



2009

Year in Review

Smart Power in Action



Coordinator for
Reconstruction &
Stabilization

Introduction

“We must use what has been called **smart power: the full range of tools at our disposal – diplomatic, economic, military, political, legal, and cultural – picking the right tool, or combination of tools, for each situation.”**



- Secretary of State Hillary Rodham Clinton

In a rapidly and continuously changing global environment, failing and post-conflict states pose one of the greatest national and international security challenges of our time. Struggling states have become breeding grounds for terrorist activity, violent crime, trafficking, and humanitarian catastrophes, which all possess the significant potential to spread and destabilize entire regions of the globe.

In the past, the global community – the United States government included – addressed these reconstruction and stability issues in an *ad hoc* fashion: recreating and refashioning the necessary tools, strategies, and relationships anew with each crisis. In recognition of this inefficiency, the U.S. government identified the urgent need for a set of formalized, collaborative, and institutionalized foreign policy tools which could adequately address the diverse stabilization needs of the global community by culling together the government’s wide-range of expertise.

In 2004, the Office of the Coordinator for Reconstruction and Stabilization (S/CRS) became the embodiment of this effort and the operational component of the State Department's formalized reconstruction and stabilization (R&S) activities. S/CRS is charged by Congress and the Secretary of State with building and maintaining an expeditionary, innovative, and interagency civilian capability to plan, manage, and conduct U.S. stabilization operations on behalf of the Secretary of State and Chiefs of Mission overseas.

Today, S/CRS:

- assesses drivers, triggers, and mediators of conflict, with interagency teams taking a holistic approach to evaluation and crisis prevention;
- plans inclusive, results-oriented civilian-military strategies that leverage lessons learned to formulate sustainable crisis responses and prevention efforts;
- coordinates among civilian agencies, military combatant commands, international partners in Washington and in the field to mobilize resources and trained civilians;
- deploys our civilian experts to support the assessment, planning, coordination, and implementation in the specific areas of expertise needed in any given R&S or conflict prevention environment.

Now ending its fifth year, the Office of the Coordinator for Reconstruction and Stabilization has become the epitome of Secretary Clinton's U.S. concept of "smart power" – drawing from all corners of the U.S. federal government to address the unique needs of American foreign policy. The pages that follow detail the various capabilities, success stories, and activities throughout 2009 demonstrating how S/CRS has become the Secretary's premier tool for reconstruction and stabilization.

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Five Years of Progress



As we recap 2009, I wanted to highlight the unmistakable progress that the Office of the Coordinator for Reconstruction and Stabilization has made in its five short years of existence. Established in 2004, the office was started with just a handful of staff and a mission to unify government response to stabilization crises. Today, we've continued to build an active Civilian Response Corps, deployed all over the world, and developed an effective and proven cadre of tools, equipment, and expertise that work daily to accomplish the U.S. government's various national security goals.

Like most good ideas at their birth, S/CRS was full of visions for the future but low on resources to accomplish them. It took until early 2007 for the federal government to reach an agreement on an operational plan for S/CRS, and then it took 18 months to receive the initial funding to put these plans into effect. In 2009, the office began to hit its stride and the FY 2009 State Department budget finally provided S/CRS with a regular stream of funding for its operations.

Despite the limitations, S/CRS has always managed to deploy whatever assets were available to the various countries in crisis. With our programs in 2009, we were able to demonstrate that, with regular funding and increased capacity, we can take on more challenging operations using our successful skills and capabilities.

In Central Asia, we played a role in implementing the President's Strategy for Afghanistan and Pakistan through integrated planning, action, and evaluation. In Africa, the Civilian Response Corps is playing a major role in the overall assessment effort to create a plan for Secretary Clinton's goals of peace and prosperity in the Democratic Republic of Congo. In Central America, we helped create an integrated and coordinated strategy, utilizing both civilian and military capabilities, to address challenges to Panama's stability. Throughout the year and throughout the world, S/CRS has been able to coordinate and achieve what many had previously thought impossible.

If the last five years are any indication of S/CRS's potential, we can be confident that the pages in this report will represent just the beginning and that we have much more success to look forward to in our future.

A handwritten signature in black ink, appearing to read "John E. Herbst".

Ambassador John E. Herbst
Coordinator for Reconstruction & Stabilization

Funding & Staffing

Fiscal Year 2009 (FY 2009) was an important milestone for the interagency **Civilian Response Corps** and for the U.S. government's ability to coordinate and respond to reconstruction and stabilization crises that affect our nation's national security interests.

S/CRS received directly-appropriated funding for the first time in 2009 under the 2008 Supplemental Appropriations Act after being established in 2004. This initial supplemental appropriation of \$65 million was provided to both State and the U.S. Agency for International Development (USAID) to begin building a 250 member Active component and a 2,000 member Standby Component of the Civilian Response Corps.



Members of the Civilian Response Corps reside in eight federal agencies.



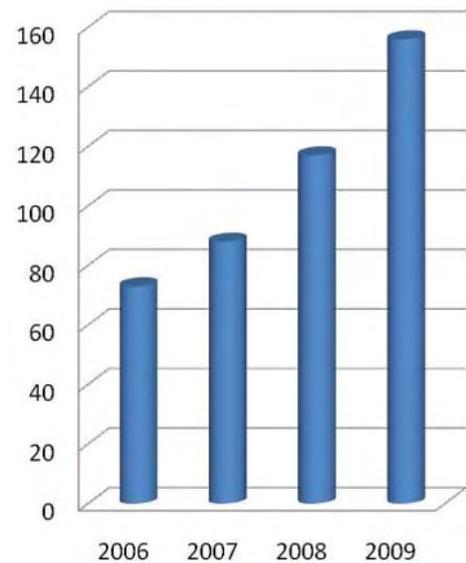
Further, under the 2009 Department of State, Foreign Operations and Related Program Appropriations Act, Congress appropriated funds for the Civilian Stabilization Initiative (CSI), which supports:

- S/CRS planning, assessment, and outreach activities;
- the Office of Civilian Response in USAID and the Civilian Deployment Center;
- the costs of Corps member recruitment, hiring, and management by partner agencies;
- the training, equipment, and force protection for deployment of the Civilian Response Corps.

The additional \$75 million appropriation for this initiative was split between State and USAID and established CSI as a joint account ensuring the secure no-year funding necessary to give the Civilian Response Corps a full expeditionary civilian capability.

With the combined appropriation of \$140 million, State and USAID together established a unified plan in 2009 that allows for joint funding decisions and a collaborative relationship.

S/CRS Staff*
End-of-Year Totals



S/CRS's capacity for R&S and conflict prevention activities has grown steadily as funding allowed for more investment in personnel and equipment.



* Including Active Component members of the Civilian Response Corps

Civilian Response Corps



As the reconstruction and stability experts on the ground, the Civilian Response Corps brings together civilian federal employees who are specially trained and equipped to deploy rapidly to provide reconstruction and stabilization assistance to countries edging toward, in, and/or emerging from conflict.

An innovative partnership, the Corps leverages the necessary range of expertise and experience from eight federal departments and agencies: Department of State; U.S. Agency for International Development; and Departments of Agriculture, Commerce, Health & Human Services, Homeland Security, Justice, and Treasury.

Expert Staff

Currently comprised of two components, the Civilian Response Corps includes 78 full-time Active members ready to deploy with as little as 48 hours' notice and 554 Standby members who can serve in case of need. Since 2008, the Civilian Response Corps Standby has nearly doubled as the Active staff grew to become almost eight times its size from the previous year. Over the course of 2009, 177 team members* deployed in countries throughout Africa, Central America, and Central and East Asia.

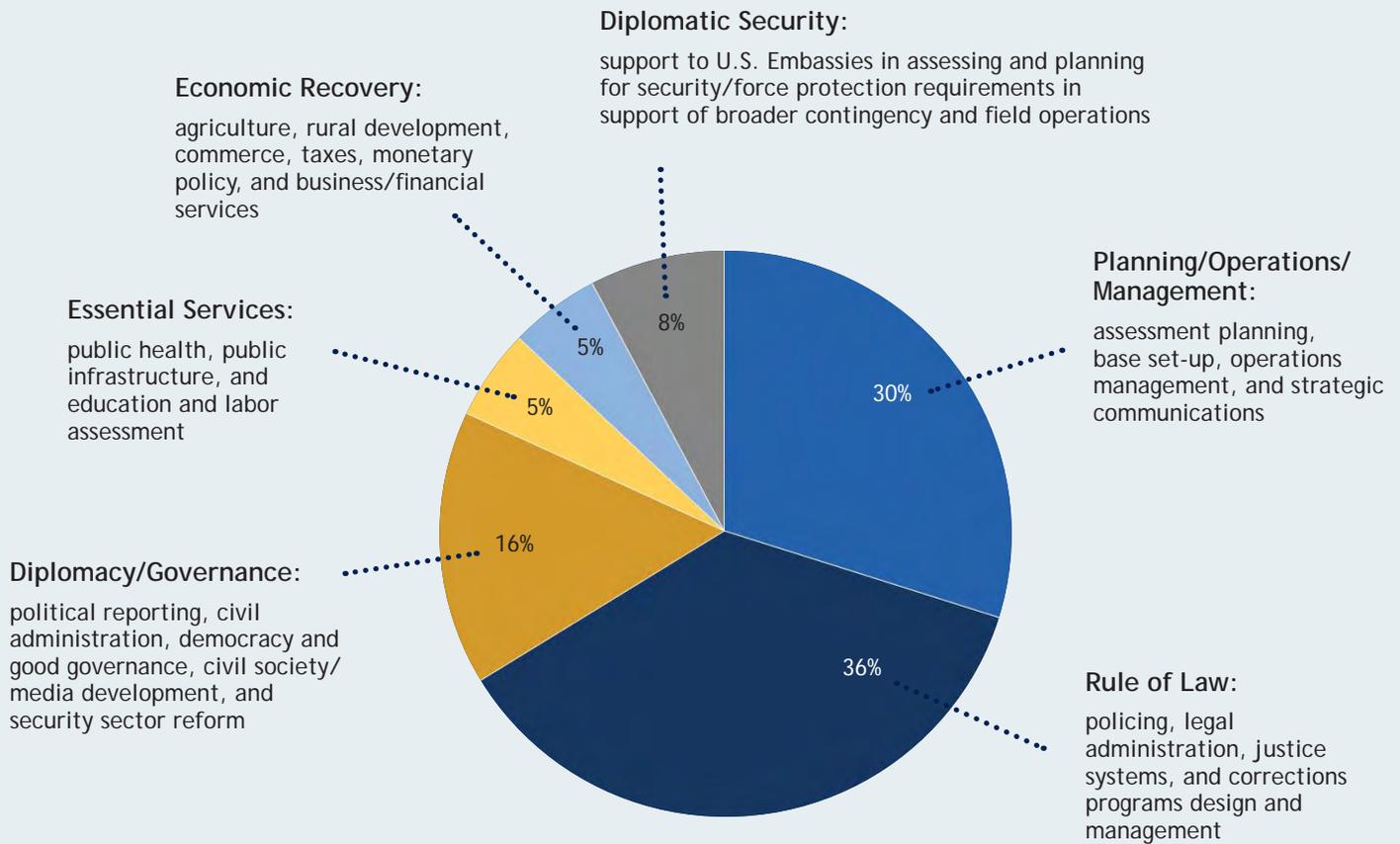
2009 Membership

Agency	Active	Standby
Department of Agriculture	2	2
Department of Commerce	2	37
Department of Health & Human Services	2	1
Department of Homeland Security	1	0
Department of Justice	21	61
Department of Treasury	1	0
Department of State	32	374
U.S. Agency for International Development	17	79
Total	78	554

* figure includes Civilian Response Corps members, S/CRS personnel, and additional support

Skill Sets

The 2009 Corps's Active Component consisted of experts in:



Equipment

In 2009, the Civilian Response Corps built a self-contained logistics capability that enables deploying team members to operate in austere environments without burdening already taxed embassies. The inventory of equipment includes:

- 14 fully-armored vehicles
- 250 sets of personal protective equipment (vests, ballistic plates, helmets)
- 250 sets of individual equipment issue (one set is comprised of 53 separate items from jackets to medical kits)
- Team communications packages: 20 unclassified systems (supports 1-5 personnel each), 6 classified systems (supports 1-4 personnel), 4 satellite unclassified/classified systems (supports up to 100 personnel)
- \$53.9 million in deployment and sustainment funds

Skill sets are utilized to address cross-cutting conflict prevention issues and, later, to assist in stabilization and reconstruction.

Training & Education



Over the last year, S/CRS and our interagency partners have established new and improved training and education regimens to better prepare the Civilian Response Corps and other civilian and military personnel for their activities on the ground.

In 2009, Civilian Response Corps members participated in enhanced course offerings developed to maintain and advance their operational readiness. During the year, the S/CRS Training Unit collaborated with multiple federal government training institutions, including the Foreign Service Institute, National Defense University, United States Institute of Peace (USIP), Center for Complex Operations, Naval Postgraduate School's Center for Stabilization and Reconstruction Studies and others, to offer a variety of R&S courses. As an interagency initiative, the courses are open to a broad array of U.S. government military and civilian personnel engaged in R&S operations.

In 2009, S/CRS trained over 300 personnel in deployment preparedness with the debut of 3 new course offerings.

To ensure readiness for deployment, Civilian Response Corps members complete a rigorous 8-week training program that consists of an introduction to R&S (Foundations); strategic and operational planning, including conflict assessment (Level 1); and security in non-traditional environments. In 2009, over 300 personnel completed one or more of the courses.

Number of Course Completions Through December 31, 2009

Course	Civilian Response Corps-Active	Civilian Response Corps-Standby	Other*	Total
Foundations of Interagency R&S Operations	60	89	146	295
Security for Non-Traditional Operating Environments	44	5	1	50
Level I Planners	38	3	14	55

* S/CRS, Department of Defense, other U.S. government partners, nongovernmental organizations, and international partners

Exercises & Experiments

2009 was a banner year for the Exercises & Experiments Unit as the team built a strong foundation for enhanced R&S exercises in 2010 and beyond. Over the year, S/CRS increased civilian-military exercise engagements with geographic combatant commands, participated in key multinational exercises, and developed new R&S exercise methodologies to guide the development of civilian-led opportunities.

Interagency Exercises

In spring 2009, over 40 civilians from eight U.S. agencies participated in U.S. European Command's "Austere Challenge" exercise, the largest civilian-military reconstruction and stabilization exercise in history with a whole-of-government approach to post-conflict planning and operations. Austere Challenge demonstrated the value and capability of the Civilian Response Corps working as part of an integrated U.S. government team responding to the complex crises our nation is likely to face in the future.

International Experiments

Following Austere Challenge, S/CRS expanded its horizons to testing and training multinational civilian-military R&S operations in NATO's 2009 "Arrcade Fusion" exercise. As the primary annual exercise for the NATO Reaction Force, Arrcade Fusion provided the opportunity to train with military and civilian personnel from over ten countries. S/CRS's participation in Arrcade Fusion in 2009 was the key to laying the groundwork for comprehensive interoperability in the future.



Doctrine

Doctrine is the core set of principles and best practices for the structures, processes, and systems that guide how the U.S. government organizes and operates.

S/CRS doctrine provides the framework to answer questions such as:

- *How should the U.S. organize and plan to utilize all elements of national power in an integrated response to a failed or post-conflict state?*
- *What capabilities and capacities does the U.S. need to develop?*
- *What are the technical or sector best practices we should take into consideration?*
- *How should the U.S. coordinate with international partners and host-nation governments?*

As the U.S. becomes involved in different R&S activities, S/CRS doctrine constantly evolves to address and match the needs that appear, best practices that emerge, and gaps in knowledge and response systems that are identified.

This year, S/CRS supported the development of Guiding Principles for Stabilization and Reconstruction, the first strategic “doctrine” ever produced for civilian planners and practitioners involved in peace building missions. The manual, crafted with USIP and the U.S. Army Peacekeeping and Stability Operations Institute, contains a comprehensive set of principles and a shared strategic framework designed to support the civilian side of U.S. interagency R&S efforts.

Metrics for Success

As the Interagency Policy Committee for Reconstruction and Stabilization develops the overarching doctrine principles for the U.S. government’s reconstruction and stability team, the S/CRS Doctrine team is the implementation body of the Doctrine, overseeing interagency efforts to assemble assessment tools, metrics measures and discussion points for R&S operations.

Along with other civilian agencies, the S/CRS Doctrine team has contributed to emerging Department of Defense doctrine, concepts and capabilities related to irregular warfare, stability operations and counterinsurgency activities. Further, with a staff of 12, the Doctrine team has supported a number of interagency R&S engagements, including the design of district stabilization teams in Afghanistan, the development of provincial, national, and National Security Council assessment systems for Afghanistan and Pakistan, and the development of ways to enhance strategic planning at U.S. Embassies and Missions.

International Engagement

Fostering International Reconstruction & Stabilization

As a cornerstone of President Obama's foreign affairs and national security policy, U.S. stabilization efforts abroad necessitate bilateral and multilateral engagements with international partners possessing civilian R&S capabilities who are able to help achieve effective outcomes in countries emerging from conflict and civil strife. S/CRS has taken significant strides in building such engagements and in cultivating new partnerships that enhance interoperability of R&S partners and strengthen civilian capabilities across the globe. S/CRS and interagency partners are currently working with the United Nations (UN), European Union (EU), North Atlantic Treaty Organization (NATO), the United Kingdom (UK), Canada, Germany, the Netherlands, Japan, and Australia, among others.

Saving Resources and Promoting Collaboration in the Field

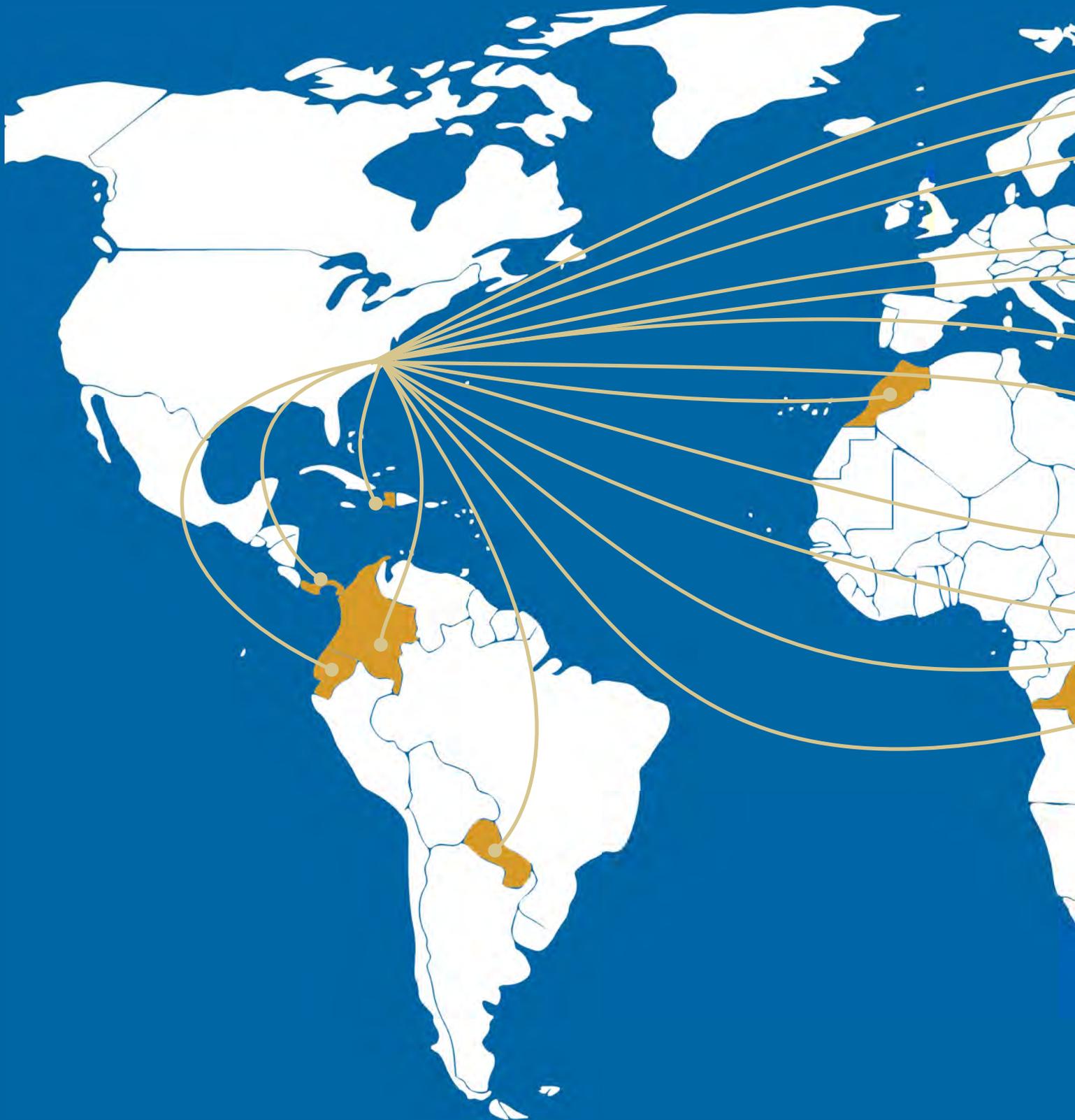
To enhance civilian capabilities globally and to strengthen interoperability across international partners, S/CRS helped create the International Stabilization and Peacebuilding Initiative (ISPI) network in October 2009. This network of governments and multilateral and international organizations will establish a Stabilization and Peacebuilding Community of Practice to deepen cooperation among the emerging international community of implementing partners engaged in stabilization and peacebuilding issues, and will share information via the German Center for International Peace Operations' CivCap Web-Portal. As our partners' ability to share R&S responsibilities grows, the U.S. government will more efficiently use its resources and better leverage its strengths alongside those of others.

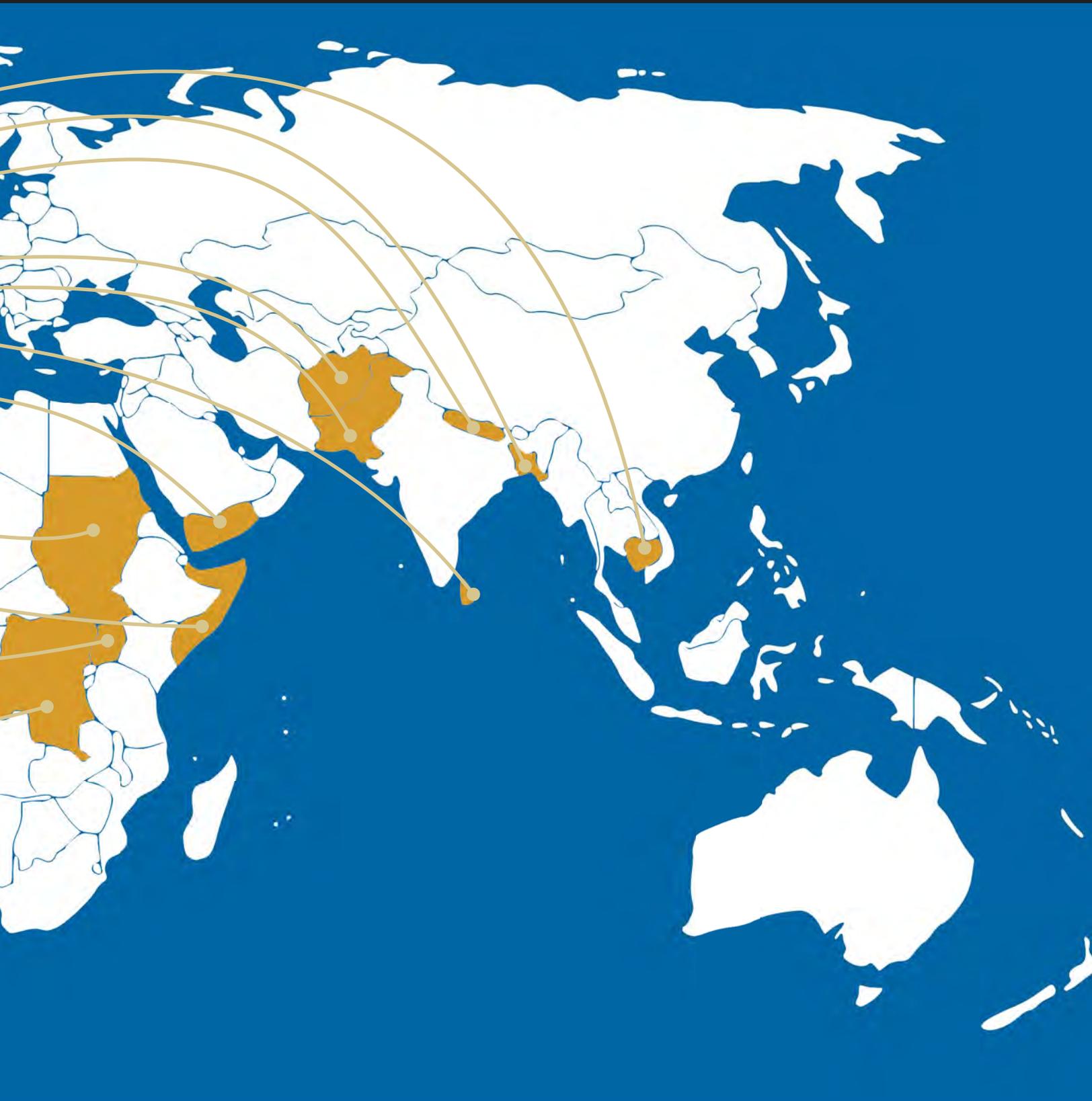
Building Shared Understanding through Training

S/CRS actively encourages partners to enroll in recently developed specialized R&S training programs offered at the Department of State's Foreign Service Institute and at other U.S. government training centers. To date, students from Argentina, Australia, Canada, France, the Netherlands, Sierra Leone, Slovakia, the UK, the UN and the EU have taken these courses. Interagency Civilian Response Corps members have also participated in overseas training offered by international partners.



Smart Power in Action





2009 Whole-of-Government R&S Engagements

Democratic Republic of Congo



Crisis Assessment Expertise

Secretary Clinton's August 2009 trip to Africa highlighted the Administration's commitment to the continent and the Democratic Republic of Congo (DRC) in particular. Working under the policy guidance of the State Department's Bureau of African Affairs, the Civilian Response Corps played a major role in the overall assessment effort that sought to strengthen U.S. policies in the DRC and encourage peace, stability and prosperity for this important central African country.

- **Leadership in the Evaluation Process:** identified interagency assessment teams, assisted in refining scopes of work proposed by the U.S. Embassy, and provided personnel and funding assistance for travel.
- **Tracked Progress:** developed initial indicators to track progress, leveraged existing resources for immediate solutions, and proposed initiatives or possible funding streams for additional or complementary activities.

Interagency Initiative

The effort in the DRC was a significant opportunity for S/CRS to deploy interagency teams in support of a reconstruction and stabilization mission.

- **Built and Deployed Expert Teams:** assembled teams with a strong mix of qualified U.S. Embassy/USAID staff, Civilian Response Corps and non-Corps personnel, including several private sector experts.
- **Utilized Various U.S. Government Resources:** team members deployed from seven different federal agencies, including the Departments of State, Defense, Agriculture, Justice, Health & Human Services, Treasury, and USAID.

Met Specialized Stabilization Needs

S/CRS coordinated the logistical support for all Civilian Response Corps officers, as well as a number of other team members from wthe public and private sectors.

- **Expedited Logistical Support:** served as a focal point for the assessment teams and assembled a Washington-based reach-back team that offered analytical, policy, logistical, and technical assistance.
- **Briefed and Prepared Deploying Staff:** convened a number of briefing meetings for the DRC team members, organized intelligence briefings, and supplied preparatory textbooks and references.
- **Interagency Training Initiatives:** coordinated with the Foreign Service Institute to conduct a comprehensive 3-day seminar covering DRC political, security, humanitarian, social, economic and cultural issues to educate the team members about the country.

Pakistan

Malakand Region

Realizing Stability in the Malakand Region

In 2009, S/CRS was asked to field an international team of planners and technical experts to support the reshaping of the provincial government's existing plans into a comprehensive strategy for stabilizing, rebuilding and developing the region.

- **Interagency and International Effort:** led a team to facilitate strategy sessions for technical experts from the federal and provincial levels of the Pakistani government, as well as participants from UN agencies, the UK, Japan, Australia, the Netherlands, South Korea, Sweden, and Germany.
- **Highlighted International Expertise:** supported and fostered an integrated approach and conflict transformation methodology to respond to internal crises.

Armed with the Tools to Get the Job Done

S/CRS utilized the **Interagency Conflict Assessment Framework (ICAF)** to examine the drivers of the conflict in Malakand and the North-West Frontier Province (NWFP) and find potential avenues for addressing them.

- **Planning and Risk Guidance:** helped Pakistani colleagues develop an overarching transformational goal, identified risks and assumptions that might hinder critical analysis, and found key strategic objectives necessary to achieve that goal.
- **Outlined Actionable Objectives:** identified seven supporting strategic objectives that, taken together, addressed the complexities that had to be resolved in order to transform Pakistan's conflict.
- **Implementation Assistance:** worked with local and international groups to develop, sequence, and synchronize specific tasks and activities to advance those key strategic objectives.

Unprecedented Model

S/CRS' work over the last year in Malakand now provides an example of cooperation and planning that will be used as a planning model for the stabilization of other parts of Pakistan

- **Developed an Unprecedented Conflict Stabilization Strategy:** produced a 40-page strategy that included the Pakistani vision for what Malakand should attain within five years, underpinned by a bottom-up approach to rebuilding and a commitment to cooperation with international partners.
- **Established Metrics to Monitor Success:** assisted local counterparts in developing indicators to assess progress on each of the seven strategic objectives and the impact of the stabilization strategy on the conflict.



The Interagency Conflict Assessment Framework (ICAF) is a systematic and collaborative tool that brings together all relevant U.S. government agencies to facilitate a deeper understanding of the conflict and stability dynamics in a region or country.



Bangladesh

- **Whole-of-Government Initiative:** facilitated a strategic planning process for Bangladesh with personnel from all U.S. Embassy sections, the Departments of State, Defense, and Justice, and USAID to coincide with Bangladesh's transition to democracy after a two-year caretaker government period.
- **Award Winning Strategic Plan:** outlined the strategic objectives necessary to achieve U.S. goals in Bangladesh and articulated the approaches required to promote stability within the country, which aided the Embassy's creation of an award winning Mission Strategic Plan.
- **Implemented an Operational Strategy:** deployed a team to help enact elements of the strategic plan, monitor progress, and support decision-making and coordination across interagency efforts.

1207 funding provides support to civilian-led, whole-of-government projects that address causes of instability or escalating violence in countries of critical relevance to U.S. national security or policy interests.

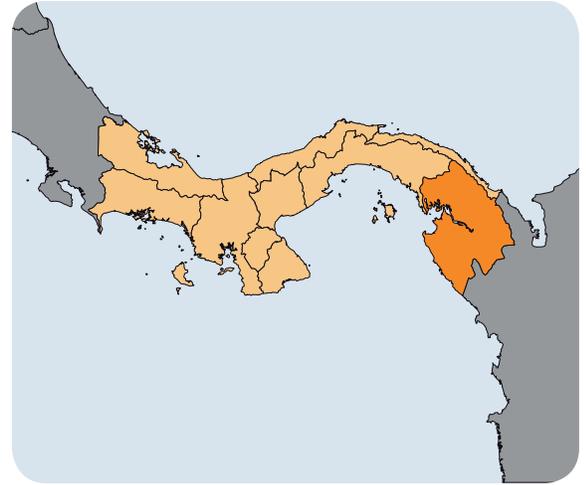
S/CRS manages the interagency process for use of 1207 funding.

Somalia

- **Coordinated 1207 Funding:** a \$25M 1207 project funds security sector reform and capacity building for Somalia's Transitional Federal Institutions.
- **Joint Assessments:** supported a joint U.S.-UN Somalia security sector assessment based in Kenya, focusing on the justice and police pillars, and provided coordination and synthesis on cross-cutting issues.
- **Heightened Crisis Understanding:** raised awareness of the reconstruction environment in Somalia and informed the National Security Council's implementation for Somalia, while solidifying relationships with the international community in Nairobi and creating a foundation for possible future U.S. engagement in the region.

Panama

- **Conflict Assessment and Evaluation:** conducted an interagency assessment using the Interagency Conflict Assessment Framework to evaluate the assumptions used in the U.S. Embassy's approach to addressing the Darien Province's declining stability.
- **Local Coordination:** engaged with both national and local government and donors on a coordinated approach to solving the deteriorating security situation in the Darien Province.
- **Integrated Resource Planning:** created an integrated, thoughtful, and coordinated approach to drawing upon the full range of U.S. resources, both civilian and military.



Sudan

- **Sustained Involvement:** started in 2005, the Sudan engagement is the Civilian Response Corps's longest-running country engagement.
- **Policy Support:** offered budgetary and fiscal expertise to help build local governmental capacity and helped resolve contentious issues surrounding wealth-sharing provisions of the Comprehensive Peace Agreement.
- **Assessment Aid:** assisted the Office of the U.S. Special Envoy for Sudan in covering a range of civil-military issues, including on-the-ground assessments related to the revised strategy in Sudan.



Afghanistan

Implementing the President's strategy



Unity of Effort

S/CRS and the Civilian Response Corps supported the Special Representative for Afghanistan & Pakistan, the U.S. Embassy in Kabul, and the International Security Assistance Force (ISAF) in Kabul in implementing the President's Strategy for Afghanistan and Pakistan by unifying the effort through integrated planning, action, and evaluation.

- **Implemented the President's Strategy through a Whole-of-Government Plan:** led the Civilian-Military Planning and Assessment Section (CMPASS) of the U.S. Embassy's Political-Military Section to implement the U.S. Government Integrated Civil-Military Campaign Plan for Afghanistan and to continually measure progress and adjust course through trained planning staff, best practices, and innovative tools.
- **Applied Best Practices:** played a key role in designing and providing best practices to the civilian "surge" and to new concepts such as the "District Support Team."

A Focus on Afghanistan's East and South

The President's Strategy focuses on Afghanistan's Eastern and Southern regions. S/CRS and the Civilian Response Corps have provided planning and integration expertise to the ISAF Regional Commands and the new Senior Civilian Representatives, key Brigade headquarters, Provincial Reconstruction Teams (PRT) and the Interagency Provincial Affairs Office in Kabul.

- **Planned for Local Impact:** facilitated regional plans in the East and South, culminating in the Regional Command East Integrated Guidance and Campaign Plan, the U.S. Government Action Plan for Regional Command South, and provincial-level plans and operations. This effort brought together U.S. civilians, ISAF military, international and Afghan partners as appropriate to address the needs of local Afghans and the district-by-district fight to counter the insurgency.
- **Partnered with the Afghan Government:** provided skilled facilitators and technical experts to build Afghan capacity to prioritize Afghanistan's National Development Strategy in order to implement basic services where Afghans need them most and to expand the National Solidarity Program into critical districts, thus helping the Government to serve the Afghan people accountably and effectively.

Measured Progress and Trained for Success

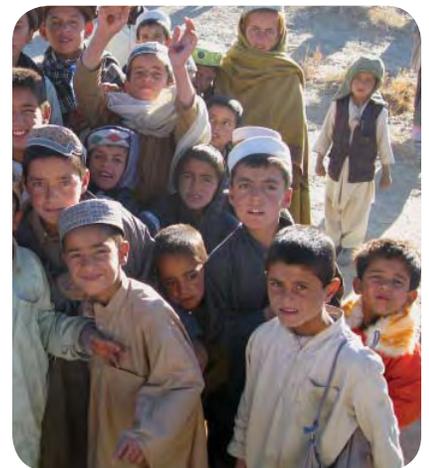
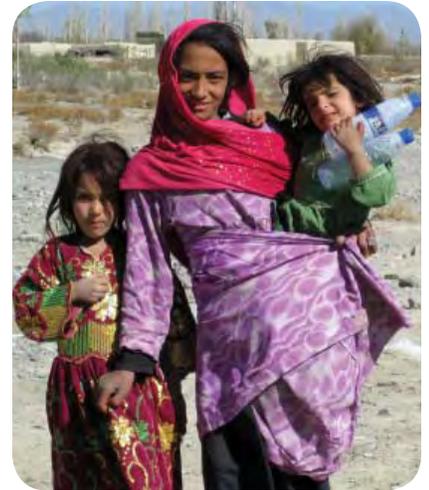
S/CRS and the Civilian Response Corps maintained a 10-person Afghan training and “reach-back” team in Washington to support the field.

- **Trained Civilians and Military for Success:** applying lessons learned, designed content and assisted in the implementation of training in Muscatatuck, Indiana and other locations, to educate deploying civilians and military in the latest U.S. Government counterinsurgency (COIN) strategy in Afghanistan, civilian-military problem solving, and stabilization strategies at the local level as learning from former PRT officers, latest research, and current staff in country.
- **Measured Progress:** supported the National Security Council’s Afghanistan and Pakistan metrics process for the Special Representative for Afghanistan and Pakistan and built on assessments at the local, provincial and regional levels to ensure that Washington policymakers are informed by changes on the ground.

Met Specialized Stabilization Needs

The Civilian Response Corps provided trained civilian experts to fill special requirements.

- **Piloted New Civilian-Military Teams (Brigade):** supported the design and execution of the civilian increase and provided 16 personnel to Brigade Task Forces and PRTs to pilot new approaches to civilian-military collaboration.
- **Instituted A New Approach to Strategic Communications:** supported the U.S. Embassy’s new outreach on strategic communications and partnered with ISAF’s Strategic Communications effort. Strategies include countering extremist voices, strengthening ties in civil society, empowering traditional communicators, and increasing the capacities and effectiveness of communications among and by the Afghan Government, independent media, the Afghan public, and the international community.
- **Supported the Elections and Detected Fraud:** Responding to a request from the Special Representative for Afghanistan and Pakistan, fielded an interagency team that led the U.S. effort to support the 2009 Afghan Elections. The team strengthened the capacity of the Afghan government to hold credible elections, ensured that adequate fraud monitoring mechanisms were in place, and helped coordinate the activities of U.S. and international observer missions.



Conflict Prevention Efforts

In 2009, S/CRS used tools such as the Interagency Conflict Assessment Framework and 1207 funding to address the root causes of conflict in the following countries:



Cambodia

- conducted a field assessment mission using the ICAF as the basis for data collection and analysis
- deployed three teams specializing in social dynamics, economics and natural resource management, and politics and security.
- assembled and analyzed the data collected to present recommendations to the U.S. Ambassador to Cambodia

Colombia*

- enhanced U.S.-Colombia efforts in the Macarena area of Bogota by providing the resources to implement a civilian-military strategy for long-term solutions
- offered essential logistical support for the civilian staff of “Fusion Centers” in northern parts of the country that bring together security and development resources
- funded programs to ensure the provision of social services by the government and help establish a government presence in outlying villages

Ecuador

- focused on Northern Border Region to inform 1207 proposal for project funding
- identified gaps in conflict reconstruction strategies

Morocco*

- funded programs to teach life skills to disenfranchised youth, create alternative sentencing options for the courts to separate youth from hardened criminals, and develop a program to detect and disrupt radical groups that recruit in prisons

Paraguay*

- provided resources to bolster regional law enforcement and security, strengthen local governance and citizen confidence in volatile areas, and work toward ensuring local economic security

Sri Lanka*

- funded program to lay the foundation for the safe return of persons displaced by conflict in the northeast, support the transition of local security from military to civilian police, and expand the system for reintegration of ex-combatants into the North

Uganda*

- funded program to support the construction of Community Justice Centers and training for the Uganda Police Force in order to expand citizen access to justice, law, and order in northern regions affected by the Lord's Resistance Army



* funding provided through section 1207 transfer

Outreach

S/CRS Behind the Podium

Over the last year, S/CRS averaged 13 speaking engagements per month for senior leadership and Ambassador Herbst, totaling 146 appearances in 17 states and 13 countries with think tanks, universities, professional associations, military commands, and partner federal agencies.

S/CRS in Our Own Words

Web traffic for the year jumped considerably to 639,443 hits in a year, more than triple the number of unique visits and hits to the S/CRS Web site than in 2008 .

In 2009, S/CRS:

- contributed an article to the inaugural issue of the National Defense University's Center for Complex Operations Journal, Prism, in December 2009;
- distributed a weekly electronic news feed to over 1,500 R&S practitioners, partners, press, and interested parties;
- posted 15 blog entries to the State Department weblog, DipNote;
- developed quarterly editions of *Civilian Response*, S/CRS's reconstruction and stabilization publication;
- produced 20 new fact sheets for paper distribution; and
- penned a feature article for *State Magazine*, the State Department's monthly internal publication.

S/CRS in the News

Last year, the Office of the Coordinator enjoyed a significant increase in media attention for the mission, activities, and capabilities of S/CRS and the Civilian Response Corps, as well as for the urgent need for R&S experts in U.S. foreign policy.

Newsweek

"...U.S. officials eventually realized they had to come up with a better system for training and deploying seasoned civilians in future conflicts. So was born one of Washington's wonkiest and most important new agencies since 9/11: the Office for the Coordinator for Reconstruction and Stabilization..."

The CHRISTIAN SCIENCE MONITOR

"A program at the State Department gives some reasons for hope. State is creating a 'Civilian Response Corps' of individuals who can deploy quickly to countries both to prevent and respond to conflict."



THE WALL STREET JOURNAL

"The purpose here is to line up civilians with expertise in water systems, police training, road-building, judicial administration, and other relevant fields and prepare them for deployment abroad. When their services are needed, they could partner with our military forces."

GOVERNMENT EXECUTIVE .COM

"DipNote's post illustrates the challenges of staffing and equipping the Civilian Response Corps, who need to be prepared to parachute into reconstruction efforts in dangerous situations without unduly burdening embassies already in place, and while keeping members of the Corps safe."



THE HUFFINGTON POST

THE INTERNET NEWSPAPER: NEWS BLOGS VIDEO COMMUNITY

"My office is on the cutting edge of changing the State Department risk culture," says Ambassador John Herbst..."

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