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CIVILIAN RESPONSE

The Newsletter of S/CRS



Office of the Coordinator for Reconstruction and Stabilization

June-July 2008, Issue No. 5

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Message from the Coordinator



The past two months have been a busy and productive time for S/CRS and our interagency colleagues. I have just returned from the Horn of Africa, where I had the opportunity to discuss reconstruction and stabilization issues with officials from the African Union and with the U.S. military and diplomatic leadership of the Combined Joint Task Force (CJTF-HOA) in Djibouti. I also visited project sites in Djibouti, Ethiopia and Kenya. I met with officials of the African Union and was acquainted with the effort to stand up the African Standby Force (ASF), a combined peacekeeping and civilian stabilization team. The ASF is a welcome development and another partner for S/CRS.

While I was in Africa, the UN Security Council debated the question of post-conflict peacebuilding. The resulting Presidential Statement noted that the Security Council “encourages efforts to address the urgent need for rapidly deployable civilian expertise and stresses that the critical role for such expertise is working in co-operation with national authorities to strengthen national capacities.” At the same time as this debate was occurring, the UN Assistant Secretary General for the Rule of Law and Security Institutions, Dmitry Titov, met with my deputies and other senior S/CRS staff to discuss possible areas of cooperation in developing deployable Rule of Law expertise to promote conflict resolution.

Earlier in May I traveled to Colombia along with Mike Hess and Tom Baltazar from USAID. The U.S. is providing \$4 million to Colombia under Section 1207 of the National Defense Authorization Act to restore government services in areas formerly controlled by FARC rebels. Congress has authorized an additional \$100 million for stabilization and reconstruction-related “1207” projects this fiscal year, and we are currently reviewing a number of proposals from U.S. Embassies.

At the groundbreaking ceremony for the new headquarters of the U.S. Institute of Peace on June 5, President Bush highlighted the importance of being able to rapidly deploy civilian experts with the right skills to trouble spots around the world. He called on Congress to approve the Civilian Stabilization Initiative, a \$248.6 million program to develop this capability. With bipartisan support for building America’s civilian reconstruction and stabilization capacity, I am looking forward to significantly expanding the number of highly skilled, trained, and equipped “first responders” we can deploy for quick and effective conflict prevention and conflict response missions worldwide.

—John E. Herbst

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G-8 Experts Gather in Tokyo: Express Support for International Peacekeeping and Peacebuilding

From April 21 to 23, S/CRS Principal Deputy Coordinator, Mark Asquino, led a State Department delegation to a G-8 Experts' Meeting on peacekeeping and peacebuilding in Tokyo. The gathering was meant to prepare elements for a document to be presented at the G-8 Summit that Japan will host in July. The other members of the U.S. delegation were Deputy Assistant Secretary Stephen Ganyard from the Bureau of Political-Military Affairs (PM); deputy program director for PM's Global Peace Operations Initiative, Michael Smith; and Bureau of International Organization Affairs (IO) office director Douglas Wake.

In its role as G-8 chair, Japan has expressed strong support for international peacekeeping and peacebuilding missions by G-8 nations. Japan is also interested in taking a more active role in such operations. In March, Prime Minister Fukuda instructed the Ministry of Foreign Affairs to prepare a draft law to create a whole-of-government coordinating mechanism to respond to such international missions. At the same time, Japan is mindful of the restrictions that its post-war Constitution places on its involvement in peacekeeping missions. However, Japanese military and civilian personnel have been able, on an exceptional basis, to participate in multilateral peace support operations in Cambodia, Mozambique, East Timor, Nepal and Iraq. Japan is seeking similar flexibility in the future to provide such non-combat support to peacekeeping operations by the UN and other international organizations.

During the April 22 Experts' Meeting, the U.S. delegation stressed the need for leaders to establish a G-8 Peace and Stability Experts Group to enhance coordination among G-8 and other countries and organizations for peacekeeping and peacebuilding. It called upon the G-8 experts to support strengthening current peacekeeping and peacebuilding efforts, with an emphasis on meeting or exceeding commitments their nations had made during the 2004 G-8 Summit at Sea Island, Georgia. It also noted related goals established at follow up summits in Gleneagles and St. Petersburg.

In his remarks to the G-8 meeting, S/CRS' Asquino noted that the United States has made great progress on each of the Sea Island objectives. It established the Global Peace Operations Initiative

(GPOI), which has trained more than 40,000 military peacekeeping personnel (over 38,000 from Africa), including over 2,500 peacekeeping trainers from 40 countries. Some 86% of these have deployed to 18 UN and regional organizations' peacekeeping operations around the world, including UNAMID in Darfur, UNIFIL in Lebanon, and KFOR in Kosovo.



Visiting Tokyo's Imperial Palace, the residence of the Emperor of Japan

The U.S., Asquino noted, was also meeting its Sea Island commitments through the creation of an "Africa Clearinghouse" that provides nations with the opportunity to discuss and coordinate peacekeeping capacity building for Africa. Additionally, the U.S. is providing funding to over 20 peace operation training centers around the world and has assisted in the training and equipping of several strategic and operational level peacekeeping headquarters staffs.

Asquino concluded by noting that the U.S. has partnered with Italy and contributed \$15 million to establish COESPU – the Center of Excellence for Stability Police Units in Vicenza, Italy. To date, COESPU has graduated nearly 1300 police unit trainers from 25 countries.

The final document produced by G-8 representatives called upon their nations to achieve or surpass training commitments made at the Sea Island Summit. It underscored the importance of training and equipping stability police for nations in conflict, and providing support to the UN Peacebuilding Commission (PBC). The document was not as strong as the U.S. delegation would have liked regarding



the need for the G-8 to create a permanent Peace and Stability Experts Group. However, it includes compromise language proposed by the UK delegation that provides leaders a mechanism to pursue the creation of such a group.

On April 21 and April 23, the U.S. delegation had bilateral meetings at Japan's Ministry of Foreign Affairs and Ministry of Defense, the International Peace Cooperation Headquarters of the Cabinet Office, the Japanese International Cooperation Agency, and the Japanese Diet (parliament). During these discussions with high-level officials, Asquino, Ganyard, Smith and Wake discussed ways in which the U.S. and Japan can work together to support whole-of-government approaches to civil-military cooperation and reconstruction and stability goals. The delegation found their Japanese interlocutors knowledgeable about and interested in considering ways to advance international support for peacebuilding efforts, especially those that promote global civilian capacity building.



Left to right: Principal Deputy Coordinator Mark Asquino; PM Deputy Assistant Secretary Steve Ganyard; IO Office Director Doug Wake; Back: Deputy Program Director for PM's Global Peace Operations Initiative Michael Smith

From S/CRS' perspective, the G-8 Experts' meeting and the bilateral consultations on its margins were valuable opportunities to continue discussions with the Government of Japan started during previous visits to Tokyo by Coordinator Herbst and other S/CRS staff. Like many countries, Japan seeks to move beyond *ad hoc* approaches to peacebuilding, and wants to learn from the experience of S/CRS and similar organizations like Britain's Stabilisation Unit (SU) and

Canada's Stabilization and Reconstruction Task Force (START) in enhancing interagency coordination. S/CRS looks forward to working with Japan and other partners to improve mechanisms for coordination and cooperation in reconstruction and stabilization efforts.

Supporting Colombia: Ambassador Herbst and Senior USAID and DOD Officials Visit Bogota

Beginning with Plan Colombia in July of 2000, U.S. Government foreign assistance to Colombia increased from \$50 million in 1998 to nearly \$900 million for FY 2000-FY 2001. This large infusion of funds and assistance was part of a concerted effort to confront conflict and drug-trafficking in this strategically and economically important Latin American country. It re-energized Government of Colombia (GOC) military policy while establishing the complementary importance of development and stabilization in overall GOC security policy.

The GOC understood that confronting the FARC (Revolutionary Armed Forces of Colombia), or any other insurgent group, was not enough. Success on the battlefield had to be followed by provision of social services and continued security. Plan Colombia's strength was that the GOC recognized this, but as implementation was undertaken it also became increasingly apparent that military success was not being followed by commensurate civilian programs. As part of this civilian-military approach to security and development, in 2003 the GOC, with support from the U.S. Embassy and U.S. Southern Command, created the Center for Coordination of Integrated Action (CCAI) in the Office of the Presidency to improve civilian social service and development agency follow through. During the week of April 20, S/CRS Coordinator Ambassador John Herbst and USAID Assistant Administrator Mike Hess visited CCAI in Bogota and three villages in Northern Meta province along with Tom Baltazar, Director of USAID's Office of Military Affairs, and Caryn Hollis, Advisor to USSOUTHCOM from the Office of the Secretary of Defense.



CCAI, not unlike S/CRS in philosophy, brings together the talents and resources of the Colombian government to quickly respond to and strengthen GOC presence in areas recently recovered from the control of illegal armed groups. CCAI includes representatives from the Ministry of Defense, the National Police, the Ministry of Interior and Justice, the Ministry of Social Protection, the Ministry of National Education, the Ministry of Agriculture, and the Attorney General's Office. S/CRS will be cooperating with CCAI this year in exchanging information and experiences and participating in a USSOUTHCOM sponsored CCAI conference in mid-July in Colombia.



Ambassador John Herbst and USAID Assistant Administrator Mike Hess with General Quinones of the Colombian Army in Vista Hermosa, Meta Department after a brief on recent military and civilian actions in the Macarena region of Meta.

In 2007, S/CRS approved the use of \$4 million in "Section 1207" reconstruction and stabilization funds from the Defense Department to help CCAI bring social services and infrastructure to historically FARC-held municipalities in Meta through an integrated GOC plan for the region known as "PCIM." This region, known as "Macarena," produces more coca than any other in the world. Parts of the region have been controlled by the FARC for several generations. In the municipality of Vista Hermosa, the PCIM (with USSOUTHCOM funds) supports an innovative civil-military coordination "Fusion Center" where civilian and military entities involved in security, stabilization and civilian development efforts for the Macarena region will be quartered (the army, the police, the civilian coordinators, judiciary,

prosecutor, and coca eradication teams). The Fusion Center houses an integrated operational team dedicated to consolidating the GOC presence throughout the Macarena region. A significant part of this region now enjoys security and state presence for the first time in forty years.

In La Julia, the GOC built a community center which is receiving equipment from USAID. Using 1207 funding, a cable-operated ferry will soon cross the Duda River, allowing La Julia residents to transport goods and gain access to safer, shorter roads to markets in other parts of Meta. Provision of security by the military is a key requirement for all infrastructure programs in the area. In this insecure area, the Colombian military is transporting materials and providing security so that the ferry can be rapidly installed, and then protected until the surrounding area is militarily consolidated.

Similarly, 1207 funding is directed towards technical assistance for six municipal governments in Meta to develop municipal plans, ensuring close alignment with the PCIM. This followed municipal elections of October 2007 and a USAID-supported workshop with mayors that produced a consolidated plan for urgent social infrastructure.

To date, funds from USAID's Office of Transition Initiatives (OTI), supplemented by 1207 funds, have supported CCAI capacity-building, a handful of infrastructure projects, technical assistance to municipal governments, the development of operational plans for the various components of the PCIM, hiring of the civilian coordinator of the PCIM, and the development of a public communications strategy. If the PCIM model of civilian-military integration is successful, it will be an example for stabilizing other conflict zones in Colombia.

For the near future, the GOC has identified numerous larger infrastructure projects such as bridges and road improvements in Meta, thereby improving local perceptions of government efficiency while having important positive impacts on the local agrarian economy. All of these efforts require partial funding or in-kind support from the government or the local community.

Since the start of Plan Colombia, approximately \$500 million a year has gone towards coca eradication; alternative development;



humanitarian support to displaced persons; demobilization and reintegration; strengthening governance, including judicial reform and human rights; and military assistance. The portfolio requires the resources, talents and regular interagency coordination of many U.S. Government agencies and State Department bureaus represented at Embassy Bogotá, including the Military Group and other DOD offices, USAID, the Narcotics Affairs Section, and the Departments of Justice and Treasury. With more than 40 agencies in the Embassy, interagency coordination is paramount. OTI, as part of the USAID team, has played a pivotal role in working to increase confidence in the GOC in often dangerous parts of the country.

While the GOC continues to extend its presence in Meta, much of the area remains off-limits for security reasons. Even in those areas that the GOC has declared nominally secure, one must be in constant communication with local military authorities before making any trips outside urban centers. Logistics are another constraint - one of the municipalities is accessible to the GOC and Embassy staff only by military helicopter; another, only by five-seater airplanes. The program has confronted significant security challenges, including illegal armed groups detaining project implementers, but constant coordination between the civilian, military and police components have ensured security protocols are followed and risks are minimized. While this is a significant challenge, the GOC will continue to increase its security presence throughout the region, only improving its ability to tend to the needs of its citizens.

Report on Section 1207

Section 1207 of the 2006 National Defense Authorization Act allowed the Department of Defense to transfer to the Department of State up to \$100 million in FY 2006 and FY 2007 to support immediate stability, security or reconstruction assistance. This “1207” authority was renewed for FY 2008. At the request of DOS and DOD, the United States Institute of Peace has produced a report on the 1207 process. The report, which is based on interviews with congressional staff and representatives of agencies involved in this process, will be available on USIP’s website in June – watch for it!

Ambassador Herbst Visits Horn of Africa

From May 15 through 25, S/CRS Coordinator Ambassador John Herbst joined Major General Jason Kamiya of U.S. Joint Forces Command on a visit to the Horn of Africa. The group visited Djibouti, Ethiopia and Kenya to review the activities of the U.S. Combined Joint Task Force – Horn of Africa (CJTF-HOA).



Ambassador Herbst, Major General Jason Kamiya of U.S. Joint Forces Command, and CJTF-HOA officers visit a school renovation project in Dire Dawa, Ethiopia. (Photo: LTC James Reynolds)

The trip began with a stop in Paris, where Ambassador Herbst met with senior officials of the Organization for Economic Cooperation and Development. The OECD is heightening its focus on failed states, and Ambassador Herbst discussed areas of possible cooperation between that organization, S/CRS, and other international actors in the area of reconstruction and stabilization.

The party then flew to Djibouti, site of Camp Lemonier and CJTF-HOA. Ambassador Herbst and Maj. Gen. Kamiya met with the CJTF commander, Rear Admiral Philip Greene; the U.S. Ambassador to Djibouti, Stuart Symington; and other senior military and diplomatic officials. The Task Force was established in 2002 to prevent conflict and promote regional cooperation. In the words of RADM Greene, its roughly 2,000 military and civilian personnel, from the U.S. and partner nations, are dedicated to “working alongside our African friends to enable African solutions to African challenges.”



The group toured sites in Djibouti where the CJTF is carrying out projects. These included Loyada, on the border with Somalia, and the provincial capital of Ali Sabieh where the CJTF is helping to construct a slaughter house to benefit nomadic herdsman in the area.

Ambassador Herbst and his group then flew via military aircraft to Dire Dawa in Ethiopia, where they observed a civil-military team from CJTF-HOA renovating a local school. The group continued on to the Ethiopian capital, Addis Ababa, where they met with U.S. Ambassador Donald Yamamoto and joined him in handing out sleeping bags to residents of a neighborhood that had been gutted by a fire. Ambassador Herbst also met with officials of the African Union, including the Secretary of its Peace and Security Council. He was briefed on progress in creating the African Standby Force, a body with both military and civilian components that is intended to assist states in crisis.

Proceeding to Kenya, Ambassador Herbst and Major General Kamiya toured the International Peace Training Support Center in Nairobi and visited a water well drilling project in Garrisa before returning to Djibouti to prepare for the long flight home.



Ambassador Herbst and Major Fred Tanner from CJTF-HOA prepare to hand out sleeping bags to residents of a section of Addis, Ethiopia recently destroyed by fire. (Photo: LTC James Reynolds)

According to Ambassador Herbst, the trip highlighted the excellent cooperation between the military and civilian elements of the U.S. Government on stabilization projects in the Horn region. He was

also impressed with the growing prospects of the African Standby Force and came away convinced that the U.S. and other international partners should continue to assist the development of this important initiative.

The “4th D”: Empowering Domestic Agencies in Reconstruction and Stabilization Environments
By Merriam Mashatt and Bob Polk

What is the “4th D”?

What do the terms “interagency” and “whole-of-government” mean? To many, they describe the whole of the Executive Branch. In the Reconstruction and Stabilization (R&S) community, however, the terms generally refer to the Department of Defense (DoD), Department of State (DoS), and the U.S. Agency for International Development (USAID), plus a few domestic agencies. In recognition of their dominant role in R&S, the 2006 National Security Strategy (NSS) refers to DoD, DoS and USAID as the “3 D’s” of defense, diplomacy and development. This seems natural, as the 3 D’s are strictly designed to the foreign domain. The question remains: to what degree should the domestic interagency community be involved in these same foreign R&S environments?

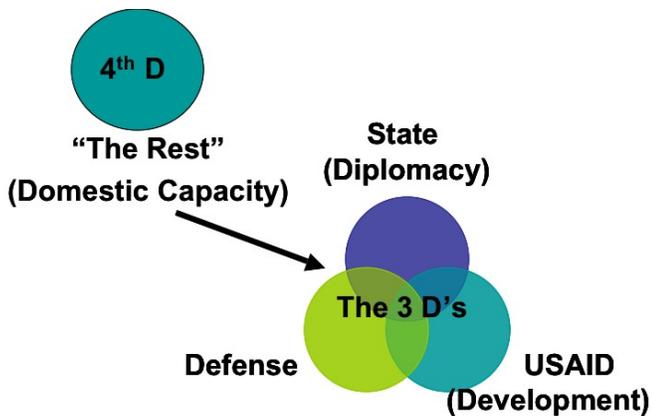
In reality, the interagency community is comprised of hundreds of departments, agencies, boards, commissions, and programs. The potential of these many USG domestic agencies to operate in fragile states is compelling and should ultimately be studied. Such investigation could reveal an as yet untapped community of expertise representing the true complexity of what it takes to help restore effective government institutions and services.

The “4th D,” recently coined by the authors, is shorthand for the whole of the domestic agencies. It is intended to draw attention to the potential value that the domestic agencies can bring to support the 3 D’s in any contingency environment. That said, the addition of the 4th D phrasing has precipitated a dialogue specifically within the R&S community on the need to better engage this more “silent majority.” The time has come to put the “whole” back into “whole-of-government.”



What Does the 4th D Bring to R&S Operations?

Long-term government-to-government relationship building that is not possible with contractors: The 4th D provides highly specialized ministerial-level technical expertise necessary in strategic Host Nation (HN) capacity-building. U.S. Government officials possess unique skills in helping to build capacity related to inherently governmental matters. Most importantly, however, HN ministries respect and view as a sign of U.S. resolve the exchange of actual government officials.



Reach-back to a robust and functionally aligned “whole-of-U.S. department” state-side capacity: If reach-back is developed properly, domestic agencies can provide the unprecedented capacity to mobilize the entirety of a government agency to the disposal of a USG representative abroad. Reach-back support often involves two teams: one operating in the conflict setting and one operating “state-side” within the U.S. (usually in Washington) that supports the deployed team. The key is to establish a seamless virtual team which, while separated by thousands of miles, leverages a team approach and enhances performance. Reach-back support adds great value by taking the burden off the forward team. For example, the reach-back office can draft program plans, conduct congressional testimony, communicate with interagency partners, conduct fast turn-around research, respond to public inquires, and develop and maintain websites.

Unique, accountable, habitual relationships with the U.S. private sector: Domestic agencies have significant untapped potential in close ties to the private sector. These relationships are not based on contracting. Rather, domestic agencies assist the private sector to navigate the myriad of regulations and laws encountered while

doing business at home and overseas. Bringing private sector expertise and resources to bear in R&S environments on a non-contracting basis has many benefits. The private sector, ranging from large multinationals to small- and medium- sized businesses, has a vital role to play in creating wealth and promoting socioeconomic development. It also contributes, both directly and indirectly, to the prevention and resolution of violent conflict.

Domestic agencies can help spearhead the following:

- 1) Work with HN officials to reduce barriers to private sector trade and investment that can spur economic growth, private sector partnerships and long-term job creation.
- 2) Help the private sector develop mutually beneficial partnerships with HN companies, civil society organizations and government.
- 3) Work with the private sector to promote commercial activities such as advocacy for good governance and anti-corruption measures, and developing voluntary codes of corporate conduct.
- 4) Facilitate corporate donations. This sector's support in recent disasters has grown. In response to the 2004 tsunami, the U.S. private sector contributed over \$3 billion, in contrast to the USG's contracted \$657 million. In addition to cash, many of these donations were in the form of “gifts in kind” and staff time and talent.

Merriam Mashatt is the director of reconstruction and stabilization in the International Trade Administration, U.S. Department of Commerce. Bob Polk is an adjunct staff member of a federally-funded research and development center and a senior advisor and founding member of the Project on National Security Reform. The views expressed are those of the authors and do not necessarily reflect those of their employers, the Department of Commerce, or the Department of State.

ⁱ See Catalogue of Federal Domestic Assistance, 2007 Edition

ⁱⁱ The Business of Peace, The Private Sector as Partner in Conflict Prevention and Resolution, Jane Nelson International Alert, Council on Economic Priorities, The Prince of Wales Business Leaders Forum, 2000

ⁱⁱⁱ See “New Study Finds that Americans Gave More Than \$3 Billion to Tsunami Relief Efforts,” December 19, 2006, The Center of Philanthropy at the University of Indiana.



S/CRS Organizes Workshop at NATO on Building National Capacity

S/CRS staff, with the support of the U.S. Mission to the North Atlantic Treaty Organization, organized and led a workshop on May 27 at NATO Headquarters in Brussels, Belgium. The workshop, entitled "Building National Capacity in Reconstruction and Stabilization: Meeting Demands for Deployable Capabilities," drew more than 120 participants from 33 countries. S/CRS organized the workshop for the explicit purpose of bringing together crisis response experts from Allied countries and members of NATO's Partnership for Peace to share experiences and best practices and to learn from each other about developing and deploying national civilian response capabilities.

Unlike other workshops, seminars and conferences on this subject, this one was intended to be pure "nuts and bolts" -- about the "how" and not the "why" of building such capabilities. S/CRS designed the workshop to concentrate on the practical challenges to building and deploying civilian response capabilities for reconstruction and stabilization missions. This includes identifying capability needs, recruiting, training, equipping, deploying and retaining civilians for challenging environments, and sustaining such efforts in the field in a comprehensive approach with other international actors.

Colleagues from the UK's Stabilisation Unit (SU) and Canada's Stabilization and Reconstruction Taskforce (START) carried a good share of the conduct of the workshop as Chairs and Panelists. France had the largest representation in attendance, followed closely by the UK, Italy and Sweden. A representative of the UN also attended, and several delegations included members of their representations to the EU. Nearly all NATO Allies were represented at the workshop, along with eleven Partner countries.

NATO Assistant Secretary General for Operations Martin Howard formally welcomed the participants. U.S. Ambassador to NATO Victoria Nuland delivered opening remarks that linked the value and timeliness of the workshop to the implementation of NATO's Comprehensive Approach Action Plan (which includes proposals related to reconstruction and stabilization, and is designed to

enhance practical cooperation with other international actors and improve civil-military coordination within NATO) and priorities in Afghanistan. The Italian Foreign Ministry's Iraq Task Force Director and former Ambassador to Iraq Gianludovico de Martino kicked off the substantive dialogue by chairing the first panel on matching capacities with capabilities needed. Gary Russell, S/CRS' Civilian Reserve Task Force Director, chaired the second panel on recruiting, training and retaining deployable civilian expertise. Three concurrent Working Groups on related topics, chaired by SU and START staff, dominated the afternoon, followed by a wrap-up plenary that highlighted key challenges identified during the event and possible ways forward.

The day's dialogue covered a broad range of conceptual and technical challenges to building and strengthening national capacities. Comments from a cross-section of participants indicated broad agreement on the usefulness of the event, both in terms of dialogue on the conceptual elements as well as exchanges on the technical challenges. Many, however, expressed concern that this event would not achieve the desired effect of accelerating the growth and diversification of national capacities unless follow-up efforts were made to sustain a dialogue dedicated to achieving this goal.

S/CRS intends to continue the dialogue with Allied and Partner countries begun in Brussels and expand it to other countries. Increasing international capacity for civilian reconstruction and stabilization response is a widely acknowledged global priority. Promoting the building of civilian response capacity will help to ensure that a full range of capabilities will be available in the future to help countries in crisis achieve sustainable peace and stability. A "one size fits all" approach is not a formula for success, since each crisis will require a different mix of security, governance, humanitarian and development assistance. The best solution is one that allows each nation to invest in international peace and stability to the best of its ability with the best of its talents.



S/CRS Publishes Guide to Transitional Elections

The conduct of elections has become a central feature of reconstruction and stabilization (R&S) operations. The international community has looked to elections as a means to establish a legitimate government that can foster stability and mitigate insurgency. Elections hold the promise of more responsive and accountable leaders, as citizens can vote their leaders out of office if they fail to perform.

In the fast-paced environment of R&S operations, it is particularly challenging for U.S. officials to apply best practices and lessons from the past to the unique and sometimes centuries-old country conflicts they encounter. A new thematic guide developed by an interagency team and published by S/CRS, *Transition Elections and Political Processes in Reconstruction and Stabilization Operations*, is intended to help U.S. Government planners to adapt their decisions intelligently to country circumstances, informed at the outset by several decades of USG best practices. The guide lays out best practices for elections in policy decisions, strategic planning, implementation, USG and international coordination, and monitoring and evaluation.

This is the second thematic guide S/CRS has published, following *Demobilization, Disarmament, and Reintegration in Reconstruction and Stabilization Operations* (published in 2006). S/CRS also published the *Essential Tasks Matrix* in 2005. These products can be found in the Speeches & Releases Library on the S/CRS website at: www.crs.state.gov.

S/CRS Profile: Gary Russell

As the Director of the Civilian Reserve Task Force, Gary Russell plays a key role in S/CRS' efforts to develop an effective rapid-response capability to meet the challenges posed to U.S. national security by weak and failed states. The Task Force was established to prepare for and support the recruitment, hiring, training, administration, management, and deployment of a Civilian

Reserve Corps (CRC). Earlier, Mr. Russell directed a Civilian Response Interagency Task Force – including representatives from USAID and the Departments of State, Defense, and Justice – that did the initial design work for the CRC as well as the Active Response Corps (ARC) and Standby Response Corps (SRC). This effort resulted in agreement on the required size and skill composition for the U.S. Government's civilian response capacity for reconstruction and stabilization missions, as well as the mechanics of recruiting, hiring and managing the ARC, SRC and CRC.



Gary Russell

Mr. Russell began his career in public service as a Peace Corps Volunteer in Ecuador in 1979. There he worked as a land surveyor, documenting the land claims of the Shuar – the largest of the indigenous tribes of the Amazon basin. He says it remains the most interesting and rewarding job he has ever had, as his surveys helped ten Shuar villages to preserve their way of life by giving them legal title to their land. Delivered alone by bush plane to the Amazon for lengthy stays surveying Shuar land, this experience undoubtedly gave Gary insight into the challenges to be faced by U.S. civilian personnel deploying to harsh environments.

Mr. Russell came to Washington, DC in 1984 as a Presidential Management Fellow with the U.S. Department of Labor. Since then, he has served in a number of federal government positions in Washington and abroad, first as an international trade negotiator with the International Bureau of the Department of Labor, and later as a senior advisor and project manager at USAID in Washington and Nicaragua. He is currently a Department of State employee, but when Mr. Russell joined S/CRS in July 2005 it was on detail from Labor, where he had been Director of the Office of Foreign Relations. In that role he directed a \$190 million technical assistance program to improve living standards and conditions of work for unskilled workers in developing countries.

An accomplished public speaker, Mr. Russell has represented S/CRS and the U.S. Government at a number of events. Most recently, in May of this year he chaired a panel on recruiting,



training and retaining deployable civilian experts at an S/CRS-sponsored multinational workshop held at NATO Headquarters in Brussels.

In the short term, Gary is focused on current efforts to expand the ARC and SRC and ensure they are fully trained, equipped and ready to deploy by the end of FY 2009. At the same time, he and his colleagues on the Task Force continue to lay the foundation for the establishment of the Civilian Reserve Corps as soon as Congress passes the necessary authorizing legislation.

Comings and Goings

With deep appreciation for a job well done, we bid farewell to the following members of the S/CRS family who have moved on to new challenges and opportunities:

- ◇ Principal Deputy Coordinator Mark Asquino
- ◇ Sally Nist
- ◇ Jeremy Caddel
- ◇ Sheila Gwaltney
- ◇ COL William "Fitz" Lee
- ◇ Deborah Hart

We also extend a warm welcome to these new or returning members of the S/CRS team:

- ◇ Laura Hall
- ◇ LTC Kim Field
- ◇ Brian Mayfield-Pharr
- ◇ Agnieszka Paczynska
- ◇ John Jones
- ◇ Pat Pleasant

And we welcome aboard an exceptional group of summer interns and fellows:

- ◇ Geraldine Gassam
- ◇ Melissa Bentley
- ◇ Keri Berman

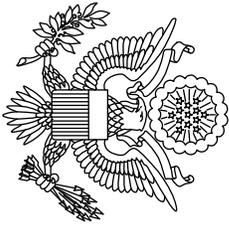
- ◇ Pat Homan
- ◇ Eric Kessler
- ◇ James Nadel
- ◇ Bryan Crawford-Garrett
- ◇ Clint Fenning

Featured on the cover: S/CRS Office of Planning Deputy Director and Senior Advisor for Transitional Security Tod Wilson (left) and Senior Civilian-Military Planning Officer John Schweiger with Panjshir Provincial Reconstruction Team (PRT) member Ben Lowenthal (center) at the Tomb of Masoud in Panjshir Province, Afghanistan. S/CRS worked with the interagency team in Panjshir Province to develop a U.S. Government support plan for Panjshir Province, the site of the only State Department-led PRT in Afghanistan.

Please send questions and comments to:

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