

# NEWS FROM THE FRONT

## October 2018



### The 404th Civil Affairs Battalion Counter Illicit Trafficking Training in Tanzania (CJTF-HOA'S Component Support Plans (CSP) In Support of the Tanzanian Wildlife Authority)



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**INTRODUCTION.** One of the missions of the 404<sup>th</sup> Civil Affairs Battalion (CA BN) of the Combined Joint Task Force-Horn of Africa (CJTF-HOA) is to conduct Counter Illicit Trafficking (CIT) training in Tanzania; it is one of their enduring and perhaps more interesting missions in Africa. Aside from the pure training aspect of it, the mission demonstrates suitable nesting with lines of effort (LOE) of the CJTF-HOA Campaign Support Plan (CSP), the benefits of multiagency contribution, specific properties associated with greater success in Building Partner Capabilities/Capacity (BPC) and finally the importance of using the CA BN’s Civil Information Management (CIM) cell to analyze information for situational awareness and to establish an assessments program to evaluate effectiveness in order to modify courses of action as needed.



The journey begins with a flight to Dar es Salaam, Tanzania, where the CA team members prepare for their three day journey west to the Ngwala Game Post, Lukwati/Piti Game Reserve. They rent safari vehicles, hire local drivers, and purchase enough supplies, gear, food and water to sustain them for the 21 days in the bush. The first two days of travel are along paved roads traversing lowlands, past stunning views of the Eastern Arc Mountain ranges and vast expanses of game parks. The third day is off road, described as “really in the bush” where travel is slow and arduous, yet adventurous. Upon arrival, the trainers set up camp at the game post, living in tents and using individual solar panels for power. Cooks from the nearby

Ngwala village come and prepare local cuisine and in the evenings trainers spend time discussing events of the day while sitting around a fire. Outside of training, these moments offer occasion to socially interact with the indigenous population, to experience local culture in such a remote place and to form bonds that otherwise would not have been possible.<sup>1</sup>

Military members frequently find themselves during deployments measuring mission success by terrain owned and enemy killed. When missions present themselves where achievement can be measured in lives and animals saved, these are eagerly welcomed. One of these opportunities is the CIT training the CJTF-HOA CA BN conducts with the Tanzania Wildlife Authority

<sup>1</sup> Adamcik, Stefan E., LTC, CA BN Commander; Christopher M. Chicoine, SGT, Medic Trainer ;Marc A. Lavoie, MAJ, CA BN Company Commander; Charles L. Reedy, CPT, CIM OIC. “CIT Training in Tanzania”. Interview with Julia M. Debold, LTC. Personal Interview, Djibouti, July 7, 2018.

(TAWA) in Tanzania. Admittedly there are other subtleties related to desired outcomes of this training, however at the end of the day, “it just feels different than other deployments we have been on. We are in a positive place, working with good people, to make the world a better place.”<sup>2</sup>

TAWA is a sovereign public organization established by the Wildlife Conservation Establishment Order 2014 under the Ministry of Natural Resources and Tourism. The institution began operations in 2015 to augment other state wildlife conservation efforts. Tanzania ranks among the world’s top countries in protection of wildlife habitat with over one third of the total land base area declared as protected; TAWA is responsible for nearly 79% of this protected area. Their mission statement is to conserve and sustainably utilize wildlife resources and there are four sub-missions to this overarching goal. One of these sub-missions is Wildlife Protection encompassing emphasis on law enforcement at entry and exit points, anti-poaching patrols, problem animal control and investigation and prosecution. TAWA collaborates with local communities and other national and international stakeholders for assistance, to include the Department of State (DoS) and Department of Defense (DoD) resources, particularly when addressing this subset.<sup>3</sup>

**BACKGROUND.** The United States (US) military has been participating in CIT training in Tanzania since the dawn of TAWA and the program has been evolving since. Members of the US Marine Corps (USMC), followed by Special Forces (SF) were the early trainers focusing primarily on infantry skills. TAWA then expressed a desire to expand their competencies to include other disciplines such as medical, law enforcement and crime scene analysis. Active duty CA members subsequently became the trainers and finally the reserve CA. The civilian skill sets of the reserve CA BN soldiers, such as police officers, medics, crime scene investigators offered a wider scope of expertise, and they were able to fill some training gaps with a more robust training program. Since 2016, the CJTF-HOA CA BN has been managing this training, typically providing three 21 day iterations a year, usually averaging 21- 24 rangers per class from different game reserves.<sup>4</sup> The program is governed by DoS’ African Contingency Operations Training and Assistance (ACOTA) Security Assistance Title 22 authority.

**PROGRAM DESCRIPTION.** The most recent training team from the 404<sup>th</sup> CA BN fell in on an already established Program of Instruction (POI) which they continued to use as a rough structure. The baseline POI answered the initial needs of the TAWA, but it is a living product and is continuously modified to best suit the trainers and trainees’ skills and knowledge, and in keeping with any TAWA requests. The current POI includes Physical Fitness Training, Drill and Ceremony, Crime Scene Investigation, Air and Ground Surveillance, Apprehension Skills, Field Tactics, Mission Planning, Weapons Training, Human Rights, Ethics and Use of Force, Information Collection and Reporting, Land Navigation and Medical Skills. Instruction is both classroom and practical exercises (PE).

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<sup>2</sup> IBID.

<sup>3</sup> Tanzania Wildlife Authority. <http://tawa.go.tz> (accessed July 11, 2018).

<sup>4</sup> Adamcik, Stefan E., LTC, CA BN Commander; Christopher M. Chicoine, SGT, Medic Trainer; Marc A. Lavoie, MAJ, CA BN Company Commander; Charles L. Reedy, CPT, CIM OIC. “CIT Training in Tanzania”. Interview with Julia M. Debold, LTC. Personal Interview, Djibouti, July 7, 2018.

The training of TAWA rangers is an intra-agency, multi-organizational venture. TAWA staff provides host nation (HN) instructors directly to the CA class training. Members of the US Fish and Wildlife Service (USFWS) assigned to the US Embassy in Tanzania, assists the CA team in teaching poacher crime scene processing and investigation, as well as coordinating with other wildlife conservation engagements. There are numerous interested Non-Governmental Organizations (NGO) in the region; the World Conservation Society (WCS) is the most local to the CA training area. For instance many of the rangers receive wildlife conservation training through such organizations as WCS prior to attending the CA instruction. Other examples include the joint effort between WCS and US Embassy staff, surveying for improved relay stations to offset difficulties TAWA rangers experience with their line of site communication systems when operating in hilly terrain. WCS additionally supports TAWA with aircraft for air-to-ground surveillance operations, providing the airplane, pilot and host nation co-pilot who handles the radio and speaks with range control on the ground. In addition to training TAWA rangers, other multi-national conservation partners support TAWA with infrastructure development, equipment and gear, and community education.<sup>5</sup>

GAPS. Following several iterations of instruction, trainers have noted some shortfalls in capabilities and have identified them to US Embassy and TAWA representatives to consider modifying the current curriculum. There are shortcomings mentioned in other contexts in this paper, however the more prominent gaps in training and operations are highlighted below.

SUSTAINABILITY. A majority of the CIT training is conducted by non-PN entities and currently there is not a prospective agenda for a train-the-trainer program, which is imperative for long term sustainability. The CA instructors have been building a dossier of individuals from their classes based on language proficiency, interactions, written and practical exams, who they perceive will be capable of becoming instructors. Some of those identified have become assistants and class demonstrators. CA team leaders identified this shortfall to the Embassy's Office of Security Cooperation (OSC) and TAWA officials are aware of the recommendation, however deliberate planning for a train-the-trainer program has not yet been initiated.<sup>6</sup>

NEED FOR OFFICER / STRATEGIC LEVEL TRAINING. The CA trainers have observed there is a distinct separation between TAWA officers and enlisted, both societal and geographic; they generally do not closely interact or train together. LTC Adamcik, the CA BN CDR, believes, the disparity between the enlisted and officer training and lack of direct collaboration between the two entities have highlighted the need for a dual-track and/or strategic level program. In their highly structured society officers do not accept counsel or instruction from NCOs. As a result, a majority of the CIT training occurs at a tactical level with those on the ground, the enlisted/rangers/wardens who tend to deploy to the more remote operational outposts. The officers are located separately, principally at the TAWA staff headquarters and sometimes at larger satellite posts. The dissimilarity in training and geographical separation not only leads to a

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<sup>5</sup> Adamcik, Stefan E., LTC, CA BN Commander; Christopher M. Chicoine, SGT, Medic Trainer; Marc A. Lavoie, MAJ, CA BN Company Commander; Charles L. Reedy, CPT, CIM OIC. "CIT Training in Tanzania". Interview with Julia M. Debold, LTC. Personal Interview, Djibouti, July 7, 2018.

<sup>6</sup> Adamcik, Stefan E., LTC, CA BN Commander; Christopher M. Chicoine, SGT, Medic Trainer; Marc A. Lavoie, MAJ, CA BN Company Commander; Charles L. Reedy, CPT, CIM OIC. "CIT Training in Tanzania". Interview with Julia M. Debold, LTC. Personal Interview, Djibouti, July 7, 2018.

deficit in the officers' knowledge and skills, but also impacts on their ability to influence and direct tactical operations from a strategic perspective.<sup>7</sup>

Strengthening strategic capability could advance TAWA operations on several fronts. A strategic level involvement for example may benefit the criminal prosecution process by engaging officers in the evidence collection and analysis phases and ensuring an officer is available at trial to knowledgeably speak to the state's case. Critical tasks such as tracking trespasser locations, analyzing crime reporting and statistics, tracking numbers and locations of injuries by wildlife and animal type, and medical event mapping to assist in medical evacuation planning are currently taught to the enlisted, because these topics are significant to the TAWA mission. However, it would be more valuable if TAWA instituted such tracking and coordinated efforts at a HQ Operations Center. Furthermore, it would be more appropriate and possibly better received and implemented if the instructors were able to include this training at a strategic level with the officers, rather than solely with the enlisted. Since this class separation in particular is entrenched in the PN's society, it may not be the US trainers' business to direct combined training. However, the gap has been identified and there is a proposal to conduct a five to seven day strategic level program for officers only. The CA Officer-In-Charge (OIC) presented the proposed POI to US Embassy and TAWA officials, however it still requires Embassy approval and TAWA buy-in.<sup>8</sup>

LOGISTICS. There is currently an issue identified with the supply system within TAWA. Although this is not necessarily a direct training gap, the results of inadequate inventory and accountability affect training and operations. US training teams at the end of a cycle sign over to TAWA the training equipment they used, e.g. Garmin GPS devices, digital cameras, binoculars to name just a few. Additionally, the USFWS provides tactical crime scene kits. The equipment is not properly inventoried or accounted for, so frequently rangers will conduct patrols without medical supplies, crime scene cameras or evidence collection materials. Without mapping or navigation capabilities available to them for operational use, it makes it nearly impossible to conduct any level of crime mapping, perform information directed patrolling, develop any level of intelligence collection and analysis or to develop any level of common operating picture. It would be reasonable to assimilate a centralized supply management system into TAWA HQ's realm of responsibility, and incorporate this into the strategic level training for officers and policy-makers.<sup>9</sup>

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<sup>7</sup> IBID.

<sup>8</sup> Adamcik, Stefan E., LTC, CA BN Commander; Christopher M. Chicoine, SGT, Medic Trainer; Marc A. Lavoie, MAJ, CA BN Company Commander; Charles L. Reedy, CPT, CIM OIC. "CIT Training in Tanzania". Interview with Julia M. Debold, LTC. Personal Interview, Djibouti, July 7, 2018.

<sup>9</sup> Jusza, Kevin, MAJ, Team Leader. "Mission Report CIT Training Rotation 18-03", July 11-29, 2018, 17.

## BEST PRACTICES.

### ALIGN TRAINING WITH PARTNER'S INTERESTS.

The CIT training program illustrates the benefits of utilizing local personnel to train, to bring different perspectives to the curriculum, but also to fulfill the requests of the host nation. TAWA considers drill and ceremony (D&C) an integral part of their training and a means to instill pride and discipline, therefore this was included into the training schedule per TAWA's request. The PN military as well as TAWA conducts D&C by the British model so rather than shift a deep-rooted custom in order to train to US standards, one of TAWA's own leads the training, which is most appropriate for the PN.<sup>10</sup>

TAWA identified medical and crime scene investigative (CSI) skills as two major deficient areas and wanted training focused to these two topics. The POI was therefore modified to accommodate this request. Currently medical and CSI blocks of instruction are the lengthiest to allow enough time to incorporate the complexities of these topics.<sup>11</sup>

The core of the medical instruction covers administering self and buddy-aid for potential job-related injuries, and per the CA medical trainer, thankfully there have been very few of these 'combat related' injuries thus far. However, in this environment medical responsibilities entail much more and this was considered in the medical POI.<sup>12</sup> TAWA believes conservation of wildlife should benefit communities and appropriate programs should strive to mitigate harm or injury by problem animals. An essential component of the TAWA's civic mission is not only to educate local populations but to respond to villagers when harm has occurred.<sup>13</sup> Accordingly CA medical training also gears training towards animal-related injuries so that rangers can respond to medical incidents in local villages and treat and/or stabilize for transport.

Crime scene processing is another critical skill TAWA asked the CA trainers to assist in developing, so the training team developed an extensive instruction program to further the rangers' understanding of not only the physical arrest at a crime scene but how to collect evidence, what to do with the information and evidence collected, and how to generate reports. It is one thing to detain and remove a suspected poacher from the reserve, it is another to successfully convict, as evidenced by the conviction rate of <10%. Rangers do not have arrest authority, they have detention authority. Once a poacher is detained, the rangers turn the suspect over to the police with the evidence packet. It is essential the evidence packets they build are flawless and transparent since the detaining rangers do not attend the court sessions. As this most important module of instruction for TAWA develops, standardizing required forms and

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<sup>11</sup> IBID.

<sup>12</sup> IBID.

<sup>13</sup> Tanzania Wildlife Authority. <http://tawa.go.tz> (accessed July 11, 2018).

processes for information collection throughout TAWA would be beneficial, and again more suited to TAWA leadership and decision-makers.<sup>14</sup>

Training with and conducting land navigation with GPS devices has been well accepted and TAWA and U.S. trainers recommend it remain an integral component of the land navigation instruction. Land navigation training begins with the basics, utilizing maps, protractors and compasses to initially build upon the PN's baseline capabilities. Once the essentials are taught and tested, the trainers supplement the navigational basic skills with GPS training. GPS training is conducted in groups rather than individually so that those who are not tech savvy can pair with and learn from those more technologically capable. This builds a stronger team understanding and has been successful in teaching the students a new concept and how to effectively apply it. CA instructors noted there is a constant struggle, even for the US personnel, to acquire maps of the areas in which TAWA rangers operate. There are maps to use for exercising map plotting and compass methods, however not enough to cover continuous operations in multiple locations, hence the importance of the GPS. Trainers and TAWA agree using GPS' will strengthen operations long term, particularly in criminal activity tracking, medical situations and building evidence packets. There are a limited number of GPS' available for sign out by the rangers at some of the outposts; they are treated as a sensitive item, like a weapon. The CA BN has provided some funding for additional GPS' and they strongly recommend additional funding and continued education to ensure widespread availability and an enduring capability, especially in the role of crime mapping (discussed in GAPS).<sup>15</sup>

Nonetheless, there are certain circumstances where "our way" is emphasized as the action of choice, and when presented diplomatically students can be receptive to the idea. For example, during medical training there were students who wanted to resort to their deep-rooted practices. The training team did not admonish the practices. Instead, they taught and encouraged alternate means of treatment, while simultaneously respecting the PN's ideas and incorporating them into the treatment process as a calming mechanism rather than a stand-alone treatment.<sup>16</sup> The CA instructors also spent a day discussing medical and law enforcement ethics. Per one of the instructors, "they were surprised when we brought up the fact that as a US police officer, we are required to render medical care to an injured suspect." The concept taught was certainly adapted from the US Police force model and not from a host nation model, but there are times when the opportunity to 'plant the seed' should be taken.<sup>17</sup>

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<sup>14</sup> Adamcik, Stefan E., LTC, CA BN Commander; Christopher M. Chicoine, SGT, Medic Trainer; Marc A. Lavoie, MAJ, CA BN Company Commander; Charles L. Reedy, CPT, CIM OIC. "CIT Training in Tanzania". Interview with Julia M. Debold, LTC. Personal Interview, Djibouti, July 7, 2018.

<sup>15</sup> Adamcik, Stefan E., LTC, CA BN Commander; Christopher M. Chicoine, SGT, Medic Trainer; Marc A. Lavoie, MAJ, CA BN Company Commander; Charles L. Reedy, CPT, CIM OIC. "CIT Training in Tanzania". Interview with Julia M. Debold, LTC. Personal Interview, Djibouti, July 7, 2018.

<sup>16</sup> Jusza, Kevin, MAJ, Team Leader. "Mission Report CIT Training Rotation 18-03", July 11-29, 2018, 10.

<sup>17</sup> Adamcik, Stefan E., LTC, CA BN Commander; Christopher M. Chicoine, SGT, Medic Trainer; Marc A. Lavoie, MAJ, CA BN Company Commander; Charles L. Reedy, CPT, CIM OIC. "CIT Training in Tanzania". Interview with Julia M. Debold, LTC. Personal Interview, Djibouti, July 7, 2018.



## ALIGN WITH PARTNER'S BASELINE CAPABILITIES AND CAPACITY.

The CA medics conducting training this past year fell onto a medical POI, which was basically a Combat Lifesaving Course (CLS). The medics recognized the shortcomings of organic medical equipment available to the rangers, such as Needle Chest Decompression (NCD) kits, combat gauze or CAT tourniquets, understood the difference in rapid response time capabilities between US standards and PN standards, and adjusted the class accordingly. The team took the more appropriate portions of CLS, parts of the M.A.R.C.H. (M - massive hemorrhage, A - airway, R - respiratory, C - circulation, H - hypothermia) algorithm from Tactical Combat Casualty Care (TCCC), selections from Wilderness First Aid learned on the civilian side and shaped a new medical model more suitable to the PN's capabilities. The CA medics did demonstrate to the rangers their equipment for reference purposes, for example CAT tourniquets, but then also demonstrated how a stick and cloth can get the same results.<sup>18</sup>

The crime scene processing block of instruction is another example of the importance of understanding the audience. USFWS assisted in teaching this class. They donated some wonderful gear to the TAWA, but unless the same equipment is continually donated, maintained and accounted for, it cannot be sustainable for use long term. During the classroom portion, topics such as DNA analysis and other similar complex topics were taught and it was difficult to teach at an appropriate level for the rangers. However, during the practical exercise, the USFWS and CA team members were able to break it down into more simple terms and during the mock scenarios, crime scenes were actually laid out where the rangers could process them step by step, and the instructors were better able to get their points across.<sup>19</sup>

In all blocks of instruction, the teaching team agreed it is paramount to use audio-visuals and pictures during the classroom portions and to reinforce classroom lessons with hands-on demonstrations and practical exercises. Listening to the spoken word and then physically seeing and touching seemed to bring the entire concept together very nicely, especially with the medical and crime scene processing modules.<sup>20</sup>

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<sup>18</sup> Adamcik, Stefan E., LTC, CA BN Commander; Christopher M. Chicoine, SGT, Medic Trainer; Marc A. Lavoie, MAJ, CA BN Company Commander; Charles L. Reedy, CPT, CIM OIC. "CIT Training in Tanzania". Interview with Julia M. Debold, LTC. Personal Interview, Djibouti, July 7, 2018.

<sup>19</sup> IBID.

<sup>20</sup> IBID.

## OTHER BEST PRACTICES.

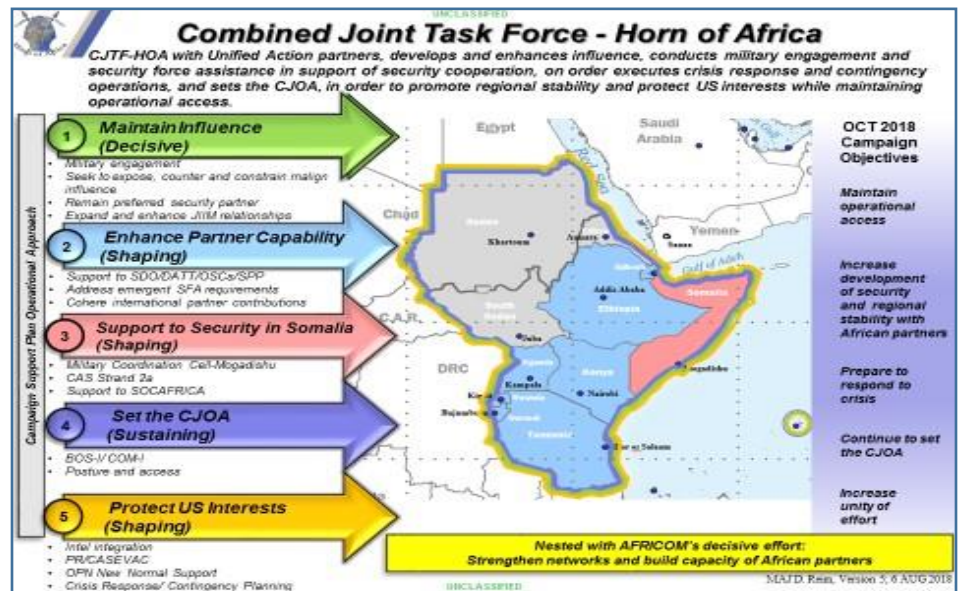
The current training team had the luxury of owning a small drone to use as a training aid during the air-to-ground surveillance instruction and this piqued the interest of the students and enhanced the practical exercise portion. Future teams may not have a drone at their disposal and while the team can still conduct training, it will be limited in scale and scope. The CA trainers have recommended WCS become the proponent for this training module, since they own the aircraft supporting TAWA operations.<sup>21</sup>

The CA training team recommends increased use of other agency instructors. Per the training team leader, the continued use of USFWS crime scene instructors is a necessary step in advancing CIT training, with perhaps some adjustments for audience level of expertise. It would also be beneficial to bring in additional agencies to instruct as an enduring mission. This would further enhance cooperation between multiple organizations with the same interests, would allow the CA element to gradually transition from training execution to training management and coordination and could provide CA an opportunity to focus on teaching TAWA leadership and developing capacity building at a strategic level.<sup>22</sup>

There was testing after each module of training to ensure initial and short-term comprehension; at the culmination of training, there were final practical exercises and written tests incorporating all of the modules. Although testing can be stressful, the training team strongly supports continuation of this practice, in order to check for initial and short-term proficiency. Post-testing by TAWA would be required to confirm longer-term retention.

## WHY THIS TRAINING.

Despite continuing changes to the CJTF-HOA CSP, maintaining influence and enhancing partner capabilities have been a mainstay throughout the CSP revisions. The CIT training promotes LOE 1 – Maintain Influence through military engagements, seek to expose, counter and constrain malign influence, and remain a preferred security partner;



<sup>21</sup> Jusza, Kevin, MAJ, Team Leader. "Mission Report CIT Training Rotation 18-03", July 11-29, 2018, 35.

<sup>22</sup> IBID, 38.

and to a greater degree LOE 2 - Enhance Partner Capability through support to the embassies/OSC's, cooperation in training and unity of effort with other USG agencies and NGOs.

LOE 1. The training program and what it hopes to accomplish demonstrates an alignment of security interests between Tanzania and the US, and through information sharing can aid in exposing malign influence and activities. Illegal wildlife trafficking is no longer just a conservation problem, it is now estimated to generate more than \$10 billion USD annually and is closely connected to organized crime, drug trafficking and terrorism. Illicit wildlife trade has fueled poaching of some of Africa's most iconic species, robbed communities of revenue, endangered citizens' lives and has financed some of Africa's most brutal terrorist groups.<sup>23</sup> Legally, this CIT training is a mil-civ program, but functionally it is mil-mil. The TAWA is a paramilitary organization and in addition to their wildlife conservation activities, they serve as an adjunct to national and border security. Networks and pathways used to smuggle poached goods are often used for moving weapons, narcotics for funding terrorist activities and even human trafficking.<sup>24</sup> If any potentially related activity is observed during training, it would be reported to the CA's Civil Information Management (CIM) Cell for analysis and further dissemination to J2. Subsequently through the CIT training, the CA trainers and CJTF-HOA strive to strengthen Tanzanian law enforcement efforts to curtail such malign activity and engage with partners and policy makers to ensure broad support in combating these related issues.<sup>25</sup>

LOE 2. BPC is a principal effort of DoD activities overseas, as it is for CJTF-HOA in support of the CSP. As available funding for these endeavors varies depending on fiscal availability, it is vital to understand what approaches to BPC are most apt to lead to success. The RAND Corporation conducted research for the DoD to answer the question "*what can history of US BPC efforts tell us about which approaches to capacity building are likely to be more or less effective under different circumstances?*"<sup>26</sup> And the following is a summary of the results: "*if BPC is consistently funded and delivered, supported and sustained, well matched to partner capabilities and interests, and shared with a partner that supports the effort and is healthy economically and in terms of governance, prospects for effective BPC are very good.*"<sup>27</sup> Some of the topics already discussed above illustrate how the CIT program meets some of those criteria. *Consistently funded and delivered:* The program has been enduring since 2015 and is expanding. Uganda, through the US Embassy/OSC has now requested a similar CIT training package in their country. This training program will involve infantry soldiers from the CJTF-HOA Task

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<sup>23</sup> Reedy, Charles L., CPT, "Assessment of Counter Illicit Training in Tanzania Challenges of T.A.W.A.", July 24, 2018.

<sup>24</sup> Adamcik, Stefan E., LTC, CA BN Commander; Christopher M. Chicoine, SGT, Medic Trainer; Marc A. Lavoie, MAJ, CA BN Company Commander; Charles L. Reedy, CPT, CIM OIC. "CIT Training in Tanzania". Interview with Julia M. Debold, LTC. Personal Interview, Djibouti, July 7, 2018.

<sup>25</sup> Reedy, Charles L., CPT, "Assessment of Counter Illicit Training in Tanzania Challenges of T.A.W.A.", July 24, 2018.

<sup>26</sup> Christopher, Paul, Colin P. Clarke; Beth Grill, Stephanie Young; Jennifer D.P. Moroney; Joe Hogler, Christine Leah; "What Works Best When Building Partner Capacity and Under What Circumstances": *RAND National Defense Research Institute* (2013): xiii.

<sup>27</sup> *IBID*, xviii.

Force Alamo as well as SOF. *Well matched to partner capabilities and interests:* The ongoing program curriculum is continuously modified to make allowances for TAWA input, to better align as students' capabilities and capacities change and so that it is conducted to meet the PN's interests as closely as possible.

*Shared with a partner that supports the effort.* Thus far, weapons training has not included a live-fire range. The criteria to conduct live-fire training was provided to TAWA and included having an aircraft available (from WCS) and developing the unusable nearby airstrip. During the most recent training iteration, the training team inspected the Ngwala airstrip and noted the airstrip was cleared, marked and appears ready to accept small aircraft. This is an example of a partner investing its own resources to support the training effort and confirms an ongoing commitment from TAWA.<sup>28</sup>

This mission additionally supports SDO/DATT/OSC objectives and is a good example of the need to build multi-organizational cohesion. Tackling the multibillion-dollar illegal wildlife trade and its associated malign activities requires interagency cooperation within government, NGOs, law enforcement, legislation and educational departments, as well as the private sector, communities and local citizenry.<sup>29</sup> A final note, although CA has no influence on governance, of note per the Ibrahim Index of African Governance 2016 (latest data available) Tanzania is above the African average governance index and holds the third highest index out of the East African countries (higher is better).

#### CIVIL INFORMATION MANAGEMENT (CIM) Cell and ASSESSMENTS.

***“However beautiful the strategy, you should occasionally look at the results.”***<sup>30</sup>

Assessments should be conducted at all levels of operation and training, whether it is at a JTF level to evaluate achievement of intermediate objectives of a campaign plan or at unit level to examine the effectiveness of a specific training program. Assessments in any circumstance, are intended to make operations and training more effective by determining progress, and identifying opportunities to correct, readjust and refine planning and execution if needed.<sup>31</sup> The CIM Cell is the epicenter for the CA operational assessments process.

Doctrinally, assessments is an integral part of the CIM six-step process - Plan, Collect, Consolidate, Analyze, Produce and Share. The assessments practice begins in the Plan phase with the development of measures of effectiveness (MOE) and measures of performance (MOP)

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<sup>28</sup> Jusza, Kevin, MAJ, Team Leader. “Mission Report CIT Training Rotation 18-03”, July 11-29, 2018, 12.

<sup>29</sup> Reedy, Charles L., CPT, “Assessment of Counter Illicit Training in Tanzania Challenges of T.A.W.A.”, July 24, 2018.

<sup>30</sup> Joint Chiefs of Staff, Joint Publication (JP) 3-57, *Joint Operations*, (Washington, DC: Government Print Office, 16 Jun 2017); VI-I.

<sup>31</sup> IBID, VI-I.

integrated into a collection plan, continues through the Collect phase with identifying data trends, and subsequently in the Analyze phase, evaluating those trends for future operations.<sup>32</sup> CIM Cell analysts provided the following information discussing lessons identified, current unit-level assessment practices, and recommendations that could further develop assessments for the CIT Training program.

ISSUE. There is a lack of raw data collection and difficulty obtaining data that has been collected. This issue is a major deterrent to conducting in-depth analysis. Analysts cited the following as reasons for these difficulties:

- Data is maintained by multiple sources and is not consolidated into one database. This limits analysts' ability to efficiently cross reference data entries.
- There is minimal data collected on training and when recorded, many fields are limited to who, what, when and where. Even within the CA BN CIT Training program, data collection and analysis is sporadic, depending on the CA unit on ground. The previous CA BN did not collect and analyze any training programs, therefore it is challenging to identify and analyze trends beyond what is compiled by the current BN.
- There are obstacles to data sharing. Some sources are unwilling to share their data even if there are no classification issues. Data is sometimes over classified limiting ability to share or release to those that require it for their analysis, to include our military coalition partners.

Evaluating change requires a starting point or baseline measurement, otherwise it is impossible to evaluate change and to determine whether an activity has a desired effect. As a result of lack of a data pool, continuity and consistency of data collection for the CIT Training program, the CA BN is still in the process of establishing an applicable baseline measurement.<sup>33</sup>

ISSUE. Establishing specific metrics for measuring effects of training is challenging and therefore long term execution of assessments towards a particular set of metrics has been minimal. In the past and even still today, we tend to use MOPs, such as the number of schools and clinics we built, or the number of soldiers we trained as the assessment score for training missions, but in truth output does not necessarily measure achievement or effectiveness. CIM Cell analysts understand the need to create MOEs for this purpose and agreed that a non-kinetic environment does not always lend itself to uniform or quantifiable MOEs. Additionally operations assessment in this type environment often relies on non-military factors and factors outside the unit's direct control.<sup>34</sup>

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<sup>32</sup> Joint Chiefs of Staff, Joint Publication (JP) 3-57, *Civil-Military Operations*, (Washington, DC: Government Print Office, 9 Jul 2018); C6-C8.

<sup>33</sup> Christopher, Paul, Jessica Yeats, Colin P. Clarke, Miriam Matthews, Lauren Skrabala, "Assessing and Evaluating Department of Defense Efforts to Inform, Influence, and Persuade, Handbook for Practitioners": *RAND National Defense Research Institute* (2015): xii.

<sup>34</sup> Joint Chiefs of Staff, Joint Publication (JP) 3-57, *Civil-Military Operations*, (Washington, DC: Government Print Office, 9 Jul 2018); D-5.

## RECOMMENDATION.

- Efforts should be continued to standardize database management. As efforts prove themselves to correct the aforementioned difficulties associated with data, they should be documented into the CA annex of the OPORD so that it becomes an enduring process.
- Every analyst must take an active role in correcting any issues with database management and should consider this role as part of an ongoing effort. Analysts must also understand and communicate the sources of data, the limitations on the analysis based on the sources, and possible lack of completeness of that source.
- The assessments process of the CIT training must continue to be developed and incorporated into a standard operation so as different CA BNs rotate in and out, the process remains in place. First, a set of measurable effects must be established in conjunction with the Influence Working Group, indicators coordinated with J5 Assessments and then data collection must occur on a consistent basis, otherwise a true assessment of the effectiveness of this training program will be difficult to attain.

## CURRENT AND PROPOSED ANALYSIS OF TRAINING.

As previously mentioned, it can be very challenging to design MOEs for training programs so we often resort to either ignoring assessments or using output and performance measures to accommodate for this shortcoming. Consequently, there has been no lasting effort to assess the effectiveness of the CIT training in Tanzania. The current CA BN has recognized this deficiency and the CIM Cell has been developing a unit-level assessment plan. It currently consists primarily of measuring output and performance but the data can assist in establishing a baseline measurement.

The CIM Cell analysts propose using the following Four Pillars Model to evaluate the training program, taken from the Kirkpatrick Four Level Evaluation Model. This model was developed by Donald Kirkpatrick in the late 1950s and is the most well-known and most frequently used model for measuring the effectiveness of training programs.<sup>35</sup>

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<sup>35</sup> *Return on Investment for Training*, <https://www.business-case-analysis.com/return-on-investment-ROI-for-training.html>. (accessed August 18, 2018).

By using the four pillars to evaluate training, a simple formula can be developed as depicted in the chart below. Each score is calculated against a pre-determined weight for each pillar to determine a total score.

Pillars	Weight(W)	Test and PE Score(S)	W(x)S	
Participation/Feedback	10%			
Learning	5%			
Application	25%			
Impact	25%			
Total	100%			

Presently, two pillars are collected against – **Learning** and some aspects of **Application**.

**Participation and Feedback.** It is important to measure participation, reaction and feedback, because it helps you understand how well the training was received by the students. This information helps identify means to improve the curriculum for future trainees, to include determining important areas or topics that are missing from the current training. Surveys should be conducted at the student and command level during each rotation to determine gaps in training and execution in the field. Surveys should be taken two to three hours prior to the last examination so that responses are not rushed. Some questions to consider when identifying how we can survey (measure reaction) are:

- Did the trainees feel that the training was worth their time?
- Did they think that it was successful?
- Did the training meet their expectations and training needs?
- What were the biggest strengths of the training, the biggest weaknesses?
- Did they like the venue and presentation style?
- Did the training session accommodate their personal learning styles?

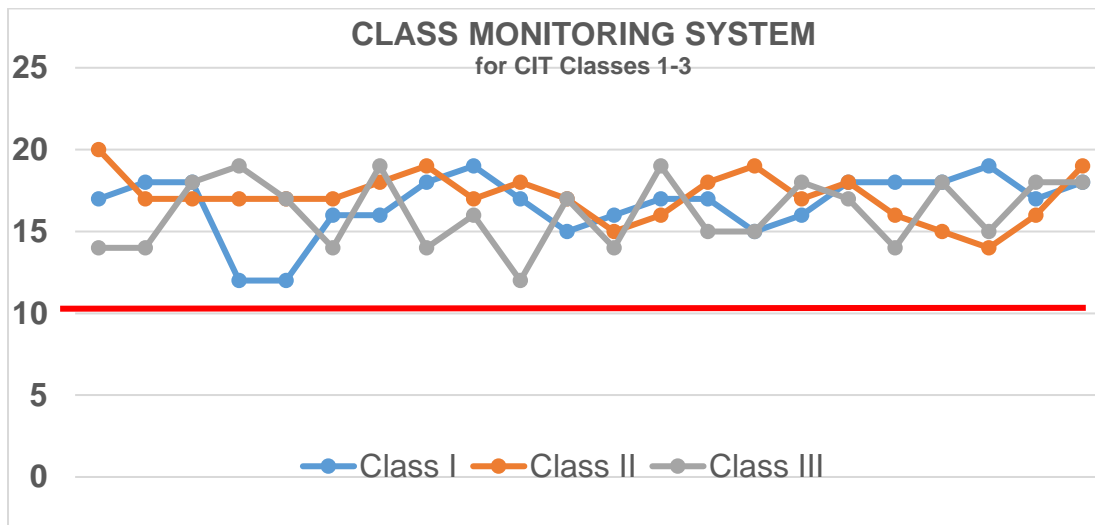
Surveys should also be taken from prior students to assess the strength of the course and its application in the field.

**Learning.** Testing and then assessment of the testing results is vital in that it lets you know what your trainees are learning and what they are not comprehending, which will help improve future training. Currently pre-and post-course tests are given, however a second post-course exam for longer term retention is not done.

- Pre-course testing should be conducted at least one week before the first training day.
- Post-course exam, on the day after the final training day.
- Scores from these pre- and post-course exams are compared to measure learning.
- A second post-course exam, completed in the fifth week after the final training.

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CIM analysts track pre- and post-course test scores and if there is a variance greater than a set two point deviation or scores dip below the lower control limit, then they would discuss findings with the trainer to determine possible causes and corrections.



x axis – over time (21 day class)  
y axis – number of test questions answered correctly.

By calculating a lower control limit the analysis of the control chart indicates that the process is currently under control (i.e., is stable, with variation only coming from sources common to the process), at this time no corrections or changes to process/ or testing should occur.

**Application.** This pillar is used to evaluate how the students’ behavior has changed as a result of training and how the trainees “apply” their new knowledge and skills on the job. It is important to determine why the students may not be learning and then proceed with creating the right environment for students to apply their learning. The CIM Cell has limited data at this time to ascertain application. There are students in the class who have received prior training from the US and from other agencies. The analysts do look at test scores and previous training experience for any correlation. Evaluating behavioral change, relevance and sustainability of change cannot be done in a snapshot and requires continual monitoring over a period of time, so at this time it may be difficult to establish significance of these findings.

Medical Test	88%	first time Go's
CSI	92%	first time Go's
Land Navigation	100%	first time Go's

Medical P/E	88%	first time Go's
Patrol P/E	70.9%	first time Go's
Wpns P/E	88%	first time Go's
CSI P/E	100%	first time Go's

- 3 other Rangers received various training and 2 of the them received first time Go's
- The only failure was weapons PE.

- 11 of the 13 rangers from the RRT/ specialized unit had first time Go's. This demonstrates their advanced training over the other rangers.
- 6 of the 7 rangers that were previously trained by the US Army in 2017 and 2016 received first time Go's.



**Impact.** This pillar examines the degree to which operations have improved as a result of job performance following the training. Developing information requirements is critical for evaluating the effectiveness of the training received. Below are examples of *types of information requirements* that could help provide metrics for impact analysis. Some information requirements may be important only during certain times as needs change depending on operational environment.

- Number of successful anti-poaching operations and specific reasons for success (e.g., were skills taught in class used for operations planning and execution).
- Types of interventions at operational and administrative level that will best deter future poaching activities in the region. Number of times interventions have been deployed over specific time related to decrease in number of poaching activities.
- Current Ranger Station locations and number of poaching activities in the Reserve. Correlation between station location and poaching activity.

(Note: There is also a variant of this four pillar model, Kirkpatrick/Phillips Five Level Education Model, where the fifth pillar scrutinizes return of investment in terms of dollars. Although the fifth pillar is important, it is not relevant at the CA BN training level).

The success of evaluating these pillars, particularly Application and Impact, is incumbent upon participation by all involved parties, not just CJTF-HOA.

#### WAY AHEAD.

In terms of training programs, the CIT program is a relatively young program, especially for the CJTF-HOA CA BN, which has been supporting the DoS training requirement only since 2016. Even so, the CA trainers and CIM Cell analysts over the past nine months, have identified adjustments to the program they feel would further advance the program and benefit TAWA. These mainly concern recommendations to expanding the roles of other non-military contributors into the training curriculum and the necessity for designing a workable assessment plan.

The training POI should no longer be the sole responsibility of the CA BN, however the BN would remain closely tied to the program through a coordination and management role. Committed instructors from other agencies, to include TAWA, would allow the CA personnel to focus on critical strategic level tasks, training, and assessments, which presently are inadequate. It would provide opportunity to explore, with DoS and TAWA support, such concepts as a coordinated national and regional approach to criminal justice education and processes, and to providing a legal framework in order to improve arrest and conviction rates. Neighboring countries of Uganda and Kenya also have wildlife conservation programs and Kenya owns a facility with superior evidence analysis capability. There is great potential for a unified effort in pursuance of a tri-country regional program.

In the near future, TAWA should take a more active and aggressive role in the post management of the program as they are in the best position to observe post-training benefits in job performance and would have the means to collect information required if for the assessments process. In fact, a functioning assessments program is dependent on their

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participation and contribution, as well as the participation of DoS and other participating entities.

The need for assessments to prove the worthiness of a program is not a new concept, especially in the world of fiscal responsibility and scarcity of non-monetary assets such as personnel and time. In order to have a valid assessment process, desired outcomes must be clear and goals must be measurable; assessment design must ensure assessments will provide useful information and will have stakeholder buy-in; there must be a baseline against which to measure change; and there must be consistency and continuity because measure of changes in behaviors and attitudes requires time.<sup>36</sup>

In theory or on paper if you will, goals of the CIT Training program support the October 2019 CJTF-HOA Campaign Objectives, and features of the training program are very consistent with attributes identified with successful BPC, but at some point proof of 'Return of Investment' will be required. The current CA BN has started the assessments framework design and data collection to establish a baseline. However to successfully move forward, the assessments process initiated in 2018 should continue to be developed and used long term; all participating organizations' leadership must commit to providing input and support into the process; once an assessments process begins, directives and orders should be issued to ensure sustainability; and with any CSP revisions, the objectives must remain clear and measurable.

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<sup>36</sup> Christopher, Paul, Jessica Yeats; Colin P. Clarke; Miriam Matthews; Lauren Skrabala; "Assessing and Evaluating Department of Defense Efforts to Inform, Influence, and Persuade, Handbook for Practitioners": *RAND National Defense Research Institute* (2015): xii.