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FROM THE AMERICAN PEOPLE

USAID COLLABORATION WITH DOD

WHY? HOW?

WITH WHOM?

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Lt Col Jon Giese, USAF, EUCOM/CIEG
May 2008 Washington DC
Presentations – CGD, USAID, State, DoD, & Army National Guard
Readiness Center



- **Introduction.**
- **Why USAID/DOD collaboration?**
- **Risks and challenges.**
- **What did we accomplish?**
- **Where do we go from here?**

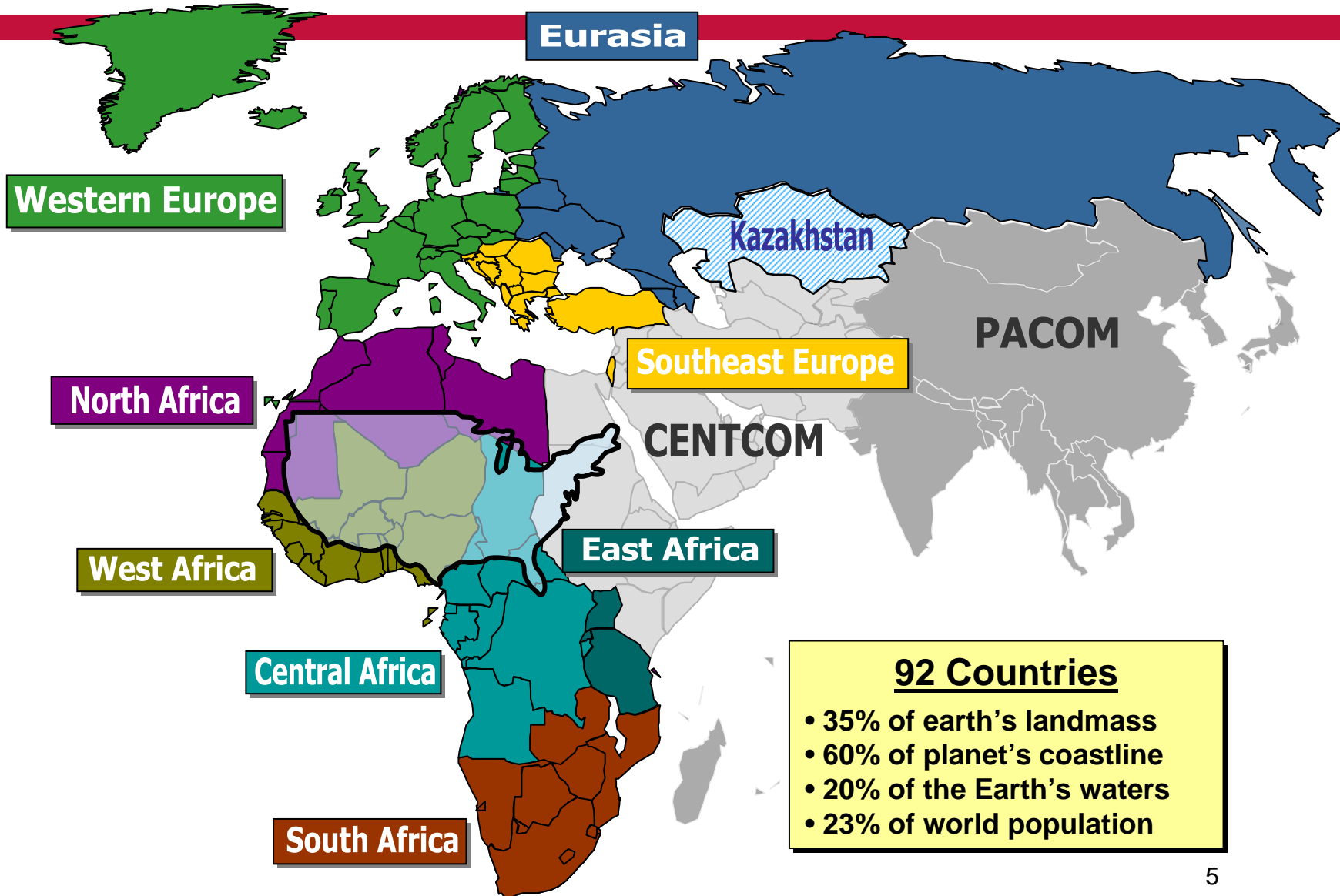
- **USAID Senior Foreign Service Officer (22 years in USAID; 14 years in long-term field assignments)**
 - Senegal
 - DRC/Congo (Kinshasa)
 - Tanzania
 - Eritrea
 - Industrial College of the Armed Forces (ICAF – 1992-93)
- **Recent short-term assignments**
 - Mali, Kenya, Russia, Morocco, Hungary, and Tanzania
- **Legislative Director for Chairman of the House Foreign Aid Appropriations Committee – 1ST job.**

- **I'm the USAID Senior Development Adviser to EUCOM – to the CDR, DCDR, and other GO-FOs.**
- **I play the roles of --**
 - Advocate (for USAID & interagency collaboration)
 - Educator/trainer
 - Analyst (raise and resolve issues)
 - Facilitator/coach/adviser
 - Team builder
- **Make clear what resources, assets and capabilities USAID brings to the table for:**
 - Stability operations
 - Conflict/crisis situations; conflict prevention
 - Humanitarian/complex emergencies
 - Long Term (LT) & Short Term (ST) assistance to weak & fragile states₄



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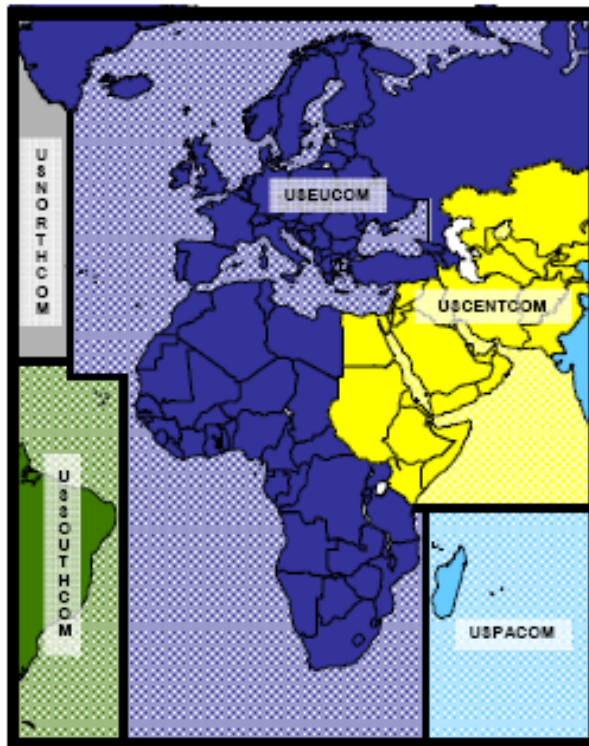
EUCOM AOR



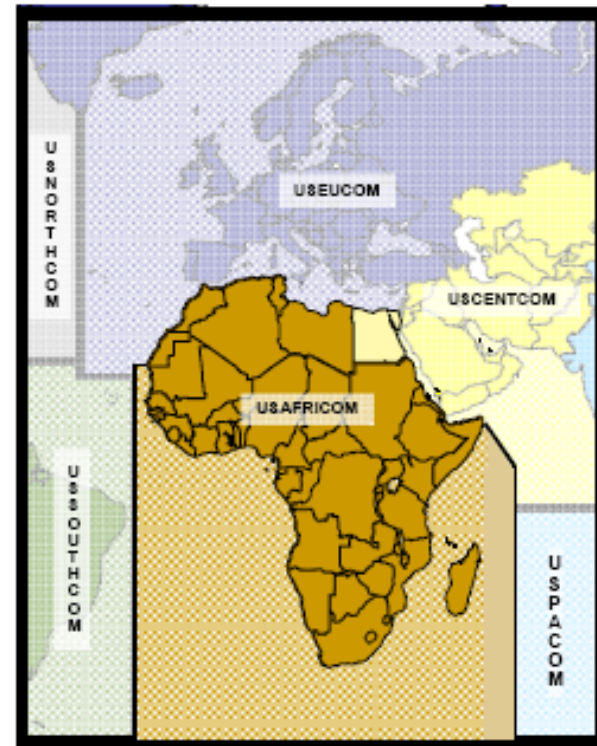
Africa Command (AFRICOM)

AFRICOM will become fully operational in October 2008

Today



Full Operational Capability



United States Africa Command conducts sustained security engagement through military to military programs, military sponsored activities, and other military operations as directed to promote a stable and secure African environment in support of U.S. foreign policy.





**USAID Administrator/
Director of U.S. Foreign
Assistance**

Long-Term Development Partners

**Bureau
for
Africa**

**Bureau
for
Asia**

**Bureau
for
Middle
East**

**Bureau
for Latin
America &
Caribbean**

**Bureau
for
Europe &
Eurasia**

Geographic Bureau Field Missions

Sector Experts

**Bureau for
Democracy,
Conflict &
Humanitarian
Assistance**

**Bureau for
Economic
Growth,
Agriculture &
Trade**

**Bureau
for
Global
Health**

**Office of
Democracy and
Governance
(DG)**

**Office of
Conflict Mgt
and Mitigation
(CMM)**

**Office of US
Foreign Disaster
Assistance
(OFDA)**

**Office of
Food for
Peace
(FFP)**

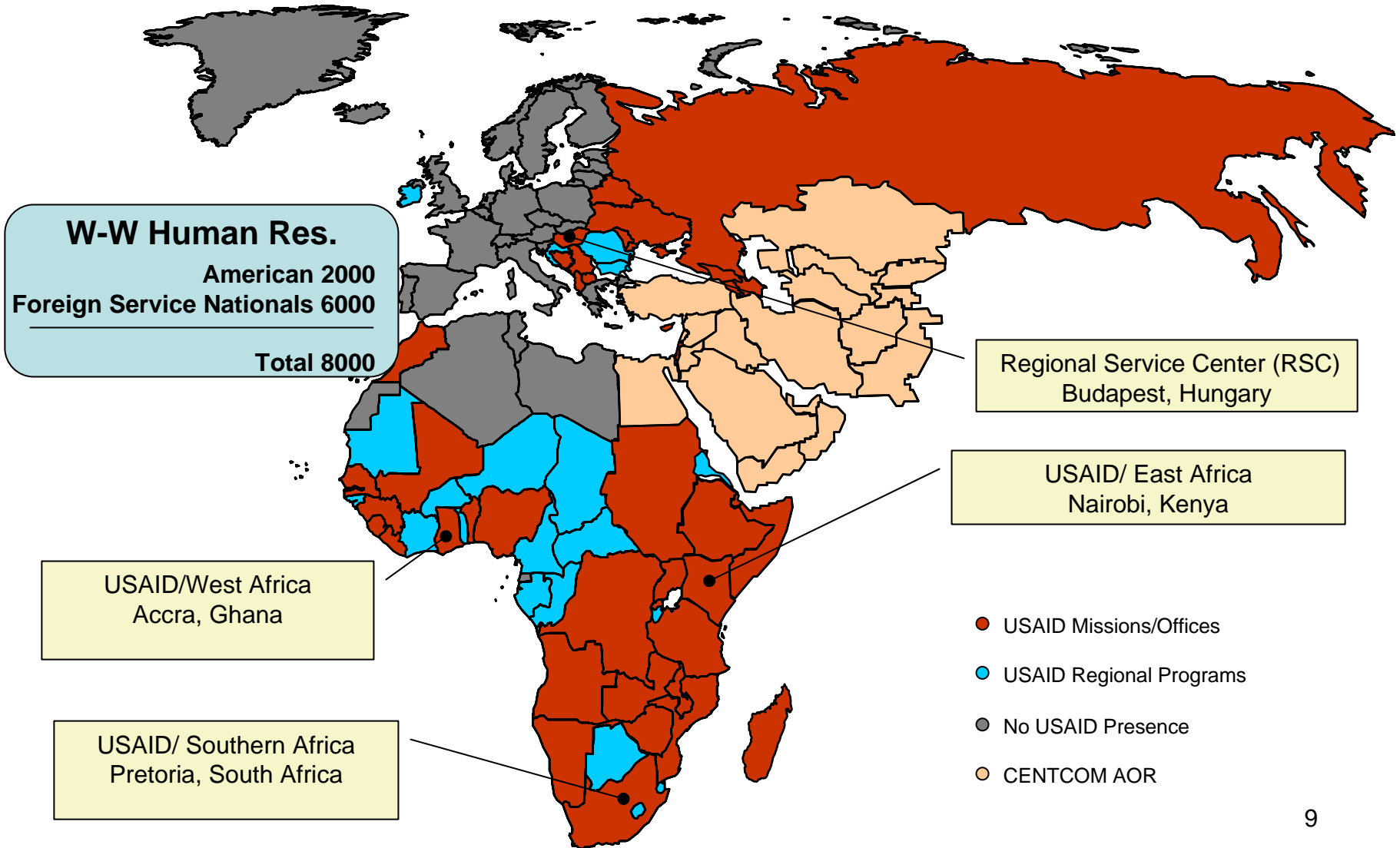
**Office of
Military
Affairs
(OMA)**

**Office of
Transition
Initiatives
(OTI)**

**1st Responders
Worldwide –
Tactical and
Operational HA/DR**

**Strategic Issues –
USAID Point of
Contact for Military**

PROGRAMS IN AFRICA, MID-EAST, AND EUROPE





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WHY USAID/DOD COLLABORATION?



“Our policy is directed . . . **Against hunger, poverty, desperation, and chaos . . . to permit the emergence of political and social conditions in which free institutions can exist.**

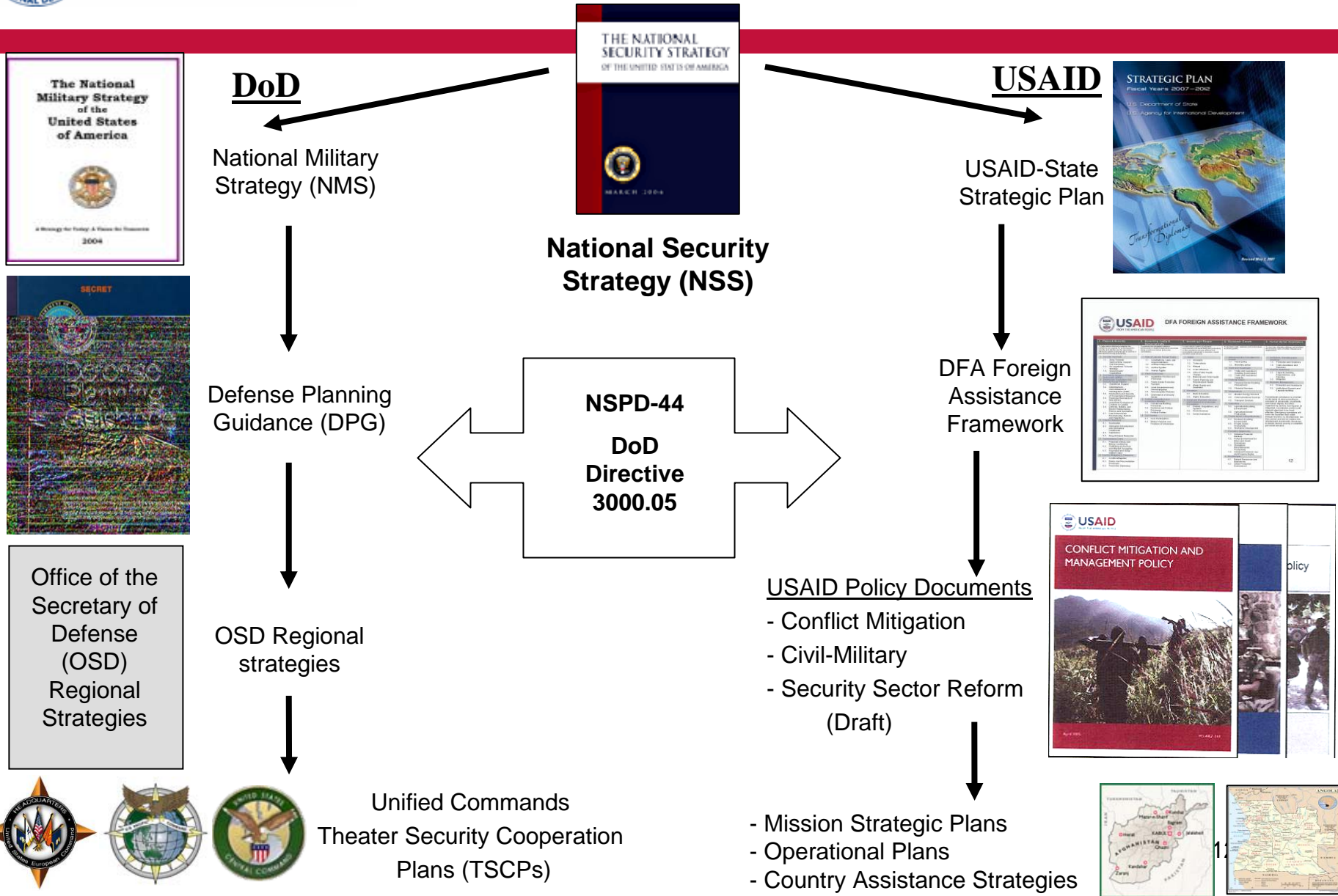
-- Sec. of State George C. Marshall, June 5, 1947

“The amount of money . . . in the nonmilitary areas (of foreign aid) is a fraction of what we spend on our national defense every year. **Widespread poverty and chaos would lead to a collapse of existing political structures . . .our own security would be endangered.**

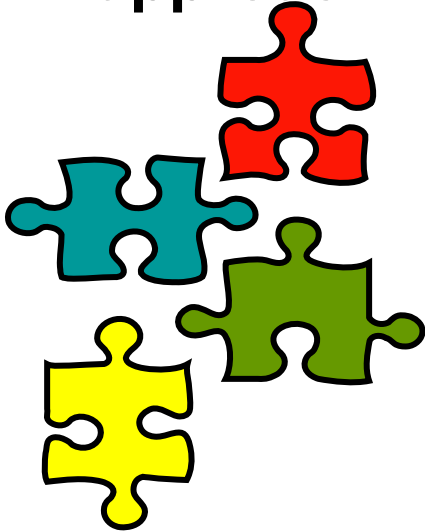
-- President John F. Kennedy, March 22, 1961 and April 1, 1962.

“ . . .military success is not sufficient to win: **economic development, institution-building and the rule of law**, promoting internal reconciliation, **good governance, providing basic services to the people**, training and equipping indigenous military and police forces, strategic communications, and more.... help **protect our security and advance our interests and values.**”

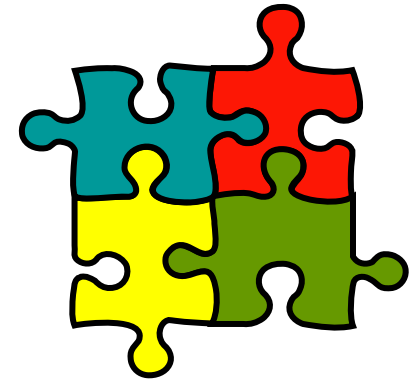
-- **Sec. of Defense Robert Gates, November 26, 2007**



**Separate
programs
approach**



**Whole of
Government
approach**



Visibility

Deconflict

Coordination

Joint Planning

- **3 D collaboration** at all levels **is necessary** for achieving US national security and foreign policy objectives.
- **Secure/stable environments** are critical for USAID's work.
- **Security/stability** are **prerequisites** for LT development and poverty reduction.
- Building **professional/accountable militaries** contributes to the security/safety of local populations.
- **3 D (interagency) advocacy** helps ensure adequate foreign assistance budgets.



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RISKS AND CHALLENGES TO COLLABORATION

- **Perception of “militarization” of foreign assistance;**
- **HA/civil affairs projects may not be coordinated or done poorly.**
- **NGO concerns, problems, safety issues.**
- **Congressional blowback.**
- **USAID & DoD systems don’t mesh well together.**

- **Who does USAID work with in the field day to day?**
- **How to link USAID to EUCOM/AFRICOM components – both at HQ and in the field?**
- **Securing strong mandates for collaboration from USAID, State, and EUCOM/AFRICOM leadership.**
- **Bring 100s of newly-hired USAID FSOs up to speed on DoD collaboration.**



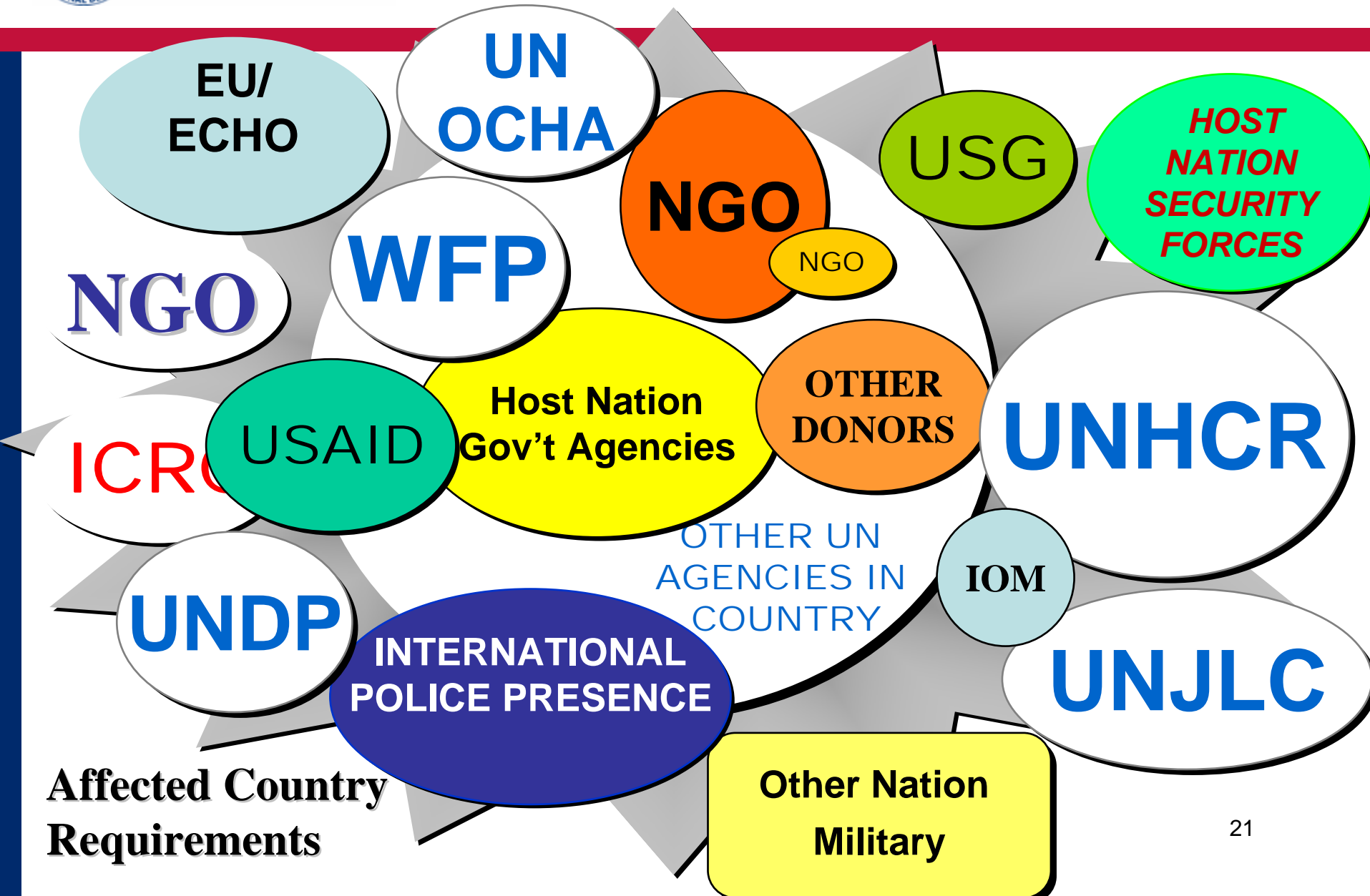
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THE LAST TWO YEARS – WHAT’S HAPPENED?

- **Training: OFDA JHOC courses 06/07 (140+ participants); skeleton built for USAID 101 training for EUCOM/AFRICOM staff.**
- **Expanded awareness of USAID assets/contributions at senior & working levels (DCOM/GO-FO travel, TSCMIS, exercises).**
- **Multiple senior & technical staff visits to EUCOM/AFRICOM – DCHA, E&E, AFR AAs; Mission Directors, Technical staff.**
- **EUCOM/USAID Humanitarian Assistance Partnership Conference (HAPC), June 07, (DoD, USAID, NGOs).**
- **Expanding USAID participation in two sets of EUCOM/AFRICOM TSC Conferences (06 & 08).**
- **Joint EUCOM/USAID discussions at E&E/AFR Bureau Technical Officer Conferences – 07 & 08.**

- **“Drinking from the fire hose.”**
- **Securing USAID seats at senior meetings.**
- **Briefing the “GO-FOs.”**
- **Traveling with the “Boss.”**
- **Filling five USAID positions in AFRICOM.**

A Challenging Environment: The Fog of Relief, Reconstruction, and Development





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WHERE DO WE GO FROM HERE?

1. For effective field collaboration, link COCOM to USAID planning systems and vice versa.

- Relate COCOM Theater Security Cooperation (TSC) plans to USAID country plans.
- Collaboration with USAID requires continuous, LT field staff (ODCs) presence.

2. USAID assistance valued by DoD as helping prevent or mitigate conflicts & crises.

- In EUCOM/AFRICOM AOR, USAID/foreign assistance \$ are 10-30X DoD's TSC resources.
- USAID planning, implementation, & performance metrics systems more than match up against DoD's TSC/SCP systems.
- Using USAID's relationships (w/ host countries, donor/NGO communities) increases impact of DoD TSC programs.

3. Needed: Increased cooperation/collaboration at all levels

- Agency and EUCOM/AFRICOM HQ-level messages mandating effective coordination mechanisms. USAID, State, DoD field staff not yet directed to strengthen IA collaboration.
- Continued joint education.
- Strengthen joint approaches to strategy and operational planning; regional-level interaction.
- Ambassadors should establish/strengthen coordination mechanisms (all USG agencies) for cooperation/assistance programs; enhance country/field-level interaction.


- **Security-Development Nexus.**
- **Planning (theater, regional, country plans).**
- **Security Cooperation Programs (like HA/DR, HIV/AIDS, SSR, DDR).**
- **Interagency Operations (OEFTS/TSCTP, CJTF-HOA).**
- **Linking to international donor/NGO communities (through USAID reps in Europe).**
- **Using USAID's public-private partnerships model (GDA).**
- **Using USAID networks and relationships (government, donors, NGOs, implementing partners) in host countries and USAID Representatives in Europe.**

- **Establish comparable lists of priority countries and plan coordinated programs in those countries.**
- **Place new African ODC/OSCs in countries with USAID Missions.**
- **Program ½ day of GO-FO country visits with USAID events.**
- **Have USAID Directors brief their programs at EUCOM/AFRICOM.**
- **Issue senior-level messages mandating greater field collaboration.**
- **Include USAID SDAs in GO-FO travel -- to countries and aid donors/NGOs.**
- **Design/deliver USAID/EUCOM/AFRICOM 101 courses for field/COCOM staff.**



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IN CONCLUSION

- **Ranks in my top 3 USAID assignments.**
 - Challenging: Room for creativity and initiative; assertiveness encouraged & welcomed.
 - Stimulating; Learning new culture and organization (COCOM/DoD).
 - Satisfying: Making a contribution to interagency cooperation and to USAID's interagency credibility.
 - Communicating the breadth & importance of USAID's field assets and capabilities.
 - Meeting high demand for USAID participation.
- **Issues.**
 - Rapid turnover of EUCOM/AFRICOM staff; continual re-learning.
 - Good news/bad news: Too many requests for input  tradeoffs.
 - EUCOM stove-pipes hinder USAID impact.

- **For me, the glass is half full.**
- **USAID/DoD collaboration should be seen in a broader context.**
- **Next -- more effective conflict/crisis prevention at the interagency and multinational levels.**

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