



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

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

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Seminar on Training and Dispatching Civilian Peacebuilders

Tokyo, Japan



U.S. Department of State
Office of the Coordinator for Reconstruction and Stabilization



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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National Security Presidential Directive 44: *Management of Interagency Efforts Concerning S&R*

December 2005

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:

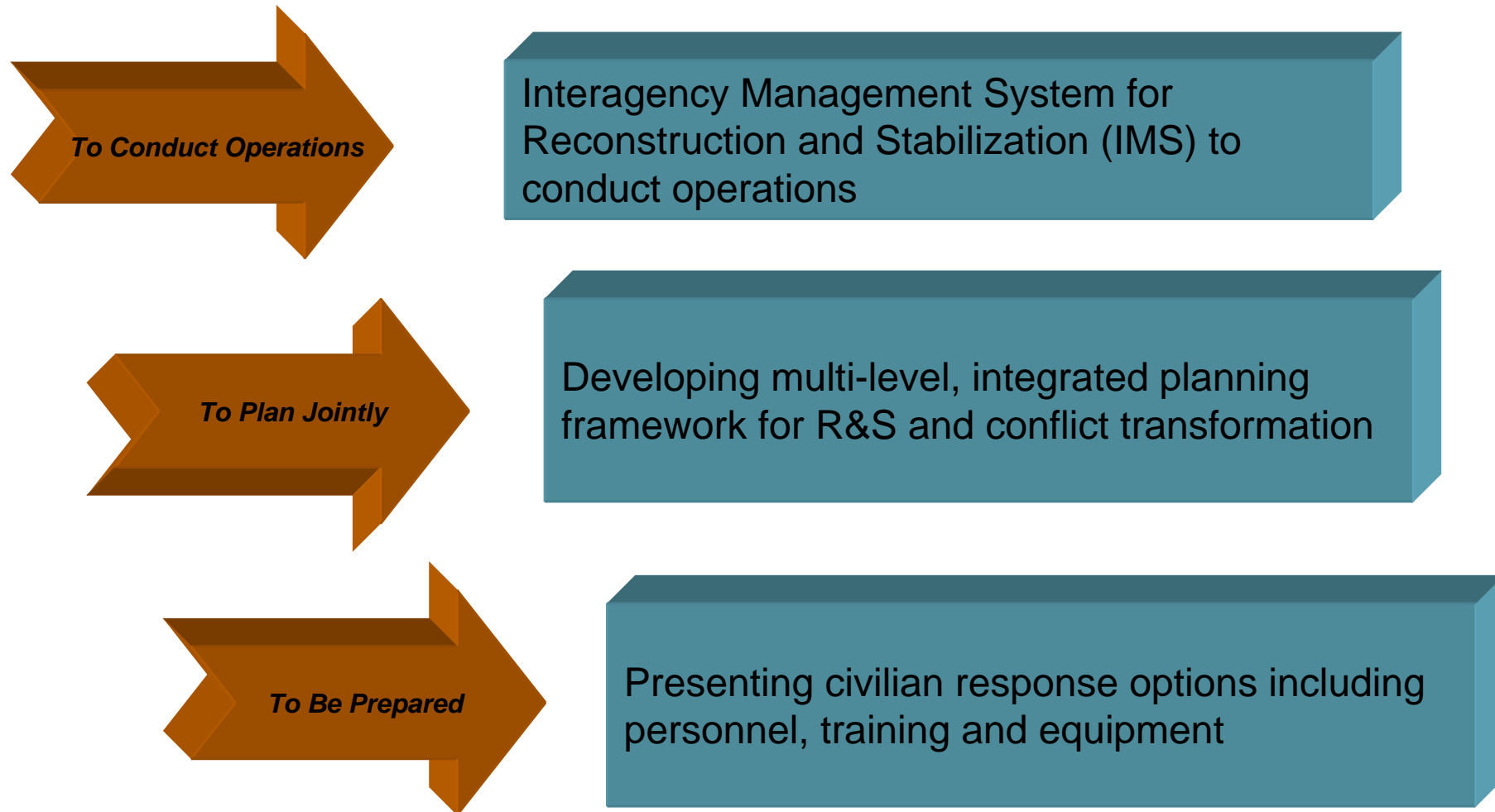
- ▶ **Coordinate and lead integrated USG efforts**, involving all relevant Departments and Agencies with relevant capabilities, to prepare, plan for, and conduct S&R activities;
- ▶ Coordinate USG responses for S&R with SecDef to **ensure harmonization with any planned or ongoing U.S. military operations...at 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.



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Efforts Toward Implementing NSPD-44



Interagency Management System for R&S: Key Components

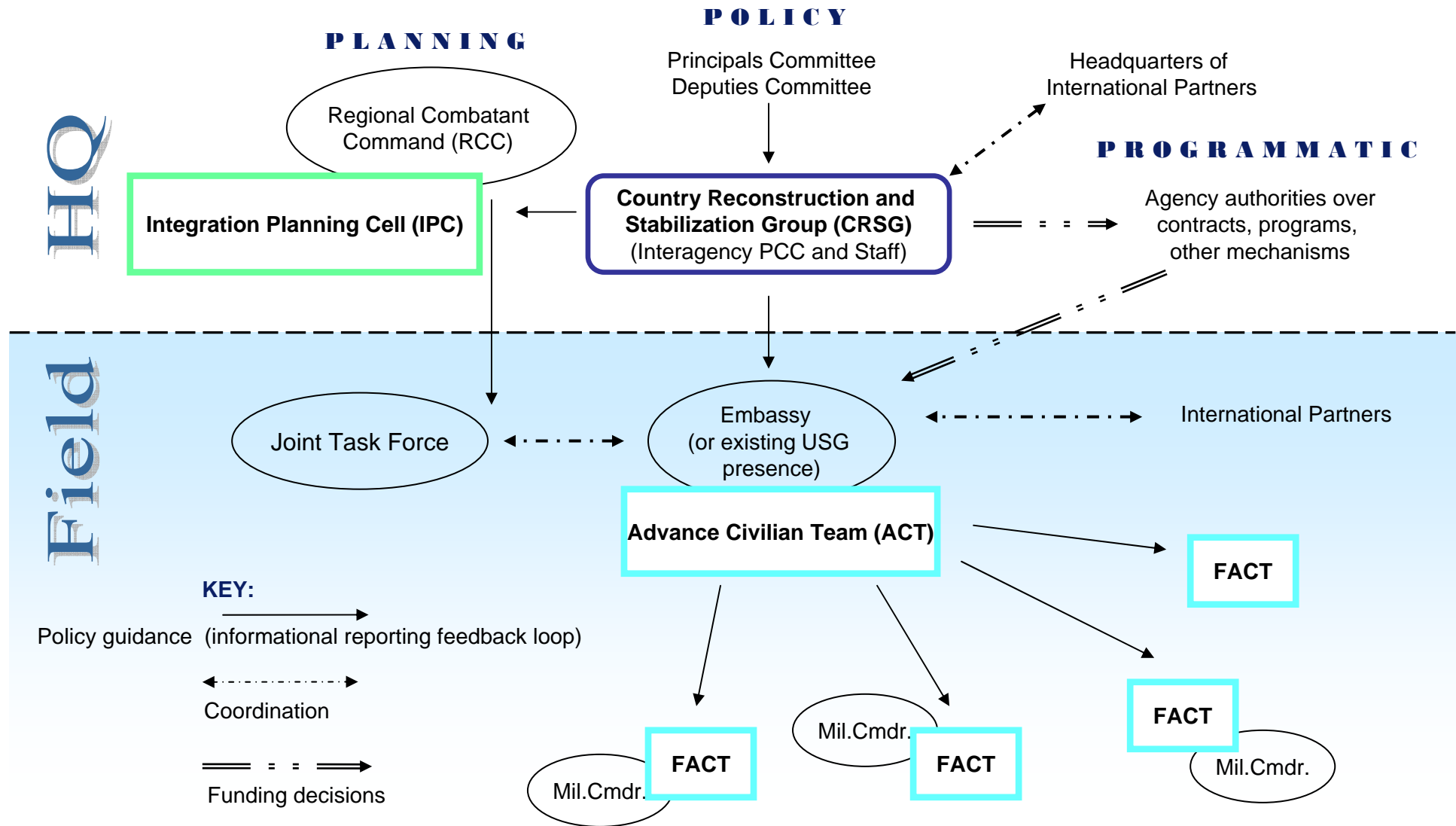
- ▶ **Country Reconstruction & Stabilization Group (CRSG) – Washington-based decision-making**
 - Planning and operations function
 - PCC augmented by a Secretariat staff
 - Co-chaired by regional A/S State, NSC and S/CRS
 - Recommendations to principals on strategic planning guidance
 - Operations support

- ▶ **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



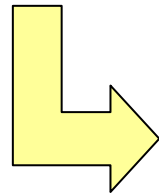
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Expert personnel : Active, Standby and Reserve

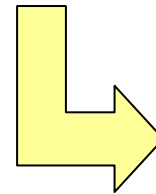
ACTIVE RESPONSE CORPS (ARC)

- 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???

▶ For additional information, contact:

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