STABILITY, SECURITY, TRANSITION & RECONSTRUCTION OPERATIONS

"Working In the Same Space: International Outreach And Its Implications On Diplomacy, Development, and Defense"

Arlington, VA
28 - 29 September 2009

Agenda

Monday, 28 September, 2009

LUNCH SPEAKER:
- Larry Sampler, Former Principle Deputy, Office of the Coordinator for Reconstruction and Stabilization, Department of State

Tuesday, 29 September, 2009

PANEL: The Power of Public-Private Partnership
Panelists:
- John P. Howe, III, M.D., President and CEO, Project HOPE

PANEL: Interagency Coordination: Progress, Resourcing, Challenges and Priorities
Panelists:
- John Champagne, Acting Director, Bureau for Democracy, Conflict and Humanitarian Assistance, Office of Civilian Response
MONDAY, SEPTEMBER 28

7:30 am - 8:30 am  Registration & Continental Breakfast

8:30 am  WELCOME REMARKS
- Lt Gen Larry Farrell, USAF (Ret), President & CEO, NDIA
- Mr. Walt Sasser, Vice President, Government Relations, Camber Corporation

9:00 am  KEYNOTE
“Whole of Government Solutions: The American Challenge of the 21st Century”
- Gen Tony Zinni, USMC (Ret)

9:45 am  PANEL
Interagency Coordination: Progress, Resourcing, Challenges and Priorities

Moderator: Lewis Rasmussen, Conflict Mitigation and Stability Transformation, ARD, Inc.
Panelists:
- Mr. Jon Benton, Deputy Coordinator for Conflict Prevention and Strategic Communications (invited)
- Mr. Paul Hulley, Principal Director, Office of the Deputy Assistant Secretary of Defense for Stability Operations (invited)
- Ms. Sharon Cromer, Assistant Administrator for Democracy, Conflict, and Humanitarian Assistance (Acting), USAID (invited)
- Mr. Scott Norwood, Deputy Director, Global Strategic Partnerships, Strategic Plans and Policy, The Joint Staff

11:15 am  BREAK

11:30 am  KEYNOTE
“Academia’s Role in Bridging the Cultural Divide”
- Mr. David Litt, Executive Director, Center for Stabilization and Economic Reconstruction, Institute for Defense and Business, Chapel Hill, NC

12:15 pm  LUNCH

1:30 pm  PANEL
Public Diplomacy and Strategic Communications

Moderator: Jake Jacobowitz, Former Director of Psychological Operations, Office of the Secretary of Defense
Panelists:
- Mr. James Glassman
- Mr. Peter Kovach
- Dan Serwer, Vice President, U.S. Institute of Peace

3:00 pm  PANEL
Continent in Crisis: A Lifetime of Lessons Learned

Moderator: Mr. Olin Saunders, Camber Corporation
Panelists:
- Ambassador William Garvelink, U.S. Ambassador to the Democratic Republic of Congo; Representative, USAFRICOM
- Ambassador John Blaney, Former Ambassador to Liberia; Senior Policy Advisor to Deloitte

4:30 pm  BREAK

4:45 pm  KEYNOTE
- GEN William “Kip” Ward, USA, Commander, USAFRICOM

5:30 pm - 6:30 pm  RECEPTION

GUEST SPEAKER BIOGRAPHIES

GEN TONY ZINNI, USMC (RET)
9:00 am - 9:45 am
Zinni’s military service has taken him to over 70 countries including deployments to the Mediterranean, the Caribbean, the Western Pacific, Northern Europe and Korea. He was involved in the planning and execution of Operation Proven Force and Operation Patriot Defender in support of the Gulf War and noncombatant evacuation operations in Liberia, Zaire, Sierra Leone, and Eritrea. He has also participated in presidential diplomatic missions to Somalia, Pakistan, and Ethiopia-Eritrea and State Department missions involving the Israeli-Palestinian conflict and conflicts in Indonesia and the Philippines.

AMBASSADOR DAVID LITT (RET)
11:30 am - 12:15 pm
Ambassador Litt served for 34 years as a career U.S. diplomat, specializing in the Middle East and Southwest Asia. In 2005-2006 he was the third-ranking officer at the U.S. Embassy in Baghdad, Iraq, with the title of Political-Military Counselor, providing policy advice to the U.S. Ambassador, and serving as liaison between the Embassy and the Multi-National Forces – Iraq.

AMBASSADOR BILL GARVELINK
3:00 pm - 4:30 pm
Ambassador William J. Garvelink was sworn in as the U.S. Ambassador to the Democratic Republic of the Congo on October 22, 2007. Before joining the Agency for International Development (AID) in 1979, Ambassador Garvelink was a professional staff member of the Subcommittee on International Organizations, Committee on Foreign Affairs, of the U.S. House of Representatives.

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TUESDAY, SEPTEMBER 29

7:30 am - 8:20 am Registration & Continental Breakfast

8:20 am ADMINISTRATIVE REMARKS
  ▶ Mr. Sam Campagna, Director, NDIA

8:30 am KEYNOTE
  ▶ Gen Douglas Fraser, USAF, Commander, USSOUTHCOM

9:15 am PANEL
  Crisis Prevention and Recovery Efforts
  Moderator: Mr. John Otte
  Panelists:
  ▶ TBD

10:45 am BREAK

11:00 am PANEL
  Unified Command’s Role in Whole of Government Solutions
  Moderator: Mr. Lincoln Bloomfield Jr., Former Assistant Secretary of State for Politico-Military Affairs (invited)
  Panelists:
  ▶ VADM Robert Harward, USN, Deputy Commander, JFCOM
  ▶ TBD, USSOUTHCOM
  ▶ TBD, USAFRICOM

12:30 pm LUNCH
  ▶ Dr. William Schneider, Former Chairman, Defense Science Board

1:45 pm PANEL
  The Power of Public-Private Partnership
  Moderator: Mr. Gary DeKay, Camber Corporation
  Panelists:
  ▶ Ms. Lisa Samson, Deputy Director for Public-Private Partnerships, USSOUTHCOM
  ▶ Ms. Susan Reichle, Mission Director, Columbia, USAID
  ▶ TBD, Project Hope

3:30 pm BREAK

3:45 pm KEYNOTE
  “United States Special Operations Command: Blending Elements of National Power”
  ▶ ADM Eric Olson, USN, Commander, USSOCOM

4:30 pm Closing Remarks

GUEST SPEAKER BIOGRAPHIES

DR. RICHARD SOLOMON*
8:30 am - 9:15 am (invited)

Richard Solomon has been president of the United States Institute of Peace since 1993. Prior to this assignment, he was assistant secretary of state for East Asian and Pacific affairs from 1989 to 1992. He negotiated the Cambodia peace treaty, the first United Nations “Permanent Five” peacemaking agreement; and had a leading role in the dialogue on nuclear issues between the United States and South and North Korea. In 1992-93, Solomon served as U.S. ambassador to the Philippines.

DR. WILLIAM SCHNEIDER
12:30 pm - 1:45 pm

Dr. Schneider’s responsibilities in the Department of State included management of U.S. foreign economic and military assistance abroad, export control policy (including serving as Chairman of the Senior Intergency Group on the Transfer of Strategic Technology), international telecommunications and information policy (including serving as Chairman of the Senior Intergency Group on International Telecommunications and Information Policy) and supervision of U.S. science attaches posted at U.S. embassies abroad.

ADM ERIC OLSON, USN
3:45 pm - 4:30 pm

Olson graduated from the Naval Academy in 1973 and completed SEAL training in 1974. For the next two decades, he served in a variety of military assignments, many of them overseas, until 1994 when he became commander of the Naval Special Warfare Development Group, an American counter-terrorism unit. Olson was promoted again in 1999 when he assumed command of Naval Special Warfare Command in Coronado, California. He assumed his current assignment on 9 July 2007.
Building the Civilian Response Corps (CRC)
THE WHITE HOUSE
WASHINGTON
December 7, 2005

MEMORANDUM FOR THE VICE PRESIDENT
THE SECRETARY OF STATE
THE SECRETARY OF THE TREASURY
THE SECRETARY OF DEFENSE
THE ATTORNEY GENERAL
THE SECRETARY OF AGRICULTURE
THE SECRETARY OF COMMERCE
THE SECRETARY OF HEALTH AND HUMAN SERVICES
THE SECRETARY OF TRANSPORTATION
THE SECRETARY OF ENERGY
THE SECRETARY OF HOMELAND SECURITY
CHIEF OF STAFF TO THE PRESIDENT
DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET
DIRECTOR OF NATIONAL INTELLIGENCE
ASSISTANT TO THE PRESIDENT FOR NATIONAL SECURITY AFFAIRS
ASSISTANT TO THE PRESIDENT AND COUNSEL TO THE PRESIDENT
ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT
CHAIRMAN, JOINT CHIEFS OF STAFF

SUBJECT: Management of Interagency Efforts Concerning Reconstruction and Stabilization

Introduction

The purpose of this Directive is to promote the security of the United States through improved coordination, planning, and implementation for reconstruction and stabilization assistance for foreign states and regions at risk of, in, or in transition from conflict or civil strife.

Policy

The United States has a significant stake in enhancing the capacity to assist in stabilizing and reconstructing countries or regions, especially those at risk of, in, or in transition from conflict or civil strife, and to help them establish a sustainable path toward peaceful societies, democracies, and

National Security Presidential Directive-44 (NSPD-44)

“The Secretary of State shall coordinate and lead integrated United States Government efforts...

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

Assist foreign states and regions at risk of, in, or in transition from conflict or civil strife.”
Under unified operating procedures, plan, coordinate and conduct stabilization, reconstruction and conflict transformation operations abroad.
Office of the Coordinator for Reconstruction & Stabilization (S/CRS)

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.

Office of Civilian Response (OCR)

Mission
Responsible for recruiting, training and deploying mission-ready civilian experts to support stabilization, reconstruction and conflict transformation operations in fragile states.
### CRC Configuration

#### ACTIVE COMPONENT (CRC-A)
- Newly-recruited federal direct hires
- Deploy in 5 days for 180 days
- Fully-funded by CSI funding
- Training 3-4 months/year

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<tr>
<td>Treasury</td>
<td>2</td>
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</table>

#### STANDBY COMPONENT (CRC-S)
- Current federal direct hires who sign up for roster
- Deploy in 30 days for 180 days
- Fully-funded by CSI funding
- Training 2-4 weeks/year

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#### RESERVE COMPONENT (CRC-R)
- US citizens accepted to the roster
- Deploy in 45-90 days for extended periods
- Not yet funded

- **Days Following Notification**
  - 2-5 Days
  - 30-45 Days
  - 45-90 Days
Civilian Deployment Center

Location
• Northern Virginia, near Dulles Airport

Management
• Established & managed by USAID for processing all interagency CRC members
• Day-to-day oversight provided by veteran-owner contractor

Function
• Storage/distribution of equipment
• Mission-specific pre-deployment training
• Final readiness checks
USAID CRC and R&S Orientation and R&S Progressive Case Study

Week 1-2

Work Plans Established

Foundations Course

Week 3-4

SNOE Course

Week 5-7

Planner’s Course (Level One)

Week 8-10

USAID Specific Training

Week 11-13

Optional Planner’s Course (Level Two)

Week 14

Detailed to Regional/Technical Bureau

Bi-Monthly Tabletop Exercises

1-3 Day Scenarios:
- Deployment Preparation
- USAID Training Objectives
- IA Training Objectives
- Scenario Training Objectives
CRC: The Way Ahead

Organization Phase
Underway

- Hire Permanent OCR Staff
- Hire 41 CRC-A
- Standup Civilian Deployment Center
- Recruit 186 CRC-S (Current 109)
- Train CRC-A and CRC-S

Operational Phase
June 2009

- Hire additional OCR Staff
- Hire 50 CRC-A
- Expand Civilian Deployment Center as necessary
- Recruit 588 additional CRC-S members
- Continue Training CRC-A and CRC-S
- Facilitate Agency-wide coordination to provide mission support for CRC Deployments

FY 08
41 CRC-A
On Board

FY 09
50 CRC-A
On Board

Feb 2010

Nov 2009
Power of Public-Private Partnerships

Presented by
John P. Howe III, MD
President & CEO
Project HOPE
50 Years of Public-Private Partnerships
Make a Difference
“There is a warship in Bilwi [Nicaragua], but with medical aid. The ships from the U.S. are coming to help the people, and we have to sincerely express our gratitude.” – Nicaraguan President Daniel Ortega.
Deliver Humanitarian Assistance
Powerful Partners, Powerful Solutions
Build Long-Term Relationships
50 Years of Public-Private Partnerships
Stability, Security, Transition & Reconstruction Operations:

Working in the Same Space: International Outreach and its Implications on the 3-Ds

Presented by George P. Burdell

28 September 2009
Context & Disclaimers

- My bona fides in the community
- My current status with Creative Associates, International
- The disclaimer: "The observations, comments, descriptions, slander, and defamations presented here are solely the product of my own experience, capacity for reason, and fertile imagination and should not reflect – favorably or otherwise – upon any person or organization with whom I am or have been associated."
Outline

- Premise 1 – Unity of What?
- Premise 2 – Pronouns are Important
- “Do You See What I See?”
- Premise 3 – Culture Wars
- The Unavoidable Problem
- The Problem is Simple
- “Let’s Not Make This Difficult”
- The Great Truth
- Afghanistan
PREMISE 1: “You can’t have unity of effort without unity of vision”

- Blind men describing an elephant:
  - Each is correct;
  - But none are completely correct;
  - None can understand what the others describe;
  - All are necessary to get it right!
PREMISE 1 (extended): “You can’t have unity of effort without unity of vision, and you can’t have unity of vision without unity of command.”

- Voluntary unity of vision (as opposed to command-driven) is episodic and unreliable.
- Imagine if “pedestrians in a crosswalk have the right-of-way” was optional...
PREMISE 2: “There can be no unity of command because there is no unitary ‘we’. ”

- “Pronouns are important”
- There is no “interagency;” no “international community”
- Business Class lounge analogy
- “If the planet Mars was named for the God of War, then I’m guessing the planet Uranus was named for the God of Bureaucrats!”
In the Absence of Leadership...

What the U.N. said they wanted
In the Absence of Leadership...

What the U.N. said they wanted

What the E.U. said they wanted
In the Absence of Leadership...

What the U.N. said they wanted

What the E.U. said they wanted

What USAID said they wanted
In the Absence of Leadership…

What the U.N. said they wanted

What the E.U. said they wanted

What USAID said they wanted

What DoD said they wanted
In the Absence of Leadership...

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What USAID said they wanted

What DoD said they wanted

What IO products described
In the Absence of Leadership...

What the U.N. said they wanted
What the E.U. said they wanted
What USAID said they wanted
What DoD said they wanted
What IO products described

What the Press reported
In the Absence of Leadership...

What the U.N. said they wanted
What the E.U. said they wanted
What USAID said they wanted
What DoD said they wanted
What IO products described
What the Press reported
What Congress thought they funded
In the Absence of Leadership...

What the U.N. said they wanted
What the E.U. said they wanted
What USAID said they wanted
What DoD said they wanted
What IO products described
What the Press reported
What Congress thought they funded
What the NGOs preferred
In the Absence of Leadership...

What the U.N. said they wanted
What the E.U. said they wanted
What USAID said they wanted
What DoD said they wanted
What IO products described
What the Press reported
What Congress thought they funded
What the Contractor provided
In the Absence of Leadership…

What the U.N. said they wanted

What the E.U. said they wanted

What USAID said they wanted

What DoD said they wanted

What IO products described

What the Press reported

What Congress thought they funded

What the Field had requested!
In the Absence of Leadership...

What the U.N. said they wanted
What the E.U. said they wanted
What USAID said they wanted
What DoD said they wanted
What IO products described

What the Press reported
What Congress thought they funded
What the NGOs preferred
What the Contractor provided
What the field had requested!
“Do You See What I See?”
**Premise 3: We Are Incompatible**

<table>
<thead>
<tr>
<th>Legos</th>
<th>Duplos</th>
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<tr>
<td>“Unibrowed, knuckle-dragging, muscle-headed, Neanderthalic thugs”</td>
<td>“long-haired, dope-smoking, yogurt-slurping, pinko hippies”</td>
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</tbody>
</table>

- Direct lines of authority
- Command driven decisions
- Peace enforcement
- Digital metrics
- Focused on exit strategy

- Decentralized authority
- Decisions by consensus
- Peace building/making
- Analog metrics
- Focused on staying
The Unavoidable Problem

Tactical

Ambiguity

Operational Level of Action

Vision

Geo-political/diplomatic: Host Nation Capital(s)

Accountants Congress

Strategic

Execution

Tolerance of Ambiguity

Level of Action

Ambiguity

Tactical
The Problem is Simple…

- **Who**
  - Are we? Are you? Is causing?
  - Is in charge?
  - Pays for all this mess?
- **What**
  - Are we finished here?
  - Is finished here?
Let’s not make this difficult...

"Men who achieve greatness do not work more complexly than the average man, but more simply....

In dealing with complex problems, with the simplicity that is natural to him he goes directly to the point, unaffected by the confusion of details in which another man would have lost himself."

Mayo
The Great Truth

Yep, Son, we have met the enemy and he is us.
Afghanistan Discussion