

Worth Noting

Interagency Efforts in Southern Sudan

South Sudan's recent transition to independence serves as a testament to the people of the new nation and their tireless pursuit of peace and self-determination. In the referendum on independence and the run-up to statehood, the United States supported the semi-autonomous Government of Southern Sudan and helped mitigate conflict.

As part of an effort across the U.S. government, the State Department's Office of the Coordinator for Reconstruction and Stabilization (S/CRS) and its Civilian Response Corps (CRC) sent about 50 officers to Southern Sudan over the course of the last year. The CRC is the U.S. government's cadre of trained, deployable civilian experts drawn from nine agencies that has worked in more than two dozen countries. These officers work alongside U.S. diplomats, development personnel, and U.S. service members in fragile and conflicted environments overseas. The intensified diplomatic and development effort in Southern Sudan serves as a model for interagency collaboration to prevent conflict and promote regional stability.

Though the CRC's work in Sudan dates back to 2006, the recent effort focused on Southern Sudan began in April 2010, when the State Department's Bureau of African Affairs and the U.S. Consulate in Juba sought support in advance of national elections and the January 2011 referendum. S/CRS and the CRC supported a diplomatic expansion that extended the U.S. reach throughout Southern Sudan's 10 states, enhanced political reporting, helped advise the Government of Southern Sudan, and aided in mediating local disputes. For example, a U.S. Census Bureau official and USAID democracy experts helped the Southern Sudanese establish procedures to tally the vote fairly and accurately. This was vital to the success of the referendum: If the country could not determine how many voters it had, it could not determine what percentage supported breaking off to become a separate country. Later, the same official helped mediate a dispute that was threatening to escalate to violence.

Following a peaceful, credible referendum, S/CRS and the CRC continued to deploy interagency stabilization teams to work on a semi-permanent basis throughout the Southern region. Teams from State and USAID, some living in Southern Sudan's state capitals, strengthened U.S. relationships with Southern Sudanese government and civil society at the local level. The teams continue to support conflict prevention activities such as promoting inter-tribal dialogue, identifying emerging tensions, and monitoring land allocation to displaced people. An analysis unit in Juba supports these teams, which also provide conflict-focused reporting to inform policymaking in Washington. To ensure officers' security and self-sufficiency in very austere conditions, S/CRS provides modest but secure working and living space, mobile communications, and vehicles so that these people do not take resources from the U.S. post.

The CRC also provides subject-matter experts, such as an anti-corruption adviser and a policing expert from the Department of Justice. These experts are providing important insights to the U.S. Embassy in Juba and technical capacity building to the nascent government of South Sudan.

As with all such engagements, S/CRS and the CRC operate under the Chief of Mission and

work to provide the U.S. country team with tools to operate more effectively. In the months ahead, S/CRS and the CRC will continue to contribute to U.S. efforts to support the emergence of South Sudan and growth of an inclusive, democratic government capable of responding to the needs of its people. **IAJ**

The State-Defense Initiative: An Interagency Solution

In recent years, the evolution of the conflicts in Iraq and Afghanistan has underlined the need for U.S. civilian agencies to train with the Department of Defense (DoD) as part of the wider U.S. effort to leverage whole-of-government solutions to emerging global security challenges. As a result, DoD now regularly invites civilian agencies such as the State Department and USAID to participate in training, exercises, education, experiments and war games (TE3).

In this context, the State-Defense Integration branch (SDI) has emerged as a key conduit between diplomacy and defense. Established by the Office of International Security Operations in the Department of State's Bureau of Political-Military Affairs (PM/ISO), SDI provides personnel to support DoD TE3, seminar, and conference requests. In doing so, it draws from the State Department's Quadrennial Diplomacy and Development Review for its objectives: bringing together the unique contributions of our civilians to advance US interests; building greater civilian capacity to prevent and respond to crisis; providing our military the civilian partner(s) it needs and deserves; and, changing the way we do business by working smarter.

Through the Interagency Working Group of the Worldwide Joint Training & Scheduling Conference (WJTSC), civilian departments and agencies, combatant commands, the military services and combat support agencies developed business rules for DoD requests for interagency participation in military exercises, as well as for how those requests are funneled through the Joint Staff/J7. These rules have been in place for approximately three years, during which the State Department created SDI to fulfill requests while ensuring State's equities are met.

As a result of the SDI evolution, PM/ISO has become the primary coordination point-of-entry for a variety of DoD support requests. A newly developed data system undergirds a circular coordination process which enhances communication across the Joint Exercise Life Cycle (JELC) and maximizes support to DoD. The SDI team analyzes, clarifies and shapes the initial support request; identifies and deploys appropriate State Department personnel; solicits after action reports; and identifies lessons learned, which are incorporated into the Joint Lessons Learned Information System and used to shape future interactions.

This process has significantly improved communication, coordination, and State Department support to DoD. As of July 14, 2011, more than 220 requests for in excess of 3,000 man-hours have been received for calendar year 2011. More than 85 requests have already been supported, an estimated 400 percent improvement over the previous calendar year.

While SDI has helped make the challenge of identifying and placing exercise participants more efficient, it continually strives to improve the process. Despite State Department procedures that require support requests go through PM/ISO, independent requests by combatant commands, the military services, and specific units, occasionally continue. As the SDI process matures and both the State Department and DoD are able to apply the rules consistently, such requests are expected to decline.