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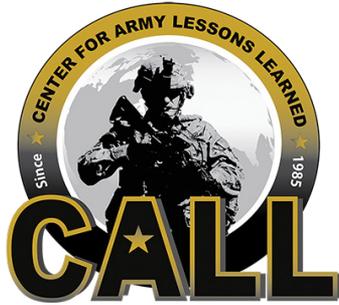
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PERMANENT EXECUTIVE SECRETARIAT CONFERENCE OF AMERICAN ARMIES VOLUME I: A CYCLE GUIDE



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Permanent Executive Secretariat Conference of American Armies Volume I: A Cycle Guide

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Foreword

The Conference of American Armies (CAA) is a military organization of international nature made up and led by armies from the American continents.

The CAA conducts a two-year cycle of specialized conferences/exercises hosted by different member armies culminating in a (1) preparatory conference that reviews the accomplishments of the previous two-year cycle and approves the agenda for the forthcoming and (2) CAA Commanders' Conference (CCAA). The CCAA is conducted by the army hosting the CAA Permanent Executive Secretariat (PESCAA) for that particular cycle. Hosting of the PESCAA voluntarily rotates every two years and serves as the CAA headquarters responsible for coordinating all current cycle CAA activities and hosting the Preparatory and Commanders' Conferences.

This bulletin contains valuable information to aid leaders, from all conference member nations, in their knowledge on the goals, processes, and procedures as a contributing army, as well as, to better prepare them to assume the critical role of leading the PESCAA in the future.

This publication is the first volume, in a series of three, to be produced for the CAA. A "how to" guide, outlining the structure and running a CAA cycle. Volume I is dedicated to illustrating the PESCAA program's positive impact to the United States Army, across current, and potentially future partner nation armies in the region.

My thanks to all who contributed to this document. Your willingness to invest your time, along with your candor and insight, made this publication possible.

CLARENCE K.K. CHINN
Maj. Gen.
Secretary General, Conference of American Armies

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Unless otherwise stated, whenever the masculine or feminine gender is used, both are intended.

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Introduction

The Conference of the American Armies (CAA) enables Army commanders of the Western Hemisphere to build and strengthen personal and professional relationships as well as address critical issues requiring mutual support from across this community. This conference is an invaluable forum to approve the practical initiatives resulting from the work performed by the respective delegations at the various CAA events over a two-year cycle.

The Center for Army Lessons Learned, Fort Leavenworth, KS, supports these efforts by producing a three-volume series of bulletins to capture lessons and best practices on how the Permanent Executive Secretariat of the Conference of American Armies (PESCAA) plans, resources, and implements a CAA cycle.

This bulletin is Volume I, designed for and to be used by any member of the CAA that is deciding on, or has agreed to, running a cycle. It is intended to both outline a brief history of the CAA program and provide a “blueprint” on designing, setting up, and running a CAA cycle. The contents will serve as an invaluable tool for member nations that have accepted this challenge. The final event in a cycle is the transfer ceremony, which will be discussed in the opening chapter of Volume II.

This bulletin consists of the following four chapters:

Chapter 1: Provides an overview of cultural understanding and awareness.

Chapter 2: Contains a brief history of the CAA from its beginnings through today.

Chapter 3: Describes in detail the makeup of the CAA and running of the organization. Additionally, it outlines the roles, duties, and responsibilities of member armies, observer armies, observer military organizations, and liaison officers.

Chapter 4: Outlines the PESCAA, its members, and responsibilities.

This bulletin also provides appendixes on conference room configurations, physical security, and flag displays and symbols representing members of the CAA, international military organizations, and observer armies.

Chapter 1

Cultural Understanding and Awareness

For the purposes of this bulletin, culture is defined as the beliefs, customs, arts, etc. of a particular society, group, place, or time; a particular society that has its own beliefs, ways of life, art, etc.; a way of thinking, behaving, or working that exists in a place or organization (such as a business).

Therefore, culture, quite simply, is the way people behave. It is a system of shared values, beliefs, behaviors, and norms used to cope with the world and each other. Culture can be influenced and shaped by geography, history, economics, politics, art, religion, education, traditions, and ethnicity.

Basically, cultures are:

- Relative.
- Learned.
- Collective.
- Changing over time.
- Complex responsive processes.

There are many unforeseen hazards when one attempts to understand a culture. Some of these hazards include the following:

- Stereotypes.
- Prejudice.
- Ethno-centric perspectives.

Why focus on culture?

History provides many examples of where the failure to know, understand, and/or apply the culture of others led to disastrous results whether or not that failure was intentional. In certain instances, calamitous results are irreversible.

Because the Americas (North, Central, South, and the Caribbean) are the home to a great variety of ethnic and linguistic groups, focusing on a mutual cultural understanding is critical to enabling Conference of the American Armies (CAA) members to perform the following:

- Earn each other's trust.
- Communicate the needs and possible support requirements.

- Influence each other toward mutually agreed upon solutions.
- Build confidence.
- Promote and develop economic and physical security.

Communication between people of different cultural backgrounds involves much more than overcoming the language barrier. Hidden cultural differences can cause a great deal of misunderstanding and friction. These differences can be a serious problem because they are mostly invisible and inaudible, yet affect the true meaning of the messages sent and received by colleagues.

Developing cultural awareness is a crucial part of international communication and understanding. It is important to recognize that people from different cultures are different in a variety of ways, including, but not limited to, the following:

- Perception.
- Dress and fashion.
- Personal expression.

The bottom line is:

- Understand your own culture, first.
- Be aware of and accept other cultural frameworks.
- Appreciate cultural differences as a unique and creative problem-solving opportunity.

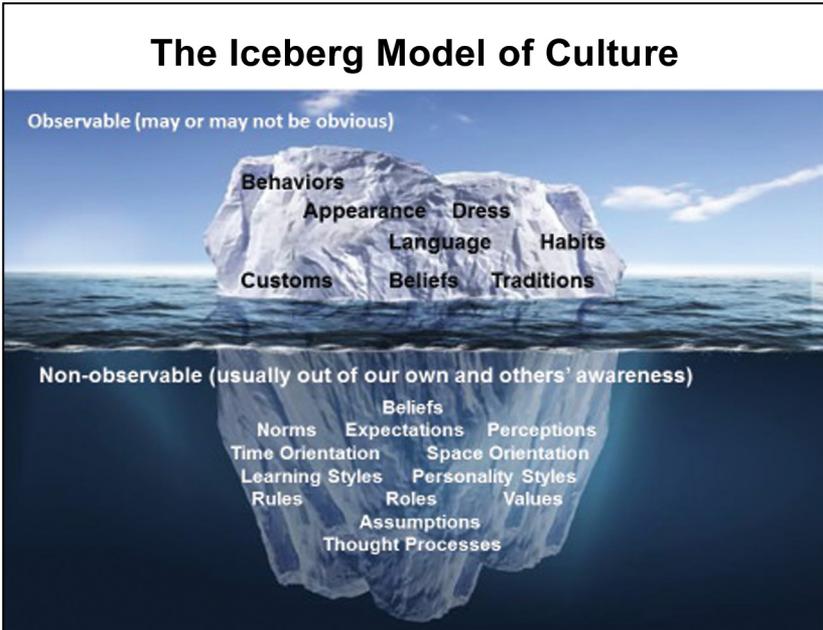


Figure 1-1. Compiled from various examples of Edward T. Hall's cultural iceberg model.*

* The external, or conscious, part of culture is what we can see and is the tip of the iceberg and includes behaviors and some beliefs. The internal, or subconscious, part of culture is below the surface of a society and includes some beliefs and the values and thought patterns that underlie behavior.

Cultures of the Americas

What does the term “Hispanic culture” refer to? The term “Hispanic” originally was used to indicate a relationship to ancient Hispania, the roman name of the Iberian Peninsula (Spain). The word “culture” comes from the Latin word “colere,” which means to cultivate.

In modern times, and specifically in the United States, “Hispanic” takes on a different meaning. It is used to denote the culture and people from Spanish-speaking, Latin American countries. These countries formerly were ruled by the Kingdom of Spain. Thus, Mexico, Central and South America, and the Spanish-speaking Caribbean countries are referred to as Hispanic America.

Is “Latino” the same as Hispanic? In the United States, both terms are used interchangeably to refer to the same ethnic group. “Latino,” short for latinoamericano (Spanish for Latin American), is used to denote people of Latin American origin. Hispanic refers to the people of Spanish-speaking countries.

Some countries, such as Brazil and Haiti, are also considered part of Latin America, even though Spanish is not their primary language. In fact, Latin America consists of countries where Romance languages (those derived from Latin) are predominantly spoken. Romance languages include Spanish, French, and Portuguese.

United States Culture

The United States is the third-largest country in the world with a population of more than 320 million, according to the U.S. Census Bureau. Because of its size and history, the United States is one of the most culturally diverse countries in the world. Nearly every region of the world has influenced American culture, as it is a country of immigrants, most notably the English, who colonized the country beginning in the early 1600s.

The United States is sometimes described as a “melting pot” in which different cultures have contributed their own distinct “flavors” to American culture. Just as cultures from around the world have influenced American culture, today American culture influences the world. The term “Western culture” often refers broadly to the cultures of the United States and Europe.

According to the U.S. government, there is no official language of the United States. Virtually every language in the world is spoken in the United States with Spanish, Chinese, French, and German among the most frequently spoken non-English languages. Ninety percent of the U.S. population speaks and understands at least some English. Most official government business is conducted in English.

Canadian Culture

Canada is located in the northern portion of the continent of North America, extending in general, from the 49th parallel northward to the islands of the Arctic Ocean. Its eastern and western boundaries are the Atlantic and Pacific Oceans respectively. Canadian land area totals 3,851,809 square miles. The easternmost portion of the country is a riverine and maritime environment, consisting of the provinces of Newfoundland, Labrador, Nova Scotia, Prince Edward Island, and New Brunswick.

Canada is bilingual, with both English and French as the official languages. English takes precedence in statutory proceedings outside of Quebec, with English versions of all statutes serving as the final arbiter in disputes over interpretation.

Canada throughout its history might best be described as a nation of nations. Two European colonial powers dominate its history and emergence as a nation: France and Great Britain. In time, Great Britain emerged as the dominant political and cultural force in Canada, but that emergence exemplifies the sense of compromise and cooperation on which Canadian social identity is founded. Great Britain, and later English Canada, came to be and remain the most powerful part of the Canadian cultural landscape. However, this dominance and power exists in a system of joint cultural identity, with French Canada, in Quebec and in other parts of eastern Canada, remaining a singular and distinctive cultural entity in its own right.

Overcoming the Differences

Cultural differences outlined in this chapter represent only a few of the challenges in communication between armies/countries. In order to overcome them, it is necessary to first see them clearly and objectively. This may be best viewed as a learned skill. Secondly, there is great value in better understanding how you, as an individual, are being perceived by partner nation counterparts. This often connotes a challenge in self-awareness.

Thirdly, one needs to use effective cross-cultural communications. To enhance relationships and effectiveness, it is invaluable to possess the ability to converse in English with non-native English speakers by having a working knowledge and understanding of the language used by the non-native English speakers. This is a two-way street having proven results. Soldiers share a rich and unique culture which is common to military personnel from virtually all nations of the globe. Within the CAA this fact serves to overcome many otherwise difficult problems arising from cultural differences.



Figure 1-2. Conference attendees.

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Chapter 2

History of the Conference of American Armies

The Conference of American Armies (CAA) is an international military organization created in 1960 with the purpose of creating a forum for the exchange of experiences and ideas between the armies of the Americas. It is integrated and run by the armies of the continent with authorization from their respective governments.

The CAA program facilitates continuous and active engagement with many partner nations on select specialized topics assigned by CAA army commanders. The well thought-out activities making up the CAA program have proven, over time, to encourage the type of dialogue and insights necessary to address multinational contemporary issues, as well as promote critical thinking to identify areas for future consideration.

Emphasizing its objectives, the CAA refers to the common aspects between the member armies and the practical initiatives aimed to improve interoperability and ensure creativity amongst its members.

The site of the cycle-hosting army headquarters for the CAA changes each biennium and has a Permanent Executive Secretariat of the CAA (PESCAA) organized by the hosting army. The main purpose of the PESCAA is to ensure the member armies are in compliance with the approved regulations of the CAA and the agreements signed by the member commanders in the previous cycle. In other words, the PESCAA performs as a catalyst for the events of each cycle.

As of 2016, the CAA consists of 20 member armies, five observer armies, one special observer army, and two international military organization observers (see Chapter 4).

The two-year cycle of activities undertaken by the CAA includes the following:

- Collecting topics they want to pursue in following years.
- Conducting specialized conferences and exercises.
- Establishing ad-hoc committees.
- Organizing a preparatory conference.
- Organizing the commander's conference of the CAA.

The commander's conference is the final event of the CAA and the two-year activities cycle. Recognized as the premier event of the cycle, it is normally attended by the following distinguished participants:

- Commanders or the chiefs of staff from member and observer armies.
- President of the Inter-American Defense Board (IADB).
- President of the Conference of Central American Armed Forces.
- Other select military and civilian dignitaries.

CAA Achievements of the Past 10 Years

Since 1960, when the CAA was formed as an international military organization, its main goal was the promotion of the integration among American armies. Since its founding, the CAA has attained achievements of great significance, to include the following:

- Development of a permanent exchange of defense-related information of common interest.
- Strengthening of integration and collaboration between the American armies through the propagation of military culture and national values.
- Fostering of unity and the strengthening of inter-American friendships that have increased mutual trust among the armies on the continent.

The success the CAA has enjoyed over the years has allowed it to confront new challenges and prepare for possible scenarios that will face the member armies of tomorrow.

CAA Membership

CAA is an international military organization. Comprised of and led by the armies from the American continents (North, Central, and South America, as well as the Caribbean area) with the authorization of their respective governments. Mutual agreements to aims, structure, and functions can be found at <http://www.redcea.com>, under the "About the CAA" tab.

Founded in 1960 as an international organization for army commanders in the Western Hemisphere, today the CAA operates independently under its own approved by-laws and regulations. These are regularly reviewed and updated by CAA-member army commanders (latest update occurred in the XXXI Cycle).

The 20 member armies of the CAA are: Antigua and Barbuda, Argentina, Bolivia, Brazil, Canada, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru, Trinidad and Tobago, United States, Uruguay, and Venezuela.

The five observer armies of the CAA are: Barbados, Belize, Guyana, Jamaica, and Suriname. The two international military organizations, which enjoy observer status, are the Conference of Central American Armed Forces and the IADB.

The Army of Spain was admitted to the CAA as a special observer army following the approval of the army commanders during the XXXI Cycle's Commanders' Conference in Bogotá, Colombia, in November 2015.

Flags representing CAA member armies, observer armies, and international military organizations can be found in Appendix C.

CAA Cycle Methodology

The CAA conducts a two-year cycle of specialized conferences/exercises hosted by different member armies (host army volunteers) that culminates in a preparatory conference. This conference reviews the accomplishments of the previous two-year cycle and approves the agenda for the forthcoming Commanders' Conference of the CAA (CCAA).

The CCAA is conducted by the army hosting the PESCAA for that cycle. The hosting of the PESCAA is voluntary and rotates between nations every two years. Nations assuming PESCAA lead will serve as the CAA headquarters responsible for coordinating all CAA activities including hosting the preparatory and commanders' conference.

Each cycle has a mandatory theme approved by the member army commanders at the previous cycle's commanders' conference. This theme provides a guiding vision for all CAA activities during the two-year cycle. The XXXII Cycle (2016-2017) theme is: "The role and contribution of the CAA member armies in interagency operations in response to emerging challenges to defense of the Americas, considering their legitimate differences in capabilities, roles, and legal framework of each country."

CAA Conference Objectives

In order to heighten cooperation and integration between the member armies and to contribute to the security and democratic development of all member armies, the following must occur:

- Identify subjects of mutual interest in the field of defense that do not go beyond the limits of decision of the member armies commanders (this makes it possible to include further topics that may become part of the CAA aims).
- Increase the cooperation and integration between all member armies.

- Find the common aspects between the member armies and establish steps for better interoperability and understanding among them.
- Create, update, and provide updated and useful products for the member armies.

CAA Organization

The main goal of the CAA is to “strengthen integration and cooperation amongst the American armies/protection from threats to peace, democracy, and freedom.” Enabling this goal are the following key components:

- Chairman
- Secretary-general
- Permanent Executive Secretary (PES)
- Member army liaison officers
- Observer army liaison officers
- Observer military organizations and their respective liaison officers
- Special observer army liaison officer

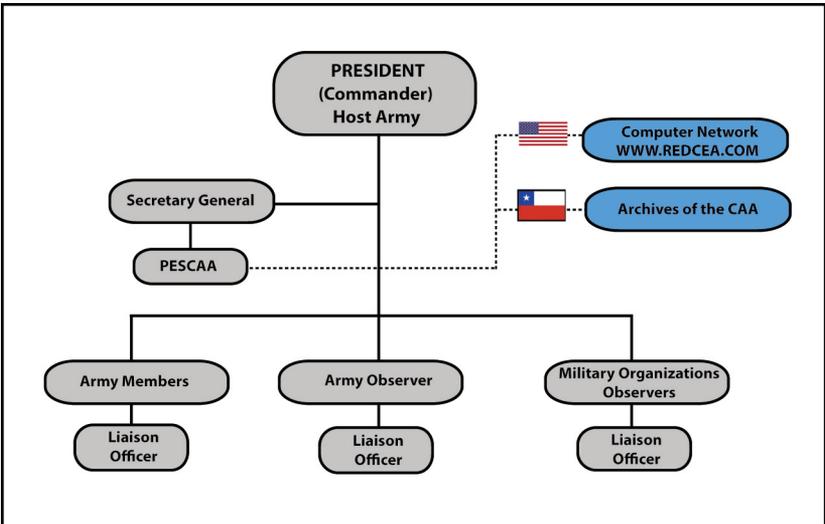


Figure 2-1. The CAA organizational chart.

The cycle host army provides the chairman, secretary general, and PES. They additionally enlist the cooperation of the military attachés. Member armies, observer armies, and observer military organizations participate

through their liaison officers and delegates, who take part in the various cycle conferences and meetings.

The aim of the CAA is the analysis, debate, and exchange of ideas and experiences related to matters of common interest in the field of defense. Through facilitated and dynamic dialogue, member armies achieve heightened cooperation and integration between their formations. Discussion contributions are from a military thinker's point of view, committed to security and on democratic development of member countries.

CAA Conference Duties and Responsibilities

The following members sit at the "head table":

Chairman. Appointed by the organizing army and responsible for the following duties:

- Chairs the plenary sessions of the conference in accordance with the scheduled agenda.
- Leads and moderates discussions and debates that arise (in which the chairman will take an active part), encouraging interaction by the participants, and guiding discussions toward the proposed objectives.
- Supervises the functions of the working roundtables (organized by topic) and verifying that their analyses/conclusions fall in line with stated proposed objectives.
- Submits all information/topics dealt with previously to the participants for situational awareness (information/knowledge) and approval. This information will be summarized and placed in each member's working folders. These documents will be in Spanish, English, and Portuguese.
- Puts to a vote any matter that arises from the debates and/or other sources that requires members to take action to settle a particular issue.
- Guides the preparation of the conference's final report, which lists the conference's recommendations and conclusions and summarizes its main achievements.
- Sets up any and all working groups in a rational manner in accordance with the particular interests/needs of the member armies.

PESCAA. Host army member (except during the commanders' conference) responsible for the following duties:

- Advise the chairman of the conference regarding all regulatory matters and the main purpose of the conference.

- Stand-in for the chairman, should he be absent for any reason during the conference.

Conference Secretary. A representative of the organizing army. His main duties include, but are not limited to, the following:

- Advise the conference chairman on conference planning and the agenda.
- Ensure all formalities are respected as the conference unfolds
- Provide all documents necessary for conducting the scheduled day's work/agenda to the "head table" members.
- Check for the proper distribution of documents in each delegate's working folders. Documents should be provided in each delegate's respective language, in time for them to be studied and acted on. The documents include:
 - Copies of any/all briefings and speeches to be presented.
 - Copies of each conference day's agenda.
 - Copies of the minutes (summarized) each time a meeting is held.

Reporters in Committees and Planning Sessions. These individuals are appointed by the organizing army of the conference. Their main duties include the following:

- Prepare the day's agenda for each of the planned sessions, in coordination with the conference secretary.
- Provide continuity to each of the sessions. Direct the development of each session in accordance with all published guidance (notes, script, etc.) and strictly comply with the timetable outlined in the day's published agenda.
- Inform all attendees of the agenda and present the schedule at the beginning of each session.
- Ensure that the agenda is distributed in the working folders of all delegates prior to the start of each session.
- Work in close cooperation with the minutes secretary in drafting/preparing each day's summarized minutes.

Minutes Secretary. Appointed by the organizing army of the conference. Main duties include the following:

- Prepare the daily minutes on the session’s topics. Analyze and summarize the main ideas, proposals, and conclusions from the day’s speeches, presentations, etc.
- Ensure the day’s recordings capture all items the chairman of the conference and/or delegates request to be included in the minutes, such as the following:
 - Proposals submitted for consideration during the plenary session or in committees. These proposals must be transcribed accurately and completely.
 - Accords, draft accords, conclusions, and recommendations.
 - Results of votes.
 - Amendments to the minutes or other documents (approved by the “head table” members).
 - Other items of interest.
- Check, in coordination with the conference secretary, that the summarized minutes of the previous session are distributed to the head table members and to the delegates prior to the beginning of each session and in the correct required language.
- Obtain the signatures of the head table members and delegates, as needed, for required and finalized documents.

Delegates of the Member Armies

Delegates perform the following duties:

- Present the focus of their respective institutions, provide outlook on the conference’s theme, take part in the debate, and exchange ideas during each session.
- Present proposals, speeches, ideas considerations, and opinions on each topic presented. Their discussions are focused to each topic and contribute to the groups understanding. The conclusions and recommendations of the different events must be consensual; the results must concur with the opinions of all of the armies.
- Suggest new topics for future conferences and offer topics to be addressed in the future.

- Share experiences, offer contributions, and provide lessons learned by their respective armies and organizations in relation to the topics to be discussed.
- Possess the necessary expertise, experience, and/or high degree of knowledge of the topics to be discussed. The outcome contributes to enriching the debate and obtaining a creative, up-to-date, and practically useful product for the CAA members.
- Gather as much information as they can regarding the topics being dealt with and disseminate it among their respective armies or organizations.

CAA Regulations and By-Laws

The CAA regulations and by-laws are tools that aim to standardize and regulate the conduct of CAA members in order to fully comply with the order, guiding principles, and objectives of the agency since its creation in 1960. More information is located under the “About the CAA” tab at: <https://www.redcea.com/SitePages/Home.aspx>.

Mandatory Themes

The mandatory theme is the main topic dealt with during the cycle’s commanders’ conference, albeit its treatment and analysis takes place during the events of the cycle. For each cycle, the commanders in the previous commanders’ conference establish a theme that acts as a focus for orienting the process of analysis, debate, and exchange of ideas that goes on in the different events of the organization. The approved mandatory theme is intended to frame concise, holistic, yet flexible topics of common interest. This will be included in the input process of the organization during the cycle.

The mandatory theme for the current cycle, XXXII (2016-2017) is:
“The role and contribution of the CAA Member Armies in interagency operations in response to emerging challenges to defense of the Americas, considering their legitimate differences in capabilities, roles and legal framework of each country.”

Aims or goals for the current (2016-2017) cycle, and the immediate past cycle (2014-2015) include the following:

United States, 2016-2017

- Exchange information among member armies on their experiences, lessons learned, and processes developed in the use of the capacities of the land force during interagency operations, to avoid duplication of

efforts, the dispersion of resources, and achieve efficient and effective solutions.

- Continue the work performed in XXXI Cycle of the CAA, in relation to the following:
 - Aid disaster operations.
 - Interagency operations.
 - Special interest group-CAA training.
 - Practical and training exercises on explosive devices.

Colombia, 2014-2015

- Give continuity to the tasks performed in the XXX Cycle of the CAA, in relation to peacekeeping and disaster relief operations.
- Exchange experiences about new challenges to the defense of the hemisphere; the role performed by the army members to face these challenges; identifying possible procedures and mechanics of cooperation; and assessing the relevance in developing the same capacities of the army members.
- Carry out studies with relation to the foundations, experiences, and conclusions reached when broadening the traditional role of the armies before new challenges to defense that may show up in the 21st century.
- Study the roles of the army members in disseminating the knowledge/ experience exchanged related to interagency operations and identify the competences and capabilities more suitable to modern day armies. This was decided and voted on at the XXX Cycle Commanders' Conference in Colombia.

Chapter 3

Member Armies

Member armies are those armies that take part in all of the Conference of American Armies (CAA) activities and jointly adopt whatever decisions are made by the organization. Their delegates are entitled to attend, vote, and voice their opinions at all participatory levels of the CAA.

Members will have total access to the information processed by the organization. This includes information placed on the restricted page of the CAA Information System Network and services it offers. This allows member armies to share and take advantage of whatever information is divulged within the organization.

The following countries are full members of the CAA: Antigua and Barbuda, Argentina, Bolivia, Brazil, Canada, Colombia, Chile, Ecuador, El Salvador, United States, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru, Dominican Republic, Trinidad and Tobago, Uruguay and Venezuela.

The member armies have, at a minimum, the following obligations:

- Act voluntarily as host army of one or more cycles of the CAA, assuming the responsibilities and duties discussed in this bulletin.
- Act voluntarily as the organizing army of one or more of the events — specialized conferences, exercises, ad-hoc committees, specialized studies, and other official activities in a cycle — either permanently or temporarily in accordance with what is provided in the approved by-laws and regulations.
- Take part, through its delegates, in the official events organized by the CAA, complying with the permanent provisions established in the CAA-approved by-laws and regulations and those that are issued by the Permanent Executive Secretariat of the Conference of American Armies (PESCAA) for coordinating that participation.
- Issue the opinions of its army with regard to certain topics that will form part of consolidated analysis documents, within the deadlines and terms requested by the PESCAA.
- Comply with the terms established in the signed accords, notifying the PESCAA, during the cycle, of any difficulties or inability to meet their obligation(s).
- Establish at their corresponding staff headquarters, a liaison office for contact with the PESCAA, in accordance with the approved by-laws and regulations.

- Bring to the attention of the CAA any army that wishes to join the CAA and participate in its activities.
- Bring to the attention of the CAA the exclusion of an army and/or military organization and member of the CAA that does not comply with the organization's approved regulations.

Observer Armies

An observer army is an army that has recently joined the organization and holds observer status throughout one complete cycle enabling an ability to find out how the CAA functions. Observers also include those armies that wish to remain observers for a variety of different reasons.

The armies of the following countries are considered to be observers: Barbados, Belize, Guyana, Jamaica, and Suriname.

Observer armies are only required to remain in that status for one cycle in the organization in order to apply for full membership. However, they must take part in at least one specialized conference and one Commanders' Conference of American Armies (CCAA) during that same cycle. The observer army benefits from all the products of common interest that are discussed within and for the CAA.

Observer army delegates can express an opinion, but do not have a vote on CAA matters. Observer armies are signatories to any accords, recommendations, resolutions, minutes, or any other official document of the CAA. Of note, observer armies are obliged to establish a liaison body or element with the PESCAA, similar to what is established for member armies.

Observer Military Organizations

Observer military organizations are those multinational institutions whose members belong to the CAA. These organizations hold the same status as observer armies in the CAA. Currently, the observer military organizations include: The Inter-American Defense Board and the Central American Armed Forces Conference. They take part in the specialized conferences, exercises, and the CCAA in accordance with all approved by-laws and regulations. These organizations may send delegates who attend and voice an opinion; however, they are not entitled to vote. Their presence is limited to only obtaining experience. Moreover, they may not sign any accords, recommendations, resolutions, minutes, or any other CAA document. Observer military organizations are required to establish a liaison body or element with the PESCAA, similar to the one established by member armies.

Liaison Officers

The liaison officer (LNO) plans and executes the recommendations, instructions, resolutions, and accords that are voted on and approved from the conferences held during a cycle. Their actions are in accordance with their own army's regulations. LNOs provide a continuous flow of information between the PESCAA and their respective armies in order to coordinate its army's actions in matters relating to the CAA.

The liaison office is an "organization of a permanent nature." The LNO appointment must be held for the duration of one cycle of the CAA. This helps the LNO become fully aware of the CAA's activities and enables this person to properly advise his/her commander and the delegates who will participate in the events during the cycle.

The liaison office's organization must have at least one senior officer and an experienced noncommissioned officer devoted exclusively to this task. The liaison office should be subordinate, if possible, to the highest echelon of each member army. Member armies that provide LNOs with clear commander instructions and understood authority levels are the most successful. This includes, but is not limited to, ensuring LNOs are furnished with the following:

- Commander's guidance.
- Commander's critical information requirements.
- Range and limits on decision-making authority.
- Reporting requirements (both time and event driven).
- Reporting times.
- Communication means to both receive and transmit information.

The LNO is considered to be the main point of contact between his army and the CAA. As such, the LNO must be fully aware of the organization's activities, regulations, and by-laws. Whenever possible, the LNO should attend all scheduled events of the cycle. The main duties of the CAA LNO are listed below. This list is not all-inclusive.

General LNO Duties

The LNO performs the following actions:

- Serves as the CAA expert in his army.
- Keeps his commander/chief of staff informed on the development of the CAA's activities.
- Coordinates and prepares the delegation that will represent his army at the various CAA events.

- Coordinates at the different echelons of command of his army and complies with the accords resulting from the different CAA conferences.
- Requests the financial resources and materials needed for attending the diverse activities of each cycle.
- Coordinates and supervises relations between his army and the CAA.
- Coordinates and utilizes the distance learning program (via the Internet).
- Contributes to the development, growth, and understanding of the initiatives of the cycle.
- Ensures all documentation conforms to CAA regulations.
- Safeguards and maintains archives of documentation resulting from the events and routine exchanges with the PESCAA. (When replaced, the LNO ensures all cited documents are handed over to his replacement.)
- Interprets his commander's directives taking into account his own army rules and regulations, as well as CAA regulations.
- Keeps the commander of his army apprised of any new alternative techniques and methodologies that enhance the performance of the organization.
- If unable to attend a CAA function, the LNO ensures that he obtains copies of all documents that were produced during the unattended event.
- Transmits and shares pertinent lessons and best practices of his army via the CAA Information Systems Network.



Figure 3-1. Conference of American Armies LNOs.

LNO Relationship with PESCAA

Each LNO's relationship with PESCAA includes the following:

- Facilitates the exchange of information between the LNO's army and the PESCAA.
- Gathers, classifies, and acts on information received from the member armies and the PESCAA.
- Orients work schedule based on the PESCAA activities plan to ensure participation in activities, exercises, and/or conferences.
- Coordinates all correspondence intended for the PESCAA, including all contributions for the CAA bulletin.
- Keeps PESCAA continually informed/updated with telephone numbers, e-mail addresses, access codes (if required), addresses, and any other means of communicating with his army's liaison office. The LNO also advises PESCAA of any new personnel appointments related to the CAA.
- Supports the PESCAA in administrating, coordinating, implementing, and supervising all actions executed by the member armies during events.

Preparatory Meeting

The LNO conducts the following preparatory meeting actions:

- Prepares and/or coordinates all documentation/briefings that will be addressed by his army.
- Plans, organizes, and coordinates the presentation documentation related to the events hosted by his army.
- Participates in the plenary sessions, representing his army during all discussions and votes.
- Conducts the preparatory meeting at least two months prior to holding the CCAA.

Commanders' Conference

The LNO provides the following support to the commanders' conference:

- Advises the commander on the topics to be discussed and voted on in the CCAA.
- Advises the commander, upon request, on the topics to be discussed in the bilateral meetings.
- Defends/explains the position of his army regarding different topics and proposes recommendations on possible courses of action to obtain decisions from his army commander.
- Executes the bilateral and multilateral accords agreed to during any CCAA that involve his army.
- Participates, at the army level, in the planning and implementation of recommendations, instructions, resolutions, and accords resulting from decisions voted on and agreed to from the cycle's CCAA.
- Participates in the accords committee, specialized conferences, exercises, studies, and other proceedings:
 - Prepares and/or coordinates the documentation associated with the topics discussed from his army during all upcoming events.
 - Plans, organizes, and coordinates events when his army is the sponsor/organizer, requesting the support of the PESCAA within the terms set forth in the by-laws and regulations.
 - Coordinates the appointment of and preparation for his army's delegate(s) in accordance with deadlines and other conditions established for each event.
 - Ensures all documentation pertaining to all events is up-to-date and relevant.

When agreed to by the CAA commanders, the PESCAA will prepare the “Combined Appraisal of Threats to Peace and Stability on the Continent” (known by its Spanish acronym, ACAPEC), with the exception of paragraph 4 of Annex A of the ACAPEC. Member armies are required to answer the questions in paragraph 4 of the ACAPEC. This includes evaluating the threats listed in that section, which may affect their country over the next two years. It is essential that member armies rank the threats from most to least damaging, so the PESCAA can complete the rest of the assessment. LNOs are to submit the resulting information when requested by the PESCAA to the operations/intelligence officer.

All communication between the CAA and its member armies must be submitted into the CAA Information System Network. In order to be effective, the liaison office should be outfitted with the following equipment (at a minimum):

- Telephone and fax machine with international capability.
- Computer and all peripherals compatible with the model(s) and programs adopted by the CAA and the PESCAA.
- Secure Internet access to the CAA Information System Network and an unclassified e-mail address.

Mandatory Theme for the Upcoming Cycle

The mandatory theme approved by the army commanders aims at the most pressing issues facing the member armies. This normally includes topics of common interest projected to be introduced and addressed during the upcoming cycle. Accordingly, before every new cycle, the army commanders in the current cycle establish a theme that focuses the analysis, debate, and exchange of ideas throughout the upcoming cycle. This mandatory theme is the main topic dealt with during the current cycle’s CCAA, although its treatment and analysis takes place during the events at the upcoming cycle. Once the CCAA mandatory theme is defined, the specific events and their respective themes and objectives will be established for the upcoming cycle.

CAA Cycle Events

The CCAA is the conference’s deliberate and resolute body — it is the most important event of the cycle. The CCAA is where topics of common interest are discussed and the commanders make decisions that guide them during the upcoming cycle. Of note, the mandatory theme dictates the total number of events required during the upcoming cycle in order to address specific areas. For example, these events might cover specific aspects of the mandatory theme or activities that identify critical areas of an army’s daily duties, such as civil affairs, training and education, logistics, science and technology, and operations. The commanders may decide to study,

discuss, or debate other topics not linked to the mandatory theme, but are of significant interest to the organization.

The CCAA will be held every two years by the host army. It is the conference's most important activity. Its core objective is to debate, analyze, and exchange experiences related to the mandatory theme, which arises from the list of generic defense topics.

The CCAA is identified by the Roman numeral for the cycle in which it is being conducted. Besides the conferences mentioned in Article 108 (of the CAA by-laws), the CAA may call, with the approval of specific clauses, extraordinary meetings; symposia; courses; working group meetings; ad-hoc committees; indoor or terrain exercises, either with or without troops; and any other types of activities of interest to the member armies. In order to minimize costs, member armies will give priority to the use of military facilities for holding a conference. In the event the facilities are not suitable, member armies will rent hotel meeting rooms or other suitable facilities. The CCAA will be held at the end of the second year of each cycle of the CAA.

The preparatory meeting for the CCAA must be held at least two months prior to holding the CCAA. However, other specialized conferences and official events may be held anytime after the new Permanent Executive Secretariat (PES) takes office, but before the preparatory meeting convenes. All specialized conferences can last a maximum of five days, which includes the arrival and departure days of the delegations.

The PESCAA, in coordination with the member armies, presents the following draft accords in the preparatory meeting, for approval during the CCAA:

- Conclusion and final recommendations of the current cycle's events.
- Mandatory theme of the next cycle.
- Organizing armies, dates, themes, and objectives of the next cycle's events.
- Host army of the next cycle.
- Other accords regarded as necessary.

From the mandatory theme chosen, there might be specific aspects that require in-depth treatment because of their importance or interest in enlarging or enriching the mandatory theme. These specific matters result in a number of events that are spin-offs from the mandatory theme.

Together with the approval of the theme for the following cycle, the number of events and the specific topics they address will be decided during the CCAA.

The conclusions and recommendations of the events of the cycle are presented by a representative of each organizing army. The chairman of the CAA is the chairman of the CCAA and the secretary general of the CAA acts as secretary of the CCAA. The committee presenters are the highest ranking officers in the working committees established during the CCAA. The minutes secretaries and the rapporteurs are, preferably, officers with the rank of colonel or lieutenant colonel, appointed by the host army.

The final conclusions of the cycle and the mandatory theme proposal for the next cycle are presented by the host army at the CCAA, as accorded in the preparatory meeting. For that, the CAA Events Organization Guide may be used.

During the course of the CCAA, the commanders, LNOs, and delegates are distributed among the various committees with specific responsibilities. Some of the possible committees and meetings held during the conference include the accords committee, plenary session(s), final plenary session, bilateral or multilateral meetings, and a meeting reserved for the commanders. This conference also includes inaugural and closing ceremonies. During the latter, the closing words are given by the commander of the host army of the next cycle.

The Ad Hoc and Specialized Studies Committees

Matters that are more complex, or which cannot be readily resolved, should be submitted for study by an ad-hoc committee(s). Ad-hoc committees will work for a specified time during the next cycle through face-to-face or virtual meetings, or both. Specialized studies may be initiated to consider other matters of common interest.

Meetings and Events

The required events held during a typical cycle of the CAA include the following:

- The preparatory meeting for the CCAA and the actual CCAA event.
- Specialized conferences.
- Ad-hoc committees.
- Exercises.
- Specialized studies.

Apart from the events mentioned earlier, other types of extraordinary events may take place. In general, the conferences and committees shall observe the following basic organization and program fundamentals:

Plenary Session Organization

The following personnel are members of the plenary session:

- Head table members.
- Chairman of the conference (appointed by the organizing army).
- PES of the CAA host army.
- Conference secretary (appointed by the organizing army).
- Speaker (appointed by the organizing army).
- Minutes secretary (appointed by the organizing army).
- Delegates (specialists) and LNOs (from member armies, observer armies, or observer military organizations).
- Support personnel (interpreters in Spanish, English, and Portuguese; secretaries; audio/visual system operators; and representative of the PESCAA).



Figure 3-2. Conference delegations.

Plenary Session Program Fundamentals

The plenary session program exhibits the following fundamentals:

- Conducting an inauguration.
- Reading of the day's agenda.
- Introducing the delegations taking part.
- Directing the PESCAA presentation covering the development of the agenda of the corresponding CAA cycle and matters of interest for member armies.
- Offering aspects relating to the methodology that will be followed during the course of the conference (the organizing army's responsibility).
- Providing presentations by guest speakers.
- Closing of the session.

Committee Organization

The committee is organized as follows:

- Board (host army).
- Presenter (chosen by the working committee).
- Subject matter experts (guests of the organizing army and PESCAA).
- Minutes secretary (appointed by the organizing army).
- Delegates (from member armies, observer armies, observer military organizations, and/or special guests).
- Support personnel (interpreters in Spanish, English, and Portuguese languages; secretaries and/or representatives of the PESCAA).

Conference Program Fundamentals

The conference program presents the following fundamentals:

- At the discretion of the host army, all conferences may begin in plenary sessions with presentations by expert panelists, giving rise to working groups (round tables) where the topics are discussed in depth.
- Working groups present their findings in conclusions and recommendations regarding the topic under discussion.
- A plenary session is that part of the meeting or conference attended by all delegates.
- The first meeting of the conferences is called the "Inaugural Session." It is conducted in a solemn manner and consist, in principle, of the following program:

- Opening speech of the conference provided by the authority chosen by the organizing army. The inauguration of conferences, especially the army commanders' conference, may remain fairly flexible, with activities organized at the discretion of the host army.
- Presentation of the authorities presiding over each conference.
- The national anthems of the host country and the organizing country, when the conference is organized by another army.
- The first plenary session is organized as follows:
 - Inauguration.
 - Reading of the day's agenda.
 - Presenting the delegations taking part.
 - The PESCAA's presentation covering the development of the agenda of the corresponding CAA cycle and matters of interest for the member armies.
 - Presenting aspects relating to the methodology to be followed during the course of the conference (the organizing army's responsibility).
 - Presentations by guest speakers.
 - Closure of the session.
- Working sessions are confidential and are attended by the following persons:
 - All delegates from each of the member armies who may voice an opinion and cast a vote (only one delegate from each member army may cast a vote).
 - Delegates appointed by the observer armies and observer military organizations are entitled to voice an opinion, but do not have voting authority.
 - The guest speakers may voice an opinion, but have no vote.
 - The attendees invited by the host army, or organizer, do not have a voice nor do they have a vote on any subject.

Closing Session

This is the last session of the conference. In line with the inaugural, it will be solemn in nature and consist of the following activities:

- Debate and approval of conclusions and recommendations.
- Closing speech by the host or organizing army of the conference. In the case of the commanders' conference, the host army for the next cycle is responsible for providing a speaker.
- Signing of conference documents.
- The national anthems of the host army and the organizing army, when the conference is organized by another army.

The "Order of the Day" is a list of activities that is completed during each conference session. It is prepared by the speaker and submitted for approval to the delegates by the chairman. The Order of the Day, among other topics, shall deal with the following:

- Opening the session.
- Reading and approval of the day's agenda.
- Topics to be debated.
- Discussions scheduled.
- Presentation of reports, conclusions, recommendations, and accords.
- Closing the session.

Debates

The debates are guided in accordance with the following rules:

- All participants who are allowed to voice an opinion may do so, with authorization from the chairman who gives the floor on a first-come, first-served basis.
- During the discussions, the delegates may ask for any official document to be read which refers to that discussion, in order to clarify the debate. If it is necessary to make corrections to the document in question, the assembly will deliberate those corrections accordingly.
- Only the chairman may interrupt the debate to recommend compliance with the provisions scheduled or regulated.
- The chairman may call to order any delegate who interrupts another delegate during a debate.
- Any delegate may present a proposal again, even if communications were previously withdrawn, because the application is approved by two-thirds of the participating delegates present in the event. It shall happen only once.

- The moment an observation is presented, the chairman attempts to resolve it immediately, applying the clauses established in these regulations.
- Once the discussion is over and before the corresponding votes have been cast, no delegation may ask for the floor, except to ask for the vote to be a nominal one.
- When a topic is being discussed in one or more sessions, the chairman, on the request of any delegation entitled to voice an opinion and to vote, consults the plenary to find out if it is totally aware of what the topic entails. If, as a result of a simple majority, the answer is affirmative, all discussion on the topic will be closed and voting will begin.

Official Voting

The head of the delegation states the delegation's vote in a strong voice. The result of the voting is recorded in the corresponding minutes, identifying the delegations and how they voted (this type of vote may be requested by the plenary upon a member army's request).

During plenary sessions, no subject/topic may be submitted to a vote without having two-thirds of the participating delegates present. No delegate may interrupt a vote, except to make a point of order regarding the procedures adopted for the vote.

Approval of any proposal, requires the affirmative vote of the following quorum:

- **Plenary Sessions.** At least two-thirds of the delegations of the member armies participating in the conference must be present.
- **Committees.** A simple majority of the delegations of the member armies present for that committee meeting.

Any proposal or update may be withdrawn by its proponent prior to the call for a vote. Once two or more updates to a proposal have been proposed, the update that was proposed first, and is furthest from the original text, will be voted on first. This will be followed by the remaining updates, using the same criteria for voting. In the case of any qualms, the order in which the updates were proposed will be observed. Proposals may be voted on, part by part, or in their entirety. This will be based on what is requested by one of the member armies. However, a proposal that has been approved in parts/sections will be submitted and voted on as a whole. Proposals that had all updates rejected will not be voted on. The chairman, with the assistance of the secretary, will announce the results of the vote taken, declaring the number of votes for and against, as well as any abstentions cast.

All official voting is based on the following criteria:

- A vote is an act whereby each delegation of member armies declares its intent.
- Voting is a collective act whereby the plenary shows its intent.
- At plenary sessions of the conferences and in committees, each delegation of the member armies is entitled to only one vote.
- Observer armies may voice their opinion on a matter, but they do not have voting privileges.
- No proposal may be voted on without prior discussion.
- Once all discussion on a particular topic has concluded, all proposals that have been presented, complete with updates, will be submitted to a vote.
- Any delegation may abstain from voting.
- Two types of voting are used: ordinary and nominal.
 - **Ordinary Voting.** Each delegate's intent is shown in a pre-agreed manner, normally by raising his hand or some other suitable way. Any delegate may ask that his vote be recorded in the minutes.
 - **Nominal Voting.** The speaker announces each member army in the order set forth in Article 11, subparagraph "c" of the CAA regulations and by-laws.

Article 11 Procedures

When more than one army is applying to sponsor a cycle, the procedure to be followed for choosing the host army will be conducted in accordance with the following criteria in order of priority:

- The army that has not been host before.
- The army that has been host the least number of times.
- Finally, and as a last resort when faced with the impossibility of deciding, votes will be cast and the army that achieves an absolute majority of votes will be the one chosen.

Duties of the Head Table Members

Chairman

The chairman is appointed by the organizing army and has the following duties:

- Chair plenary sessions of the conference in accordance with the scheduled agenda.
- Lead and moderate discussions/debates that arise in which the chairman takes an active part, encouraging interaction by all the participants and guiding discussions toward the proposed goals.
- Supervise the functions of the working round tables (working groups) that are organized by topic, verifying that their analysis and conclusions fall in line with the aims proposed.
- Submit for the information and approval of the participants all information dealt with the previous day, which shall be added to their working folders.
- Put to a vote all topics/matters that arise from the daily debates or other sources that require a vote.
- Guide the preparation of the report on the recommendations and conclusions that summarizes the conference's main achievements.
- Set up working groups in a rational manner in accordance with the member armies particular interests.

Permanent Executive Secretary

Main duties of the PES of the host army (except during the CCAA) are:

- Advise the chairman of the conference regarding regulatory matters and the aim of the conference.
- Stand-in during the absence of the chairman.



Figure 3-3. Members at the head table discuss conference topics.

Conference Secretary

The conference secretary is a representative of the organizing army and has the following main duties:

- Advise the conference chairman on planning and the daily agenda.
- Ensure all rules and regulations are adhered to during the formal proceedings of the conference.
- Ensure that the head table has all documents necessary for conducting the daily conference agenda.
- Check the proper distribution of the following documents in the working folders of each of the delegates (documents must be in each delegate's native language, in time for them to be studied and acted on):
 - Subject matter expert briefings.
 - Daily agendas for the conference.
 - Meeting/conference minutes.

Conference Rapporteur

The conference rapporteur researches and presents official reports on particular subjects. The rapporteur, whether in the plenary sessions or committees, is appointed by the organizing army of the conference. His main duties include the following:

- Prepare, in coordination with the conference secretary, the day's agenda for each day of the conference.

- Give continuity to each session, speaking in accordance with his established notes and strictly complying with the timetable stipulated in the day's agenda.
- Inform all attendees of the agenda to be followed at the beginning of each session.
- Check that the agenda is distributed in the working folders of all delegates prior to each session.
- Update the participants with respect to the times listed in the general agenda during round table/working groups.
- Work in close cooperation with the minutes secretary in drafting the daily conference summarized minutes.

Minutes Secretaries

Minutes secretaries are appointed by the organizing army of the conference. Their main duties include the following:

- Prepare daily, in coordination with the rapporteur, the day's summarized minutes regarding the topics discussed during the session. Additionally, to act as analysts by extracting the main ideas, proposals, and conclusions from all briefings and meetings.
- Retain on record all minutes/briefings that, on the request of the conference chairman or a delegate, are to be included in the daily minutes, such as the following:
 - Proposals submitted for consideration during the plenary or from a committee meeting.
 - Accords, draft accords, conclusions, updates, and recommendations.
 - Results of all voting.
 - Amendments to the minutes or other documents (approved by the members of the head table).
 - Other topics of interest that were raised.
- Check, in coordination with the conference secretary, that the daily minutes of the previous session are distributed to the members of the head table and to all delegates prior to the beginning of each session.
- Obtain the signature of the members of the head table and of the delegates in the final document of the conference or as necessary.



Figure 3-4. Minutes secretaries.

Delegates of the Member Armies

Delegate participation is restricted to presenting how their respective institutions focus on the conference's theme, taking part in the debate, and exchanging ideas during the session. They will present proposals, ideas, and opinions on the main topic which arise out of debate and an exchange of experiences. Finally, delegates will sign the minutes and any other pertinent documents. The conclusions and recommendations of the different events must be consensual and the result of the opinions of all of the armies.

Delegates may offer experiences and lessons learned by their respective armies in relation to whatever topic is being discussed. It is, therefore, important that all delegates have the necessary expertise and/or a high degree of knowledge of the topic which will contribute to enriching the debate and obtaining an output that is creative, up-to-date, and useful to the armies. The delegates should also be prepared to suggest new topics for future conferences. The topics must be presented showing their relevance, objectives, implications, and importance with regard to the mandatory theme. Delegates are responsible for gathering as much information as they can regarding the topics being dealt with and disseminating that information among their respective armies or organizations.

Presenters and Special Panelists

Presenters

A presenter of a group is chosen from among the participants of a working group, or is previously appointed by the organizing army to initiate the arrangements. A presenter's main duties include the following:

- Chair the working sessions of the group.
- Moderate discussions and give the floor to the delegates on a first-come, first-served basis, encouraging debate and guiding the discussions toward the aim's purpose.
- Put to a vote all matters that arise out of the debates or other forums that require group approval.
- Guide the preparation of the report on the working group's conclusions, which shall be handed over to the chairman of the conference.
- Appoint one of the members of the group to present the report on the conclusions and recommendations during the plenary session held for that purpose.

Special Panelists

Special panelists may be invited by the organizing army of the conference. They will be responsible for giving a presentation based on the mandatory theme. They shall have deep knowledge and experience in the subject presented. The aim of the presentation is to establish the theoretic and conceptual frameworks of the theme, so as to guide, encourage discussion, and foster debate by the participants.

The various specialists are to present different approaches to the topic and should, therefore, be in close contact with each other during the preparation period in order to avoid repetitions and a duplication of focuses. This coordination of approaches is the responsibility of the PESCAA in coordination with the organizing army, which provides the guidelines to the specialist in a document explaining the aims and implications of the topic in question. The special panelists coordinate their actions with the organizing army of the conference and with the PESCAA. They may take part in the working sessions of the committees in order to enrich the discussions and debates.



Figure 3-5. Delegation briefing.

Event Procedures

The member army organizing an event will have the following responsibilities:

- Managing the event — from the agreement to host it, what occurs during the CCAA, until the presentation of the final conclusions and recommendations in the next CCAA. Thus, that member army will be the coordinator responsible for adopting all measures for complying with the theme approved, as well as carrying out all activities arising out of the cited theme.
- Inviting all CAA members, plus any special guests, as applicable to the event.
- Requesting the chairman of the CAA identify the participation of American armies that are not members, six months prior to the conference. The PESCAA consults with the member armies. If the application is approved by a two-thirds majority, the PESCAA notifies the interested army that its first participation in the conference will only be as an observer army.
- Inviting, if necessary, armies and military organizations from other regions of the world similar to the CAA, only after consultation with the member armies through the PESCAA.

- Soliciting civilian or military experts, on active service or retired, to present their points of view on the topics to be discussed during the event, in order to encourage debate among the participants. The number of experts will be the minimum needed to explore the proposed theme. In the exceptional case where there is more than one topic, two experts per topic shall be required.
- Sending conference invitations to the appropriate participants three months prior to the date of each conference.
- Sending the following documents to the participants 30 days prior to the conference:
 - Brief background information on the event.
 - A preliminary working agenda.
 - A list of event participants.
 - Previous studies, questionnaires, composition of work groups, and other aligned materials related to the theme, etc.
- Scheduling the inaugural and closing ceremonies of the event; inviting pertinent authorities and/or dignitaries.
- Ensuring the language used for events is that of the organizing army (interpreters will be available).
- Providing simultaneous interpretation and written translations of all discussions and documentation in the official languages of the CAA (Spanish, English, and Portuguese).
- Organizing all activities planned for the event according to the protocol of the organizing army. The protocol order of priority of flags and other national symbols, as well as how seating is organized, will be the organizing army in the first place designation, followed in alphabetical order (in Spanish) for all other countries taking part. The organizing army may or may not distinguish between member armies and observer members.
- Organizing and maintaining the services of secretaries, simultaneous interpretation, written translation, communications, and any other requirements that are necessary for efficiently running an event.

The CAA members have the following obligations in relation to their participation in the events:

- Reply to invitations to take part in the CAA's activities within 30 days after receiving them.
- Send to the PESCAA and to the organizing army of the events all personal details and transport arrangements of the delegation at least 30 days prior to the event, in order to ease meet-and-greet services by the host army.
- As delegates for the specialized conferences, appoint officers with a rank not lower than major, who are experts in the topics to be dealt with at the events. This ensures they are able to present the focus of their respective armies during the debates.

Military attachés accredited in the host country of an event also may take part in the delegations, at the discretion of their respective armies.

The number of extra participants each delegation brings to any event will be agreed to in a bilateral agreement between the organizing army and the interested army.

Chapter 4

Permanent Executive Secretariat of the Conference of American Armies Mission

The mission of the PESCAA is to serve as the executive, coordinating, and administrative body of the CAA, assisting the host country and the member armies in the planning and execution of conferences and implementing the actions for which it is responsible to set forth in accords, regulations, and other legal instruments. The overarching purpose is to provide continuity to the CAA as an institution.

PESCAA Responsibilities

The PESCAA is responsible for the following:

- Establish within its organization the PESCAA structure in accordance with the army's organizational rules and bearing in mind the recommendations established in these regulations.
- Conduct the planning, managing, executing, controlling, and evaluating of the process that unfolds during the organization's cycle, guided by its aim and whatever accords are adopted by the commanders for the corresponding cycle.
- Organize and manage:
 - The commanders' conference and its corresponding preparatory meeting.
 - Any specialized conference that it volunteers to undertake in accordance with the accords signed for the respective CAA cycle.
 - The chairmanship, general secretariat, and the PESCAA.

Overview of the Involvement of PESCAA

The PESCAA is the body of the CAA that keeps a continuous working relationship with members' armies and military observer organizations that integrate, through the liaison office of each army or military organization.

Cycle Host Army

The member army where the CAA is established is called the host army and remains as such for a period of two years.

The host army will be appointed two years before they are slated to host. This appointment will be conducted during the prior cycle's Commanders' Conference of American Armies (CCAA). The host army is selected from those member armies that volunteered to host the next cycle by submitting their respective applications during the corresponding preparatory meeting.

In the event there are no applications, the member armies interested at a later date may express their intention during the commanders' conference or during the first year of the next cycle. In any event, the final approval must be ratified by the member armies during the CCAA or by means of an extraordinary consultation process led by the PESCAA.

When more than one army is applying to sponsor a cycle, the procedures to be followed for choosing the host army are conducted in accordance with the following criteria in order of priority:

- The army that has not been host before.
- The army that has been host the least number of times.
- Finally, as a last resort, when faced with the impossibility of deciding, votes will be cast and the army that achieves an absolute majority of votes will be the one chosen.

When faced with the impossibility of being able to accept the commitment, the army chosen officially and immediately informs the PESCAA. The PESCAA begins an extraordinary selection process to be conducted within a three-month period. A new host army is proposed and ratified, following regulatory procedures.

An army's refusal does not stop it from being a host in the future. However, armies will abstain from volunteering without a clear understanding of the responsibilities associated with the commitment.

Host Army Responsibilities

The host army is responsible for the following, as well as those responsibilities that it must shoulder as an army and member of the CAA:

- Establish, within its organization, the PESCAA structure according to the army's organizational rules and recommendations.
- Plan, manage, execute, control, and evaluate the process during the organization's cycle, guided by its aims and accords adopted by the commander for the corresponding cycle.
- Organize and manage:
 - The commanders' conference preparatory meeting and the conference itself.
 - Any specialized conference, based on the signed accords for the respective CAA cycle.
 - The chairmanship, general secretariat, and the overall PESCAA cycle.

The newly appointed host army assumes its duties the moment the host army of the previous cycle relinquishes its responsibilities, which should be no more than 60 days prior to the new cycle's start date.

The Permanent Executive Secretariat (PES)

As a permanent organization, the PESCAA will maintain ongoing relations with the armies and military organizations belonging to the CAA through the liaison officer appointed for this specific task by the commander or the maximum authority in charge. The host army shall subordinate for the PESCAA at its highest level of management, facilitating its liaisons with the secretary general, giving whatever support is necessary, bearing in mind that the PESCAA is devoted to looking after CAA interests. The executive secretary, operations/intelligence, public affairs, administrative, and communications officers, together with whatever administrative support personnel and experts are needed, will be appointed by the host army.

The host army of the previous cycle of the CAA will appoint the operations/intelligence officer of the PESCAA to act as the sub-secretary of the PESCAA of the new cycle. Likewise, it will appoint another officer to join the PESCAA to facilitate the continuity of the organization’s functions. The detailed functions of the PES and the personnel working in it are established in Section V of the CAA regulations.

CAA key components include the chairman, secretary-general, PESCAA, member armies, observer armies, observer military organizations, and the respective liaison officers. Their relationship to one another are depicted in Figure 4-1.

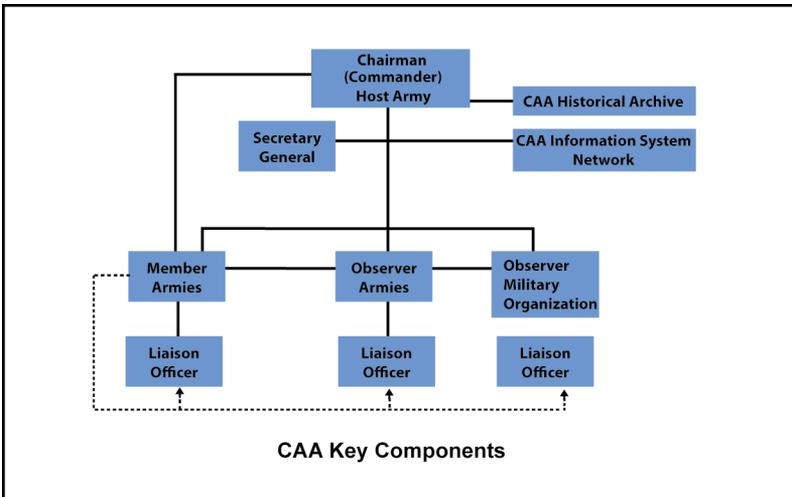


Figure 4-1. Organizational chart for CAA key components.

The cycle’s host army provides the chairman, secretary general, and PESCAA. The host army also enlists the cooperation of the military attachés.

Member armies, observer armies, and observer military organizations participate through their liaison officers and delegates, who take part in the various conferences and meetings.

The CAA Historical Archive is currently under the responsibility of the Chilean Army.

The provider of the CAA Information System Network is currently under the responsibility of the U.S. Army for the XXXII Cycle.

The Chairmanship

The commander or the maximum authority of the host army will chair the CAA. Chairman of the CAA responsibilities include the following:

- Represent CAA interests in all matters related to the organization.
- Establish the main guiding principles and aims for the organization's actions when complying with the objective defined for the cycle (based on the organization's aims and the mandate of the accords adopted by the commanders).
- Manage the organization.
 - Adopting whatever decisions are pertinent to lead the CAA to the right procedures.
 - Submitting, for the decision of the members, those matters that are beyond the chairman's responsibilities.
- Ensure compliance with established regulations and the provisions that arise from the commanders' mandates.
- Serve as the chairman for the CCAA.
- Oversee the process for choosing the new host army of the CAA.

The Secretary General

The secretary general position should be an officer of general rank. The secretary general advises and seconds the chairman in guiding the organization and is responsible for the following actions:

- Participates in the organization's planning, managing, executing, controlling, and evaluating process; and advises the chairman concerning the compliance with the cycle's functions and activities.
- Supervises and guides the activities of the PESCAA.
- Advises the staff of the respective armies regarding compliance with activities by the host army, during the cycle.
- Coordinates with the host army concerning requested support by the PESCAA, which should be devoted to the needs of the activities that are foreseen for the CAA.

- Attends the specialized conferences, as needed.
- Serves as the head of the organizing committee of the CCAA, chairman of the preparatory meeting, and secretary general at the CCAA.

During the CCAA, the secretary general also may include a legal advisor to assist the chairmanship and the delegations.

Transferring the Venue of the Conference

Transferring the stock of material and the organization's official transfer of responsibilities is coordinated between the interested armies during the CCAA. Transferring the stock of material of the PESCAA is done on a date agreed to by the interested armies, but no more than 60 days prior to the new cycle's starting date.

The official transfer of responsibilities to the new host army also is accomplished within 60 days of the new cycle's start date. The transfer is conducted during a solemn ceremony, attended by government and military authorities of the host army, accredited military attachés of the armies of the CAA, and representatives of the army that is transferring the PESCAA. This completes the official transfer and the new host army immediately assumes responsibility of the position.

Appendix A Conference Room Configurations

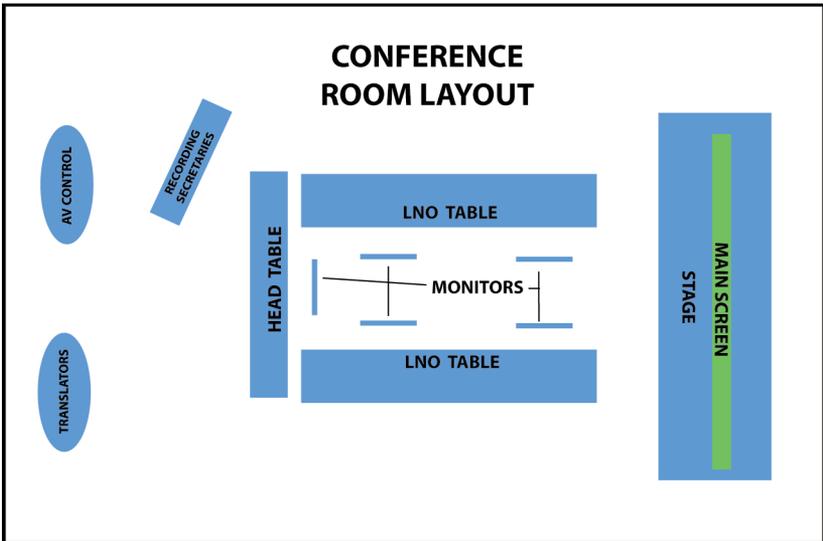


Figure A-1. Conference room layout.

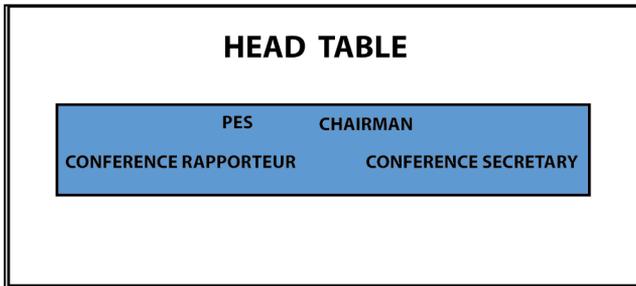


Figure A-2. Head table configuration.

Appendix B

Physical Security

Every activity exhibits security and asset-protection risks. These risks have many faces; effectively mitigating them is not done by luck. Prevention and protection are fundamental parts of effective physical security programs. Problem elimination and mitigation requires the following actions:

- Planning
- Understanding security requirements
- Conditions
- Threats
- Vulnerabilities

Assessing security conditions and planning for the appropriate level of protection start with the basics of risk management.

Physical security contributes to the overall protection of individuals, property, equipment, and information. Sophisticated protective measures, other than physical security, are utilized for the protection of information and people. Physical security measures nonetheless are the baseline and the foundation on which all other security measures are built.

There are three main physical security areas of concern to be considered:

- **Securing Areas.** Facilities and/or properties that operate critical and core business activities should be secured with the following protections:
 - Physical security perimeter.
 - Physical entry controls.
 - Securing offices, rooms, and facilities.
 - Working in a designated secure area.
 - Isolating delivery/loading areas.
- **Equipment and Device Security.** Developing a physical security policy also includes protecting equipment and devices in the organization by ensuring appropriate security measures are considered such as the following:
 - Equipment and device location and protection
 - Power supplies
 - Equipment maintenance
 - Security of equipment off-premises

- **General Controls.** All information should be controlled and protected against unauthorized personnel (disclosure, modification, hacking, or theft). At a minimum, ensure the following actions are performed daily:
 - Clear desks and ensure computer monitors are blank.
 - Remove and/or secure all pertinent property and materials from the area.

How to Develop a Physical Security Policy

Developing a physical security policy for the organization requires planning. Without proper planning, it is possible the physical security policy being implemented will not succeed or endure.

Buying padlocks, alarms, closed-circuit television cameras, and other security devices without identifying strategic locations and barriers is inadequate.

Organizations should consider the following steps:

- Identify the problem, points of entry, barriers, and objectives of the physical security policy.
- Design a layout of the physical security system and discuss other elements with authorized personnel.
- Rehearse, test, and assess the effects of the policy and system.
- Implement and monitor activities.
- Make adjustments as required.

Characteristics of a Good Physical Security Policy

A good physical security policy should include the following characteristics:

- Written in clear and simple statements that can be easily read and understood by all members of the organization.
- Updates and the date of amendments.
- Assessment, review, and approval of key members.

Remember, there is no “one-size-fits-all” solution for physical security. It is an ongoing and developing process. Planning is understandably the most tedious and laborious part of the process. Establishing procedures, rehearsing reactions to physical security breaches, and keeping records on physical security inspections are key components of a strong physical security program.

Appendix C

Members of the Conference of American Armies, International Military Organizations, and Observer Armies

The following 20 flags represent the military members of the Conference of American Armies (CAA):

 <p>Antigua and Barbuda</p>	 <p>Argentina</p>
 <p>Bolivia</p>	 <p>Brazil</p>
 <p>Canada</p>	 <p>Chile</p>
 <p>Columbia</p>	 <p>Ecuador</p>



El Salvador



United States



Guatemala



Honduras



Mexico



Nicaragua



Paraguay



Peru



Dominican Republic



Trinidad and Tobago



The following are the five observer armies that participated in the CAA:





Figure C-1. Two international military organizations that are observer members of the CAA.



Figure C-2. The flag of Spain represents a special observer army to the CAA.

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