



Future Interagency Training and Education for Reconstruction and Stabilization

November 27, 2007



National Security Presidential Directive - 44

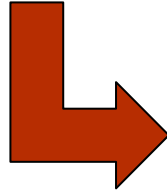
- ▶ **Goal:** “To promote the security of the United States through improved coordination, planning and implementation of stabilization and reconstruction assistance.”
- ▶ **Targets of assistance:** “Foreign states and regions at risk of, in, or in transition from conflict or civil strife.”
- ▶ **R&S Policy Coordination:** Led by Secretary of State through S/CRS to harmonize civilian and military efforts in a whole of government approach.



Response Capacity in FY 09: Active, Standby and Reserve Corps

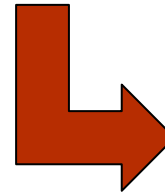
ACTIVE RESPONSE CORPS (ARC) - 250

- 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) -2000

- 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) - 2000

- 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



Gaps Identified

- Different missions; lack of clarity on strategic/policy goals
- *Different cultures, languages; hard to understand local priorities, empower local agents of change*
- Among external entities, no common set of principles for working in R&S; unity of effort difficult
- *Within USG competition over resources; incompatible systems; trade-offs difficult*
- Skills not adapted to R&S environment; personal security issues



R&S Deployment Training Cycle



Readiness

Pre-Deployment

In country



Consolidated Skill Categories

- ▶ R&S theories, principles & authorities
- ▶ *Planning methodologies & frameworks*
- ▶ R&S management systems (ops)
- ▶ *Resource management*
- ▶ Communications (interpersonal; different audiences)
- ▶ *Civ-Mil interface*
- ▶ Program Management
- ▶ Understanding USG agencies involved in R&S
- ▶ *Understanding International, NGO and contractor partners*
- ▶ Comms (equipment, software)
- ▶ *Country-specific*
- ▶ Hostile Environment (incl. health, safety & security)
- ▶ *Adaptive leadership & team building*



Readiness Training

- ▶ **Basic/Core:** 10 days – ARC, SRC, and other USG and partner staff
 - issues, theories, principles
 - causes of conflict in key regions
 - planning
 - management systems
 - interaction among program choices
 - USG and non-USG partners
 - more effective outcomes (overarching w/i design)

- ▶ **Specialist/Advanced R&S** – most 2-3 days, classroom, field-based, distance learning. Targeted audiences: ARC, SRC, CRC, and others
 - ARC: 8 weeks/yr; CRC & SRC: 2 weeks/yr; others: as needed
 - Focuses on key technical sectors in R&S operations



Current Specialist & Advanced Training Topics

- ▶ Lead/Manage Teams
- ▶ *IM/Communications Equipment*
- ▶ Program Management
- ▶ *ROL/Justice*
- ▶ Governance
- ▶ *Economic Development*
- ▶ Essential Services
- ▶ *Security*
- ▶ Humanitarian Assistance and Social Well-Being
- ▶ Strategic Communications
- ▶ *Ops/IM/Support/Reporting*
- ▶ Civ-Mil Embed
- ▶ *Civ-Mil Embed (UN, multinational)*
- ▶ Civ-Civ Embed
- ▶ *Advanced Interagency Planning*
- ▶ GSO
- ▶ *Gender and Protection*



Pre-Deployment Training

- ▶ **Mission Specific:** 5-7 days – staff identified to be deployed for specific mission
- ▶ **Area Studies:** 3 days – staff identified to be deployed for specific mission
- ▶ **Force Protection:** 5-7 days – ARC, as soon as possible; other staff identified to be deployed for specific mission



R&S Training Strategy – Next Steps

- ▶ Curriculum populated with equivalent courses
- ▶ Minimum training requirements (mapped against skills) approved by IA
- ▶ Clarify agency specific responsibilities
- ▶ Determine order, delivery method, and responsible entity for design and delivery of courses
- ▶ Timeline for # of people trained
- ▶ Lessons learned system
- ▶ Facilities refitted and operational
- ▶ Learning management system
- ▶ Follow-on budgets beyond FY09
- ▶ Budget allocations for steady-state and surge needs
- ▶ Sr. Leader, Planners, Contracts management, Cultural/Regional/Language expertise training strategies



Consortium for Complex Operations

- DOD, in coordination with DOS and USAID, initiating CCO effort to:
 - *Build & strengthen USG capacity for complex operations by coordinating, integrating, and facilitating education, training, research, and lessons learned analysis among participating USG institutions and centers*
 - *Serve as USG information clearing house for complex operations that emphasizes a whole-of-government approach*
- DOD programmed \$2.5M in FY08 and \$1.8M in supplemental funding for FY07
- Initial study phase, led by USIP, will survey ongoing activities and gaps in education, training and best practices for complex operations



National Security Education Consortium

- Executive Order 13434 (May 07); National Strategy (July 07)
- Steering Committee has formed four work groups (120 days to implementation plan – from mid-May)
 - *Training*
 - *Education*
 - *Professional Experience*
 - *Human Capital*
- National Security Education Consortium
 - *NDU piloting courses (electives) through ICAF and NWC*
 - *FSI piloted National Security Executive Leadership Seminar in spring*



QUESTIONS???

For additional information, contact:

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



Backup



S/CRS in a Snapshot - 1

- ▶ **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.*
- ▶ **Created July 2004**
- ▶ **70+ interagency staff, including 11 ARC members**
- ▶ **Examples – Interagency Tools and Resources**
 - Essential Task Matrix
 - Best Practices Thematic Guides
 - NIC Watch List
 - Interagency Methodology to Assess Instability and Conflict (IMIC)
 - Section 1207: FY06 - \$10 million in Lebanon; FY07 - \$20 million in Haiti
 - IA R&S Training Courses through FSI (7 courses currently available)



S/CRS in a Snapshot - 2

▶ 4 whole-of-government strategic planning engagements

- Kosovo, Sudan, Haiti, and Cuba (CAFC)

▶ Consultative engagements

- Lebanon, Bangladesh, Nepal, Chad, Great Lakes/DRC, Afghanistan, Iraq, Central Asia, Zimbabwe, military contingency plans, others

▶ Exercises

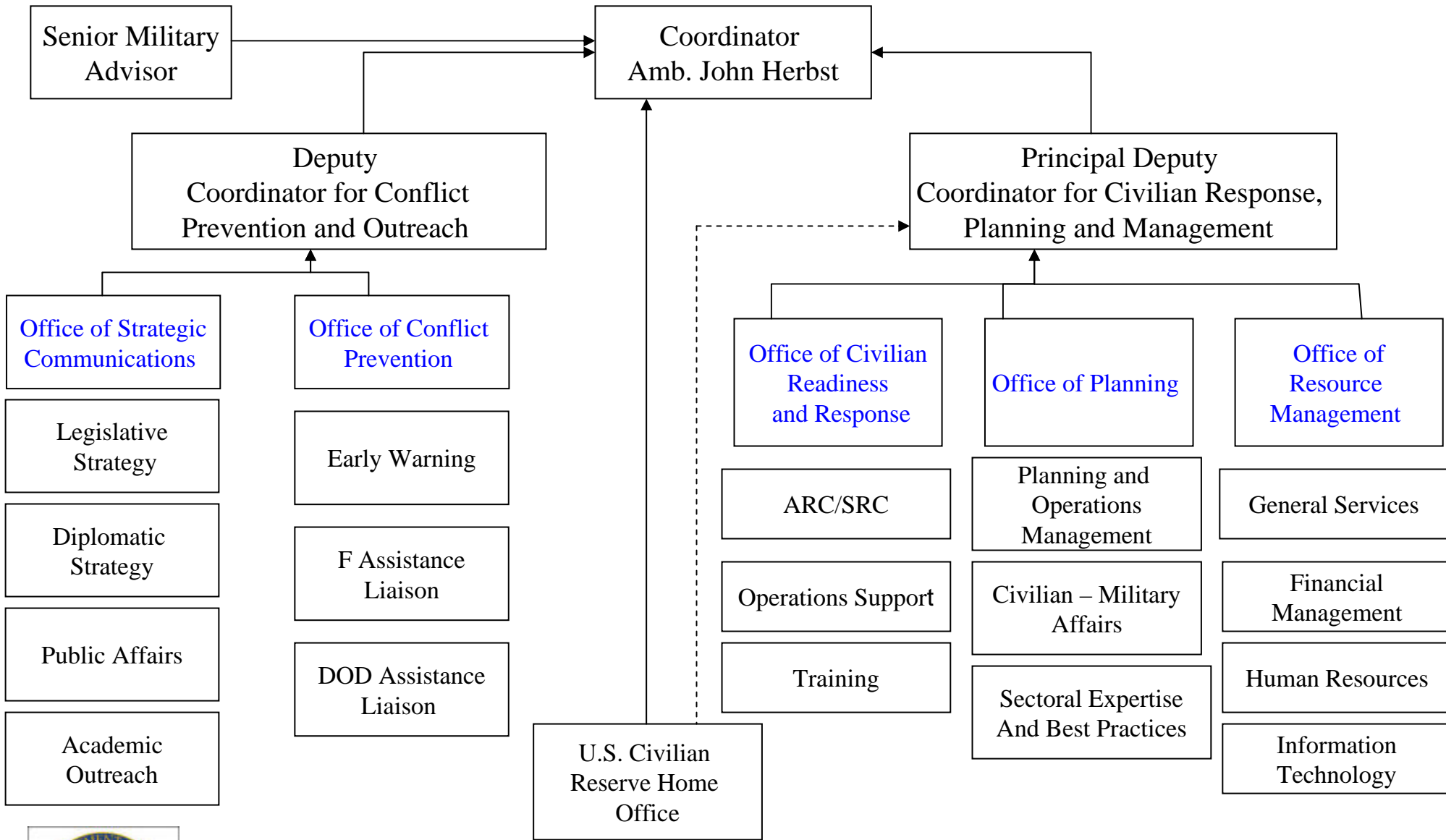
- Blue Advance 2006&7, Unified Quest, Fuertes Defensas, Joint Venture 2006 (UK), Multi-National Experiments 4&5, Unified Action, Civilian Venture (UK), Certain Trust, others

▶ Deployments to 7 countries

- Lebanon, Chad, Sudan, Haiti, Nepal, Kosovo, Liberia



Proposed Organizational Structure Pending Approval of Department of State HR/RMA



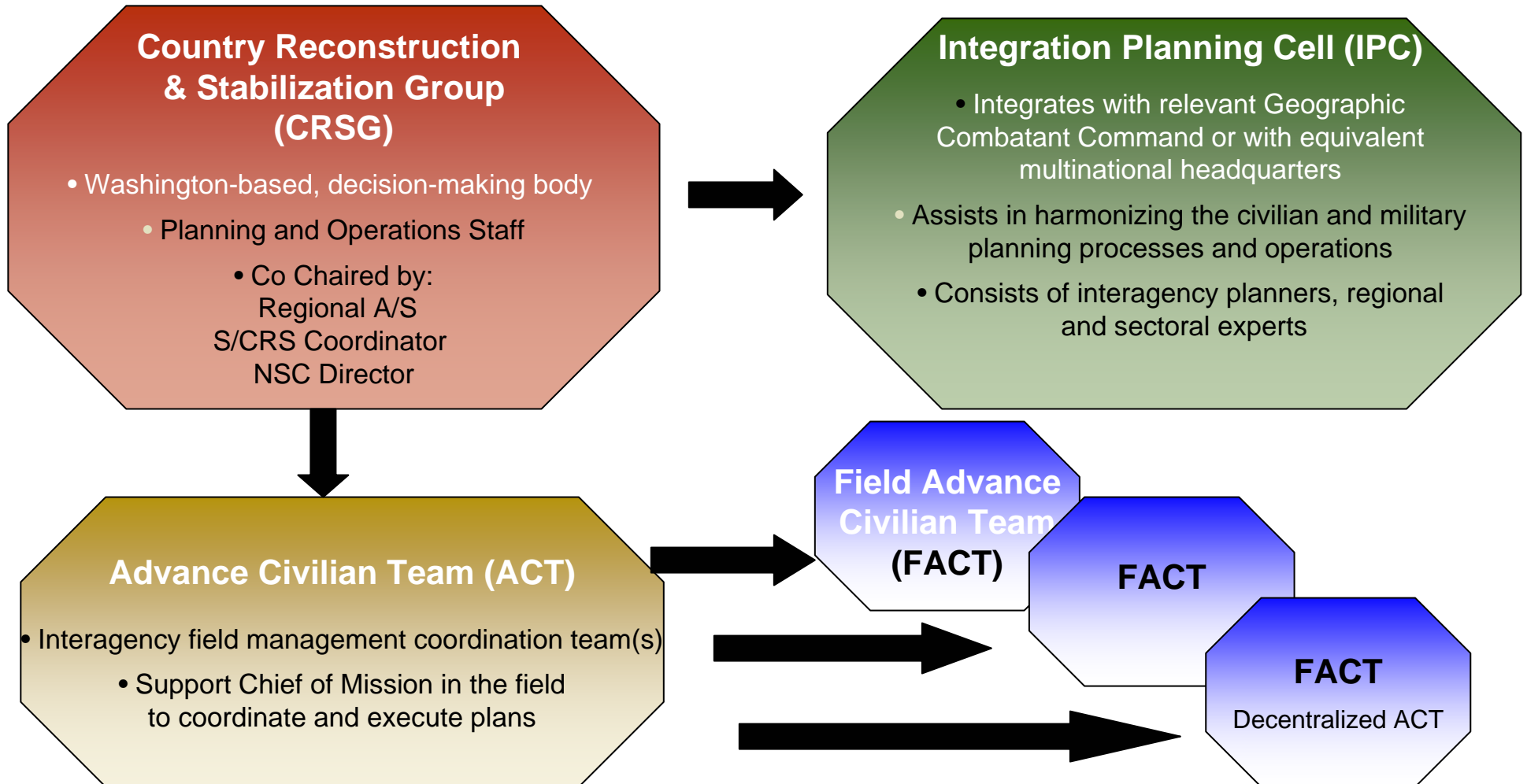
NSPD 44: Main Elements

- **S&R Policy Coordination Led by Secretary of State, and delegated to S/CRS**
- **Coordinate, integrate & strengthen USG efforts for S&R**
- **Whole-of-government approach**
- **Harmonize military and civilian efforts**

 **S/CRS tasked by DC to lead NSPD implementation**



Interagency Management System for R&S Planning, Policy, and Operations



A New System of Interagency Planning

CRSG Secretariat or S/CRS Led:

1

Policy Formulation

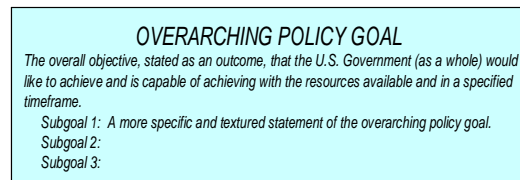
Strategic Planning Team:

- Performs Situation Assessment
- Develops Goals achievable within 2-3 years
 - Multiple Options (Phasing, Resource Levels, Assumptions, etc)
- Develops Major Mission Elements (MMEs)

Product for Deputies Committee/Principals Committee



Country Plan Overview Template



CRSG Secretariat or S/CRS Led:

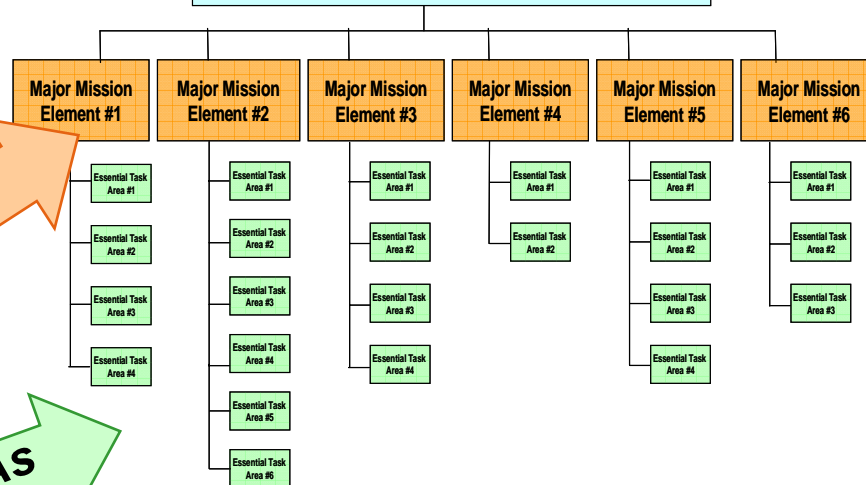
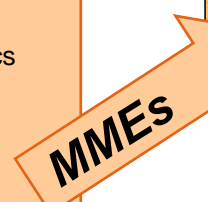
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Strategy Development

MME Planning Team:

- Develops MME Strategy (which must include metrics and a resource strategy)
- Identifies Essential Task Areas
- Determines Lead Agency for Each Task Area
- Tracks Other Donor Contributions

Product for Policy Coordinating Committee/CRSG



Agency and ACT/Country Team Led:

3

Implementation Planning

Lead Agency or Essential Task Area Team:

- Develops ETA Strategy (sub-tasks, resources)
- Develops and Monitors Essential Task metrics
- Performs Program Management

ACT or Country Team:

- Integrates Agency or ETA Team strategies into interagency implementation plan



Civilian Reserve Training Status

Training Plan: BearingPoint developing for Orientation; Annual; Pre-Deployment; and In-Country Training

PRELIMINARY CONCEPTS:

- ▶ **Orientation Training** (2 weeks): International USG operations, practices and protocols, overview of R&S operations, conflict prevention and mitigation, and role of US military, international organizations, bilateral partners, and NGOs in R&S missions.

- ▶ **Annual Training** (2 weeks):
 - **General R&S:** to strengthen understanding of Reconstruction and Stabilization operations, introduce the Interagency Management system, planning process, and lessons learned and best practices in R&S
 - **Specialized Training:** Adapting CRC members' skill sets to R&S environments and working within a USG and International mission framework.

- ▶ **Pre-deployment Training** (2-4 weeks): mission-specific, immediately prior to deployment. Focused on country context, cultural norms, language, USG country strategy, foreign policy goals, programs and operations, international and third country actors, NGOs operating in country, and communications equipment and reporting.

