



*A U.S. GOVERNMENT
COORDINATED CIVILIAN
STABILIZATION INITIATIVE*

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Organizing the USG for R&S

Since 2005, 15 agencies have worked to implement NSPD-44. The Civilian Stabilization Initiative is the next critical step in ensuring readiness for new national security challenges of reconstruction and stabilization.

National Security Directive 44 calls on the Secretary of State to:

Coordinate and lead integrated United States Government efforts, involving all U.S. Agencies with relevant capabilities, to prepare, plan for, and conduct stabilization and reconstruction activities. The Secretary of State shall coordinate such efforts with the Secretary of Defense to ensure harmonization with any planned or ongoing U.S. military operations across the spectrum of conflict.

PREPARE

TRAIN- S/CRS, USAID and DOD currently offer R&S training for civilians and military

EXERCISE- Interagency exercises for R&S ongoing with SOUTHCOM, JFCOM, USACAPOC

CIVILIAN CAPACITY- **The Civilian Stabilization Initiative proposed in FY 2009 will create an interagency Active and Standby Response Corps and build the U.S. Civilian Reserve Corps**

PLAN: The Draft Interagency Planning Framework for R&S was completed in 2005, with revised framework pending.

CONDUCT: The Interagency Management System was approved in July 2007 and provides a new system to manage interagency planning and operations for reconstruction and stabilization

"In this international atmosphere, the United States must have the right structures, personnel, and resources in place when an emergency occurs. A delay in our response of a few weeks, or even days, can mean the difference between success and failure." – Senator Richard Lugar (R-IN)



A New State of Readiness

To be fast, flexible, localized and comprehensive – the USG must be READY.

In FY09 the Civilian Stabilization Initiative request includes:

Expert Personnel

FY09 Request (in mil)

to provide rapid response oversight, management, programming and advisory capacity

Active and Standby Response Corps	\$75.2
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Training and Equipment	
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U.S. Civilian Reserve Corps	\$86.8
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Training and Equipment	
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Deployment Support

to put civilians on the ground quickly, protect and sustain them for first 60 days

Deploying and Sustaining US experts	\$41.5
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Civilian Force Protection	\$22.1
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Coordinator for Reconstruction and Stabilization

to manage Washington coordination and leadership of R&S planning and operations and the development of prevention mechanisms and best practices

Operating Costs	\$23.0
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<input type="checkbox"/> Total Request	\$248.6
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Meeting the Challenge of Reconstruction and Stabilization

Common Past R&S Challenges

- Lack of common **planning** approach, assessment tools and reliable measures of progress
- No **unified operating system** to ensure command and control.
- Limited **civilian capacity** to manage and implement S&R response
- Gap in specialized **training** and preparation for civilians deploying quickly to conflict and unstable environments.
- No common repository for capturing and applying lessons learned and **best practices**.
- Critical shortage of **rapid, flexible funding for non-humanitarian activities** -- constrains effective allocation and management of R&S resources; slows rate of U.S. civilian deployments.



**Civilian
Stabilization
Initiative**



Putting Civilian Experts on the Ground

-- The right people in the right place at the right time --

250 new
ARC

ACTIVE RESPONSE CORPS (ARC)

- 250 Active Responders from State, USAID, Justice, Commerce, USDA, HHS, DHS, and Treasury
- USG staff trained and ready to go in 48 hours to one week.
- Standing agency capacity for rapid response.
- Will assess situation, design response and begin R&S implementation

2000 trained
SRC

STANDBY RESPONSE CORPS (SRC)

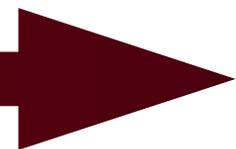
- USG employees from State, USAID, Justice, Commerce, USDA, HHS, DHS, and Treasury
- Civilian agency employees who have ongoing job responsibilities but are trained and available for deployments.
- Deployable within 30 days for up to 180 days

2000 recruited
CRC

CIVILIAN RESERVE CORPS (CRC)

- Experts drawn from jobs outside the federal government
- Become USG employees when mobilized
- Fully trained and deployable in 30-60 days for up to 1 year
- Provide sector-specific civilian response expertise

DAYS FOLLOWING A CRISIS





Who are the Active Response Corps?

R&S Planning, operations and program management

59 DOS and USAID core group of officers to manage mission set up and field teams in assessment, operations setup, planning, program design/startup, military liaison, local engagement

Criminal Justice and Policing

99 DOS, DOJ, DHS and USAID integrated team of police, legal, judicial, and corrections personnel task-organized to assess, plan and start up full-spectrum criminal justice operations and development

Economic Recovery

25 USDA, Treasury, Commerce, and USAID experts in agriculture, rural development, commerce, taxes, monetary policy, and business and financial services task-organized to assess, plan, and help stand up economic recovery programs;

Essential Services

23 USAID and HHS experts covering public health, infrastructure, education, and labor task-organized to assess, plan, and help stand up essential public services;

Diplomacy and Governance

20 DOS and USAID officers covering rule of law, human rights, protection, governance, conflict mitigation, civil society/media, and SSR, task-organized to assess, plan, and stand up diplomatic, democracy, and governance programs in a crisis environment.

Diplomatic Security

24 Diplomatic Security Agents task-organized to serve as security officers and security planners in the IMS.



Active and Standby Response Corps

Request: 250 new interagency Active Responders in FY09 and training for 2000 Standby

Interagency Active and Standby Response Corps are:

FAST & EXPEDITIONARY – *ARC deploy within 48 hours to 1 week, SRC can deploy with 30 days notice, equipped to operate in difficult environments for up to 6 months.*

SPECIALIZED – *ARC receive minimum 8 weeks of training per year with specialized R&S skills, SRC specialized in language, skills and a range of sectoral and functional expertise and receive an additional minimum 2 weeks of R&S training per year.*

PARTNERS- *ARC and SRC work closely in the field with U.S. military, USAID DART teams, Embassy staff, and with international partners.*

TESTED- *State Department's pilot team of ARC have deployed to Iraq, Afghanistan, Sudan/Darfur, Chad, Nepal, Liberia, Lebanon, and Kosovo. 2 SRC experts have deployed to Chad and Sudan/Darfur.*

Interagency ARC will build on USAID's experience with rapid response, Treasury's OTA, Justice's ICITAP and OPDAT, USDA's FAS and additional programs at HHS, DHS, and Commerce.



What is the Civilian Reserve Corps?

Mission Statement

The U.S. Civilian Reserve Corps (CRC) is a rapid response corps that draws on American expertise to respond to critical international crises. It complements the standing response capacity of U.S. civilian agencies to address stabilization and reconstruction challenges as a priority component of U.S. national security. When mobilized by the President its job is to assist the USG to facilitate efforts to:

- *Establish or reestablish the rule of law;*
- *Establish or reestablish operability of government institutions;*
- *Prepare local leaders to operate in a democratic, market system; and*
- *Support democratic political transitions.*

“...A volunteer Civilian Reserve Corps...would ease the burden on the Armed Forces by allowing us to hire civilian with critical skills to serve on missions abroad when America needs them. And it would give people across America who do not wear a uniform a chance to serve in the defining struggle of our time. – President’s State of the Union Address, 2007



American Civilians In Service Overseas

Request: Build a Corps of 2000 Civilian Reservists in FY09

The Civilian Reserve is composed of expertise external to the USG to complement USG civilian agencies' internal capacities and is:

- Appropriate to the mission
- Expert and Accountable
- Trained and Reliable

Recruitment goal of 500 in the first year with a focus on public security and rule of law. The FY09 request allows the Department to build to a Civilian Reserve of 2000.

- Other areas of emphasis include: essential services, public administration, transitional governance, and economic stability

Deploy overseas as part of a USG R&S mission, serving under Chief of Mission authority

- Advise, mentor, and strengthen local capacity to rebuild states
- Represent the U.S. government within a U.S. or intl mission
- Work with U.S. military and other peacekeeping forces to help create the stability necessary to permit reconstruction.

\$86.8 million request provides for CRC management:

- 2000 Reservists recruited, screened, cleared and hired
- Home Office established, including U.S. Deployment support center and 25 positions
- 4 weeks training designed and delivered
- Equipment purchased and deployable

“The U.S. Government [has a] critical need for a reserve civilian corps of talented professionals with the proper expertise...Such a contingency organization ideally would be identified, recruited, trained in advance, exercised regularly, and be ready.” – SIGIR



Civilian Reserve Corps

Purpose

- Provides a reliable source of trained and screened expertise required to address the specific challenges that arise in the first year of an S&R mission.
- Scalable, flexible resource tool to mobilize experts outside the Federal Government.
- Supplements USG expertise.
- Designed for major S&R operations, not for routine USG activities or to fill routine staffing gaps.
- Taps the expertise in the American public and provides a unique opportunity to serve.

Function

Reservists may be drawn upon for a full range of S&R roles including:

- Security and ROL
- Essential services (water, sewage, trash collection, electricity, roads and communications)
- Re-establishing vital government institutions including police, courts and prisons;
- Supporting transition to new political and economic structures; and
- Program management.

Structure

Terms: Four years of service – expected deployment for one year. Deploy within 30-45 days of call up.

Compensation: Same as for USG employees abroad. Service is voluntary, but governed by a written agreement.

Training: Introductory, annual and pre-deployment training. Additional agency-based training.

Equipment: Basic equipment issued to reservists by function, and specialized equipment tailored to mission.

Management

Authority: Falls under the authority of the Secretary of State.

Trigger: Presidential call-up.

USG personnel: When mobilized, reservists become USG employees

Supplements internal surge: Requires complementary internal surge capacity to be effective.

Agency Proponency: Agencies with sectoral expertise responsible for vetting and integration with internal operations.

Responsibilities

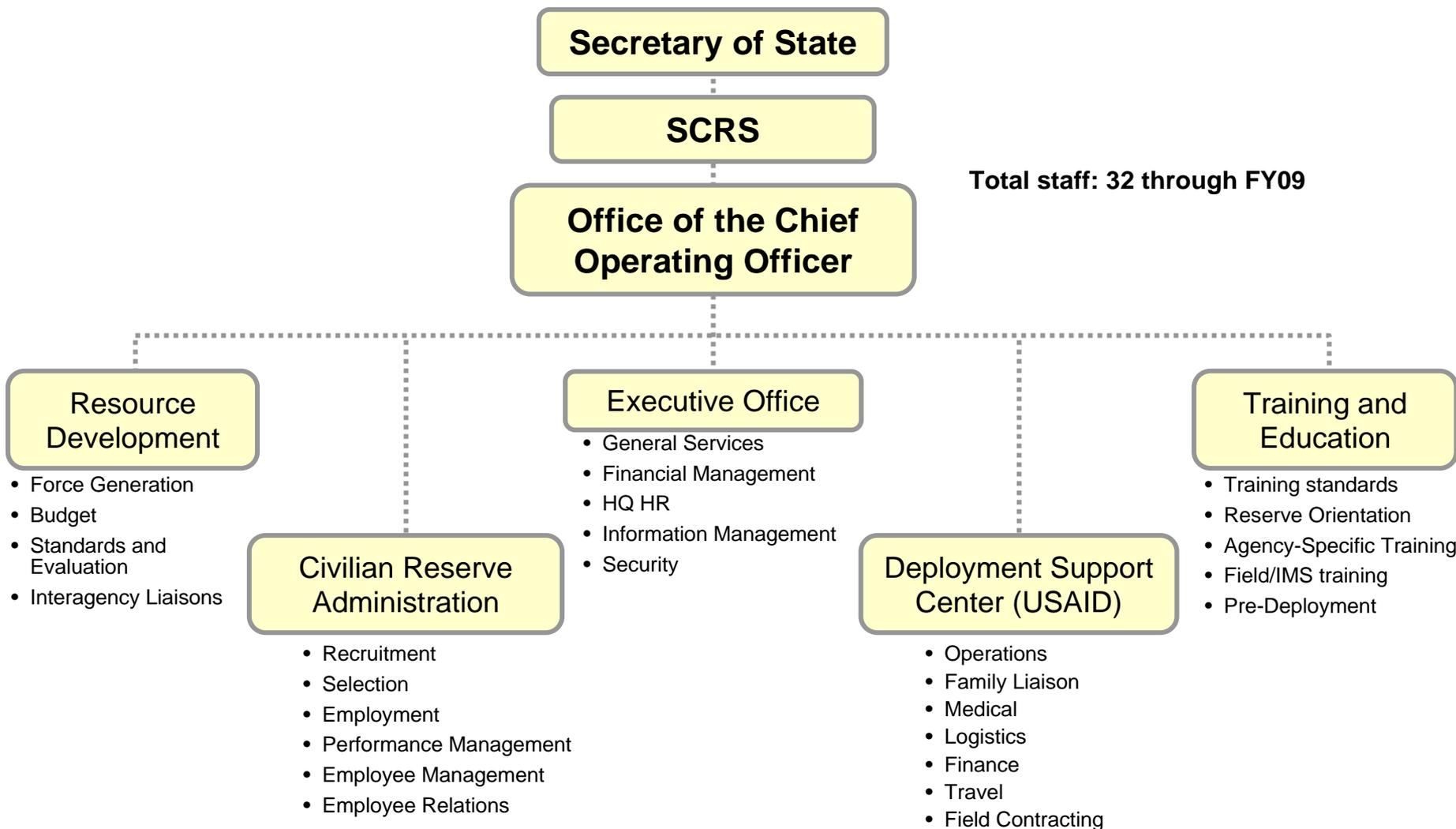
As USG Personnel Reservists may:

- Evaluate conditions and design R&S programs; Identify personnel requirements;
- Manage contractors/grantees;
- Execute plans;
- Fill local institutional roles;
- Negotiate agreements; and
- Provide counsel/training to local leaders to facilitate transition to local control.



Civilian Reserve Corps

Design for Civilian Reserve Corps Home Office





For further information, please contact

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www.state.gov/s/crs

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