



USAID
FROM THE AMERICAN PEOPLE

2015 Retrospective

Office of Civilian-Military Cooperation

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Cover Photo: Special Operations Command Central/Civil Military Support Element (CMSE) Jordan Team Member, Chris Hardy, high-fives a Syrian boy at Azraq Refugee Camp in Jordan. Photo credit: SOCCENT/CMSE Jordan

Message from the Deputy Director

While 2014 was a year of firsts for USAID's Office of Civilian-Military Cooperation (CMC), this year we focused on improvement, building upon the foundations of effective coordination and strategic relationships between the Agency and the Department of Defense (DOD) to achieve better development outcomes.

As the Office celebrates its 10-year anniversary, it is important to recognize our team—foreign service, civil service, military, and contractors—who are fully committed to working together for one mission. The dedication of the 100+ people who have been assigned to the office over the last decade, including our Foreign Service Officers assigned to regional combatant commands and military officers assigned to USAID, has raised the bar for civilian-military cooperation and contributed to significant improvements in the way USAID works with the DOD. We work together on critical issues that not only affect the Agency and development community, but also the nation and our national security.

A small sample of the depth and breadth of CMC's impact in aligning development and defense is reflected in the pages that follow. From working together in a multifaceted and complex region, the Middle East, to supporting interagency responses to crises such as Ebola, to addressing development challenges around the world, CMC is driven by USAID's mission to end extreme poverty and promote resilient, democratic societies while advancing our security and prosperity.

This year, CMC made great strides in institutionalizing USAID's *Development in Vulnerable Environments (DiVE)* course. With the goal of making cooperation more effective at the field level, the course gives DOD personnel a better understanding of the Agency and

how we work together. We continue to offer training to USAID staff and recently completed a customized workshop for one of USAID's regional bureaus as part of our *Working with the Military* course.

In 2015, we also rolled out an updated *USAID Policy on Cooperation with the Department of Defense*. Building on the 2008 Civilian-Military Cooperation Policy, the policy brings attention to the growing shared space in which DOD and USAID operates. While the policy development process was led by CMC, it was an Agency-wide effort, with the Civilian-Military Steering Committee playing a central role.

Although we don't like it, personnel rotation is part of our business. This year we said farewell to former Office Director, Beth Cole, who guided the CMC office for more than three years. She was instrumental in developing the office's vision and mission. We are grateful for her service and wish her well.

In the same vein, CMC is pleased to welcome its new Director, John Acree, who is now on board and ready to continue leading CMC into the new year and working with everyone in DCHA to address the challenges ahead.

2015 has been a productive year, but much work remains. The overlap of development and national security interests is growing and getting more complex. The Agency's ability to engage, influence and cooperate with DOD remains key to finding whole-of-government solutions to global threats and challenges.

We look forward to working with you in 2016.

- **Bob Schmidt**, Acting Deputy Director, Office of Civilian-Military Cooperation, USAID

The Office of Civilian-Military Cooperation Bureau for Democracy, Conflict and Humanitarian Assistance



USAID has been partners with the Department of Defense (DOD) since the 1960s. The Office of Civilian-Military Cooperation (CMC) serves as USAID's primary point of contact with the DOD on matters of policy, planning, training and outreach.

With a team of foreign service, civil service, active-duty military and technical professionals, CMC is driven by its mission to align development and defense, leveraging the unique capabilities and skillsets of both agencies to achieve better development outcomes in pursuit of U.S. national security goals and national values.

We are one team...one mission.

On this page: A mother and child in Guatemala wait for health services. The U.S. military and USAID have worked together for decades to build public health capacity in the region. Photo credit: USAID

Paving a Path Towards Peace and Prosperity through Civilian-Military Cooperation

by Kristen Byrne, Strategic Communications & Outreach

In September 2015, more than 150 world leaders gathered together at the United Nations to announce a new set of Sustainable Development Goals (SDGs) - a joint commitment to help end extreme poverty, protect the planet and create prosperity for all.

“Everyone – from citizens to civil society to the private sector to the governments of developing and donor nations alike – must work together to lift the remaining 1.2 billion people out of extreme poverty.”

- USAID Deputy Administrator, Ambassador Alfonso Lenhardt

Roughly half of the world’s extreme poor reside in places afflicted by chronic violence and conflict. Team members across USAID’s Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA) help build resilient societies and preserve and expand democratic and peaceful spaces in complex political environments. Around the globe, DCHA offices work closely with the U.S. military to address U.S. national security priorities and coordinate logistical and technical assistance when large-scale crises arise. One of DCHA’s nine offices is the Office of Civilian-Military Cooperation (CMC). CMC is instrumental in bringing together the capabilities of USAID and the Department of Defense (DOD) to meet development goals.

A 10-year partnership between USAID and the Department of Defense has realized some progress, and through continued cooperation, will continue to pave a path towards peace and prosperity for all.

Advancing Democracy

- USAID’s West Africa regional mission fosters moderate voices and attitudes through radio programming for at-risk populations and youth that promote tolerance and cooperation. When U.S. Africa Command launched its 2015 Flintlock exercise, an important civil-military objective was gathering military, traditional and religious leaders to promote mutual understanding and cooperation. The USAID mission capitalized on this objective by inviting key host nation participants to take part in broadcast roundtable discussions on improving civil-military relations. Thanks to USAID radio programming, 250,000 people in Flintlock exercise sites had the opportunity to hear their local leaders discuss the importance of civil-military cooperation.
- USAID and DOD work together in Bosnia and Herzegovina to support longer-term programming designed toward peace-building, tolerance, and supporting economic, democratic and social progress in the regions. Both agencies are helping the country’s most vulnerable citizens—women, LGBTQ, Romani, and persons with disabilities—to live quality, independent lives. In response to the flooding in 2014, USAID and EUCOM delivered semi-trucks full of emergency supplies for flood victims, refurbished schools, rebuilt playgrounds and youth camps, and renovated rehabilitation centers for persons with disabilities.



Local leaders in West Africa discuss the importance of civil-military cooperation through radio programming. Photo credit: Rod Stubina, USAID

“Our diplomacy and development capabilities must help prevent conflict, spur economic growth, strengthen weak and failing states, lift people out of poverty, combat climate change and epidemic disease, and strengthen institutions of democratic governance.”

- National Security Strategy

Building Resilience

- USAID, DOD, Department of State and the non-governmental organization community work together to respond to the needs of Syrians and Iraqis displaced in conflict. The interagency partners collaborate to meet the needs of nearly 22,000 refugees living in the Azraq Refugee Camp in Jordan. USAID and U.S. Central Command (CENTCOM) Civil Affairs Advisors, as part of the Civilian-Military Support Element (CMSE), collaborated on the construction of the Azraq Remedial Education Center and the Azraq Borehole Facility that provides potable water to the entire population of the camp. Construction of both structures was funded by CENTCOM. USAID provided technical guidance into the project design for both the well and school; supported collaborative design and implementation work for the well between Govt. of Jordan authorities and NGOs; and provided official concurrence on both projects.
- USAID collaborates with U.S. Southern Command (SOUTHCOM) and U.S. Special Operations Command South on security planning efforts for Latin America and the Caribbean. USAID projects in the region work to spur economic growth, advance social justice, improve education and health, and engage the poorest members of society in development. SOUTHCOM staff currently work with USAID on their community-based crime and violence prevention programs in Honduras.

Tackling Fragility

- One of Ghana’s most vulnerable districts has a new Nutrition Center thanks to coordination between USAID and U.S. Africa Command (AFRICOM). The center opened in January 2015 and is the first of its kind in the country. It will help hundreds of families in the Volta region, where 27 percent of children suffer from stunted growth due to malnourishment and 79 percent are anemic, deal with nutrition issues. The program was coordinated between the USAID Mission in country and AFRICOM’s Strategy, Plans and Programs Directorate, and partly funded by the Overseas Humanitarian, Disaster, and Civic Aid (OHDACA) Appropriation.

Supporting Our Team to Protect Our Planet

- USAID and U.S. Pacific Command (PACOM) are partnering with Bangladesh agencies to protect the Sunderbans mangrove forest, the largest remaining habitat for endangered tigers in the world. This partnership includes joint USAID-PACOM activities with the Bangladesh Coast Guard, Forest Department, and Border Guard units to strengthen patrolling efforts and information processing to counter illegal poachers, pirates and cross-border traffickers.



This tiger in the Kanha Tiger Reserve in India is one of only an estimated 3,000 left in the world. Photo credit: Sandeep Sharma, PhD, Clemson Institute for Parks, USA

Countering Violent Extremism Through Development

by Russell Porter

This article originally appeared on USAID's Impact blog on Sept. 28, 2015. It has been modified for this publication.

Where does the fight against violent extremism fit within the broad spectrum of development?

USAID's mission – to end extreme poverty and promote resilient, democratic societies while advancing our security and prosperity – outlines the answer. It is through USAID's approach to development that we can prevent the underlying causes of discontent from turning into radicalization.

Over half of U.S. foreign assistance goes to countries in the midst of conflict, or trying to prevent conflict or state failure. While we have made remarkable gains, the scourge of violent extremism undermines the work we and our partners are doing. Violent extremism impedes growth by discouraging long-term investment – not only by international corporations, but by local entrepreneurs who hesitate before setting up shop in a market or fear investing in inventory.

Violent extremists' actions tax health systems, overcrowd hospitals, create refugees and displace people from their homes. Responding to attacks consumes government services and resources, stymieing development. This is why we must focus more effort on preventing the growth of violent extremism before it starts.

Addressing the root causes of violent extremism successfully starts by resolving issues at the community level. While each case is different, our experience indicates it is often a combination of social and economic marginalization, unaccountable governance, and inadequate institutions, among other push fac-

Russell Porter is the Executive Director for the Secretariat for Countering Violent Extremism at USAID.

tors, that are at the root of extremism. These issues are also at the heart of what impedes economic growth. These grievances create opportunities for pulling forces that draw vulnerable people into the compelling, but ultimately empty, narratives of violent extremism.

Recognizing this, USAID developed its 2011 policy "The Development Response to Violent Extremism and Insurgency" to help guide the use of our tools effectively, and balance our broader development objectives with these security priorities. It affirms the necessity of identifying and addressing drivers of extremism, while remaining flexible and locally focused.

USAID manages programs that specifically address drivers of violent extremism in Africa, the Middle East and Asia. These programs work in coordination and often through local and national governments, the private sector and NGOs to address issues of exclusion and injustice. These partnerships enhance USAID's traditional development tools to address the drivers of extremism before they metastasize into a much larger problem.

Development professionals care about violent extremism, and those on the security side recognize that development tools and expertise are needed to succeed against violent extremists. We are confident that we can work together and make progress in key areas. Already, we are making progress on a foundational step: understanding the local drivers of violent extremism and what works to address them.

As Secretary Kerry called for in the *Quadrennial Diplomacy and Development Review*, we have to get ahead of the next ISIL. Development that reduces the allure of violent extremist groups has immeasurable payoffs, both in terms of making us more secure and by ensuring we reach our ambitious Sustainable Development Goals targets by 2030.

Implementation Guidelines for USAID Policy on Cooperation with the Department of Defense

In June 2015, the Office of Civilian-Military Cooperation (CMC) updated the USAID Policy on Cooperation with the Department of Defense (DOD) for USAID staff.

Shortly thereafter, CMC released implementation guidance on the policy that provides Agency staff detailed, practical approaches for implementing the policy and ensuring coordination and synchronization of activities to meet development and national security objectives. These companion Sensitive But Unclassified documents outline a broad policy framework and core Agency principles for the long term. The implementation guidelines will be updated periodically to reflect improved knowledge and best practices, priorities and resource availability.

- ***Implementation Guidance for USAID Policy on Cooperation with the DOD*** should be read in conjunction with the revised Cooperation policy. Its purpose is to describe functional areas for USAID-DOD cooperation and outline the roles and responsibilities of various USAID offices with regard to this cooperation.
- ***USAID Guidance for Coordination with the Department of Defense Humanitarian Activities*** is aimed at helping to implement the revised Cooperation policy and establishes a detailed foundation for USAID and DOD to work effectively together. The goal of the guidance is to strengthen the partnership between USAID and DOD and improve cooperation of activities resulting in better development outcomes.

The USAID policy on civilian-military cooperation serves as an essential resource to USAID - to efficiently work with DOD partners in complex environments and to help regions achieve sustainable, peaceful development.



It is USAID policy for its personnel to cooperate with the Department of Defense in order to support the Agency's mission and advance its objectives.

USAID will invest its cooperative efforts in areas with the greatest potential for positive results.

Policy lead, CMC: Michael Hryshchyshyn

Cooperation in Crisis: Ebola Response

by Kristen Byrne, Strategic Communications & Outreach

Roughly two years ago families in Liberia, Guinea and Sierra Leone started witnessing the devastation of Ebola. The deadly virus, for which there is currently no cure, spread at alarming rates in three of the poorest countries in the world. By the time the World Health Organization declared Ebola to be a public health emergency, its potential for expansion was global, including the United States.

USAID leads the U.S. Government's response to the West Africa Ebola outbreak, focused on combating and containing the virus at its source. USAID's Office of U.S. Foreign Disaster Assistance deployed a Disaster Assistance Response Team (DART) to the region with a mission to stop the spread of the disease and build capacity in affected countries for the prevention and detection of future outbreaks. In close collaboration with the Department of Defense (DOD) and other federal agencies, the DART team hit the ground running, working to expand the pipeline of medical equipment and critical supplies to the region by airlifting more than 400 metric tons of personal protective equipment, infrared thermometers, chlorine, and plastic sheeting for the construction of Ebola treatment units.

USAID partnered with the U.S. military to determine the specific functions required for each response team to ensure efficient and effective planning throughout all phases of the response. To meet USAID support requirements, U.S. Africa Command (AFRICOM) established Operation United Assistance (OUA) Joint Forces Command (JFC).

Under the leadership of Maj. Gen. Darryl A. Williams, commanding general of U.S. Army Africa (AFRICOM) and later Maj. Gen. Gary Volesky, commanding



USAID DART Leader Bill Berger with Commander of U.S. Army Africa and Joint Forces Command-Operation United Assistance, Major General Darryl Williams. Photo credit: USARAF

general of the 101st Airborne Division, the JFC helped build Ebola treatment units, train healthcare workers, transport people and supplies, and construct and sustain a special field Ebola field hospital in Monrovia, Liberia. The command also ran mobile labs, conducted testing and helped boost laboratory capacity to decrease turnaround time for test results.

In Washington, D.C., USAID's Office of Civilian-Military Cooperation (CMC) in the Bureau for Democracy, Conflict and Humanitarian Assistance helped facilitate the timely exchange of crucial information among DOD and USAID leadership and staff to construct decisive strategies that best supported USAID. CMC provided daily Ebola information summaries to DOD's JFC-OUA and to DOD's Ebola response headquarters in Monrovia, Liberia, to assist the JFC in maintaining situational awareness in a complex and constantly evolving crisis environment.

The information summaries were compiled from multiple sources, including USAID, the State Department, DOD, the UN Mission for Ebola Emergency Response, CDC, open source media, and others. This coordination within USAID enabled

CMC to provide real time information and analysis to the Commander and staff along with DART's planning guidance in disaster response.

AFRICOM contributed major lines of effort in the USAID Ebola response, particularly in providing regional coordination, logistics support, training, and engineer support. AFRICOM worked hand in hand with the Operational Planning Team (OPT) at Kelly Barracks to write the original "Concept of Operations," which led to OUA; request forces; and ultimately ensure that forces were assigned to support targeted

USAID requests given their unique capabilities.

Together with our international partners—and the people of the affected countries themselves—the United States is helping to stem the tide of the disease in West Africa. As the affected areas are nearing zero infections, continued vigilance and support to the affected countries are critical. USAID and DOD remain committed to reducing threats of pandemic and infectious diseases. Strong collaboration and coordination between both agencies continue to be a critical element of that commitment.



Capt. John Whiteside of Arizona donned Personal Protective Equipment as he prepared to receive the new potential Ebola case at the Monrovia Medical Unit on January 31, 2015. The facility was created by USAID to treat health and aid workers in Liberia who contract the virus. Photo by Morgana Wingard, USAID

Lessons Learned in the Middle East by Ben Kauffeld, USAID Jordan Senior Civil Military Advisor and Haider Haider, USAID Planner for CENTCOM

The challenges of responding to ever-deepening refugee and host community humanitarian needs in Jordan has prompted U.S. government agencies to embark in new collaborative and innovative efforts. A three-year partnership between USAID and the Civil Military Support Element under Special Operations Command Central (SOCCENT/CMSE) stands out among these efforts.

There are a number of opportunities where both USAID and the Department of Defense (DOD) can learn from joint activities during such a humanitarian crisis. Such events lead to efforts to forge effective

interagency cooperation and the realization of a harmonized civil affairs and development implementation.

In early 2012, SOCCENT leadership met with USAID and U.S. Embassy officials in Amman about the possibility of bringing a new DOD capability to Jordan – a four-person team of Civil Affairs specialists. This team would have authorities for U.S. military engagement with foreign government civilian agencies and the ability to design and execute projects utilizing Overseas Humanitarian Disaster and Civic Aid (OHDACA) funding. The team worked to find a niche area that complemented USAID longer-term efforts and fully supported the U.S. objectives in Jordan.

The Country Team perceived a need for approaches



A Syrian man looks out across the expanse of Azraq Refugee Camp's common area in Jordan. Approximately 18,000 Syrians live in Azraq, the smaller of Jordan's three official refugee camps. Photo credit: SOCCENT/CMSE Jordan

that would deliver diverse, flexible and rapid responses. Several Mission leaders with civil-military cooperation experience stepped forward as advocates for the initiative. In particular, USAID Jordan agreed to vouch for and partner with the CMSE. It was agreed, in the approval cable for CMSE, that “all SOCCENT activities would be jointly planned, designed, reviewed and approved by USAID officers or others at Embassy Amman.” Additionally, and somewhat of a negotiated ‘ticket for admission’ from USAID, CMSE agreed to take up a series of refurbishments, equipping and small-scale expansion for six community health clinics in municipalities hosting significant numbers of refugees.

Challenges at the start

In 2013, the initial year of collaboration, a number of challenges arose due to organizational conflicts and

Humanity Acts

Since 2011, 17 million people have been affected by the conflict in Syria. More than 4 million Syrian refugees have fled across the border to Jordan and neighboring countries. Another 6.5 million are displaced inside Syria. With the crisis in Syria in its fifth year, heroic organizations continue to work daily to provide those in need with life-saving care and supplies. The United States is the single largest global donor to the Syrian crisis, helping to feed, shelter, heal and educate millions of Syrians. We have provided over \$4.5 billion in life-saving humanitarian assistance, reaching an estimated 5 million Syrians every month. In addition, we support essential services to communities under siege since the conflict began. We are also helping Syria’s neighbors build resilient health, water, economic and education systems to cope with an influx of refugees inside their borders.



cultural differences. Some initially-promised “quick impact” OHDACA projects in the field turned out to be, as often in developing contexts, longer-term and more complicated than expected. While a number of the health clinics were completed on time to the great satisfaction of Jordanian counterparts, other projects encountered delays, contracting obstacles, and disagreements over material standards.

Another issue that arose is introspection towards whether or not USAID projects align well with, and are appropriate for, CMSE capabilities and core interests. For example, CMSE team members have devoted most of their six-month tours in the region to project management, as opposed to conducting community engagement, building information networks, or pursuing other wheelhouse civil affairs activities that could contribute directly to CENTCOM priorities.

Joint efforts to improve coordination

In the last 18 months, the USAID and CMSE partnership has matured and reflects mutual respect and joint coordination for effective implementation. Several innovations were part of this maturation process.

First, USAID Jordan brought on board a career Foreign Service Officer to serve as the Mission’s Senior Civil-Military Advisor and to advance engagements with CMSE and other DOD counterparts. Second, USAID and CMSE agreed upon a joint assessment methodology in FY 2016 which promises to inform both parties for more comprehensive, strategically-valued future OHDACA projects – directly linked to both CENTCOM lines of effort and USAID Jordan development objectives. Third, mission staff and SOCCENT leadership have agreed upon a working-level “Rules of the Road”

document to govern the relationship.

Finally, USAID Technical Officers and the SOCCENT Liaison Officer (embedded with USAID, and supporting coordination with CMSE) jointly designed an initiative to contract an innovative data study on violent extremism drivers and pathways.

While these innovations arose out of the unique experiences and context of the mission in Jordan, they suggest several avenues through which USAID and DOD can better align at the country level. These approaches can be helpful for other U.S. Government actors when developing strategies for the implementation of meeting national security and international development objectives.



USAID Jordan Senior Civ-Mil Adviser Ben Kauffeld, CENTCOM Planner Haider Haider (not pictured), and members of incoming and outgoing CMSE teams, monitor second floor construction of the Kufranjah Health Center in Jordan. The clinic received assistance from USAID in 2014 and 2015, and CMSE Jordan provided assistance with clinic upgrades, expanding its capacity to Syrian refugees in Kufranjah. The upgrades are expected to be complete mid-December 2015. Photo credit: Ben Kauffeld

Healing Haiti

by Mark Kerr, USAID Deputy Development Advisor for SOUTHCOM

On Sept. 10, 2015, the United States Navy hospital ship (USNS) Comfort anchored off the coast of Port-Au-Prince, Haiti to begin its 11th and last medical mission of the six-month Continuing Promise 2015 (CP15) operation in Latin America and the Caribbean. The USNS Comfort, equipped with 11 operating rooms and an interventional radiology suite, traveled with a contingent of over 1,000 personnel, including doctors, nurses, and other health care experts to provide medical training and direct patient care to citizens across the region.

USAID missions and the Bureau for Latin America and the Caribbean contributed to CP15 in a range of ways. Together, USAID and the servicemen and women aboard the Comfort significantly contributed to an established medical certification process in Jamaica; provided substantial logistical assistance in Honduras; provided critical support to USAID/Haiti's robust health program by selecting medical sites, identifying NGO partners and locating Creole language transla-



Children enjoy music and games in Haiti on Children's Day, September 10, 2015. Photo credit: USAID

tors to help deliver life-saving information to local residents.

With collaboration among the Navy, USAID/Haiti, and USAID's implementing partners, hundreds of children infected or impacted by HIV/AIDS, from all over Port Au Prince, were invited to a "Children's Day." The Union School, an institution founded a century ago to educate the children of U.S. Marines, hosted the event. The military band provided entertainment, while soldiers, sailors and marines played soccer and other games with the children. USAID, through its implementing partner, provided logistical support, organized the participants, secured transportation for the children, and brought an overall culturally and situational awareness to help ensure a successful event. It was a special day where all could participate together in a day of arts, sports and culture.

Collaboration between DOD and USAID in the region is longstanding. In addition to the memorable "Children's Day" in Haiti, the CP15 event represented an equally important milestone. Through the yearlong planning process preceding the visit of the USNS Comfort, USAID/Haiti and members of the DOD team developed an excellent working relationship. This collaborative relationship became especially important when the U.S. Department of State invited the Cuban Ambassador to participate in an historic medical exchange as a part of CP15. A Cuban delegation joined USAID and DOD medical professionals in touring several health clinics, including the USAID-funded St Luc medical center.

As USAID looks back on the power of collaboration, it can also look forward: the Mission's positive engagement has opened up other opportunities to collaborate with the Louisiana National Guard, the Army and the Air Force, all of whom have planned engagements in Haiti, which can benefit from the expertise brought by USAID.

Training Development Leaders

by Aubrey Eaton, Education & Training Specialist

Mutual training is essential to improve coordination between both agencies to meet national security goals and development objectives. In 2015, CMC coordinated short-term and long-term training opportunities for nearly twenty USAID staff.

Short Term Training

USAID employees are invited to join DOD personnel and other interagency partners in DoD classrooms to participate in DOD courses varied in range and focus. DOD short term training courses are typically one week.

“An outgoing and experienced USAID participant will educate dozens of the Army’s future most-senior leaders about our Agency,” said Robert Birkenes, USAID/Regional Development Mission for Asia, upon completion of the August 2015 session of the Army Senior Leader Seminar (Army SLS). Birkenes identified outreach, leadership skills, and best practices, as three ways in which participation in the Army SLS could provide value to the Agency.

Mission Director, Jim Barnhart, USAID/Jordan, participated in the Joint Special Operation’s Combating Terrorism Executive Interagency Seminar (CbTEIS) as part of his preparation before reporting to duty in Amman. The course helped him glean insights

from an interagency perspective particularly on issues related to security and intelligence.

There was also USAID participation in the Security Cooperation Management Action Officers Course, Combined/Joint Force Special Operations Component Commander Course, and the online *Introduction to Special Operation Forces* course during 2015.

Long Term Training

DOD long term training affords USAID staff an opportunity to strengthen critical-thinking and leadership skills while earning a Master’s degree. At the same time, USAID students are able to educate military personnel about the Agency’s mission and the important role that the discipline of development plays in achieving national security objectives.

USAID began sending students to the National War College at National Defense University (NDU) fifty years ago.



USAID Senior Development Advisor for AFRICOM, Maureen Shauket, participated in the Combined/Joint Forces Land Component Commander Course, a senior-level program held at the U.S. Army War College, in Carlisle, PA, aimed to prepare senior officers to function effectively in a joint, multi-national, and interagency environment. The course focuses on the interaction among U.S. forces and other government agencies in conducting and coordinating theater-level operations and explores the challenges of maintaining unified operations in a complex operating environment. Photo credit: Army War College

“We will continue to use programs, such as USAID’s Civilian Military Cooperation Training and... partnerships with Department of Defense, which allow our employees to participate in long-term training programs at DoD institutions as both students and faculty.”

- Quadrennial Diplomacy and Development Review | 2015

Today, an expanded training program has USAID students studying at the U.S. Army Command and General Staff College (CGSC), the School of Advanced Military Studies at CGSC, and the Eisenhower School at NDU. Also, USAID faculty is at the Army War College, National War College and Eisenhower School at NDU.

2015 Milestones

The 2015-2016 class of USAID students and faculty is the largest class ever to attend or teach at DOD learning institutions, with a total of 12 students and six instructors attending DOD training programs.

Additional student and faculty positions are now available to USAID employees, made possible by a joint effort between CMC and USAID's Human Capital and Talent Management. These new positions are part of the five-year long-term training strategy which aims to 1) Build strategic leadership within USAID, 2) Deepen USAID relationships with interagency partners, and 3) Adapt to the needs of the changing workforce and increase retention. The new long term training opportunities include:

- New student positions at the Air War College, Marine Corps War College and Naval War College. These War College opportunities increase the number of student positions for FS2/GS14 employees.
- Student positions at the U.S. Army Command and General Staff College and the Marine Corps Command and Staff College, targeted for USAID's FS-03/GS12 employees.
- New faculty position at Command and General Staff College, targeted for FS-01/GS15 employees.

In the near future, CMC hopes to incorporate DOD distance education into the long-term training suite of opportunities.

At a Glance: 2015 Education and Training in Numbers

- **4,278**
military personnel briefed
- **416**
USAID staff trained
- **400**
military student graduates
of USAID's Development in
Vulnerable Environments
(DIVE)Course
- **18**
USAID faculty members
and students assigned
to military academic
institutions

Long Term Training: A USAID Student's Perspective

by Mick Crnkovich, Division Chief, Plans & Policy

I was fortunate to be selected by USAID to attend National Defense University's Eisenhower School during academic year 2014-2015. I gained two incredible gifts on the first day of class, August 4, 2014: the birth of my second child, Evelyn Elizabeth, and an opportunity to deepen my knowledge in national security issues and foster my interest in strategic leadership.

As the only War College that offers a heavy focus on industry, I selected the "Reconstruction" industry as my academic focus. This is an area that occupies much of CMC's efforts and I thought it was important to investigate it through an academic lens. We traveled to Australia and Solomon Islands for field studies and saw firsthand the effects of conflict on the people of Solomon Islands. I learned that the international coalition's response to restore stability was invaluable.

I gained critical insights on post-conflict transition and reconstruction from a case study on the conflict period that Solomon Islanders call "The Tensions." The response, led by the Government of Australia, strongly depended on partnership with New Zealand and other neighbors across Oceania. It resulted in the creation of the Regional Assistance Mission to Solomon Islands (RAMSI) – a civilian and police-led, military-supported response, and involved a development track early on in parallel with initial security initiatives.

This field study, along with the seminar education and an elected research paper on the origins and operating mechanics of the National Security Council, helped expand my knowledge and experience, as it relates to U.S. government interventions around the world, specifically in conflict-affected or fragile states.

As a part of my research, I was able to interview key national leaders tied to the National Security Council, including Lt. Gen. (Ret) Brent Scowcroft, Gen. (Ret) Colin Powell, Steve Hadley, Dr. Robert Gates, and Dr. Condoleezza Rice. This direct access to our nation's strategic leaders afforded a rare opportunity to dive deeper into the strategic thinking and perspectives on national security processes and procedures.

I walked away from the year with a Master of Science in National Security and Strategic Resources. Upon my return to CMC, I was selected for promotion. I truly believe it was largely due to the knowledge and skills gained as an Eisenhower graduate. I recommend all USAID staff consider attending one of the various War College institutions. You, and the Agency, will be better off through your participation!



Mick Crnkovich, Chief, Plans and Policy Division for the Office of Civilian-Military Cooperation, with his Reconstruction Seminar classmates. Mick graduated in June 2015 and is at the far left in the front row. Photo credit: National Defense University



Heather Smith-Taylor, USAID graduate of the School of Advanced Military Studies (SAMS), receives the Arthur D. Simmons Interagency Writing Award. Heather is pictured with COL Henry (Hank) Arnold, SAMS Director. Photo credit: Dan O'Neal, U.S. Army

Heather Smith-Taylor, received the Arthur D. Simmons Interagency Writing Award for her monograph, "The Feminist Movement and Equality in the Federal Workforce: Understanding the Position of Women in USAID's Foreign Service" in May 2015.

Heather's research included a deep-dive in feminist theories and a historical investigation into USAID and the U.S. government's policies regarding the inclusion of women in the workforce, particularly in foreign service roles.

Heather's recommendations to make USAID's foreign service track attractive for high-caliber female development professionals include providing flexible work options, instituting a supportive family leave policy, encouraging an Agency priority to eliminate internal operational gender biases, and providing formal leadership training for women, among others.

Heather is a 2015 USAID graduate of the School of Advanced Military Studies. She is now Deputy Director of the Health, Population and Nutrition Office at USAID/Nigeria.

Cooperation in Training

by Mike Carney, Education & Training Specialist

CMC offers a one-day course for the U.S. military called "Development in Vulnerable Environments (DiVE)." The DiVE course is an interactive, comprehensive course that helps DOD staff at all ranks understand the role USAID plays in advancing U.S. national security. In 2015, CMC has trained more than 400 military staff at DOD organizations. A DiVE student and member of the Civil Liaison Team of the 95th Civil Affairs Brigade (Airbone) noted, "I've been able to use this knowledge to inform other Civil Affairs personnel of some of USAID's capabilities as well as to describe how CDCSs [Country Development and Cooperation Strategies] are designed."

The following organizations hosted the USAID DiVE course as part of their ongoing academic and professional development curriculum during 2015:

- *Combatant Commands (COCOMs)*
In 2015, USAID delivered two one-day sessions of DiVE at the U.S. Pacific Command (PACOM).
- *Civil Affairs Qualification Course (CAQC)*
USAID delivered DiVE to two CAQC training cohorts this year.
- *Marine Corps Civil-Military Operations School (MCCMOS) and U.S. Army War College Peacekeeping and Stability Operations Institute (PKSOI)*
- *U.S. Marine Corps University Command and Staff College*
CMC worked with the Command and Staff College to develop a 20-hour development elective delivered in February 2015. Guest lecturers from USAID's Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA) contributed to the course.



USAID Asia Bureau health officers join Pacific Partnership Chief of Staff, New Zealand Wing Commander Atkinson, members of the U.S. Navy Mercy team, and Fijian community members meet at the Fiji Women's Rights Movement (FWRM) Headquarters in Suva, Fiji in June 2015. An exchange of experiences between U.S. Navy women and women of FWRM led to the building of a trusted network of resources and support so women in the South Pacific are empowered to pursue leadership opportunities in their communities. Photo credit: USAID

A Pacific Partnership for Women, Peace and Security

by Kristen Byrne, Strategic Communications & Outreach

On June 9, 2015, five U.S. Navy women (officer and enlisted) and the Pacific Partnership 2015 Chief of Staff, New Zealand Wing Commander Atkinson, engaged 15 Fijian women in a Young Women in Leadership discussion at the Fiji Women's Rights Movement (FWRM) Headquarters in Suva, Fiji. FWRM is dedicated to empowering women, between ages 18 to 35, to pursue self-determining opportunities. Many of the women have personal

experiences with gender-based violence.

USAID provided subject matter expertise on the planning and execution of the trip.

During the meeting, FWRM women met with the U.S. Navy women in an informal setting to exchange personal experiences on a variety of topics: women in leadership positions, women in the military culture, culture of women in Fiji, security of women in Fiji, women's educational opportunities in Fiji, and a discussion of the Women's Peace and Security policy within the South Pacific.

*PACOM Civil-Military Coordinator: Rebecca Eastwick-Haskell
U.S. Navy liaison: Susan Pennebecker*

At the meeting's conclusion, photos and contact information were exchanged. Feedback from the USNS Mercy team along with the women of FWRM included a better understanding of what women experience in military service and challenged common stereotypes. This engagement to discuss women in leadership benefited all parties, but most importantly, created a network of resources for Fijian women as they seek out future leadership opportunities. The FWRM women will continue to follow the Pacific Partnership mission via social media and plan to network with other partnering countries, such as Papua New Guinea, the Philippines, and Vietnam.

USAID and U.S. Pacific Command

USAID and U.S. Pacific Command (PACOM) coordinate on several areas to support the U.S. National Action Plan on Women, Peace and Security. For example, the Agency is currently working with PACOM to introduce gender analysis into its core planning processes, and has coordinated on programs to prevent gender-based violence in the region. One program is the USAID Women Peacebuilding Initiative in Papua New Guinea, which is supported by Army Civil Affairs who help to raise awareness of the program and engage communities.



Lucy Mize, Health Team Lead, USAID Asia, discusses women, peace, and security with leaders of the Autonomous Region of Bougainville, Papua New Guinea during a Pacific Partnership 15 workshop. Photo credit: USAID

USAID Joins Pacific Partnership to Build Resilience in the Pacific



Resistant to punctures and ultraviolet rays, these sturdy, multiple-ply sand bags discreetly work double time as they protect the coastline and homes nearby. / C-CAP

Climate change is impacting the people of the Pacific. In 2013, USAID launched the Coastal Community Adaptation Project (C-CAP) which has helped more than 70 communities in nine Pacific Island countries adapt to climate change and contribute in practical ways to the region's resilience. C-CAP partners, including CMC development advisors to PACOM, accompanied a team from Pacific Partnership 2015 (PP15) to South Tarawa, Kiribati to conduct a site assessment. Communities in the region had been devastated by king tides and tropical cyclone storm surges that hit the region in early 2015.

CMC provided subject matter expertise to the U.S. Navy and PP15 team in the planning of the site visit to Kiribati. As part of the tour, participants visited USAID/ C-CAP partner communities in Tarawa to assess the vulnerability of infrastructure such as schools and health care centers. Collaboration between USAID, the U.S. Navy, and the PP15 team helps strengthen the efforts of the U.S. Government at large in aiding communities in the Pacific to become more resilient to the impacts of climate change.

Led by the U.S. Navy, Pacific Partnership 15 is the 10th iteration in a series of multilateral humanitarian assistance disaster relief response missions that strengthens relationships, improves disaster preparedness, and enhances collective disaster response efforts among interagency partners.

Assistance in Europe and Eurasia

by Eric Vetro, Military representative, EUCOM

USAID works with the U.S. European Command (EUCOM) to support interagency efforts in the interest of international development and national security. Together, both have achieved several milestones through civilian-military cooperation in recent years.

Improving Education in Macedonia

In Macedonia, USAID and DOD are working together to broaden education opportunities for youth.

The mission has developed and implemented an interethnic training and education program for nearly every primary and secondary school in the country to promote positive interactions between students and teachers of different ethnic origins, and raise public and government awareness of the importance of ethnic integration.

With USAID's support, schools have implemented more than 1,880 integration activities, and over 300 partnerships have been established between schools with different ethnic majorities. The 5.2 million dollar project is expected to reach 350 primary and 100 secondary schools at its completion. USAID and EUCOM have come together for the project with EUCOM committing to a fifth year of support in 2015 and transferring a total of \$1.5 million over five years to renovate schools, supporting USAID's broader education programming.

“Through our USAID partnership, and the Interethnic Integration in Education Project project design, we achieve a cumulative effect far greater together than would be achieved separately.”

- Major Jeff Van Sickle, chief of the Office of Defense Cooperation in Skopje

Continued Cooperation in Bosnia and Herzegovina

Following massive flooding in Bosnia-Herzegovina (BiH) in May 2014, USAID, through its mission in BiH, partnered with DOD to deliver emergency supplies for flood victims, refurbish schools, and rebuild playgrounds and youth camps. Together, USAID and DOD programmed \$15 million for BiH's flood recovery.

Relief efforts to deliver more than 25 tons of emergency relief supplies to the region required coordination from USAID's Office of Civilian-Military Cooperation (CMC) and DOD's Civil Military Support Element (CMSE), as well as support from the 95th Civil Affairs Brigade (Airborne). Some of the program's success is due to CMSE's leadership and vision, and the team's foresight to link up early with USAID to accomplish a number of high-level projects, further our foreign policy in the country, and strengthen cooperation with DOD.

Close collaboration continued in May 2015, when USAID welcomed 24 U.S. Army cadets as part of the Army's Cultural Understanding and Language Proficiency (CULP) program.

“USAID in Sarajevo provided additional funding and coordination for the service projects, and truly went above and beyond in ensuring the success of CULP,” said U.S. Army Capt. David Knox, who organized the program in Sarajevo.

Memorandum of Understanding

In Summer of 2015, USAID and DOD drafted the first Memorandum of Understanding (MOU) for the Balkans. The MOU was spearheaded by the USAID mission and supported by the Office of Defence Cooperation and CMSE in an effort to continue working together to address the needs of the people in BiH. The partnership aims to seek out innovative ways to counter violent extremism, enhance transparent strategic planning, and promote national unity, for examples. The MOU is in the final stages of clearance at USAID and will be shared with SOECUR and EUCOM. Together, USAID and DOD programmed \$15 million for BiH's flood recovery.



U.S. Army cadets Jake Burger (L) and Andrew Schrantz building a playground in Orasje, July 2015. Photo by U.S. Army Capt. Robert Perez

“We have to think differently about how we run operations, and we have to focus them on human objectives.

“[T]he intersection of land, cyber and human elements, and the increasing speed of human interactions [are] driving factor[s] in current events around the world.”

- Maj. Gen. William C. Hix, deputy director, Army Capabilities Integration Center, U.S. Army Training and Doctrine Command, at a Strategic Landpower Task Force meeting Jan. 16, 2015 at the TSCOCenter for Strategic International Studies in Washington, D.C.

USAID Office of Civilian-Military Cooperation Objectives

- Policies of each organization recognize and enable appropriately defined roles and unique capabilities to achieve better development outcomes.
- I. and unique capabilities to achieve better development outcomes.
 - Plans and programs of each organization recognize, enable and leverage appropriately defined roles and unique capabilities to achieve better development outcomes.
 - II. and unique capabilities to achieve better development outcomes.
 - Learning and outreach enable better development outcomes through applied understanding of roles and capabilities.
 - III. development outcomes through applied understanding of roles and capabilities.

A Glimpse into the Special Operations Command

by COL Leo Ruth, Chief SOST/SOCOM

Leo J. Ruth II is a USSOCOM representative embedded in USAID's Office of Civilian-Military Cooperation in Washington, D.C. As an active duty Civil Affairs Colonel, he has 20 years experience working with Special Operations Forces and U.S. missions around the globe.

USAID missions are increasingly working with Special Operations Forces (SOF), specifically Civil Affairs soldiers and Military Information Support Operations (MISO) soldiers, to synchronize military operations and tasks supporting USAID in bringing peace and security to volatile regions. Jointly coordinated activities are carried out by a Theater Special Operations Command (TSOC), who receives authorization from their geographic combatant command to implement activities that achieve national security and foreign policy objectives.

TSOCs at the Command Level

Within their command, TSOCs provide the planning, preparation, and command and control of SOF from the Army, Navy, Air Force, and Marine Corps. They ensure SOF strategic capabilities are fully employed and that SOF teams are fully synchronized with military operations and the activities of interagency partners. TSOCs also provide authorities for SOF operations in specific regions and authorize staff to plan, conduct, and support joint special operations in the commander's area of responsibility (AOR).

At the top of the chain of command is the Commander of the U.S. Special Operations Command (SOCOM) headquartered in Tampa, Florida, who in turn authorizes TSOC Commanders to carry out all aspects of military operations, including training, designating roles and objectives for service teams, and defining logistical requirements for SOF forces for a given mission. In-country day-to-day operations are authorized by respective geographic combatant commanders.

There are seven TSOCs that support the six geographic combatant commanders and U.S. Forces Korea.

TSOC Coordination with USAID

USAID plays an active role in providing regional and technical expertise to DOD across special commands and geographic commands (with exception of U.S. Northern Command). USAID's Senior Development Advisor and Deputy Development Advisor are embedded at SOCOM and work with SOCOM military representatives (who, in turn, are embedded in USAID/Washington) to provide regular input on strategic plans and exercises aimed to mitigate global threats, as well as on regional activities that impact development and our national security. Some examples of this cooperation include:

- USAID input on *The Human Aspects of Military Operations*, a joint concept developed from lessons learned over the past 12 years of conflict, aimed to assess and address the many human aspects of military operations.
- USAID involvement in Shadow Warrior strategic planning exercises, which resulted in an inclusion of USAID equities and investments as part of an overall USG strategy.
- The Joint Sahel Development Game, a joint exercise with USAID, SOCOM and AFRICOM that used the military concept of gaming to think about strategies to reduce conflict and enhance resilience in Africa's Sahel region.
- USAID involvement in SOCOM's Counter Terrorism Finance workshops that informs participants on trends and developments in prevention and combating terrorism in Africa.
- USAID participation in the interagency review of the Counter Islamic State of Iraq and the Levant (ISIL) Strategy, which resulted in an emphasis on early planning for immediate USAID governance programs to reduce the potential for emerging violent extremist organizations, stabilize local governments, and strengthen the human rights aspects of refugees and internally displaced persons.

These efforts all aim to increase the effectiveness of interagency initiatives to build stability and resilience in regions threatened by violent extremism and terrorism. The partnership between USAID and

DOD have helped us better understand each other's objectives and have helped elevate the importance of coordination - It is a necessity due to the fact that we often operate in the same region, and often to achieve mutual goals.

USAID plays a key role in building a cooperative and mutually respectful civilian-military relationship, engaging non-governmental organizations so as not to duplicate efforts, and in leveraging partnerships with the private sector who bring valuable skill sets to addressing global threats.

Defense Institution Building

by Dale Skoric, USAID Senior Development Advisor, Pentagon

"Defense Institution Building" (DIB) is a term more familiar to our Department of Defense (DOD) colleagues, but it has tremendous value to USAID. Not dissimilar to USAID's mission, DIB efforts advance American ideals of democracy and rule of law. DIB efforts aim to help partner-nations build effective, transparent, accountable and sustainable defense institutions.

DIB is becoming more and more important with the current global environment and the spaces in which USAID and DOD often share. The U.S. is pursuing military solutions to national security threats in Iraq, Syria, and Afghanistan, and different parts of Africa, such as Kenya, Libya, and the Lake Chad Region. In these same regions, USAID is pursuing long-term development solutions. The Office of the Secretary of Defense, Congress, and responsible Combatant Commands recognize, and insist on, greater investments in defense and military institutions to ensure that our partner countries have the capacity to utilize effectively the security assistance that we provide them.

DIB and USAID

DOD's success in building the capacity of partner defense establishments to be more effective, accountable and transparent directly affects USAID's ability to achieve our development objectives in

those same countries. USAID is positioned with decades-long experience working in partner countries and subject matter experts who can advise DOD colleagues regarding best practices, lessons learned, strategic approaches, mechanisms for long-term assistance, and cultural knowledge related to institution building writ large. This on-the-ground experience can help inform DoD's assistance efforts on DIB, including security cooperation initiatives and other types of assistance to strengthen the management, sustainment and employment of national forces in partner countries.

USAID's Office of Civilian-Military Cooperation (CMC) is currently engaged with the Office of the Secretary of Defense's (OSD) Office of Security Cooperation (SC) on sharing both agencies' approaches to institution building and security sector assistance (SSA), outlined in the Presidential Policy Directive (PPD) 23. The aim is to foster greater awareness and in-country collaboration between relevant USAID and DOD institution-building programs. In this effort, USAID shared program priorities and information with OSD SC, and working together, identified four technical areas where USAID and DOD might cooperate: Capacity building for ministries of finance, Anti-corruption, Executive oversight by civil society or parliament, and Wildlife trafficking.

USAID staff advise leadership at regional combatant commands on ways to incorporate effective institution building approaches to complement ongoing security assistance efforts. For example, at AFRICOM, CMC is working with DOD counterparts to coordinate DIB efforts with leadership, OSD and other COCOM staff, in a manner that builds synergies and avoids possible pitfalls of conflicting development and security assistance programs operating in the same space.

Presidential Policy Directive (PPD) 23 on Security Sector Assistance (SSA) was designed to strengthen the ability of the United States to help allies and partner nations build their own security capacity, consistent with the principles of good governance and rule of law. PPD 23 provides an interagency framework to plan, synchronize, and implement security sector assistance through a deliberate and inclusive whole-of-government process.

U.S. Army Corps of Engineers Supports USAID Programs on Climate Change

by John Daley, Liaison Officer, U.S. Army Corps of Engineers

The U.S. Army Corps of Engineers (USACE) supports USAID programs related to climate change, such as the Mekong-Building Climate Resilient Asian Cities (M-BRACE) and Indonesia Climate Change Adaptation (CCA) project. M-BRACE is a regional program that develops and applies practical methods for building resilience to the impacts of climate change among stakeholders in Vietnam, Udon Thani and Phuket in Thailand. Decision models and resilience strategies are being developed in collaboration with stakeholders in the context of climate change, market volatility, population pressures, and other stressors.

In partnership with the Indonesian government, scientific, environmental and academic communities, USAID, and a team of USACE engineers, met in January 2015 to exchange and discuss climate data, scientific models, geospatial processes, developmental plans, pilot projects, and future priorities. The information gained from the meetings will allow USACE to prepare a list of opportunities where USACE may be able to assist USAID and the Government of Indonesia on climate change adaptation in the future.



Women and children in Chiangrai, Thailand learn about the USAID programs on climate change in the Mekong region, January 2015. Photo credit: Montakan Tanchaisawat, USAID

Interagency Collaboration to Develop Water Resources in Pakistan

Pakistan has a substantial need for developing its water resources management capability, particularly as it relates to the Indus River. Some 90 percent of Pakistan's agricultural production comes from farms that rely on the Indus River for irrigation. Additionally, hydropower from Indus River provides 30% of the nation's energy generation. Though the Indus River is critical to Pakistan's overall economy and well-being of most of its population, the region faces a number of major water resource challenges, such as flooding and water storage capacity. The Indus River is prone to flooding and in 2010, floods in the region affected 20 million people and caused \$10 billion in damages. The country's water storage capacity is also limited to only 30 days, which will worsen in the next 100 years due to climate change if nothing is done to effectively manage this resource.

To help address the water resource challenges in Pakistan, the U.S. Army Corps of Engineers (USACE) was requested by USAID and U.S. Department of State to provide two senior water resources infrastructure experts to support the U.S. Mission in providing support to the Government of Pakistan. Under agreement with USAID and endorsed by the U.S. Central Command (CENTCOM), two USACE personnel have undertaken multiple temporary duty assignments to the U.S. Embassy in Islamabad since May 2014.

The efforts of the two USACE personnel to date include scope-of-work and work plan development for water resources development, extensive consultation with the Government of Pakistan water and climate change ministries, technical capacity development, cost evaluations for selected USAID projects,

and technical review of major water resources infrastructure designs. The current agreement extends through the end of 2016.

The USACE Water Resources Development personnel have developed a comprehensive program for Pakistan. Extensive coordination has been conducted with the Pakistan ministerial and provincial level water resources and climate change agencies, other embassies and high commissions, and U.S. agencies. To date, three capacity building programs have been developed that include river basin management and model development, which includes climate change impacts, levee and dam risk management, and disaster preparedness training for Ministries of Water and Power and Climate Change and the National Disaster Management Agency.

USAID Graduates of MIT Seminar XXI

This year, CMC congratulated our third graduate from MIT's Seminar XXI. Rebecca Eastwick-Haskell joined CMC Acting Deputy Director, Robert Schmidt (2013), and Mick Crnkovich (2012) as an alumna of the year-long fellowship which aims to educate current and future leaders in the U.S. government's national security community. Seminar XXI creates a link between the worlds of policymaking and academia, bringing together military and civilian executives with scholars from MIT and other world-renowned institutions. Through this interdisciplinary and intergenerational learning experience, Fellows share their differing viewpoints, challenge each other's assumptions, expand their interagency networks, and develop fresh ways of analyzing the complex national security issues they face each day. Each year USAID nominates two fellows for the program, and has more than 20 alumni.

**OUR MISSION
WE PARTNER TO END
EXTREME POVERTY AND
PROMOTE RESILIENT,
DEMOCRATIC SOCIETIES
WHILE ADVANCING OUR
SECURITY AND PROSPERITY.**

2015: A Year in Photos

January 2015: New Nutrition Center in Ghana



Community members gather with village chiefs, national, and international dignitaries for a ribbon-cutting at the Nutrition Rehabilitation Center (NRC) in Nkwanta South District. The center is the first of its kind for the region and for Ghana, and will play a critical role in planned prevention of malnourishment for children under the age of five. The construction of the NRC was a humanitarian aid project led by the U.S. Department of Defense. Photo credit: USAID

April 2015: SOUTHCOM Visits USAID



Deputy Administrator Ambassador Alfonso Lenhardt meets U.S. Southern Command Commander General John Kelly on April 23, 2015. USAID and SOUTHCOM work closely together in many locations in Latin America and the Caribbean region. The focus of the leaders' meeting was on a deeper collaboration in Central America, that aligns with the Central America Strategy and builds on an already well-established civilian-military relationship in the region. Photo credit: USAID

February 2015: Resilience in Solomon Islands



Mick Crnkovich, with his Reconstruction seminar mates at the National Defense University's case study research trip to Solomon Islands in the South Pacific. The team is pictured here with a troupe of Solomon Island youth during a resilience event. Mick is standing fifth from left. Photo credit: National Defense University

May 2015: Rebuilding Governance and Security in Colombia



Sarah Wines, USAID Senior Development Advisor for SOUTHCOM (far left) joins official from the Government of Colombia and local community members at a dedication ceremony for a new community center built by USAID and SOUTHCOM. Over the last five years, USAID and Colombia have made tremendous progress in rebuilding governance and security in the country. The construction of this community center with significant community support is the most recent example of their success. Photo credit: USAID

June 2015: Launch of USAID Policy on Cooperation with DOD



On June 18, 2015, then-Director of USAID's Office of Civilian-Military Cooperation, Beth Cole, CMC staff and officials from the Department of Defense discussed the revised USAID Policy on Cooperation with the DOD at a launch event hosted by the United States Institute of Peace (USIP). The U.S. military and development agencies have been working more closely to reduce tensions, build the capacities of host governments, and strengthen America's national security. Photo credit: USIP

September 2015: USAID/Haiti Director Meets Cuban Ambassador



USAID/Haiti Director Jonathan Conly (right) and Cuban Ambassador to Haiti Ricardo Garcia (left) meet for the first time to participate at the opening ceremony of the arrival of the USNS Comfort in Haiti. Five Cuban medical doctors are in the background. Photo credit: USAID

August 2015: Relief in Jordan



Children at the Azraq Remedial Education Center in Jordan perform skits for Ambassador Alice G. Wells, USAID Mission Director Jim Barnhardt, Jordanian ministerial officials, members of Special Operations Command Central/Civil Military Support Element (CMSE) Jordan, and officials from UNICEF, Relief International, UNHCR, and World Vision. CMSE funded construction of the school benefiting over 1,200 school-aged children of refugee families. USAID provided technical guidance into the project design for the school and official concurrence. Photo credit: Enasher

November 2015: CMC 10-Year Anniversary



On Nov. 19, 2015, USAID's Office of Civilian-Military Cooperation (CMC) celebrated a 10-year legacy of civilian-military cooperation with the Department of Defense. Pictured is Major General Stephen Shepro, Vice Director for Strategic Plans and Policy, J5, receiving a USAID certificate of gratitude on behalf of the Joint Staff for its assistance to USAID in meeting global development objectives in pursuit of U.S. national security, flanked by USAID Agency Counselor Susan Reichle and USAID Acting Deputy Director, Bob Schmidt, CMC. Photo credit: Rob Hohmann, USAID.

U.S Agency for International Development

1300 Pennsylvania Avenue, N.W.
Washington, D.C. 20523

www.usaid.gov/military