

Worth Noting

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Senate Intelligence Committee Releases Declassified Report on 2012 Benghazi Attacks

On January 15, the U.S. Senate Select Committee on Intelligence released their declassified bipartisan report on the September 2012 terrorist attacks in Benghazi. The report is based on dozens of committee hearings, briefings and interviews, and includes 18 recommendations designed to improve security of American diplomatic and intelligence facilities abroad.

The report asserts that the attacks of September 11 and 12, 2012 were preventable based on known security shortfalls at State Department Mission in Benghazi, and partially attributes the failures to prevent and respond to the attacks to a lack of cooperation between the different government agencies. The report found that significant strategic warning had been provided by the intelligence community in the months prior to the attack, and that the State Department failed to increase security enough to address the threat. Additionally, U.S. military assets were not positioned to respond in time to save the four Americans killed in the attack, though they were able to provide situational awareness for those under siege.

The report also included many recommendations relating to preparing for and responding to similar attacks in the future, including recommendations to halt the operation of State Department facilities that fall short of security standards. The report stressed the importance of interagency cooperation to ensure the safety and security of U.S. diplomatic, military, and intelligence personnel, declaring that it is imperative that the Departments of State and Defense as well as the intelligence community work together to identify and prioritize the largest gaps in coverage for the protection of U.S. diplomatic, military, and intelligence personnel in high-threat posts around the world. **IAJ**

Special Report: The Foreign Policy Advisor Program

The Simons Center recently published a special report entitled *The Foreign Policy Advisor Program: Diplomats Among Warriors*, which focuses on the role of the State Department Foreign Policy Advisors, or POLADs, who serve with the U.S. military. The report follows a May 2013 conference sponsored by the Simons Center and the American Academy of Diplomacy, and was hosted at the American Foreign Service Association.

Event speakers included Acting Assistant Secretary for Political-Military Affairs Thomas Kelly, Director of the Army Staff Lieutenant General William J. Troy, General (Ret.) David Petraeus, and Ambassador (Ret.) Michael Gfoeller. Ambassador (Ret.) Ronald Neumann moderated the discussions.

The report discusses the POLAD program's importance and growth – a 600% increase in seven years – and the importance of maintaining State and DoD relationships as a key part of the

POLAD's mission. Also covered in the report is the POLAD program's role in greater whole-of-government integration; the program's contribution to increased State-Defense understanding and coordination; selection and training of POLADS; role of the POLAD as part of the military commander's special staff; and importance of personal "chemistry" in the POLAD-commander relationship. **IAJ**

Counterinsurgency Joint Publication Updated

In Fall 2013 the Joint Chiefs of Staff released an updated version of the joint publication on counterinsurgency. Joint Publication 3-24, Counterinsurgency, provides joint doctrine for the planning, execution, and assessment of counterinsurgency operations, and builds on and amends the original joint publication that was published in 2009.

Among the changes included in the updated joint publication is the refined definition of "counterinsurgency" as a comprehensive civilian and military effort to both defeat and contain insurgency, as well as address the causes of insurgency. The joint publication also reduces redundancies and improves continuity between Joint Publication 1, Doctrine for the Armed Forces of the United States, and JP 3-0, Joint Operations.

Several appendices have also been added to the joint publication, including civil military operations, authorities in counterinsurgency operations, and precepts for counterinsurgency. **IAJ**

Paper Examines Approaches to Leadership

In 2013, the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) published a working paper reviewing approaches to leadership. Who's in Charge Here? builds on a previous ALNAP study, *Leadership in Action: Leading Effectively in Humanitarian Operations*, examining some of the questions raised about the role of effective leadership, particularly the "strong element of collective leadership."

Who's in Charge Here? is the result of an extensive review of literature from international humanitarian, civil defense, military, and emergency medicine organizations. The paper investigates alternative approaches to leadership and how they might be implemented in humanitarian operations. The paper forms hypotheses which can be tested "in the field," enabling ALNAP to improve the effectiveness of humanitarian leadership.

ALNAP is a learning network that supports the humanitarian sector to improve humanitarian performance through learning, peer-to-peer sharing and research. ALNAP's members are actors from across the humanitarian sector, including donors, NGOs, the Red Cross/Crescent, the UN, academics, independent agencies and individuals. **IAJ**

Conference Report Covers Transitions, Multi-Agency Operations

In November 2013, the Australian Civil-Military Centre (ACMC) released the follow up report from the 8th International Lessons Learned Conference, which was co-hosted by ACMC and Headquarters Joint Operations Command. The conference was held in December 2012 in Sydney, Australia. The report is based on formal and informal feedback and comments received both during