledge Management / Strategic Communication
- Resources
- Capacity Development / Institutions
- Accountability
- Authorities



UA Sectoral Handbooks:

Where are we now?

- Preliminary ES&CI workshop last Fall ('07)
- Identified SMEs and developed consultative support agreements with potential partners
- Planned releases for formal staffing:
 - Econ: January '09
 - ES & CI: April '09
 - IMS: July '09
 - Governance: July '09
 - ROL: July '09



Sectoral Handbook Topics: Points of Contact

- **Rule of Law and Security Sector Governance**
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- **Governance: Handbook on State-Building and Elections**
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- **Economic Normalization and Restoration**
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Questions?

