

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

and after the conference.

The overarching theme for the 2012 conference was “transitions,” including the complexity of multi-agency operations and future cooperation. The conference incorporated lessons from more than 200 experts and practitioners from over 30 countries and a wide variety of organizational backgrounds and cultures. The conference was divided into five broad areas: multi-jurisdictional responses to complex emergencies; stabilization and reconstruction; peacekeeping, peacemaking and peacebuilding; counterinsurgency; and novel evaluation techniques and evolving lessons capability.

The goal of the conference was to promote best practice in international lessons learned by bringing together civil, military, and police professionals, as well as scholars from around the world to contribute. Conference participants shared lessons and best practices from a variety of civilian, military, police and civil-military missions and operations worldwide. Participants also shared methods, processes and tools used to identify, apply and share lessons learned and best practices. **IAJ**

Executive Order Creates Interagency Council on Climate Preparedness

On November 1, 2013, President Obama issued an Executive Order that is aimed at preparing the United States for the impacts of climate change. The Executive Order calls for close cooperation and coordinated planning to manage the risks associated with impact of climate change, which include prolonged periods of excessively high temperatures, increases in wildfires and torrential rains, more severe droughts, and rising sea-levels.

Section 6 of the Executive Order specifically addresses these concerns, creating an interagency council on climate preparedness and resilience. The council’s members will include representatives from the Departments of State, Treasury, Defense, Justice, Interior, and Agriculture, as well as other departments, agencies, and organizations.

The mission and function of the council is to work across agencies and offices to develop, recommend, and coordinate interagency efforts related to climate preparedness and resilience. The council will also support regional, State, local, and tribal action to assess climate change related vulnerabilities and cost-effectively increase climate preparedness and resilience of communities, critical economic sectors, natural and built infrastructure, and natural resources.

The EO also provides for the sharing of data between agencies to better prepare for incidents related to climate change. **IAJ**

Report Examines Interagency Coordination in Afghanistan

In 2013, the IBM Center for The Business of Government published a report examining interagency coordination in Afghanistan. The report, *Coordinating for Results: Lessons from a Case Study of Interagency Coordination in Afghanistan*, is part of the IBM Center’s *Collaboration Across Boundaries Series*.

Unlike earlier IBM Center reports that have examined the use of collaboration, this report focuses on interagency coordination. In the report, the author notes the difference between