

Stability, Security, Transition, and Reconstruction (SSTR): *A Private Sector Role*

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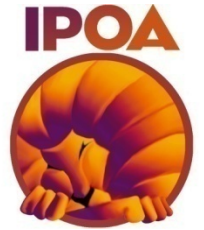
Spicy Quote 1



Iraq:

**“Best supported,
best supplied military
operation in history.”**

-Doug Brooks



Spicy Quote 2

Int'l Peace Ops:

“The private sector is revolutionizing international peace operations - no mission could succeed without contractors.”

-Doug Brooks

The Peace and Stability Industry



Company Type:	LSCs: Logistics & Support Companies	PSCs: Private Security Companies	SSR&Ds: Security Sector Reform & Development Companies
Sample Service:	Logistics & Supply Risk Consulting Medical Services Construction Maintenance Engineering Waste Management Strategic Transport	Site Protection Travel & Transit Protection Private Security Details Threat Assessment Intelligence	Security Sector Reform Economic Development Crisis Mitigation & Recovery

Filling the Gaps: *The Private Sector*



- **Surge capacity!**
- **FasterBetterCheaper.**
- **Risk Minimization.**
- **Control.**
- **If not private who?**



Era of “Westernless” PKOs

- West abandoned responsibility.
- UN not poor man’s NATO!
 - Diverse equipment and capabilities.
 - Quality matters.
 - Motivational issues.
- Size replaces quality.
- Militaries from poorest countries doing bulk of the work.

Industry *Essential* to PKO



- **Most militaries lack capabilities**
- **Armies Focus on Policy Objectives**
- **Reduced Burden on Peacekeepers**
- **Reduced Military Footprint**
- **Vast Reconstruction Advantages**
 - **Host Country National jobs**
 - **Capacity building**
 - **Real Economic benefits**
 - **Immediate expertise from private sector**
 - **Staying power**

Afghanistan & Iraq



Africa



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Finding the limits

- Demand driven industry – gov't decides
- Private firms normal partners in CCOs
- Operate in weak and failed states
- Operate where gov't and mil dare not go
- *Not* Decision Makers
- Darfur?
- Legal and political caveats



Regulation and Oversight - Good for Good Companies



- **Essential for Client Comfort**

- Client ensures ethical contractor behavior

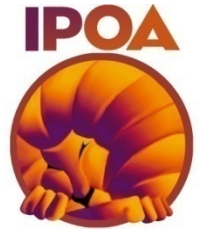
- **Enables Fair Competition**

- Good Regulation Encourages Healthy Competition

- **Increases Professionalism**

- The more responsible and professional companies are more likely to win contracts

How to Improve?



- **Company and Industry Codes of conduct.**
- **Contracts – obligations and penalties.**
- **Improve laws and regulations.**
- **Good companies support good laws.**
- **NGOs and human rights orgs can help.**
 - **Partners in CCOs!**
- **Industry Gains nothing from failure.**
- **Client comfort = future business.**



Recommendations

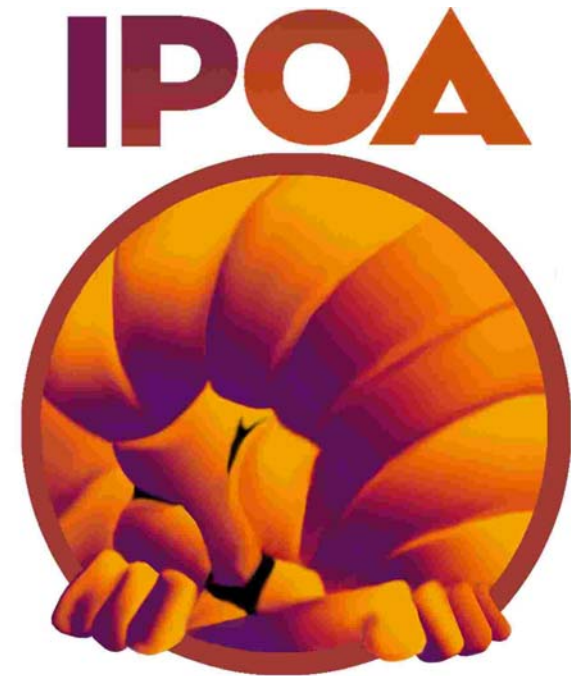
- **Private sector too valuable to ignore**
- **Improvements:**
 - **Legal Frameworks.**
 - **Coordination with militaries in the field.**
 - **Contract law for middle military ranks.**
- **Prepare for *Future Conflict/Post-Conflicts*.**
 - **Many Iraq Issues Unique.**
 - **Find ways to fully utilize capacity in future.**
- **Industry valuable in making laws & policies.**

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- **Not for Profit.**
- **Industry Assn.**
- **Middle Ground . . .**
- **Improve PKOs.**
- **Codes of Conduct.**
- **Regulation and Law.**
- **Advocacy and Education.**



Questions?



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