A Whole-of-Government Approach to Preparing for and Responding to Conflict

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Office of the Coordinator for Reconstruction and Stabilization (S/CRS) in a Snapshot

- **Mission:** To lead, coordinate and institutionalize U.S. Government civilian capacity to prevent or prepare for post-conflict situations, and to help stabilize and reconstruct societies in transition from conflict or civil strife so they can reach a sustainable path toward peace, democracy and a market economy.

- **Established:** July 2004

- **Current Staff:** 79 interagency staff, including 11 Active Response Corps (ARC) members:

- **Current Activities:**
  - **Whole-of-Government Planning:** Kosovo, Sudan, Haiti, Cuba, Afghanistan (PRT-level)
  - **Consultative Engagements:** Lebanon, Bangladesh, Nepal, Chad, Great Lakes/DRC, Afghanistan, Iraq, Central Asia, Liberia, Zimbabwe, military contingency plans, others
  - **Deployments:** Lebanon, Chad, Sudan, Haiti, Nepal, Kosovo, Afghanistan, Liberia
  - **Exercises:** Testing and building interagency structures with civilian and military partners.
  - **Training and Education:** Foreign Service Institute, Military Educational Institutions

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Goal: “To promote the security of the United States through improved coordination, planning and implementation of stabilization and reconstruction assistance.”

Scope: “Foreign states and regions at risk of, in, or in transition from conflict or civil strife.”

Key Elements:
The Secretary of State (may delegate to S/CRS) will:
- Coordinate and lead integrated USG efforts, involving all relevant Departments and Agencies with relevant capabilities, to prepare, plan for, and conduct S&R activities;
- Coordinate USG responses for S&R with SecDef to ensure harmonization with any planned or ongoing U.S. military operations…at the planning and implementation phases; develop guiding precepts and implementation procedures for R&S;
- Lead USG development of a strong civilian response capability; analyze, formulate, and recommend additional authorities, mechanisms, and resources needed to ensure that the US has civilian reserve and response capabilities necessary for S&R activities to respond quickly and effectively.
Efforts Toward Implementing NSPD-44

To Conduct Operations
Interagency Management System for Reconstruction and Stabilization (IMS) to conduct operations

To Plan Jointly
Developing multi-level, integrated planning framework for R&S and conflict transformation

To Be Prepared
Presenting civilian response options including personnel, training and equipment
Interagency Management System for R&S: Key Components

- **Country Reconstruction & Stabilization Group (CRSG) – Washington-based decision-making**
  - Planning and operations function
  - PCC augmented by a Secretariat staff
  - Co-chaired by regional A/S State, NSC and S/CRS
  - Recommendations to principals on strategic planning guidance
  - Operations support

- **Integration Planning Cell (IPC)**
  - Interagency civilian team
  - Deploys to GCC or multinational headquarters
  - Integrate civilian strategic/implementation plan and military operational planning

- **Advance Civilian Teams (ACT)**
  - Implementation planning function in support of Chief of Mission (or designate)
  - Interagency field teams
  - Provide surge support to coordinate and support execution of R&S operations
  - Coordination with JTF to ensure planning integration (liaison exchanged)
Interagency Management System for R&S

PLANNING

Regional Combatant Command (RCC)

Integration Planning Cell (IPC)

POLICY

Principals Committee
Deputies Committee

Country Reconstruction and Stabilization Group (CRSG)
(Interagency PCC and Staff)

Headquarters of International Partners

PROGRAMMATIC

Agency authorities over contracts, programs, other mechanisms

KEY:

Policy guidance (informational reporting feedback loop)

Coordination

Funding decisions

F O L D I N G

Joint Task Force

Embassy (or existing USG presence)

Advance Civilian Team (ACT)

FACT

FACT

FACT

Mil.Cmdr.

Mil.Cmdr.
Expert personnel: Active, Standby and Reserve

**ACTIVE RESPONSE CORPS (ARC)**
- USG staff trained and ready to go in 48 hours to one week.
- Standing agency capacity for rapid response.
- Will assess situation, design response and begin S&R implementation

**STANDBY RESPONSE CORPS (SRC)**
- USG employees
- Civilian agency employees who have ongoing job responsibilities but are trained and available for deployments.
- Deployable in 30 days for up to 180 days

**CIVILIAN RESERVE CORPS (CRC)**
- USG employees when mobilized
- Have regular jobs outside the USG
- Deployable in 30-60 days
- Provide sector-specific Civilian Response expertise

**DAYS FOLLOWING A CRISIS**
Civilian Reserve: Employing American Expertise Overseas

The Civilian Reserve is composed of expertise external to the USG to complement USG civilian agencies’ internal capacities and is:
- Appropriate to the mission
- Expert and Accountable
- Trained and Reliable

Recruitment goal of 500 in the first year with a focus on public security and rule of law.
- Other areas of emphasis include: essential services, public administration, transitional governance, and economic stability

Will be called up by the President for national security stabilization & reconstruction missions.

If CRC funded through FY07 Supplemental:
$50 million used to create, manage and sustain the CRC:
= 500 Civilian Reservists recruited
= Home Office Established
= Training Courses Designed
= Initial Equipment Purchased and Deployable

“The U.S. Government [has a] critical need for a reserve civilian corps of talented professionals with the proper expertise...Such a contingency organization ideally would be identified, recruited, trained in advance, exercised regularly, and be ready.” – SIGIR
National Strategy for the Development of National Security Professionals

- To provide a common ‘National Security’ framework and goal in order to improve mission performance; achieve unity of effort (institutionalize coordination, integration, and synchronization among partner organizations); enhance understanding of authorities, requirements, and goals of partner organizations; and link career advancement to professional development

- Principle 1: Education
  - National Security University System
  - Higher quality learning
  - Building a national security workforce for the future

- Principle 2: Training
  - Improving the breadth and depth of skill sets
  - Incorporating exercises as a tool for development
  - Leader Development

- Principle 3: Professional Experience
  - Interagency Assignments and Exchanges
  - Recruitment and retention
  - Self Development
  - Linking career advancement to professional development
The Consortium for Complex Operations (CCO)

- Established by the U.S. Government to enhance civil-military Reconstruction and Stabilization operations. CCO’s goals are to:
  - Increase unity of effort through collaboration between military and civilian education, training, and lessons-learned practitioners for Complex Operations.
  - Build and strengthen USG capacity for complex operations by coordinating, integrating, and facilitating education, training, and lessons learned analysis among participating USG institutions and centers.
  - Serve as a U.S. Government clearinghouse for information on complex operations that emphasizes a whole-of-government approach.

- Benefits of CCO for educators:
  - Sharing of curricula and educational methods.
  - Standardization and streamlining of curricula.
  - Networking to other experts and practitioners.
  - Access to information and debate on emerging practices.
  - Conferences and research agenda setting.
QUESTIONS???

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