USAID COLLABORATION WITH DOD

WHY? HOW?

WITH WHOM?

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OUTLINE

• Introduction.

• Why USAID/DOD collaboration?

• Risks and challenges.

• What did we accomplish?

• Where do we go from here?
WHO AM I? WHERE I’VE BEEN

• 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.
WHERE I AM TODAY

• 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 states
92 Countries
- 35% of earth’s landmass
- 60% of planet’s coastline
- 20% of the Earth’s waters
- 23% of world population
AFRICOM will become fully operational in October 2008
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.
PROGRAMS IN AFRICA, MID-EAST, AND EUROPE

- USAID/ East Africa
  - Nairobi, Kenya

- USAID/ Southern Africa
  - Pretoria, South Africa

- USAID/ West Africa
  - Accra, Ghana

- Regional Service Center (RSC)
  - Budapest, Hungary

- W-W Human Res.
  - American 2000
  - Foreign Service Nationals 6000
  - Total 8000

- USAID Missions/Offices
- USAID Regional Programs
- No USAID Presence
- CENTCOM AOR
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.


“. . . 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
Strategic Guidance

- National Security Strategy (NSS)
- Defense Planning Guidance (DPG)
- OSD Regional strategies
- Unified Commands
- Theater Security Cooperation Plans (TSCPs)

DoD

- National Military Strategy (NMS)
- Defense Planning Guidance (DPG)
- OSD Regional strategies
- Unified Commands
- Theater Security Cooperation Plans (TSCPs)

USAID

- USAID-State Strategic Plan
- DFA Foreign Assistance Framework
- USAID Policy Documents
  - Conflict Mitigation
  - Civil-Military
  - Security Sector Reform (Draft)
  - Mission Strategic Plans
  - Operational Plans
  - Country Assistance Strategies
Coherence

Separate programs approach

Visibility  Deconflict  Coordination  Joint Planning

Whole of Government approach
DOD’S CONTRIBUTIONS

• 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.
RISKS AND CHALLENGES TO COLLABORATION
CONCERNS

• 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.
CHALLENGES

• 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.
THE LAST TWO YEARS – WHAT’S HAPPENED?
PROGRESS SINCE JULY 06

• 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.
MILESTONES

- “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

Host Nation Gov’t Agencies

OTHER UN AGENCIES IN COUNTRY

WFP

UN OCHA

UNHCR

UNJLC

NGO

OTHER DONORS

USG

INTERNATIONAL POLICE PRESENCE

Affected Country Requirements

Other Nation Military

EU/ ECHO

USAID

UNDP

UN

OCHA

HOST NATION SECURITY FORCES

IOM

UN/JLC

UNDP

USAID

UNHCR

UN/JLC

UNDP

USG

HOST NATION SECURITY FORCES

IOM

UN/JLC

UNDP

USAID

UNHCR

UN/JLC

UNDP

USG
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.
AREAS OF COLLABORATION

• 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.
Possible next steps

• 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.
IN CONCLUSION
MY EXPERIENCE AT EUCOM

• **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.
FINAL THOUGHTS

• 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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