Building Conflict Transformation Capabilities

Presentation by Marcia Wong
Acting Coordinator for Reconstruction and Stabilization
17th Annual SO/LIC Symposium
March 13, 2006
State Weakness Spectrum

National Security Strategy of the United States: “America is now threatened less by conquering states than we are by failing ones.”

Secretary Rice (Dec. 11): “…the greatest threats to our security are defined more by the dynamics within weak and failing states than by the borders between strong and aggressive ones.”

Shifting Foreign Policy Lens -- Not just consistent with our values, but in our national interests:

• Humanitarian: Genocide, ethnic cleansing, refugees, violence, poverty, disease
• Security: Creates the conditions for terrorism, organized crime, trafficking, drug trade, weapons proliferation, and human trafficking.

Fund For Peace: 2 billion people live in countries that have a significant to critical level of risk of collapse.
Multiple U.S. Initiatives to Address State Weakness

**U.S. Government Initiatives:** S/CRS, MCC, USAID Fragile States, DOD’s Ungoverned Spaces, and others

**Prioritizing Stabilization and Reconstruction:**

- Presidential Directive
- DOD Directive 3000.05
- Quadrennial Defense Review

**S/CRS Key Events:**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 2004</td>
<td>NSC creates S/CRS</td>
</tr>
<tr>
<td>July 2004</td>
<td>S/CRS officially stood up</td>
</tr>
<tr>
<td>Dec. 2004</td>
<td>Made Presidential Initiative</td>
</tr>
<tr>
<td>Dec. 7, 2005</td>
<td>Presidential Directive Issued</td>
</tr>
<tr>
<td>Jan. 2006</td>
<td>FSI Conflict Transformation Training</td>
</tr>
<tr>
<td>Feb. 2006</td>
<td>First Active Response Corps Installed</td>
</tr>
</tbody>
</table>
Supporting Transformational Diplomacy

Transformational Diplomacy Objective

To work with our many partners around the world, to build and sustain democratic, well-governed states that will respond to the needs of their people and conduct themselves responsibly in the international system.

S/CRS’ ROLE: “Work more effectively at the critical intersections of diplomacy, democracy promotion, economic reconstruction and military security.”

-- Secretary Rice

[Diagram with circles labeled: Diplomacy, Military Security, Democracy Promotion, Economic Reconstruction, Role of S/CRS]
International Convergence

“We need greater capacity to bring all necessary civilian resources to bear in crisis and post crisis situations.” – EU High Representative for Foreign Policy Javier Solana
December 14, 2005

Building Global Capacity:

- **Bilateral Partners:**
  - UK’s Post-Conflict Reconstruction Unit (PCRU)
  - France & Germany: Coordinator positions established
  - Canada: Stabilization and Reconstruction Taskforce (START)
  - Australia: Fragile States Unit
  - Denmark & Finland: S&R Expertise and Leadership

- **UN:** Peace Building Commission created to improve UN/Donor coordination on S&R

- **EU:** Coordinating on early warning, cross-training, conflict prevention; for 2007, €550m stability instrument; New European constabulary initiative.

- **NATO:** Recognizes Civilian S&R Capabilities in Comprehensive Policy Guidance

- **IFIs:** World Bank, IMF, Regional Banks creating vehicles to assess and respond to conflict.

- **OSCE:** Exploring ways to increase pool of trained stability police through COESPU.

- **G-8:** Enhancing international peacekeeping and constabulary capacity through train&equip; Deepening support for regional organizations.

- **Regional Organizations:** Neighbors bear 50% of costs of conflict, but regional organizations weak; Priority: Strengthen AU

- **MNE4:** Multinational civil-military exercise (8 countries and NATO; UN, EU observing)
Early Warning and Prevention

Closing the Gap between Early Warning and Early Response:

- Early Warning through NIC Watchlist
- Interagency Conflict Assessment Framework
- Outreach to NGO, academic and international partners
 Conflict Transformation

Large-scale Intervention  Lead Passes to Local Actors

Drivers of Conflict Reduced  National Institutional Capacity Increased

Goal

Conflict Transformation: Where local capacity is strong enough to overcome remaining sources of conflict and can continue toward sustainable peace with diminishing international assistance.
# Conflict Transformation Planning

## Four-Part Planning Process:

1. Interagency Assessment Tools
2. Planning Framework
3. Post-Conflict Reconstruction Essential Tasks Matrix
4. Metrics

## How Conflict Transformation Planning Differs:

- Planning done in unconstrained conceptual environment
- Whole-of-Government Approach
- Apply Conflict Transformation lens to explicitly grapple with drivers of conflict
- Test in Real Cases and Exercises

**NOTE:** Doesn’t always require much additional funding to shift from palliative measures to transformational measures.
Integrated Interagency Response Teams

PLANNING
- Regional Combatant Command (RCC)
- Humanitarian Reconstruction and Stabilization Team (HRST)
- Joint Task Force

POLICY
- Principals Committee
- Deputies Committee
- Heads of International Partners
- Agency authorities over contracts, programs, other mechanisms
- Headquarters of Advance Civilian Team (ACT)
- Planning
- Policy guidance (and informational reporting feedback loop)
- Funding decisions
- Coordination

PROGRAMMATIC
- Funding decisions
- Coordination

FIELD
- ACT
- Mil.Cmdr.
Country Engagements

Four Levels:

**HIGH: Conflict Transformation/Post-Conflict R&S Effort**
- Sudan and Haiti

**MID: Scenario-Based Planning:**
- Cuba: Supporting Secretary’s Transition Coordinator for Cuba and Western Hemisphere Affairs Bureau on CAFC II

**LOWER: Preventive Consultancies**
- Nepal, Haiti, DRC, and others
  - Engagement varies, from small one-time brainstorming sessions to larger, professionally facilitated roundtables with USG, international, and non-governmental participants
  - Driven by Demand

**UNIQUE:** Participated in Interagency PRT Assessment in Afghanistan
Research & Development

Cross-Cutting Requirements for Reconstruction and Stabilization:

- Tools and methodologies to facilitate interagency collaboration
- Improved cultural understanding
- Indicators/metrics for assessment and prediction
- Enhanced analytic tools for planning and execution of intervention and prevention operations
- Effective strategic communications
S/CRS Contacts

For more information, please contact our Public Affairs Office: Melanie Anderton, scrs_info@state.gov or 202-663-0832

Please also visit our websites:
• www.state.gov/s/crs
• www.crs.state.gov