



***Public / Private Partnerships:
New Directions in Stability
Support Operations***

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Strengths	Weaknesses
<p>Significant Experience/ Global Placement</p> <p>Established working relationship with USG & MNO Agencies</p> <p>Industry Trade Groups (IPOA, BAPSC)</p>	<p>US and International Regulatory Framework (MEJA, Patriot Act, SOFA's)</p> <p>Low Barriers to Entry for non-suitable providers</p> <p>Contract oversight inconsistent</p>
<p>Mission enabler for stability policy objectives</p> <p>Efficient, cost effective use of resources</p> <p>Provide/develop Host Nation capabilities</p>	<p>Bad Actors tar legitimate providers</p> <p>Lack of transparency (in some cases)</p> <p>Awards based on claimed capability rather than demonstrated performance</p>
Opportunities	Threats

*Among Governments and
Multinational
Organizations the
Private Sector is
increasingly serving as a
resource provider to
help accomplish
stability objectives*

DoD Directive 3000.05 published
November 2005

- o Stability Ops as a core U.S. military mission
- o Priority comparable to combat operations, to be explicitly addressed and integrated across all DoD activities
- o “Management of Private Sector Assets. Design a new institution to exploit effectively our ‘Fifth Force Provider,’ the private sector.

The Role of Interagency - NSPD 44

Imperatives

Private Sector

Public Sector

Private Sector Company Imperatives

Code of Conduct

Ethics Policy

Transparency

Management Best Practices -
Vertically and Horizontally
Delivered

Local Knowledge -
Global Application

Knowledge Management

Depth of Resources

Established Supply Chains

Public Sector Regulatory Imperatives

Effective Law and Oversight
Trend towards “contingency”
contract programs (LOGCAP,
AFCAP, WRAS, UNOPS)

Mature central contracting
authority and review process

Rapid response to crisis/event or
need

Ensures transparency, vetting, and
due diligence of company in early
engagement process

Transfers management and
financial risks to vendor

National / Strategic

Operational

Tactical

The Four Principal Tasks	
Task	Description
Establish a NMAA	Team ArmorGroup will assist the national authorities to establish a NMAA. This will involve advising the _____ Government on the composition, role and responsibilities of the NMAA, and the drafting of mine action legislation.
Establish a MAC	Team ArmorGroup will assist the national authorities to establish a national MAC. This will involve the development of appropriate mine action management systems, the training of national managers, the introduction of IMSMA and the development of national mine action standards and SOPs.
Establish a national mine action training and QA capability	Team ArmorGroup will assist in the development of a Training Center, the selection, training and mentoring of national instructors, the development of a QA capability including quality management practices and procedures.
Enable and assist Government-led mine action activities	Team ArmorGroup will assist the _____ Army to conduct effective, efficient and safe clearance of the border minefields and other mine action.

- Trend towards “contingency” contract programs - Setting the Conditions for Stability and Mine Action Eradication
- Mature central contracting authority, review, and oversight process (Interagency)
- Allows rapid response to crisis/event
- Delivers transparency, vetting, and due diligence in early engagement process
- Transfers management and financial risks to private sector provider
- Develops Host Nation capabilities - partnership approach
- Suitable for mature Private Sector providers