“Kosovo Lessons Observed"
We’ve Come a Long Way

Thank you, Fred
AGENDA

• Walk Down Memory Lane

• Operation Joint Guardian

• Lessons Observed
Return with us now to......

Entry

Rapidly deploy Enabling Forces

Coordinate establishment of Joint Commissions

Develop CA
• Strategy
• Campaign Plan
• Supporting Info Strategy

IFOR Plan / Training

Synergy with relief organizations

Implement CMO Structure
Set Expectations

CMO Assessment
Policy Development

Support SACEURs enforcement of military aspects of Peace Plan

Coordinate to maximize IFOR legitimacy and Freedom of Movement

Implementation

Facilitate:
• Life saving
• Life sustaining
• Life enhancing
• HN self-sufficiency

Execute transition agreements

Leverage capabilities of IOs, NGOs, OGAs, & HN

CMO resource to task

Support Peace Plan implementation / boundary establishment / resettlement

Transition to Peace

End State Achieved

Promote Public co-operation for IFOR withdrawal

Facilitate Public confidence in HN capabilities

Exit

CA assets remain in support of IFOR until exit complete

Identify & transfer specific CMO tasks to non-military (HN) agencies

Minimize Interference / Promote Support for IFOR

Synergy with relief organizations

End State Achieved

Promote Public confidence in HN capabilities

Facilitate Public co-operation for IFOR withdrawal

CA assets remain in support of IFOR until exit complete
Civ-Mil SITUATION

- DESTROYED HOMES - LACK OF SHELTER
- THE MEDIA
  - NON-FUNCTIONING PUBLIC HEALTH SYSTEM
  - DESTROYED ECONOMY - NO COMMERCE
  - DESTROYED INFRASTRUCTURE AND TRANSPORTATION NETWORK
- KOSOVO
  - MASS NUMBERS IDP's DPRE's
  - NON-FUNCTIONING GOVERNMENT - NO CIVIL ADMINISTRATION - NO DEMOCRATIC TRADITION
  - NON-FUNCTIONING PUBLIC SAFETY NON-PERMISSIVE ENVIRONMENT
  - PRESENCE OF MINES/UXO
# CIMIC DECISIVE POINTS BY PHASE

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<td><strong>Civil Administration</strong></td>
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<td>IC no longer requires CIMIC</td>
<td>Civil Authorities Assume Resp for Civil Admin</td>
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<td><strong>Economics &amp; Commerce</strong></td>
<td>Establish Mechanisms to Control Resources</td>
<td>Control Black Market Activities</td>
<td>Assist Civil Government to Assume Economic Control</td>
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<td><strong>Democratization</strong></td>
<td>Develop CIMIC Info Campaign to Support IC</td>
<td>Assist IO in Implementing Peace Plan</td>
<td>CIMIC Support No Longer Required</td>
<td>Legitimate Gov’t that No Longer Needs NATO Support</td>
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ISSUES

- THIS WILL BE A MILITARY MISSION WITH A CIVIL - MILITARY ENDSTATE
- IDENTIFY AND SOURCE CIMIC CAPABILITY EARLY
- ESTABLISH EXECUTIVE STEERING GROUP (ESG)
- GAIN APPROVAL TO SEEK OUT KEY KOSOVARS WITH EXPERTISE
Lessons Observed

• Built on Bosnia Experience
• Civil Affairs invited into planning process
• Disparity of CA/CIMIC assets
• Very good UNSCR
• Great Civ-Mil/Inter-agency cooperation
Questions?