Conference Report

On the

Held at
National Defense University
Ft. McNair, Washington, DC

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Multilateral Planners Conference IV
National Defense University
Ft McNair
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Conference Report
Executive Summary

Purpose and Overview

This fourth Multilateral Planners Conference (MPC IV), held at the National Defense University (NDU) located at Fort McNair, Washington DC on 25-26 April 06, was jointly hosted by the United States (Lt Gen Victor E. Renuart, DJ-5), and Jordan (Maj Gen Mohammed Fahed Al-Allaf, Commandant, Jordanian National Defense University). Two hundred and thirty two participants from 91 nations and four international organizations (United Nations, North Atlantic Treaty Organization [NATO], Supreme Headquarters Allied Powers Europe [SHAPE], and the Inter-American Defense Board [IADB]) gathered to collectively address global security challenges amid the War on Terror (WOT). Attendance at this conference surpassed all previous records; up from the 69 nations and four international organizations that attended the third conference held in Bucharest, Romania in May 05; the 58 nations and four international organizations that attended the second conference held in Warsaw, Poland in October 04; and the 45 nations and four international organizations that attended the first conference, also held at NDU in May 04.

The conference provided invited countries with a venue to obtain updates of current coalition experiences and lessons learned and candidly discuss emerging worldwide security challenges, current operations, and the mechanisms of shaping effective future coalitions. Of note was the attendance of the freely elected government of Iraq**.** The first day started with a "Faces of Terrorism" roundtable and two briefings dealing with the National Counterterrorism Center (NCTC) and Ungoverned Areas. Day one also included two "breakout sessions" focusing on regional strategies and capabilities in the WOT. These breakout sessions enabled attending nations, drawing from their diverse experiences, to provide invaluable assessments and strategic insights regarding these topics. Each of the insights and recommendations discussed in these regional breakout sessions were then captured and recorded in "brief-back" sessions. Following the second "brief-back session," the first day ended with a recap provided by Maj Gen Al-Allaf. The second day consisted of 13 briefings, ranging in topics from "Counternarcotics" and "Counterinsurgency" to "Counterterrorism and Coalition Transformation." Also, updates were given on "Iraq" and "Afghanistan." A "Conference Recap" also closed the second day and the entire conference.

An informational purposes only "Future Coalitions Questionnaire" was provided to all participants in order to discern, among other items future coalition capacities and needs of each participant country. These responses will be shared only if the participant nation provided permission. A "Feedback Survey" was also given to each conference participant in order to pulse their thinking on a myriad of conference related topics. Responses to the survey indicated that the participants thought the content and agenda of this conference was extremely useful, and agreed that it was a good idea to continue this conference series. They also applauded the use of "break-out" sessions, as it maximizes participation of conference attendees. Suggestions for future conferences include retaining the "break-out" sessions, but allotting them more time.

Day One

Day One was dedicated to a roundtable on the Faces of Terrorism, two briefings, and two breakout sessions on WOT strategy focusing on regional strategy and capabilities. Following welcoming remarks by the co-hosts, a roundtable consisting of Vice Admiral Guillermo Barrera (Colombia); Maj Gen Taher Ali Elsersy (Egypt); Brig Gen Sonny Prasetyo (Indonesia); and Col Richard Smith, Commodore Alan Richards, Ms. Sarah Beel, Chief Superintendent Stuart Harrison (United Kingdom); Maj Gen Valentin Martinez (Spain), and Maj Gen Mohammed Fahed Al-Allaf (Jordan) began the conference by participating in a roundtable to discuss "**The Faces of Terrorism.**" During the roundtable, several issues were highlighted by the speakers and in the discussion created by questions, among them: terrorism tends to evolve over time; the ultimate aim of the terrorists is to control the population through fear and eventual power; the need exists for countries to adopt both local and long-range anti-terrorist policies; dialogue with terrorists might reveal reasons for their terrorist involvement; the most important, but least developed factor in anti-terrorist strategy is preventing attacks; and the fact terrorists respect no boundaries. During this roundtable, the point was also made that there is "only one face of terror, an ugly one," and that the WOT "is not a war against a particular religion."

After the roundtable, LTC(P) Joe Buche, US Army, Deputy Plan Manager for the National Implementation Plan in the National Counterterrorism Center's (NCTC's) Directorate for Strategic Operational Planning, gave a briefing on the "NCTC." He provided an overview of the NCTC identifying its mission, vision, and values. He noted in particular the NCTC's emphasis areas, its strategic operational planning process, and the NCTC lessons learned since commencing operations. Among these was the realization that creating a single interagency culture is difficult, because the different intra-governmental agencies speak different languages and have differing perspectives. He also noted that formal authorities are critical for success, and that military members must realize that "interagency efforts are a journey, not a destination."

LTC(P) Buche also recognized that international information sharing poses difficult challenges, and that one must try to assemble the "right team" to overcome these challenges. Following the NCTC briefing, participants asked several questions revolving around the role of regional planning in a strategic approach to countering terrorism, and how regional assessments play into this process. At the conclusion of this question and answer session, Lt Gen Renuart observed that the NCTC has been a unique organization since its inception – it is the first joint interagency department with reach across government departments for interdepartmental governmental planning purposes. This has made a tangible difference in some departments, he

noted, giving an example of how the United States Department of State (DoS) instituted regional ambassadorial meetings to focus the US ambassador in each country on regional issues and to encourage them to talk collaboratively about regional issues.

Ms Kathleen H. Hicks, the Director for Policy Planning in the Office of the Deputy Assistant Secretary of Defense for Policy Planning, then provided a briefing on "**Addressing Ungoverned and Exploitable Areas."** In her briefing, Ms Hicks discussed the strategic context of the effort to address the problem of ungoverned and exploitable areas; the United States' 2006 National Security Strategy (NSS); concepts associated with ungoverned and exploitable areas; and the "way ahead" in addressing ungoverned and exploitable areas issues. She emphasized that shortfalls in governance capacity may stem from gaps in national security capabilities, justice and law capabilities, economic and administrative capabilities, or challenges created by the nature of a country's political institutions and civil society. Ms Hicks also pointed out that countries may have the capabilities to govern effectively but lack the political will to expend the necessary resources and political capital, that countries may lack both the capacity and the will, or that even when a country has the capacity and will, there can be legal and normative constraints on governing authority (e.g., to protect individual liberty). Her briefing led to approximately six questions from conference participants, some of which revolved around the various motivations driving people, especially young people, to become terrorists, examples of "red space" places where there is no capacity or will to govern, such as cyberspace and international banking, and the roles of DoS, the U.S Department of Defense (DoD), and Congress in formulating ungoverned and exploitable area policy (including the creation of a "Director for Foreign Assistance" position at DoS).

The next briefing on "**War on Terror Strategy**," aimed at preparing the participants for the first of two "break-out sessions," was given by Col Mark O. Schissler, USAF, Assistant Deputy Director for the War on Terrorism. He started his briefing by reviewing the conclusions reached by participants at MPC III, held in Bucharest, Romania in May 2005. Specifically, Col Schissler re-visited the Romanian discussion by noting that terrorism is operating in a 21st century security environment where adversaries are seeking asymmetric capabilities and will use them in innovative ways. He then highlighted the assessment questions the MPC III participants grappled with: 1) How can we understand the nature of terrorist extremism? 2) What are terrorist goals and how do terrorists intend to reach them? 3) What are the implications of failure? 4) Does the term "GWOT" (Global War on Terrorism) accurately describes this conflict? Col Schissler then reviewed some of the conclusions reached by the breakout session participants. These included the sentiment that global threat requires a comprehensive strategy; better interagency coordination is required within all countries, and capacity building requires money and commitment, and that all must do better at capturing and sharing lessons learned. Col Schissler then briefed the United States National Strategy Against Terror. He noted that the goal in the WOT is to preserve and promote the way of life of free open societies based on the rule of law, defeat terrorist extremism as a threat to our way of life, and create a global environment inhospitable to terrorist extremists. He then described a three-part strategy for the WOT consisting of protecting the homeland, disrupting and attacking terrorist networks, and countering the ideological support for terrorism. With regard to the latter strategy, Col Schissler commented that the key to the effort to counter ideological support is to support mainstream Muslim efforts to reject violent extremism.

The conference participants were then provided some questions to consider in their first "break-out" session: what would a regional strategy and a national strategy for their region and country look like? In particular, the conference participants were to consider the overall goals of their region and country, to propose how would they would define success, and to identify some strategic objectives to achieve these end state goals.

First Assessment Brief-backs – WOT Regional Strategy

After breaking into their respective regional groups to discuss WOT strategic considerations, the participants reassembled to hear WOT strategic consideration brief-backs. The representative from Nigeria, Group Capt Abba Zannah, reporting the **African and European "Brief-back,**" made the following main point: the Europe/Asia regional grouping is, in reality, two regions with multiple sub-regions. Group Capt Zannah also stated his group discussed how regional approaches are important, but regional boundaries create seams. He identified two overall goals of these regions: addressing underlying causes to prevent terrorism from taking hold and preventing ideology that fuels extremist movements. The group identified two successful end states for these different regions: sovereign states able to interact free from disruption from terrorism and having resilience within society to deal with terrorism and its aftermath.

Some strategic objectives discussed by the European and African region participants to achieve these end state goals included engaging in a "Hearts and Minds" campaign to prevent the population from being attracted by terrorist propaganda, using educational systems to reinforce anti-terrorist themes, and using regional media/information campaigns to fight terrorist ideology. Group Capt Zannah also noted that his group discussed how countries can use existing institutions and strategies to empower them in the fight against terrorism. Finally, he noted his group highlighted the importance of sharing regional lessons learned globally.

The representative from Bahrain, Major Abdullah Al Khalifa, reporting the **Near East/Southeast Asia "Brief-back,"** noted that his regional group identified the following goals: regional stability; end of war; removing underlying conditions that support terrorism, and solve the Palestinian-Israeli issue. He further identified that success would be defined as a situation where national borders are secure, with no conflict among nation states, and with terrorism universally abandoned as a tactic and criminalized. The Near East/Southeast Asia regional group, he also reported, discussed ways of achieving these end state goals. These included: attempting to understand the grievances of population and extremists, building capacity within security forces, and fostering cooperation among states to counter extremism.

Major Al Khalifa also highlighted that the group discussed that it was important to separate al-Qaida from Islam, to give terrorists a new name outside Islam; to stop state support for terrorism, and to encourage dialogue in an attempt to end the Palestinian-Israeli issue, with security for both sides being addressed. Finally, Major Al Khalifa noted that his regional group discussed the need for outside assistance to help maintain stability.

The representative from Argentina, Rear Admiral Gustavo Trama, reporting the **Western Hemisphere "Brief-back,"** made the following main points that his region discussed: 1) Security and defense against terrorism are two different concepts and 2) a consensus has to be reached between

regional nations regarding the perception of the terrorist threat. He then underscored how reaching a consensus regarding these links between terrorist groups, such as the Revolutionary Armed Forces of Colombia (FARC) and the National Liberation Army (ELN), and money laundering and drug trafficking has to come first in the battle against terror. After consensus is reached regarding these links, Rear Admiral Trama stated, countries can talk about measures to combat these threats. These measures, he stated his group observed, could include utilizing the Organization of American States (OAS), IADB, and other intergovernmental agencies.

The representative from Fiji, Commodore Frank Bainimarama, reporting the **Asia/Pacific "Brief-back,"** noted his group identified the overall goal in the WOT as the existence of sovereign self-responsibility. He further noted that his regional group defined success in reaching this goal as the existence of stable states with sound governance and healthy economies. Commodore Bainimarama also noted that success would entail the existence of regional forums to discuss and resolve disputes. In order to reach these goals, he stated that his regional group decided that developing a regional strategy to counter terrorism for the Asia/Pacific region was unrealistic due the region's vast geography and the existence of different problems in each sovereign country. Finally, Commodore Bainimarama reported that his group discussed the idea that regional forums, such as the Association of Southeast Asian Nations (ASEAN) or the South Pacific Forum, are ineffective to deal with terrorism issues due to the fact that they either were not militarily focused or did not have sufficient authority to deal with sovereign issues.

Lt Gen Renuart wrapped up this first "brief-back" session by observing how it was interesting how the Asia/Pacific group and other regional groups differed on the ability of large regions and existing organizations to forge an effective WOT strategy.

Following a break, Col Schissler then provided the next briefing, "**WOT Capabilities**." He identified the objective of increasing capabilities, namely, to create a global network of partner-nations who have sufficient, effective capacity to: disrupt and destroy terrorist and criminal networks, secure borders, share intelligence, contribute forces, and promote regional stability. He emphasized that a nation's size is not important, rather, it is a government's political will, its desire to stand up to terrorist organizations and improve conditions for its population that is important. The conference participants were again provided some issues to consider in their second "break-out" session: what types of capacity, or means, does their region need to support the strategy identified and developed in the last session; what efforts might improve their government's political will to fight terrorism; and what efforts might improve their region's major institutions?

Before leaving for their individual "break out" sessions, Lt Gen Renuart briefly discussed the use of the word "preemptive" in the United States NSS. He observed that this term is used in the NSS to refer to building capacity of allies and friends as a way of preventing terrorism. He noted that it is cheaper to prevent terrorism by means other than military operations, and that the NSS is a clear statement of the U.S. government's intent to create capacity among friends to preclude military operations. Lt Gen Renuart also observed that no nation would allow their sovereign existence to be put at risk and that this is a different concept than merely dropping bombs on an enemy's doorstep. Instead, the best way of protecting our sovereignty and existence is to collectively participate in a preemption strategy through capacity building.

Second Assessment Brief-backs – WOT Regional Capacities

After breaking into their respective regional groups to discuss WOT regional capabilities following Col Schissler's second briefing, the participants reassembled to hear WOT strategic consideration brief-backs. The representative from Italy, Admiral Mario Me, reporting the **African and European "Brief-back,"** noted his group discussed the importance of the strategic communications campaign to counter the enemy propaganda, and how the military must be flexible and not too focused on preemption or prescriptive, rather, the military must be transformational. He also noted that his regional group discussed how the region could build on existing major institutions such as NATO and the European Union (EU), and create an "ala carte" menu of options. Admiral Me also discussed how capacity building, including information and intelligence sharing, "is a two-way street," and in this regard, countries should consider their language and cultural expertise as part of what they can provide in capability building.

The representative from Chile, Gen de Brigada Marcos Lopez, reporting the **Western Hemisphere "Brief-back,"** noted that his region consists of a myriad of peoples, Anglo-Saxons, Indians, and Hispanics, for example, and this represents a challenge in trying to forge an approach to capacity building. Nevertheless, he noted that his region discussed how strengthening infrastructure, encouraging democracy, and fixing corruption are methods of building capacity in the WOT, and that empowering regional and sub-regional institutions such as the OAS and IADB, in order to improve the political will to fight terrorism. He also noted that nations in his region need to prioritize the fight against terrorism, since the fight against terrorism is not prioritized equally in each of his country's regions.

One of the Jordanian representatives, Brig Gen Ahmad Al Faqih, reporting the **Near East/Southeast Asia "Brief-back,"** noted that in terms of needed capacity, his region required information sharing equipment and organization and a rapid deployment force and training center. This training center, he emphasized, should be open to all nations. Also critical in capacity building is developing an information dissemination campaign to counter the terrorist propaganda plans and increase border security. Among some of the items his region discussed to improve the will to fight terrorism is to separate al-Qaida from the Arab-Israeli conflict, condemn the killing of innocents, and improve the region's major institutions. His region identified international assistance, Brig Gen Al Faqih also noted, as key in helping improve institutions.

The representative from New Zealand, Commodore Patrick Williams, reporting the **Asia "Brief-back,"** identified the importance of strategic communications plans and processes as a required capacity, the same capacity identified by the Africa and European breakout group. He also noted that his group discussed the fact that legitimate governance is key to building capacity to fight terrorism. "It is all about the good example," he stated, as the power of a good example is potent to capturing the minds and hearts of the populace and building support from within -- "every engagement is a new opportunity or threat to building up trust."

Commodore Williams also stated that his regional group discussed the principle that in their efforts to improve the political will to fight terrorism, governments should concentrate on the 90 percent

of things that are possible, instead of spending energy on the very difficult 10 percent. Like other regional groupings, he also identified improving the region's major institutions to prevent duplicative efforts aimed at improving the economic and social infrastructure of populations in need. Commodore Williams concluded by noting that there are "two sides to a border," and this realization should drive support for dialogue and communication.

Following this second assessment "brief-back session," Maj Gen Al-Allaf gave the participants a "**Conference Recap**" session, highlighting the topics which were covered in order to wrap up this first day of the conference

Day Two

Day Two was dedicated to briefings on various topics of interest to multilateral planners, as well as soliciting participant assessments and insights. Following Lt Gen Renuart's welcoming comments, Lt Gen Dato'Masood Bin HJ Zainal Abidin, Commander Army Field Command in Malaysia, addressed the participants on the topic "**Malaysia's Experience in Defeating an Insurgency & Rehabilitation Programs**." Emphasizing the need to win the hearts and minds of the populace at home and governments abroad, Gen Masood provided some background to the Communist insurgency in Malaysia and noted how the government response involved a joint effort between the military and civil authorities. He likened the battle against terror as a "battle of wills" and described the elements of national power that had been used to defeat the insurgency and institute a rehabilitation program. He noted that throughout the effort to discredit the terrorists, the government remained sensitive over issues such as race, culture, religion, and ethnicity, denying the terrorist the ability to exploit these issues to their advantage.

Maj Gen Jorge Armando de Almeida Ribeiro, of the Brazilian Ministry of Defense, gave the next brief on "**Brazil's Participation in the United Nations Stabilization Mission in Haiti (MINUSTAH).**" He described the organization of the Brazilian Defense Staff and gave a chronology of the involvement of the Brazilian forces in MINUSTAH. He noted that only volunteers were used by Brazil, and that the first contingent of troops were from southern Brazil. Among the difficulties he listed were issues involved with UN interaction, including inadequate administrative help for the units, and excessive controls and delays in fuel and lubricant supply. Maj Gen Armando then reviewed the operation of the Brazilian Logistics Coordination Center, and described the operations the Brazilian contingent engaged in while in Haiti. He concluded by identifying several "lessons learned," including the importance of logistic coordinating center; engineering support; operational information; and the importance of efficient "search and seizure" operations to impede the organization of adversarial groups.

Lt Gen Kemarat Kanchanawat, Director of Joint Operations, Supreme Command HQ, Royal Thai Armed Forces, then briefed conference participants on the "**Thai Perspective on Counterinsurgency.**" Among other items, he noted that the terrorist insurgency in his country stemmed from insurgents using existing societal rifts for their own benefit by creating sentiment of territorial separatism between Buddhists and Muslims. Lt Gen Kemarat also explained how the terrorists target civilians, military or police personnel and other targets that are easy and unprotected. He noted their tactics and methods continuously change, adapting to evolving situations. Lt Gen Kemarat then described the ten strategies for peace-building in southern border provinces, where Muslims make up a significant minority, namely 18% of the population.

These strategies include: maintaining security; using education to create reconciliation for peace; economic development; and to increase understanding with various countries and the UN, and in particular moderate Islamic countries. After comparing the current terrorist unrest with the past communist insurgency, Lt Gen Kemarat concluded by noting that the proactive measures used by the authorities have proven successful by restricting freedom in operations and potential for the insurgents to conduct any large-scaled operations. However, he added, small-scaled insurgencies remain possible due to the existence of smaller cells, which are always ready to operate when opportunity permits. Areas of important concern include Burma and the Thai Provinces of Narathiwat, Yala, Pattani, and Songkhla.

Rear Admiral Raydon Gates, Head of the Australian Defense Staff, opened the next brief on "**'Counter Terrorism' An Australian Perspective**." He then introduced Brigadier Tim McOwan, Austrailian Liasion to the Joint Staff, who presented the remainder of the briefing. He described Australia's National Counter Terrorism Strategy as based on three principles, Prepare, Protect, and Response, and noted Australia engages in a "whole of government approach." Brigadier McOwan explained how Australia has increased its international and regional engagements, signing 11 Memorandums of Understanding with regional countries, and has strengthened its police, emergency services and defense capabilities. Additionally, he highlighted the importance of training teams and counter terrorism exercises in capacity building, and described how his government has broken up terrorist cells in Melbourne and Sydney. Brigadier McOwan concluded by noting that protection against terrorism must start well beyond the border.

Following a break, **Vice Admiral Guillermo Barrera,** Chief of Operations, Colombian Navy**,** Deputy Director for War on Terrorism, gave a brief on "**Colombian Experience in the War on Terrorism**." He described the Colombian Navy's vast Area of Responsibility (AOR), traced the movement of cocaine from South America, and explained the strategic actions taken against the naval drug trade. Vice Admiral Barrera also identified the two agreements between the United States and Colombia that have been successful against narcoterrorism (the interdiction agreement (1977) and the US Support Agreement (1999)). Brig Gen Tito Saul Pinilla, Head of Aerial Intelligence, Colombian Air Force, gave the second Colombian briefing, on "**Air Bridge Denial.**" He played a video in which aerial drug traffickers were shown being interdicted by the Colombian Air Forces, described the radar coverage over Colombian airspace, noting the lack of coverage in some areas prevents 100% coverage over the entire country. This situation, Brig Gen Pinilla commented, leads to slower reaction times. Vice Admiral Barrera then answered several questions, in which he discussed how information sharing between the United States and Colombia is good, occurring in "real time."

After Brig Gen Pinilla's brief, the attendees broke for lunch, where they were able to field questions and discuss issues with the conference co-hosts, Lt Gen Renuart and Maj Gen Al-Allaf. Issues discussed included the procurement of local project funding, the importance and development of strategic communications, how to respond to piracy concerns in the Horn of Africa, and how to measure success against terrorists.

After lunch, Lt Gen Randhir Mehta, Military Advisor to the United Nations, gave a briefing on "**United Nations Peacekeeping Operations: Best Practices and Future Challenges**." After explaining the role and organization of the Department of Peacekeeping Operations (DPKO), and graphically indicating the location of the 18 current DPKO missions, Lt Gen Mehta reviewed some

"lessons learned" in UN force generation, among them the fact political decision making is time consuming, noting that Darfur planning began in February 06, and although he is briefing the plan soon, (in April 06), this does not mean the UN will execute the plan. Another lesson learned, he observed, is that stand-by pledges are seldom a guarantee, since some countries change their mind, and others will not pledge troops until a UN mandate exists. Lt Gen Mehta told the participants that strong commanders and leaders are needed at every level in order to maintain discipline, noting that three brigadier generals and a colonel were recently relieved of command. He then reviewed the Secretary General's 2000 Brahimi Report key recommendations, and noted that integrated missions, enhanced rapid deployment capability, and improved coordination with multi-national and regional organizations are among the challenges ahead for DPKO. He also observed, when responding to a question, that although the UN will need naval and air forces in future missions, the UN is currently not looking at this issue. Lt Gen Renuart commented that the use of Commander's Emergency Response Program Funds (CERF) in Afghanistan and Iraq has been successful in local areas, and recommended its use by the UN.

Following Lt Gen Mehta's DPKO briefing, Brig Gen Ahmed Ali, Director of the Iraqi Joint Headquarters M5 (Strategic Plans and Policy), provided the conference participants with an "**Iraq Overview**" brief. He began by thanking all of Iraq's friends for the contributions and the sacrifices they continue to make in Iraq, and noted "there is hope in Iraqi hearts for the future." He stated that Iraqis believe that their new government is representative of the people, and that the vast majority of the Iraqi people do not support the insurgents and terrorists in Iraq. Brig Gen Ali then described the Iraqi government formation timeline, and explained the state of Iraqi Security Force growth, noting that 250,000 Iraqi Security Forces, 108 Iraqi Army combat battalions, 14 brigades, 28 Iraqi police battalions, and 10 Iraqi Army Divisions are formed and are in the fight. He also presented the participants with the diagram illustrating the component parts of Iraqi strategic plans, and explained the way forward in Iraq, stating that, concurrent with meeting political milestones, the Iraqi government, with coalition assistance, will continue to develop Iraqi Security Forces so they can take the lead in protecting the Iraqi borders and the Iraqi people against crime and insurgency. As Iraqi forces stand up, he summarized, coalition forces stand down. Also, Brig Gen Ali added, the most formidable challenge facing the Iraqi government in the future is reconstruction and re-vitalizing Iraq's economy, and he asked for the international community's continued support. After Brig Gen Ali concluded, Lt Gen Renuart reinforced Lt Gen Mehta's comments regarding the difficulty of building a nation, both in Iraq and Afghanistan, and commended those who are facing this difficult challenge.

After the Iraqi Overview, Maj Gen Abdul Wadood Zarah gave a brief entitled "**Afghanistan National Army (ANA) Development**." He stated that the ANA is focused on threats and challenges, and that the Ministry of Defense is focused on building a competent army. Maj Gen Zarah stated that the ANA has come a long way in the past four years, with five military corps, nine infantry brigades, and 35 recruitment centers established during this time. He also observed that terrorists are changing their tactics to include more assassinations and bombings. When discussing the other challenges faced by ANA, he noted that Afghanistan's economic development must be balanced with military security, and that the world community must continue to fight terrorists and drugs, for both of these destroy people and society. Maj Gen Zarah also described the ANA's increased capabilities, such as the ability to locate and survey mine fields, and illustrated the assistance provided by international partners by a graph which listed 28 of Afghanistan's international partners. He described the Provincial Reconstruction Teams (PRTs) and located their regions in Afghanistan. He stated Afghanistan is improving, but that the ANA needs more time to develop into a proficient force and stand on its own

feet. He added that a strong Afghanistan will be able to stabilize the region, and that the ANA today has much to be proud of, since it is a respected institution with a nationwide presence, and is reforming and becoming competent with each passing day.

Following the ANA Development update, Mr Dayton Maxwell, representing the United States Agency for International Development (USAID), gave a brief on "**Conflict and Stability**." He began by defining the terms "conflict" and "instability" and explained a schematic depicting an overview of the different categories of conflict causes (motives, means, and opportunities, regional and international influences). After expanding on each of these causes of conflict in detail, Mr Maxwell listed six "guiding principles" for mitigating conflict, ranging from "directly address the sources and consequences of conflict" to "invest in research and analysis of context-specific understanding of the underlying sources of conflict." He also described several successful interventions fostering peaceful resolutions of conflicts, including the Mali Radio Programs and the Cross-Border Conflict Mitigation Initiative. Mr Maxwell concluded by discussing the Conflict Cycle, from stability to post-conflict peace-building. In response to a question, he noted that in turbulent situations, some try to convert development resources to conflict avoidance when conflict appears imminent, since avoiding war is cheaper then fighting it.

After the conclusion of Mr Maxwell's presentation, Brigadier General D.D Broome, US Army, Director of Strategy and Analysis, US Joint Forces Command (USJFCOM), gave a briefing on "**Coalition Transformation: Providing Combat Ready and Available forces Today and Tomorrow.**" He started by defining the role and mission of USJFCOM, and the historical genesis of the "joint force" and "unified action" concepts. BG Broome then listed the nations that have at least one representative at USJFCOM, and provided some background to the Joint Concept Development and Experimentation (JCD&E) process. He then explained the Joint Integration and Interoperability Office and the Joint Warfighting Center (JWFC), and provided some examples of the operational and strategic training offered at the Joint National Training (JNTC). Using a map, BG Broome then described the location and some details relating to JWFC-sponsored multinational activities. He concluded both by describing USJFCOM's enabling capabilities which provide the combatant commands (COCOMs) with operationally deployable support teams which have individual and collective skills in joint operations, such as the Standing Joint Force Headquarters (SJFHQ), as well as by discussing USJFCOM's role as the primary joint force provider. Following his discussion, in response to a question, he noted that coordination at a political level is left to those who are responsible for political decisions.

MPC IV's final brief, "**Building Future Coalitions**," was given by Navy Captain Brad Kyker, Joint Staff, J-5. He noted that the world faces a full spectrum of challenges, including unresolved regional security issues, terrorism, proliferation of weapons of mass destruction, and natural disasters and potential pandemics, which can occur virtually everywhere and at anytime. Meeting these challenges, Captain Kyker observed, is beyond the capability of any one nation, and often beyond any one region or standing alliance. He noted as well that timely and effective responses to these challenges require nations to develop capacity, interoperability, diplomatic and military coordination, and political will. After clarifying the terms "alliance," "coalition," and "peacekeeping operations," he then described a systematic approach to creating coalitions, revolving in part around the requirements for military, diplomatic, and financial support, logistics, basing, access overflight, reconstruction, and governance support. The keys to success in coalition building, Captain Kyker added, is agreement on, and willingness to, develop and maintain capabilities, targeting investments. He then explained the

"Future Coalition" questionnaire found in the conference package passed out to the attendees, emphasizing that it was for "informational purposes only" and did not constitute a commitment by their governments. Captain Kyker concluded by identifying the "goal" of coalition building -- the ability for coalitions to respond with increased capability, with more interoperable forces and enhanced coordination. This, he added, could lead to easier decisions for political leadership and faster responses to contingencies.

Lt Gen Renuart and Maj Gen Al-Allaf then gave a "**Conference Recap**." Maj Gen Al-Allaf stated he learned more than he gave, and thanked the DoD, J-5, and Lt Gen Renuart for hosting the conference. He suggested that a Middle East country should host MPC VI in the future. Lt Gen Renuart stated that he thought it was a great conference, and then reviewed some metrics slides on the "**Military Strategic Framework for the GWOT.**" In particular, he started by reviewing the "ends," the strategic goal of the WOT, the "ways," the military strategic objectives, and the "means," the various military commands and organizations. Lt Gen Renuart then provided an overview of the WOT Assessment Process, Metric Genealogy, and Metric Structure, with the latter revolving around denying terrorists the resources they need to operate and survive. After reviewing the metrics slides, he asked countries to consider various ways to measure success and establish metrics. He noted we can gather and share the best practices to help all nations establish a metric structure. Lt Gen Renuart then observed how this conference has progressed since the first one held at NDU in 2004. He stated that there have been great suggestions from participants over the last two days, and that Gen Pace, Chairman of the Joint Chiefs of Staff, offered MPC V co-host honors to the Republic of Korea for spring 2007, and that he would like to go to the Middle East for MPC VI. Lt Gen Renuart then reminded the participants of the importance of the "Future Coalition" questionnaire, as it will allow planners to know what is available. Reflecting on some of the conference's themes, Lt Gen Renuart reminded the participants of the discussion regarding the importance of Strategic Communications, and the great impact words have on a nation's population, and promised to take some of the participants' recommendations to the United States government. He also noted some of the enablers of terrorism, and the friction between freedoms and terrorism each country has to struggle with and confront terrorism within its legal limitations. Lt Gen Renuart also reviewed how the conference discussed the various economic, political, and ideological reasons people join terrorist groups, and how each nation must struggle on how to change their mindset, highlighting the fact that Malaysia's brief touched on this issue. He noted the different perspectives on the importance and effectiveness of regional organizations held by the regional breakout participants, and how terrorism transcends borders. Lt Gen Renuart then noted that countries must be patient in the fight against terror, and how long term investment is required. Other items discussed by the conference participants, that Lt Gen Renuart underscored, were the issue of intelligence sharing, noting that we must protect intelligence, but we must also be able to share the information, and metrics definition and its use by political leaders. Lt Gen Renuart concluded by stating that the conference exceeded his expectations in both the number of countries attending and the seniority of the participants, and he then thanked Maj Gen Al-Allaf for his help in co-hosting MPC IV and the participants and staff for making the conference such a great success.

Appendix A: Conference Agenda

Agenda, Day 1

Day 0 (24 Apr): 1900-2130 Icebreaker

		Times	Subject	Briefer(s)	J-5 POC
Day 1 (25 Apr) Current Coalition Updates	WOT	0800-0830	Welcome and Admin	Co-hosts and MC	SIG
		0830-1000	Faces of Terrorism Roundtable	JOR, COL, EGY, IDN, UK, ESP	DD-INMA
		1000-1030	Q&A	Cohosts	SIG
		1030-1045	Break	Post Admin slide	SIG
		1045-1115	Brief 1: NCTC Overview	NCTC	DD-INMA
		1115-1145	Brief 2: Ungoverned Areas	OSD	DD-INMA
		1145-1330	Group Picture & Lunch	Post Admin slide	SIG
	WOT	1330-1415	Brief 3a: WOT Strategy	WOT	DD-WOT
		1415-1445	Breakout 1: Regional Strategy	4 Regional leads	DD-WOT
		1445-1500	Break	Post Admin slide	SIG
		1500-1545	Breakout 1 Briefback		DD-WOT
		1545-1605	Brief 3b: Capabilities	WOT	DD-WOT
		1605-1635	Breakout 2: Regional Capabilities		DD-WOT
		1635-1650	Break	Post Admin slide	SIG
		1650-1730	Breakout 2 Briefback		DD-WOT
		1730-1800	Global Roundtable	Cohosts	

Agenda, Day 2

	Times	Subject	Briefer(s)	J-5 POC
Day 2 (26 Apr)	0800-0830	Brief 4: Defeating an Insurgency & Rehab	Malaysia	DD-Asia
	0830-0900	Brief 5: MINUSTAH	Brazil	DD-WHEM
	0900-0930	Brief 6: Counterinsurgency	Thailand	DD-Asia
	0930-1000	Brief 7: Counterterrorism	Australia	DD-INMA
	1000-1030	Break	Post Admin slide	SIG
	1030-1100	Brief 8: Counter Narcotics	Colombia	DD-WHEM
	1100-1130	Brief 9: Counterinsurgency	Colombia	DD-WHEM
	1130-1200	Brief 10: DPKO Best Practices	UN	DD-INMA
	1200-1330	Lunch	Post Admin slide	SIG
	1330-1400	Brief 11: Iraq Update	Iraq Gov't	DD-ME
	1400-1430	Brief 12: Afghan Update	Afghan Gov't	DD-Asia
	1430-1500	Brief 13: Conducting a Conflict Assessment	USAID	DD-INMA
	1500-1530	Break and sidebars	Post Admin slide	SIG
	1530-1615	Brief 14: Coalition Transformation	JFCOM	SIG
	1615-1645	Brief 15: Planning Future Coalitions	DD-INMA	DD-INMA
	1645-1715	Conference Recap	Cohosts	DD-INMA

Appendix B: Participant List

	Country	Rank	First Name	Last Name	Position
1	Afghanistan	Mr.	Massoud	Aslami	Translator
2	Afghanistan	LTG	Abdul	Zarah	Director, MOD Department of Policy and Strategic Assistance
3	Albania	Major	Ilirjan	Balliu	
4	Albania	Major General	Luan	Hoxha	Deputy Chief of General Staff
5	Albania	Colonel	Viktor	Isaku	Defense, Naval, and Air Attaché
6	Algeria	Lieutenant Colonel	Omar	Hariche	
7	Argentina	Rear Admiral	Gustavo	Trama	Chief, JV, JCS Argentina
8	Armenia	Counselor	Arman	Israelian	Counselor
9	Armenia	COL	Armen	Sargsyan	Defense Attaché
10	Australia	Rear Admiral	Raydon	Gates	Head Australian Defence Staff
11	Australia	Brigadier	Tim	McOwan	Liaison Officer
12	Austria	Col	Robert	Kraus	National Expert
13	Bahrain	Major	Abdullah Alkhalifa	Al Kalifa	Defense Attaché
14	Bangladesh	Brigadier General	Nuruzzaman	Khan	Defense, Military, Naval, and Air Attaché
15	Belgium	Major	Ludwig	Thiels	Staff Officer, Strategic Affairs
16	Belgium	Brigadier General	Daniel	VAN-DE-VEN	Defense Attaché
17	Bolivia	Brigadier General	Gustavo	Ardaya	Chief of Delegation
18	Bolivia	Colonel	Antonio	Cueto	Attaché
19	Bosnia and Herzegovina	Lieutenant Colonel	Sinisa	Ostojic	Defense Attaché
20	Brazil	Major General	Jorge	Armando	Chief, Brazilian Delegation to IADB
21	Brazil	Colonel	Raul	Botelho	Advisor; Brazilian Delegation to IADB
22	Brazil	MG	Luiz Roberto	Peret	Army Attaché
23	Bulgaria	Colonel	Cvetan	Colov	Senior National Representative
24	Bulgaria	Colonel	Teodor	Georgiev	National Liaison Representative of BU to SACT
25	Cambodia	Major General	Sakhon	Ngoeu	Director
26	Canada	Colonel	Neil	Anderson	Director/NATO Policy
27	Canada	Brigadier General	Andre	Viens	Director General Plans
28	Chile	General de Brigada	Marcos	Lopez	Sub Jefe Estado Mayor Defensa Nacional
29	Colombia	Vice Admiral	Guillermo	Barrera Hurtado	Chief of Operations, Colombian Navy
30	Colombia	Brigadier General	Tito Saul	Pinilla	Chief of Intelligence, Colombian Air Force
31	Colombia	Colonel	Javier	Rey	Military Attaché
32	Colombia	Captain	Pablo	Romero	Naval Attaché
33	Colombia	Colonel	Alberto	Noguera	Air Attaché
34	Croatia	Brigadier General	Mate	Padjen	Head J-5, Croatian Joint General Staff
35	Croatia	Colonel	Damir	Terzic	Defense Attaché

36	Czech Republic	Brigadier General	Jan	Petras	Defense Attaché
37	Denmark	MG	Henrik	Dam	Deputy Chief of Staff - Current Operations
38	Denmark	LTC	Peter	Nielsen	Crises Response Planner
39	Djibouti	Colonel	Osman	Soubagle	Djiboutian Armed Forces
40	Dominican Republic	Major	Jonas	Reynoso	Armed Forces Liaison Officer, J3
41	Dominican Republic	Major General	Adriano	Silverio	Inspector General of Dominican Armed Forces
42	Ecuador	Colonel	Julio	Anasco	Assistant Military Attaché
43	Ecuador	Colonel	Gelio	Zambrano-Jaramillo	Military Attaché
44	Egypt	Major General	Taher	Elsersy	Defense, Military, Naval, and Air Attaché
45	El Salvador	LTC	Angel	Banos	Executive Officer to the El Salvedor Chief of Defense
46	El Salvador	MG	Carlos	Caceres	CHOD
47	Estonia	Major	Andres	Kutt	Senior Staff Officer
48	Ethiopia	Brigadier General	Gebre egziabahir	Mebrahtu	Head, Operations Main Department
49	Fiji	Commodore	Josaia	Bainimarama	Chief of Defense
50	Fiji	Captain	Roderick	Narayan	PSO to CDR RFMF
51	Finland	Colonel	Sakari	Honkamaa	Defense, Military, Naval, and Air Attaché
52	France	Colonel	Eric	Fournier	Senior French Representative
53	France	Major General	Pascal	Vinchon	Defense Attaché
54	Georgia	LTC	Grigol	Tatishvili	Director, J5, General Staff of the Armed Forces of Georgia
55	Germany	CDR	Jan	Kaack	Assistant Branch Chief
56	Germany	Colonel	Jobst	Schoenfeld	Branch Chief
57	Greece	Colonel	Panayiotis	Lalaounis	Defense Attaché
58	Guatemala	Brigadier General	Ronaldo	Leiva	Chief of Staff of the National Defense
59	Guatemala	Colonel	Jose	Sandoval	Director of Operations
60	Honduras	Colonel	Aldo	Barahona	Chief of Delegation
61	Honduras	Brigadier General	Humberto	Cabrera	Inspector General
62	Hungary	Colonel	Janos	Vass	Deputy Chief
63	IADB	Major General	Keith	Huber	Chairman, IADB
64	IADB	Commander	Gary	Shiple	Executive Officer, IADB
65	IADB	General de Brigada	Juan	Grijalva	Chief of IADB Delegation
66	IADB	LTC	Anthony	Phillip-Spencer	Chief of T&T Delegation
67	India	Brigadier	J.	Sikand	
68	Indonesia	Brigadier General	Sonny	Prasetyo	Director of Strategic Intelligence Agency
69	Iraq	Brigadier General	Ahmed	Ali	Director, M5 (Strategic Plans)
70	Israel	Colonel	Johanan	Klorin	Assistant Defense Attaché
71	Italy	LTC	Sergio	Filippi	Strategic Analyst
72	Italy	Admiral	Mario	Me	Deputy Director of Military Policy and Planning
73	Japan	Captain	Tetsuro	Doshita	Deputy Director, Defense Plans and Policy Department
74	Japan	Colonel	Junichi	Masuda	Deputy Head, First Operaiton Division

75	Jordan	Major General	Mohammad	Al Allaf	Commandant, Royal Jordanian National Defense College
76	Jordan	Brigadier General	Ahmed	Al Faqih	Defense Attaché
77	Kazakhstan	General Major	Almaz	Abdulmanov	Deputy CJCS-J3 Chief, Department of Operative Planning
78	Kazakhstan	Colonel	Assylbek	Mendygaliyev	Army, Naval, Air Attaché
79	Kenya	Colonel	Leonard	Owambo	Defense, Military, Naval, and Air Attaché
80	Korea	Lieutenant Colonel	Ha	Choi	Personnel Assignment Officer
81	Korea	Major General	Chang	Oh	Director for Personnel, JCS
82	Kuwait	Brigadier General	Ahmed	Al-Naser	Chief, Kuwait Liaison Office
83	Lithuania	LTC	Danas	Mockunas	Deputy Chief of Staff
84	Macedonia	COL	Zlatko	Oncevski	Defense Attaché
85	Macedonia	COL	Krume	Velkov	Deputy, G3, Ministry of Defense
86	Malaysia	Lt Col	Mohd Nasser	Murad	Staff Officer
87	Malaysia	Lieutenant General Dato'	Masood	Zainal-Abidin	Commnader, Army Field Command Malaysia
88	Mexico	Brigadier General	Hector	Aguilar	Staff Seccion Director
89	Mexico	Rear Admiral	Carlos	Quinto	Naval Attaché
90	Mexico	Brigade General	Harold	Rabling	Staff Director, Army, Sedena
91	Mexico	LCDR	Jose	Valcarcel	
92	Moldova	Counselor	Alexandra	Dobreanschi	Counselor, Embassy of Moldova
93	Mongolia	Lieutenant Colonel	Donrov	Ganbaatar	Senior Specialist
94	Mongolia	Lt Col	Jargalsaikhan	MENDEE	Defense and Military Attaché
95	Mongolia	Lieutenant General	TSEVEGSUREN	TOGOO	Chief of General Staff
96	Morocco	Colonel	Ahmed	Arara	Military and Naval Attaché
97	Morocco	Colonel Major	El Houcine	BENMIMOUN	Control and Inspection Division Chief
98	Nepal	Colonel	Hemanta	Kunwar	Defense and Military Attaché
99	Netherlands	Rear Admiral	Koenraad	Hermsen	Head / SNR Netherlands Liaison Team
100	New Zealand	Brigadier General	Mark	Wheeler	NZ SNR to CENTCOM
101	New Zealand	Commodore	Patrick	Williams	Defence Attaché
102	Nicaragua	Colonel	Oscar	Balladares	Chief, Plans and Policy Division
103	Nicaragua	COL	Elias	Guevera	Army Attaché
104	Nigeria	Group Captain	Abba	Zannah	Defense, Military, Naval, and Air Attaché
105	Norway	Rear Admiral	Jorgen	Berggrav	Director General
106	Norway	Major General	Jan	Blom	Defense Attaché
107	Oman	Colonel	Ahmed	Al-Ghafri	Defense Attaché
108	Pakistan	Major General	Bilal	Khan	Director General Operations and Plans
109	Pakistan	Brigadier	Muhammad	Tiwana	Official
110	Panama	Commissioner	Emanuel	Landau	Deputy Director, National Police
111	Peru	Colonel	Juan	Moran	

112	Philippines	Major General	Romeo	Alamillo	Deputy Chief of Staff for Plans
113	Philippines	LTCOL	Amadeo Jr.	Azul	Chief, Strategy and Policy Div, ODCS for Plans,J5
114	Poland	MAJ	Rafal	Nowak	Staff Officer
115	Poland	Brigadier General	Kazimierz	Sikorski	Defense Attaché
116	Poland	Major General	Lech	Stefaniak	Chief
117	Portugal	Major General	Antonio	Mimoso e Carvalho	Chief, Plans and Policy Division
118	Qatar	Brigadier	Abdul Aziz	Al Mahmoud	Qatari Air Force
119	Romania	LTC	Daniel	Cocolici	Acting Defense Attache
120	Romania	COL	Ionel	Hornea	Strategic Plans Office Chief J5/Ro GS
121	Russia	Rear Admiral	Alexander	Agapov	Defense Attaché
122	Russia	Colonel	Andrey	Shuleshko	Assistant Military Attaché
123	Saudi Arabia	Colonel	Ali	Alrakaf	Defense Attaché
124	Singapore	Lt Col	Wui Chiang	Yong	Strategic Planner/CENTCOM
125	Slovakia	Colonel	Milan	Celko	Chief J-5
126	Slovakia	LtCOL	Peter	Knanik	Assistant Defense Attaché
127	Slovenia	Colonel	Andrej	Lipar	Defense Attaché
128	South Africa	Brigadier General	Tanduxolo	Mandela	Defense Attaché
129	Spain	Major General	Valentìn	Martinez	Director, Armed Forces Intelligence Center
130	Spain	Brigadier General	Antonio	Valderrabano	Defense Attaché
131	Sri Lanka	Air Vice Marshall	Roshan	Goonetilake	Director Operations, Sri Lanka Air Force
132	Sweden	Lieutenant Colonel	Joakim	Hjort	SNR to CENTCOM
133	Sweden	Major General	Bo	Waldemarsson	Defense Attaché
134	Switzerland	Colonel	Franz-Josef	Amacker	Deputy Defense, Military, Naval, and Air Attaché
135	Tajikistan	General Major	Rajabali	Rahmonaliev	Commnader, Tajikistan National Guard
136	Tajikistan	Lieutenant Colonel	Davrondzhon	Samatov	Director of Foreign Relations, Tajikistan National Guard
137	Thailand	Lieutenant General	Kemarat	Kanchanawat	Director of Joint Operations
138	Thailand	Colonel	Surasak	Prachumyaat	Defense Attache
139	Thailand	Colonel	Nattapol	Saengchan	Assistant Director
140	Tonga	Colonel	Tauaika	Utaatu	Chief of Defense
141	Turkey	Colonel	Safak	Gok	Military Attaché
142	Turkey	Brigadier General	Bertan	Nogaylaroglu	Defense and Air Attaché
143	Ukraine	Colonel	Andriy	Lukianets	Military Attaché
144	United Arab Emirates	Brigadier General	Yousef	Al Harmoodi	Defense Attaché
145	United Kingdom	Ms.	Sarah	Beel	
146	United Kingdom	Chief Superintendent	Stuart	Harrison	
147	United Kingdom	Commodore	Alan	Richards	UK Liaison Officer to the Pentagon
148	United Nations	Lieutenant General	Randhir	Mehta	Military Advisor
149	United States	Major	Martha	Aubey	Action Officer
150	United States	COL	Phil	Battaglia	Deputy Div Chief
151	United States	Col	Philip	Beaver	
152	United States	MAJ	Almarah	Belk	Public Affairs Plans Officer
153	United States	LTC	Edward	Bonfoey	Acting Defense Attache

154	United States	Mr.		Bouquet	Translator
155	United States	Brigadier General	Doyle	Broome	Director, Strategy and Analysis J5
156	United States	Lieutenant Colonel	Joseph	Buche	Deputy Plan Manager
157	United States	Ms.	Debra	Cagan	Senior Counselor-Coalition Affairs
158	United States	Captain	Frank	Caldwell	
159	United States	Senior Desk Officer	Juan	Cardenas	Senior Country Desk Officer
160	United States	Mr.	Michael	Coulter	Deputy Assistant Secretary of State, Political-Military Affairs
161	United States	Lieutenant Colonel	Michael	Cuccio	Assistant Head, Multinational Operations Division
162	United States	Dr.	Craig	Deare	Dead of Academic Affairs
163	United States	Major	Jonathan	Edwards	US Defense Attaché to Tajikistan
164	United States	Col	Mark	Erb	Division Chief/J35
165	United States	LTC/Southcom LNO	Tod	Furtado	Southcom LNO
166	United States	CAPT	W	Fuson	Deputy Director, J51, SCSO
167	United States	CDR	Peter	Galluch	Action Officer
168	United States	Lieutenant Colonel	Patrick	Hall	Division Chief/Coalition Support Officer
169	United States	Colonel	Scott	Haney	Branch Chief
170	United States	Lt Col	Steven	Herrick	Planner
171	United States	LCDR	Benjamin	Hewlett	Action Officer
172	United States	Ms.	Kathleen	Hicks	Director, Policy Planning
173	United States	Ms.	Elizabeth	Hume	Esquire
174	United States	Ms.	Leslie	Hunter	Strategist/Action Officer
175	United States	Mr.	Jan	Ithier	Deputy Director
176	United States	Lt Col	David	Jividen	MPC Recorder
177	United States	Brigadier General	Michael	Jones	DD-Middle East
178	United States	Mr.	Russel	Kelson	Action Officer
179	United States	Director	Reynolds	Kiefer	Director, National Security Council
180	United States	Lieutenant Colonel	Brian	Kline	
181	United States	Colonel	Thomas	Kurasiewicz	Afghan Desk Officer
182	United States	CAPT	Brad	Kyker	Coalitions Division Chief
183	United States	MAJ	Gabriel	Lajeunesse	Action Officer
184	United States	LTC	Christopher	Lauchner	Advisor to Iraqi M5
185	United States	Ms.	Mary	Lee	Director GWOT Strategy
186	United States	Col	Scott	Lloyd	Africa Center for Strategic Studies
187	United States	Lt Col	Marshall	Mantiply	Action Officer
188	United States	Major	David	Martin	Action Officer
189	United States	Mr.	Dayton	Maxwell	Senior Advisor
190	United States	RADM	Douglas	McAneny	Deputy Director, DD-ENRA
191	United States	Lieutenant Colonel	Kyle	McClelland	Action Officer
192	United States	Colonel	Kevin	McGrath	Defense and Army Attaché (USDAO Budapest)
193	United States	Mr.	Charles	McKee	Action Officer
194	United States	Lieutenant Colonel	Tarek	Mekhail	Incoming DATT to Jordan

195	United States	Major	Virginia	Miller	Policy Staff Officer
196	United States	MG	Gerald	Minetti	Director, Coalition Coordination
197	United States	Maj	Keith	Moon	Aide de Camp
198	United States	Lt Col	Al	Moreno	Action Officer
199	United States	Dr.	Jennifer	Moroney	Political Scientist
200	United States	COL	Jonathan	Norwood	Deputy Director
201	United States	Colonel	Charles	Pattillo	Chief, Multinational Operations Division
202	United States	YNC(SW)	Francisco	Perez	Executive Admin Assistant to DDWOT
203	United States	Major General	Teresa	Peterson	Commandant
204	United States	LTC	Dino	Pick	Army Attaché, USDAO Amman
205	United States	CPT	Eric	Ramanauskas	Action Officer
206	United States	LTC	Joseph	Rank	Defense Attaché, Sanaa, Yemen
207	United States	LTC	Patrick	Reardon	Defense Attaché
208	United States	Brigadier General	Jeffrey	Remington	DD-Asia
209	United States	Lieutenant General	Victor	Renuart	Director, Strategic Plans and Policy
210	United States	Maj	Clark	Risner	Strategic Planner
211	United States	Colonel	John	Robinson	SEA
212	United States	Captain	Frederick	Roegge	Chief, Global Deterrence and Strike Policy Division
213	United States	BG	Frederick	Rudesheim	DD Politico-Military Affairs Western Hemisphere
214	United States	Colonel	Felix	Santiago	US Senior Defense Representative
215	United States	Lieutenant Colonel	Gregory	Sawyer	US Deputy Defense Attaché-Afghanistan
216	United States	Colonel	Mark	Schissler	Assistant Deputy Director for War on Terrorism
217	United States	Major	William	Schwab	Action Officer
218	United States	Col	David	Shanahan	Deputy Dean
219	United States	Brigadier General	Mark	Stearns	Director, Strategy Plans and Policy
220	United States	Major General	Joseph	Stein	Deputy Chief of Staff - Operations
221	United States	Lt Col	Steve	Strehle	MPC IV Deputy POC
222	United States	Maj	Paul	Szostak	Strategic Planner
223	United States	Ms.	Jennifer	Taylor	Analyst
224	United States	Colonel	Stephen	Townsend	Deputy Chief, Plans Division
225	United States	RADM	Mike	Tracy	Director, J5
226	United States	Colonel	Rey	Velez	US Defense Attaché to Colombia
227	United States	Col	John	Wood	CASA Div Chief
228	United States	Maj	Stacy	Yike	DJ5 Special Assistant
229	Uruguay	Colonel	Carlos	Pagola	Military Attaché
230	Vietnam	Sr. Colonel	Toan	Nguyen	Defense Attaché
231	Yemen	Brigadier General	Abdullah	Abulrejal	Military Attaché
232	Yemen	Brigadier General	Abdullah	Saleh	Deputy J5

Appendix C: Conference Photo