

**U.S. Army John F. Kennedy Special Warfare Center and School**  
*The U.S. Army's Special Operations Center of Excellence*



## **Institute for Military Support to Governance: Way Ahead**

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# Background



- **The USASOC Commander directed establishment of the IMSG in support of:**
  - **DoDD 5100.01, Functions of the DoD and Its Major Components, 21 Dec 2010**, Directs the Army to “occupy territories abroad and provide for the initial establishment of a military government, pending transfer of responsibility to other authority.”
  - **DoDD 3000.05 Stability Operations, 16 Sep 2009**, Directs DoD components to Conduct, Support, or Lead Stability Operations.
  - **Joint Resource Oversight Council Memorandum (JROCM) #162-11, 1 Dec 2011**: CA DOTMLPF Change Recommendation to CA formations in general and specifically to CA Functional Specialty capabilities in governance, economic stability, public health and welfare, rule of law, infrastructure, public education, and public information.
  - **Joint Resource Oversight Council Memorandum (JROCM) #172-13, 4 Nov 2013**: Stability Operations DOTMLPF Change Recommendation to Transitional Military Authority, Military Governance, and requirements for coordination with IA MN and NGO partners.
  - **USASOC Guidance for Development of the Force (UGDF), tasking to USAJFKSWCS, page 66, Oct 2013**: “establish the IMSG to strengthen partnerships with interagency and further leverage the civil sector expertise.”
  - **ARSOF 2022, page 21**: “Establish the Institute for Military Support to Governance to strengthen partnerships with interagency and further leverage the other ‘5th Forces Providers’ such as academia, non-governmental organizations and civil enterprises.”

“When Civilian expertise normally provided by USG Agencies is not available, CA functional specialists may be required to fill key planning, operational, or liaison roles until replaced by their OGA counterparts.” **FM 3-57 Civil Affairs Operations, October 2011**



# Institute for Military Support to Governance



## Capability Requirement

- **Military Government is a Geneva/Hague Convention and USC Title X responsibility.**
- **Identifies and addresses critical civil vulnerabilities in undergoverned and ungoverned areas or high-threat environments where local authorities or the interagency cannot engage.**
- **Military Government specialist have existed in the Army Force structure since WW II; Capability currently exists in the Army Reserve.**
- **Seeks to revitalize the existing force structure with new standards and expanded capabilities.**

## Mission

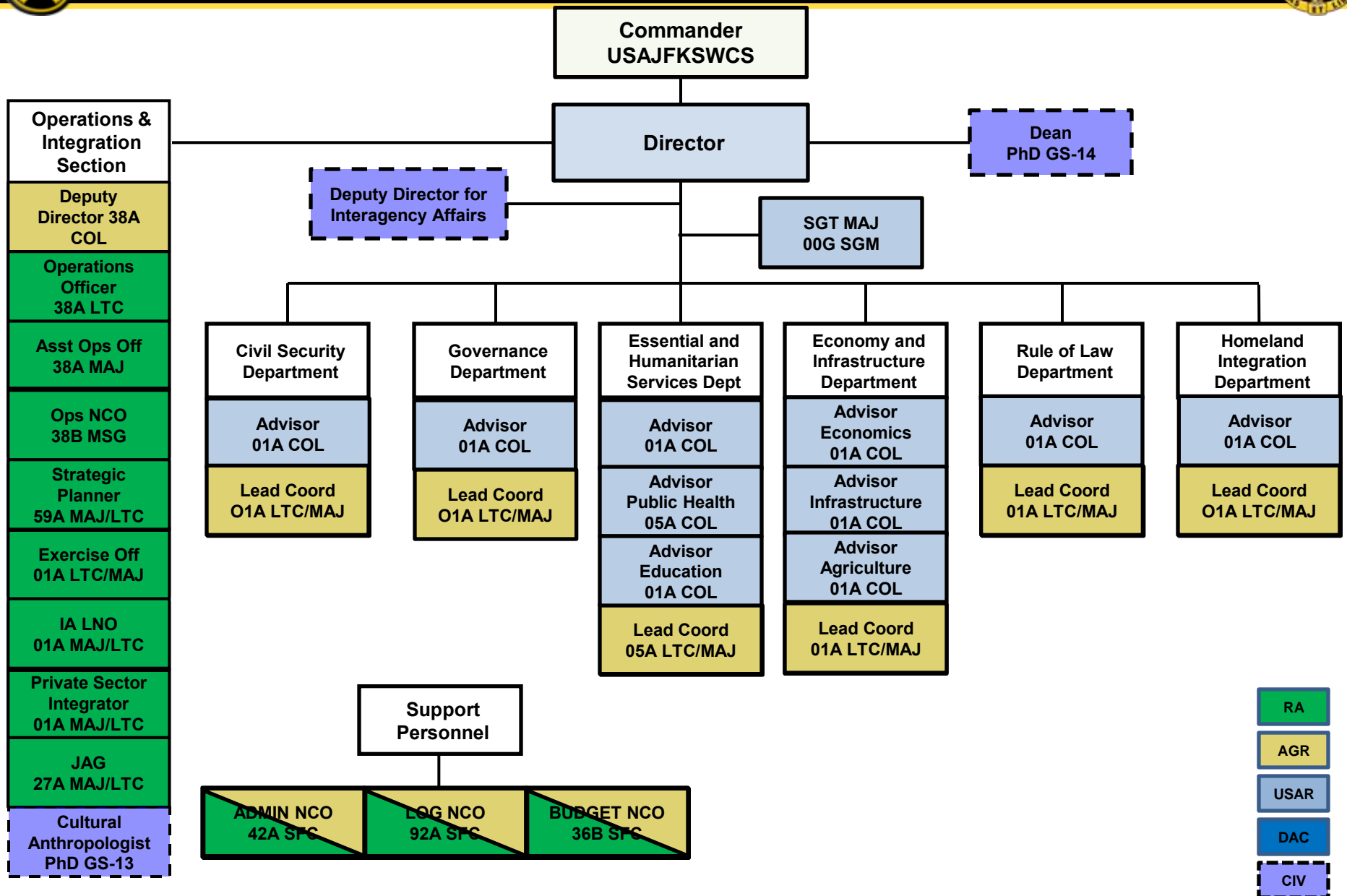
*The Institute for Military Support to Governance manages the provision of civil sector expertise across the range of military operations in order to support USG obligations under international law and promote stability. On order, supports Theater Security Cooperation, Transitional Military Authority, and Support to Civil Administration operations.*

## Specified Tasks

- **Revitalize military governance capabilities**
  - *Establish credentialing standards for 38G/Civil Sector Experts required to support future operations*
  - *Inform Military Governance policy, doctrine and training*
  - *Coordinate associated DOTMLPF functions; shape policies, authorities, doctrine and training for access to civil sector expertise*
- **Research, analyze and provide civil sector expertise for Support to Civil Administration (SCA) and Transitional Military Authority (TMA)**
  - *Provide reach-back support to operational practitioners with research and analysis, concept development and experimentation*
  - *Collaborate with civil sector experts to provide information to military planners*
- **Support Theater Security Cooperation (prevent and shape)**
  - *Conduct concept development and experimentation*
  - *Employ Functional Specialists and non-military capabilities resident in U.S. Government, private business, and academia*



# Institute for Military Support to Governance





# Governance Innovation for Security and Development

**38G**  
Marc Ventresca,  
NPS/Oxford

**Behavior Tech**  
Margarita Quihuis,  
Stanford  
Mark Nelson,  
Stanford  
Curt Blais,  
NPS

## RULE OF LAW

- Just Legal Frameworks
- Public Order
- Accountability to the Law
- Access to Justice
- Culture of Lawfulness

## SAFE AND SECURE ENVIRONMENT

- Cessation of Large-Scale Violence
- Public Order
- Legitimate State Monopoly Over the Means of Violence
- Physical Security
- Territorial Security

## HOMELAND INTEGRATION

Paula Philbin, NPS

Melanne Civic, CSO

Marc Ventresca, NPS/Oxford

Karen Guttieri, NPS

Jon Czarnecki, NWC

Maria Pineda, NPS/UCLA

## SOCIAL WELL-BEING

- Access to and Delivery of Basic Needs Services
- Access to and Delivery of Education
- Return and Resettlement of Refugees and Internally Displaced Persons
- Social Reconstruction

## SUSTAINABLE ECONOMY

- Macroeconomic Stabilization
- Control Over the Illicit Economy and Economic-Based Threats to Peace
- Market Economy Sustainability
- Employment Generation

## STABLE GOVERNANCE

- Provision of Essential Services
- Stewardship of State Resources
- Political Moderation and Accountability
- Civic Participation and Empowerment



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# Research Products

## Functional Specialties

- What Functional Specialties are required? (by Stability Sector)
- What are the standards? (Civilian education, experience, and certifications)
- Develop descriptions
- How many of each Functional Specialty are required?

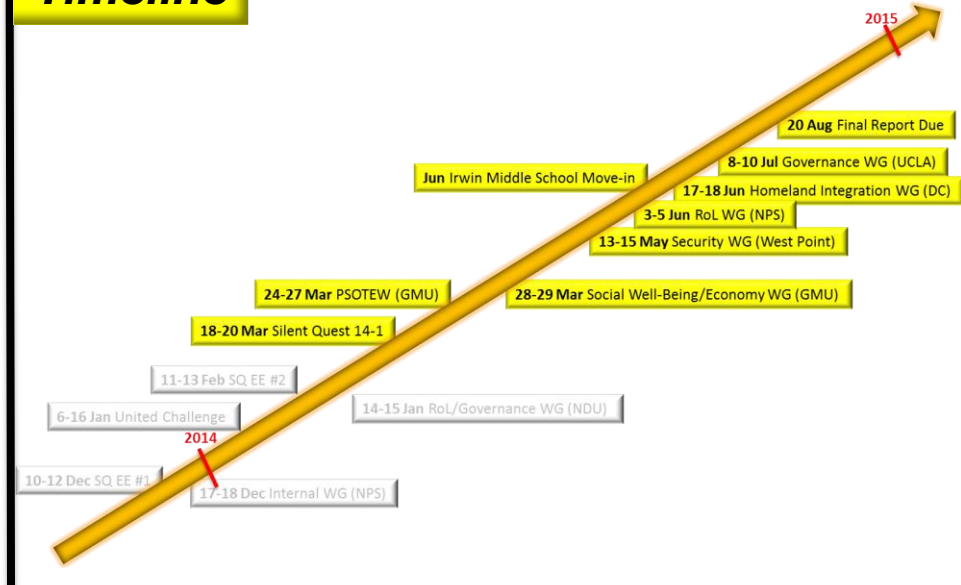
## Structure

- Is the IMMSG structure correct?
- What Functional Specialty teams are at battalion, brigade, and CACOM?
- Composition/distribution of functional specialty teams

## Additional Research Topics

- What are the policies, authorities, and doctrine that affect employment and deployment?
- What are the laws and policies affecting direct commissioning?
- What are the functions and authorities of IMMSG, SWCS, CAPOC, and HRC?
- Curriculum for Direct Commissionees and other 38G's including Military Governance Certificate

## Timeline





***QUESTIONS?***