
Cornwallis IX: Commentary and Future Plans

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We hope that the proceedings of *Cornwallis IX: Analysis for Stabilization and Counter-Terrorism Operations* as recorded in these pages has provided you with new insights and understanding of those complex problem areas. At the end of each Cornwallis Group meeting we typically hold a roundtable discussion where the participants can review and comment on the meeting and make suggestions for the next meeting.

OBSERVATIONS ON CORNWALLIS IX

The following observations on the perception of the meeting, conference themes and program, small-group discussions, increased participation, publication and pre-publication of Cornwallis papers and presentations, and a role for the Cornwallis Group are based on written and verbal comments made during and after the roundtable.

- Perception of the Meeting: ‘The Meeting was generally very well received.’ ‘It was worth taking a detour for.’ ‘Good food for thought.’ ‘Generally excellent organisation, venue, thank you.’ ‘There was a good mixture of more theoretical papers and practical case studies.’ It was observed that the appearance of similar views is a useful type of peer review. ‘Either we are on the right track (or all similarly deluded!) this complements the discovery of new lines of work across the world.’ An observation was made that honesty regarding nature of problems adds immense value to discussions, especially Iraq. Cornwallis promotes the necessary trust. There was some concern that Cornwallis IX was almost totally dominated by defence analysts- this has been a recurring theme for some years!. However, other sentiment described the good range and spread of papers and expressed the need to work on expanding the “family.” There was a reminder that many of the lessons identified are actually lessons revisited.
- Conference Themes and Program: One participant observed that it was a good conference, good keynotes. Another stated that the majority of presenters need to be reminded of the importance of question time, at least 20 minutes! In a criticism of the program, one participant stated that there was an excellent agenda, but is it too full? Another observed that we focused principally on

stabilization, not on counter-terrorism. Also there was a bit too much on the United States Government and not so much on coalition partners. One participant observed that some days had too many presentations - another group discussion should be in the middle of the day to give a break from presentations. The mix of analysts and people with operational experience was good. The Philippine presentation was extremely good.

- Small-group Discussions. As a recurring theme, there was continued need for and interest in small, informal, break-out meetings. Thus, one participant observed that ‘more small group discussions would be valuable for people like myself who don’t feel qualified enough to ask questions before the whole group.’ Another suggested that we could have had more interactive work sessions – more emphasis on future analysis focus. However, another stated that the split session seemed a bit rushed and might benefit from a bit of preparation, especially for the group chairman. There is always a conflict between the need to have a complete program and the desire for more informal discussion. We hope, as always, to do better next year!
- Increased Participation. Again there were strong suggestions to increase the spectrum of participants in the Cornwallis meeting. One participant observed that more young analysts should be invited. Another suggested that participants ‘bring a young analyst: They are our future.’ And asked the question: “How do we get them [young analysts] to Cornwallis? Another theme for increased participation was the observation that it would be nice to have some NGOs – don’t know how to get them to attend.
- Publication and Pre-publication of Cornwallis Papers and Presentations: Production of a take-away package, perhaps including a CD for immediate impact on home agency as well as the provision of a CD of the presentations for private use (to avoid copyright issues) was discussed. This would be possible if the authors and copyright holders would be willing to cooperate and significantly more funds were available to support the necessary editorial and production activities. A request was also made for separate publication of papers and whether there was any intention to make presentations available on the internet. This might be possible if appropriate arrangements could be made with the authors and copyright owners.
- A Role for the Cornwallis Group: One participant asked how much are we still struggling with achieving a valuable role for the Cornwallis Group? Another suggested that the Group could/should focus on making contributions in at least the following areas: information operations, matrices and measures, risk assessments, establishing stable security, strategic planning methodology, and research and development requirements.

THEME(S) FOR CORNWALLIS X

One participant observed that ‘the theme is not important, the gathering of the range of analysts is the main reason to come.’ Another said that there was a need for key-note

speakers from outside the normal ‘family’ and that Dame Margaret Anstee was an excellent example. Others did express interest in specific themes such as: enhancing the analytic process, a code of best practice, a Cornwallis retrospective, Cornwallis into the future, the marketing of Cornwallis, discussion groups, and analysis for non-military aspects of operations. These themes are reviewed below.

- Enhancing the Analytic Process: One participant identified the need for the “Analysis of why – not who, where, when or how.” Another expressed the need to address the issues of cause and effect and observed that at the moment we are collecting data and plotting trends with little or no understanding of the underlying effects.. Another suggested the need to identify the analysis requirements required to support mission achievement. Further interest was expressed in the use of analysis to enhance operational success skills, techniques and experiences.
- A Code of Best Practice: Several participants were interested in a ‘code of best practice’ for peace support advisers – what are the enduring lessons and capabilities required? Across all sectors – OA policy, political, economic, civil, and advisory. Basically, we would be searching for “good practices,” if any, that have been learned during the past 10-11 years. One participant expressed the need of the involvement of some consumers of stability and reconstruction in the Cornwallis meetings. Such individuals could provide their views of what works and what does not.
- A Cornwallis Retrospective: Several participants suggested that part of the Cornwallis X should be a retrospective on 10 years of Cornwallis – e.g. “Cornwallis: A Force for Good in the Analysis of Peace Support Operations ??.” Suggestions were also made that it would be good to have one or more papers that review the papers, themes, etc, from Cornwallis I to Cornwallis IX.
- Cornwallis into the Future: One participant suggested that the Group look forward and consider The State of the Art 10 years on – looking forward rather than looking back, establishing cause and effect relationships and looking towards qualitative and quantitative models. Another participant suggested that the Group expand beyond Europe and the United States to the Pacific Rim, Africa etc. and suggested that such a focus could define the role of the Cornwallis Group after Cornwallis X.
- The Marketing of Cornwallis: One participant expressed the need to do better selling Cornwallis (we are talking to ourselves, how do we reach out to others to use the results of our efforts?).
- Discussion Groups: Requests were made by participants for additional discussion groups on more varied questions.
- Analysis for the Non-Military Aspects of Operations: Considerable interest was expressed in the need to focus on the non-military aspects of operations. Thus one participant suggested the application of operational analysis to non-military aspects of operations. Another suggested the need for a more detailed

look at social/psychological studies of civilian/terrorist motivation. One participant expressed the need to consider analytical support in non-defence foreign operations in the areas of development, finance, and criminal justice while another suggested a focus on how organised crime destabilises governments. Interest was expressed in the need for analysis for information operations in support of peace operations as well as the need to develop metrics for “soft power.” One suggested theme was on analysis methodologies for practitioners in stability operations. Another suggested theme was on analysis for policy formulation in stability operations. Another suggested theme focussed on analytic approaches to the study of future conflict concentrating on military, diplomacy, and agency activities. The need to consider the transitional operations and phases — the period between war-fighting and peace support (for example in Iraq) — peace enforcement — peace keeping was expressed by another participant. The need for a follow-up analysis on Iraq, as well as the lessons from continued involvement in Iraq, was also expressed by several participants.

CORNWALLIS X: ANALYSIS FOR NEW AND EMERGING SOCIETAL CONFLICTS

The Tenth Annual Meeting of the Cornwallis Group will be held at the Royal Military College (RMC), Kingston, Ontario, Canada with the continued involvement of the Canadian Pearson Peacekeeping Centre (PPC). With the above as a prelude, the Program Committee has decided that the theme for Cornwallis X will be on the general topic of *Analysis for New and Emerging Societal Conflicts*. It is expected that presentations will concentrate on understanding the nature of those challenges, fostering and measuring the effectiveness of interagency co-ordination, and the role of integrated civil-military responses to those challenges. Discussion of the relative levels of responsibility and involvement of military and civilian personnel in all phases of operations would be of significant interest. The Proceedings of the Cornwallis Group X meeting will be published by the Canadian Peacekeeping Press.

The meeting may also involve co-ordinated papers from the Canadian Department of National Defence. The Canadian Department of National Defence is particularly interested in measures of effectiveness for civil-military cooperation in the broadest sense, and will sponsor a small number of papers presenting, reviewing, or comparing analytical tools that might be used to assess effectiveness of stabilisation operations, peace support, and CIMIC, including but not limited to: Econometrics, input/output analysis; Sampling, surveying, questionnaires, and opinion polls; Course-of-action selection models; Technological solutions or aids for measuring effectiveness; Modeling and simulation to assist in planning and measuring effectiveness; Review of implications and deductions for measuring effectiveness of CIMIC, or the operational objectives to which it contributes.

The theme for Cornwallis X acknowledges the need to consider the causes and effects of conflict far beyond the mainly military focus of conflict discussed during our first meeting in 1996. Subsequent Cornwallis Group meetings have stressed the increasing complexity of the conflict environment. Continuing events in Darfur, Iraq, Afghanistan, Burma, Timor, Indonesia, and elsewhere have shown the critical need to develop a more comprehensive

understanding of the causes and effects of conflict. No longer is it appropriate to concentrate on military aspects, as the keys to peace and stability may lie elsewhere. Ethnic, religious, political, and other groups in competition for a wide range of societal resources are major drivers of conflict and must be considered in a comprehensive manner. It is hoped that Cornwallis X will generate new levels of understanding of these problems that could provide the basis for new approaches to operations and activities in complex conflict environments.

We look forward to meeting you in Kingston, Ontario, Canada in March 2005.