

CIVILIAN RESPONSE

Coordinator for Reconstruction & Stabilization

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Preparing for Afghanistan:
Training in Muscatatuck

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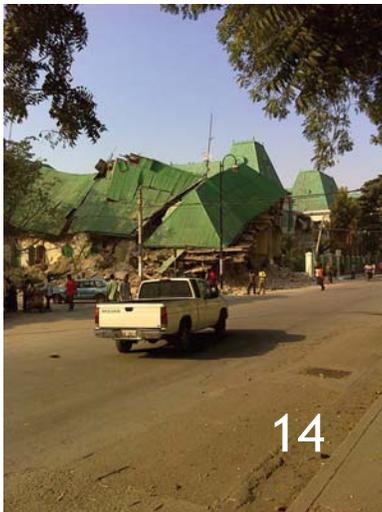
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Conflict Dynamics: Assessments from the Field

Led by S/CRS, applications of the Interagency Conflict Assessment Framework (ICAF) produce new, shared understandings of conflict and stability dynamics in a country or region, including core grievances, key drivers of conflict, and mitigating factors. As part of these assessments, relevant U.S. agencies jointly gather and analyze existing data as well as new data gained through personal interviews with local residents. These assessments form the basis of conflict prevention efforts. Following are updates on recent interagency assessments.



Liberia

Decades of political and economic exclusion, years of violence and insecurity, and a population of displaced and traumatized people are just some of the complex factors that contribute to the intricate political and social dynamics in this Western Africa country.

Drivers and Mitigating Factors

A variety of deep-seated grievances -- which range from increasing dependence on international donors to perceptions of unfair and unequal access to assets and opportunities -- serve as fuel for conflict among numerous ethnic groups and between "indigenous" Liberians and Americo-Liberians (descendants of 19th century settlers from the U.S.). A variety of opinion leaders, from members of the diaspora to some politicians and trade union heavy-weights are able to mobilize their constituencies in support of instability and conflict around these core grievances and serve as drivers of conflict.

At the same time, many Liberians express the perception that the country has genuinely made progress in important areas such as radio stations' dissemination of accurate and conflict mitigating information, education and interfaith dialogue. Liberians acknowledge that communities have the ability to handle many disputes and share a desire for self- and community-improvement. Key actors such as religious leaders, political figures, radio station owners/operators and others continue to mobilize their constituencies in ways that mitigate conflict and strengthen local capacity.

Diagnostic

Current levels of overt conflict in Liberia are relatively low, but the pathways for increasing levels of violence are in place, often used to stimulate minor or small-scale conflict; it is also true that social networks and relationships supporting Liberian resilience already exist. Events scheduled to occur in the next two/three years (*e.g.*, the Taylor verdict in the Hague, the eviction of 25,000 people from their homes due to concessions sold to private businesses, presidential and legislative elections, and the withdrawal of the UN policing mission) will open "windows of uncertainty." U.S. and other international donor engagements currently underway could influence whether existing pathways for violence and instability or resilience and peace are used during these moments of uncertainty.

Yemen

Depleted resources, demographic trends, weak governance, and social and economic inertia have created a critical situation for the population of Yemen.

Drivers and Mitigating Factors

Key to all environments within Yemen is the shifting nature of the conduct of governance, specifically the breakdown of the patronage system and changes within tribal systems which are having a mixed impact on society. Yemen faces several threats: the Houthi rebellion; a Southern secessionist movement; the presence of Al Qaida in the Arabian Peninsula (AQAP). Each of these undermines the state's ability to function. Some of the government's actions exacerbate the disconnect between the citizens and their government. The government's inability to fulfill its responsibilities to its people has affected its legitimacy and credibility. The current government operates in a crisis-based mode, continually responding to short-term concerns.



Multiple factors foster a growing space for extremism. In addition, both positive and negative external influences on the culture play an important role in all aspects of life in Yemen, from government priorities to livelihoods and religious practices in rural villages. Population growth trends and resource depletion (especially of oil and water) are contributing to a political, social and economic crisis with both long and short term consequences for regional and national stability. Within Yemen, a nascent and burgeoning civil society lacks capacity and resources while operating in an increasingly restrictive environment.

Diagnostic

Over the next 3 years, despite sharply negative economic and demographic trends, it is expected that Yemen will maintain the status quo, albeit one that is increasingly unstable. President Saleh will likely remain in power, the Houthi rebels will remain alienated from the government as evidenced by occasional eruptions of violence or outright rebellion, and the Southern secessionists will continue their disorganized efforts to gain autonomy. Assuming Yemen maintains its current counterterrorism focus and barring any external event, the threat to Yemen from AQAP is expected to remain within its current levels. ■

Civilian Response Corps Member Profile

"Ged" Smith

As the sole Civilian Response Corps member from the Department of Treasury, George Edwin Smith – better known as “Ged” – is an integral and invaluable member of the S/CRS team. Smith joined the Corps after a successful stint as Treasury Attache in the U.S. Embassy in Baghdad from 2007 until 2008. With his specialties in economic governance and public financial management, Smith helped conceive and implement a military-civilian budget monitoring unit in Iraq called the Public Finance Management Action Group.

Most recently, Smith loaned his expertise and his familiarity with civilian-military mission integration to the Corps’s reconstruction and stabilization mission in Sudan. During his deployment to S/CRS’s longest sustained engagement, Smith was dispatched to work within the Sudanese banking system and lead efforts to help build local government fiscal capacity and resolve contentious issues surrounding wealth-sharing provisions of the Comprehensive Peace Agreement. Mr. Smith was further responsible for writing the economic sections of the reports on technical assistance in Southern Sudan and improving the quality and content of the economic reporting. He helped expedite the return of over seven million dollars intended for UN peacekeeping troops in Darfur.

During his tenure in the Civilian Response Corps, Smith has also deployed to the Democratic Republic of Congo and participated in Operation Austere Challenge, which further augments Smith’s experience working in challenging environments. Before his work with the Corps and in Iraq, Smith served as the Treasury Department’s Director of the Office of Technical Assistance, where he helped set up Treasury programs in the Balkans, including one that would write the newly independent Kosovo’s first budget. Smith also advised finance ministries on debt issuances and designed technical assistance programs for Indonesia, Sri Lanka, and Liberia. ■



PARTNER PROFILE



Because humanitarian assistance and development are intertwined with peacebuilding missions, S/CRS's closest partner is the United States Agency for International Development (USAID). S/CRS and USAID work together to ensure successful planning and execution of reconstruction and stabilization missions abroad. The relationship between the two organizations is further solidified by the Civilian Stabilization Initiative's budget appropriations, which split funding for reconstruction and stabilization between S/CRS and USAID.

As S/CRS's largest interagency partner, USAID houses the largest contingent of Civilian Response Corps members with 31 current Active members and 115 Standby members. In the year since these responders were brought on board, the USAID members of the Civilian Response Corps have played a key role in several of S/CRS's most important deployments, including Afghanistan, the Democratic Republic of Congo, Haiti, Sri Lanka, and Sudan. When fully staffed in the next year, the USAID contingent of the Civilian Response Corps Active component is projected to more than double to 91 members.

To support these responders in the field, USAID stood up a new office in February 2009 within the Bureau for Democracy, Conflict and Humanitarian Assistance called the Office of Civilian Response (OCR). OCR builds upon the expertise of a number of well-established USAID offices [see chart] in order to fully leverage the valuable and extensive deployment experience throughout the agency, as well as strengthen the future capacity for reconstruction and stabilization activities worldwide.

When Civilian Response Corps members are not in training or deployed, they staff OCR and rotate throughout USAID offices to learn the various skill sets and expertise the different teams and experts can offer.

USAID Offices and Competencies Relating to the Civilian Response Corps



Office of Transition Initiatives (OTI)

OTI works on the ground to provide fast, flexible, short-term assistance targeted at key political transition and stabilization needs.

Conflict Management and Mitigation (CMM)

CMM helps clarify the relationship between areas of development and recommends policies and project designs to address these issues, integrating best practices of conflict management into more traditional development sectors.



Democracy and Governance (DG)

DG provides technical and intellectual leadership in the field of democracy development and assists in the design and implementation of democracy and good governance strategies.

Military Affairs (OMA)

OMA manages and facilitates USAID interfaces with the Department of Defense and coordinates joint planning, training, conferences, exercises, and communications.



Infrastructure and Engineering (I&E)

I&E is the focal point for all infrastructure reconstruction and enhancement activities.

Other Core Competencies



Agriculture



Economic Growth & Trade



Education



Global Health



Humanitarian Assistance

Additionally, USAID participates in and often co-leads S/CRS's ICAF applications and sits on the decision-making committees that award 1207 funds to conflict prevention projects across the globe. USAID, with support from S/CRS, stood up the new Civilian Deployment Center (CDC), a facility that handles pre-deployment processing for Corps members. Offering on-site medical vaccinations, visa processing, team building exercises, equipment packets, and final briefings, the CDC is not only the first facility of its kind in the civilian sector, but it's a stellar example of USAID and S/CRS's strong working relationships. ■

Preparing for Afghanistan: Training in Muscatatuck



By Ted Kanamine, Senior Planner and Infrastructure Advisor in S/CRS

Deploying to Afghanistan necessitates being able to operate and execute a mission in an austere and very stressful environment. In order to sufficiently prepare members entering into unique and challenging field locations, where they often work in very close coordination with the U.S. military, deploying civilians are required to expand upon their usual classroom-based courses by participating in joint civil-military, exercise-based training in Muscatatuck, Indiana.

Designed by the Department of State and the Department of Defense and managed with the support of the Foreign Service Institute and the Indiana National Guard, the week-long course in Muscatatuck simulates full immersion into a military forward operating base in Afghanistan. Through realistic role-playing exercises with native Afghans, civilian students not only become familiar with the Afghan culture and the myriad stakeholders that will be key to their mission, but they develop an important awareness of what living and working with military members in a non-permissive, tactical environment is like.

Interagency civilians recently returned from Afghanistan, including a large contingent of S/CRS personnel, provide students unique pre-deployment preparation and training by teaching students how to realistically engage Afghan officials and function in



a variety of military tactical situations. Ongoing participation of these returning members offers students access to the most current information and most useful advice so they can effectively navigate Muscatatuck's realistic simulations and, eventually, succeed in the field.

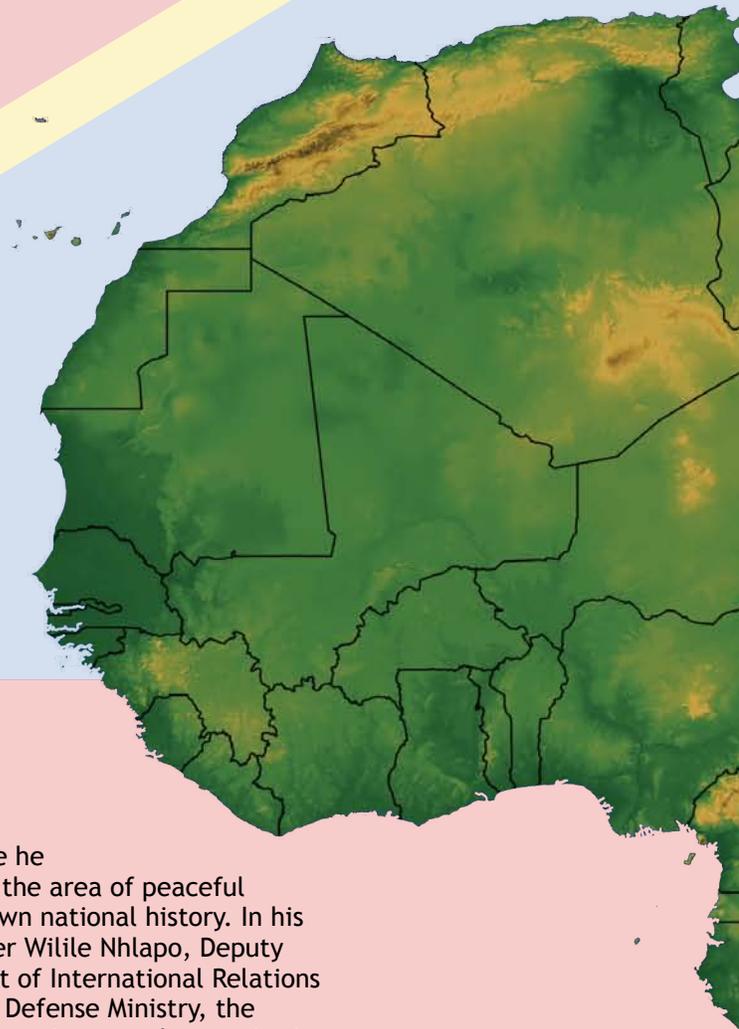
During training, students also learn what civilian-military planning and coordination really entail. As students practice

acting in an integrated command team, they must address issues from both the military's security perspective and the civilian's governance and development priorities in order to collaboratively plan how to execute the mission. During these simulations, students have the unique opportunity to learn the challenges of coordinated planning and the importance of adapting and/or re-shaping perspectives in accordance with U.S. objectives in order to develop solutions in Afghanistan.

As of April 2010, more than 300 civilians from State, USAID, Agriculture, Treasury, and Justice have been trained at Muscatatuck. ■

2nd Stop: Democratic Republic of the Congo (DRC)

While in the DRC, the Ambassador visited with host country officials and local civil-society organizations to discuss conditions on the ground in order to gain a better sense of the many issues that U.S. interagency assessment teams focused on last December and January. The Ambassador also met with UN Mission in the Congo officials, members of the international community, and U.S. Embassy personnel to identify a number of ways in which S/CRS may be able to further support reconstruction and stabilization efforts in the DRC, ranging from S/CRS funding for various existing programs to possible S/CRS-led implementation of recommendations from the recently completed five-sector assessments.



1st Stop: South Africa

The Ambassador first traveled to South Africa, where he acknowledged South Africa's valuable experience in the area of peaceful post-conflict transitions, particularly in light of its own national history. In his meetings with South African National Security Adviser Wilile Nhlapo, Deputy Director General for the Americas at the Department of International Relations and Cooperation Mxakato-Diseko, and South Africa's Defense Ministry, the Ambassador reiterated how integral South Africa's experience and expertise in stability operations will be to S/CRS's future success in Africa. To harness that expertise, the Ambassador invited the South African Government to join the **International Stabilization and Peacebuilding Initiative**, an informal working-level network of governments and multilateral and international organizations committed to joint civilian missions.

Engaging the Global South: Coordinator's Trip to Africa

By Eythan Sontag, Africa Regional Coordination Team Lead, and April Wells, Planner in S/CRS

In March of this year, the Coordinator for Reconstruction and Stabilization, Ambassador John Herbst, embarked on a trip to Africa to discuss S/CRS and the Civilian Response Corps's capacity and assessments, review conditions in the field, and engage potential bilateral and multilateral partners in the Global South. His stops included South Africa, the Democratic Republic of the Congo, Ethiopia, and Kenya.



3rd Stop: Ethiopia - African Union

In Ethiopia, Ambassador Herbst met with African Union (AU) officials about possibilities for increased cooperation in African civilian stability operations via capacity building assistance, training, and membership in the **International Stabilization and Peacebuilding Initiative**. AU officials were receptive to S/CRS's offers of training and partnership. While in Addis Ababa, the Ambassador also met with European Union (EU) colleagues who provided an overview of their capacity building efforts with the AU.

4th Stop: Kenya - Somalia

In Kenya, the Ambassador's discussions focused on ways in which S/CRS may be able to contribute to reconstruction and stabilization efforts in Somalia. Ambassador Herbst met with AU, EU and UN officials, the Somalia Unit in U.S. Embassy Nairobi, and the UK Stabilization Unit, which cited the greatest needs as 1) coordination of the various Somalia-assistance activities led by the AU, UN and international community, and 2) comprehensive planning/capacity building assistance to extend the writ and governance capabilities of the Somali Transitional Federal Government. Ambassador Herbst confirmed S/CRS's willingness to support reconstruction and stabilization efforts in Somalia as U.S. policymakers believe appropriate.

Reclaiming the Northern Border: The Future of Plan Ecuador

By Peter Kranstover, Senior Conflict Prevention Officer in S/CRS

In 1998, as Colombia's government (GOC) continued an interdiction campaign with U.S. support to eliminate coca cultivation across thousands of hectares of Colombian territory, then-President Andrés Pastrana responded to the increasing strength of the FARC and other illegal armed groups with Plan Colombia. Plan Colombia, which would eventually average over \$500 million dollars a year, was and remains the largest counternarcotics, security and social and economic assistance package in the Western Hemisphere.

Although Ecuador has been able to effectively prevent a "spillover" of drug cultivation into its Sucumbíos and Esmeraldas border provinces, those areas have a decidedly frontier character with insufficient Ecuadorian government presence. As such, the Colombian government's policies increasingly made it more attractive to the FARC to establish safehavens on the Ecuador side of the border. In 2008, Colombian forces bombed a FARC camp in Sucumbíos, killing over 20 people, including FARC leader Raul Reyes. The resulting break in diplomatic relations between Colombia and Ecuador is only now being slowly repaired.

After breaking diplomatic ties with Colombia in response to the bombing, Ecuador's President Rafael Correa increased army and police presence in Sucumbíos, the heart of the petroleum industry, to address the heightening crisis in the area. President Correa also sought to establish civilian government presence in Sucumbíos and elsewhere along the largely open 365 mile border between Ecuador and Colombia. According to the Ecuadorian government, military



financing and operations in this area cost approximately \$100 million a year, reflecting the approximately 11,000 military personnel now along the border, a substantial increase over the past two years.

In 2007, President Correa proposed a "Plan Ecuador" – a blueprint for responding to the externalities of Plan Colombia and a policy of protecting Ecuadorian sovereignty. With an Executive Director but no regular budget, the plan establishes a unit attached to the Presidency charged with bringing the benefits of central government ministries to previously ungoverned and conflictive areas. Plan Ecuador received its first official funds in 2009 to pursue its goal of bringing a strengthened central government presence to the northern border region through a conscious application of government resources to the economic and security issues there. While Plan Ecuador marked a large step towards progress in the northern border, it has not yet managed to effectively address the region's myriad challenges.

Establishing an Ecuadorian

government presence along the northern border is now of even more strategic importance than ten years ago. A new pipeline branch terminating in Esmeraldas was completed in 2004 and a bridge near General Farfan -- a new international crossing -- was completed in 2006, increasing the flow of people and commerce into the area. Alongside these infrastructure developments, Ecuadorian authorities and the media have voiced concern about growing numbers of Ecuadorians displaced by illegal armed groups along the border in the last three years.

At the invitation of U.S. Ambassador to Ecuador Heather Hodges, S/CRS sent an interagency assessment team in January 2010 to evaluate the needs of the northern border region. Hoping to supplement current U.S. development assistance to the border towns, S/CRS's strategic planners are using this assessment to inform a proposal to the Ecuadorian government for a new 1207 program that could improve governance performance, essential services delivery, and security capabilities in Ecuador's north border. ■

Section 1207 Funds: Bolstering Conflict Prevention

Compiled by Caitlin Conaty, Conflict Prevention Officer in S/CRS

For the past five years, one of S/CRS's most successful tools in the effort to prevent and respond to crisis has been the management and application of Section 1207 funding.

To help achieve the United States' international conflict prevention goals, Congress included a Section 1207 in the Fiscal Year 2006 National Defense Authorization Act, which authorizes the Secretary of Defense to transfer funds to the Secretary of State for the provision of reconstruction, security, and stabilization assistance. In recognition of S/CRS's critical role in conflict prevention and stabilization activities, the Secretary of State named S/CRS the secretariat for this transfer authority.

An interagency Review Committee – which includes S/CRS, the Office of the Secretary of Defense, the Joint Chiefs of Staff, the Office of the Director of U.S. Foreign Assistance, and USAID – jointly reviews and approves the projects or activities that receive funding from this account. S/CRS oversees and manages the approved programs. This year, S/CRS's applications of the Interagency Conflict Assessment Framework (ICAF), have played a major role in shaping 1207 project proposals by identifying the salient drivers of conflict and providing a template from which a U.S. Embassy can devise a proper approach to pre-conflict or stabilization issues.

To date, the 1207 transfer authority has provided \$350 million to support 25 projects in 23 countries in post-conflict situations or at risk of conflict. By the end of FY 2010, the program's reach could potentially increase to \$450 million and 30 countries.

Next year, the 1207 transfer authority will be supplanted by the new Complex Crisis Fund, a proposed \$100 million account for conflict prevention activities and programs, included in the President's FY 2011 budget request for State. ■



Upcoming Proposals for FY 2010

Yemen

In February and March, S/CRS and USAID sent a team to Sanaa to develop an FY 2010 1207 proposal for programs targeting specific unstable governorates in order to address local grievances against the central government, while enhancing local government service and engaging disenfranchised youth.



DRC/Great Lakes Region

Beginning in December 2009, S/CRS has supported five interagency sector assessments in the DRC that focused on the unstable eastern region. Subject to input from the U.S. Embassies in Uganda, Burundi, Rwanda and DRC, a proposed 1207 program will take an interagency conflict prevention approach to issues such as conflict minerals and refugee returns.



Timor-Leste

In April, a team including Civilian Response Corps members, S/CRS, and USAID personnel, deployed to Dili to design a program that will build the capability of the national civilian police, just as the UN police contingent ends its mandate in the region.

Kyrgyzstan

Before the coup in early April, S/CRS provided four planners to lead whole-of-government assessments with the Embassy team in an effort to highlight critical stability factors and identify gaps in the U.S. approach to address them. Following the fall of the government in April, U.S. Embassy Bishkek is working with S/CRS to rework its proposal for use of 1207 funds to help quell further conflict and instability in the country.



S/CRS and Post-Earthquake Haiti

By Merrie Archer, Senior Planner, and Jean Pierre-Louis, Special Assistant, in S/CRS

In response to the January 12, 2010 earthquake, the U.S. government mobilized to assist the Haitian people and government recover from the disaster that devastated the island nation. Under the direction of USAID, S/CRS and its interagency partners provided liaison officers to various State, USAID, Department of Defense, and Federal Emergency Management Agency working groups and staffed Forward Planning Taskforce IV (TF4).

The Department of State created TF4 in order to begin planning for the transition from disaster response to long-term recovery and reconstruction in Haiti. Under the direction of Deputy Assistant Secretary for Population, Refugees, and Migration Dr. Reuben Brigety, TF4 was initially comprised of 52 personnel from 20 U.S. government offices and agencies and focused on economic security, the rule of law and security, essential services, highly vulnerable children, and politics, democracy, and governance.

S/CRS provided TF4 with a core planning capacity and facilitated plans for adjusting U.S. assistance to post-earthquake realities. These planning documents identified key changes in Haiti that pose new challenges and proposed new lines of effort to address these new circumstances. These documents included advanced plans to establish conditions for sustainable broad-based economic growth, create professional and effective security sector institutions, and help the Haitian government become accountable to its citizens, perform key governance functions, and meet the basic food, water, shelter, and other needs of the Haitian people.

Additionally, S/CRS and USAID deployed both Active and Standby Civilian Response Corps members to Haiti and mobilized nine Standby members to assist with USAID's private donor coordination cell. Corps members initially deployed to Haiti supported the stand-up of the Office of the Response Coordinator, served as liaison officers to the Joint Task Force, and supported private sector capacity development. Corps members continue to support activities in Haiti related to development, governance, security, rule of law, and economic issues. ■



Opposite page: Danger sign marking large crack in the road; Above left: A makeshift settlement just outside the airport; Above right: Looking down an alley of ruins in Léogâne; Bottom: Civilian Response Corps member Kurt Müller (third from left) meets with a group from the United Nations' On-site Operation Coordination Center for the Haiti response.





First of Its Kind: USAID and S/CRS Stand-up the

Civilian

By Stephanie Getson, Outreach Coordinator in the Office of Civilian Response at USAID

In late 2009, Civilian Response Corps Active member Harry Bader received the call that he would be deploying to Afghanistan. While this was not the first time Mr. Bader would be deploying with the Corps, it would be another first – both for him and the Civilian Response Corps.

Mr. Bader would be the first Corps member to prepare for his trip by being processed through the Civilian Response Corps's new state-of-the-art Civilian Deployment Center (CDC).

The Civilian Deployment Center, managed by USAID's Office of Civilian Response and stood-up with S/CRS's assistance, is the first facility of its kind. Unlike U.S. defense deployment centers which process military personnel, the CDC specializes in preparing civilian forces for their work abroad, handling the unique deployment process from beginning to end.

Since its doors opened in late 2009, civilian Corps members and teams selected for deployment spend the days just prior to departure at the CDC preparing for their deployment. During their stay, the CDC performs the first round of readiness checks to assess each member's training, medical, and identification credentials. If there is a member at the CDC who does not fulfill these requirements, the Center uses its unique in-house capacity to bring civilians up to preparedness standards by administering vaccinations, conducting additional briefings, obtaining visas and diplomatic passports, and issuing Department of Defense Common Access Cards when needed.



Deployment Center

After making these preparations to assure all members are cleared for deployment, the CDC makes all the travel arrangements, issues each member their necessary equipment package – which includes IT, communications, personal, and protective provisions – and provides a refresher course on their use. Throughout the processing, the Center offers Corps members full accommodations and dining facilities, which allow deployers some personal preparation time and the opportunity to conduct pre-deployment team-building exercises and prepare plans for teams deploying together.

While the CDC primarily processes members for deployment, the Center also plays an important role in training the Civilian Response Corps. In April 2010, the CDC hosted its third tabletop exercise to simulate deployment scenarios in order to test mission planning and the operational capabilities of the Corps. The April exercise deployed Corps members to Stuttgart, Germany where they coordinated with the African military combatant command (AFRICOM) to increase joint planning mechanisms for future operations.

Since beginning operations in 2009, the Civilian Deployment Center has prepared Civilian Response Corps members for deployments to Haiti, Sri Lanka, Afghanistan, Pakistan, Sudan, the Democratic Republic of the Congo, and Kenya. As of April 2010, all Corps deployments are processed through the CDC. ■

Working Hand in Hand: The Kabul Conference and Afghanistan's International Partners

By Richard Ponzio, Senior Strategy & Policy Officer in S/CRS



On July 20, 2010, the Government of Afghanistan and the United Nations will convene Foreign Ministers from around the world in Kabul to deliberate and endorse an Afghan Government-led plan for improved development opportunities, governance, and stability. The gathering will mark the culmination of several intensive months of careful study and policy debate on new programming priorities and overcoming bottlenecks to the implementation of the five-year Afghanistan National Development Strategy (ANDS) for the period mid-2008 to mid-2013.

In June 2009, S/CRS and the U.S. Embassy responded to a request from the Afghan Minister of Finance and the UN Development Program (UNDP), to facilitate a technical support mission to review and consider options for a new phase of international support to the implementation and monitoring of the ANDS. The mission team included participation from the Afghan Ministries of Finance and Economy, UNDP, and the United Nations Assistance Mission to Afghanistan, and it consulted

partners from across government, civil society, and the donor community. Following the 2009 presidential election in Afghanistan, a four year (\$10 million) UN support project for the ANDS was finalized and agreed to by the Government of Afghanistan.

Upon the establishment, in January 2010, of a new office of the Afghan Deputy Minister of Finance for Policy (a chief recommendation of the technical support mission), S/CRS embedded three staff members in the Ministry of Finance. The team is tasked to assist the Deputy Minister develop a large and highly skilled staff charged with whole-of-government policy analysis, planning, coordination, and monitoring functions related to ANDS implementation. An important first milestone for the new Deputy Minister is to oversee the substantive preparations for the Kabul Conference, tentatively scheduled for July 20th.

Through an innovative clustering of ministries around key issues of governance, economic and infrastructure development, human

resource development, and agriculture and rural development, the Kabul Conference will create a compact between Afghanistan's government and its people to improve development and governance. By further investing in Afghanistan's institutional and human capacities, and ensuring that the country's recovery is truly Afghan-led by channeling more donor resources through the government, the Kabul Conference—the country's first gathering at the Foreign Minister level since the intervention after 9/11—will go beyond “business as usual” for an international donors meeting. Already anticipation is mounting in Kabul following a series of consultations held in April with representatives of Afghan civil society, academia, and the private sector.

Kabul Conference preparations have mobilized technical advisors from USAID; the U.S. Departments of Agriculture, Justice, Commerce, and State; as well as numerous offices and agencies at U.S. Embassy Kabul. As a result of commitments made at this high-level gathering, it is hoped that U.S. Government civil-military planning and broader programming efforts will be further harmonized with the Government of Afghanistan's socio-economic development, governance strengthening, and security sector reform priorities. Ultimately, America and the wider international community's success will depend on whether Afghans steadily assume full responsibility for their country and collective destiny. ■

Civilian Response Corps By the Numbers



42 Percentage of Corps members who speak three or more languages

2000 Projected number of Standby members in the Corps when it reaches full capacity

264 Projected number of Active members in the Corps when it reaches full capacity

52 Percentage of Corps members who grew up on the East Coast

12 Percentage of Corps members from cities with populations of over one million

65 Percentage of Corps members who hold a graduate degree

54 Number of different areas of sector expertise in the Corps

46 Percentage of Corps members with a military background

281 Number of Corps members and S/CRS staff who have deployed since the creation of the office in 2004

8 Number of partner agencies in the Civilian Response Corps

50 Percentage of the Corps from hometowns with populations of less than one hundred thousand

14 Average years of work experience for Active members of the Corps at the time of their hiring

962 Current number of people in the Civilian Response Corps (both Active and Standby components)

534 Number of members of Congress who supported the creation of the Civilian Response Corps

2008 The year in which the Civilian Response Corps was officially authorized and the year in which funds were first appropriated to stand-up the Corps

42 Percentage of Corps members who have legal backgrounds, with nearly 30 percent of the Corps holding a Juris Doctor degree

32 Percentage of Corps members who grew up in America's central time zone

17 Number of countries on four different continents in which S/CRS conducted conflict prevention, stabilization, and reconstruction missions in 2009

CIVILIAN RESPONSE

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