

LTG William B. Caldwell, IV.
Comments at the Center for Strategic and International Studies,
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Greetings/Acknowledge key speakers –

- **Ambassador John Herbst, the State Department’s Coordinator for Reconstruction and Stabilization**
- **Ambassador Jim Bishop, the Vice President of the North American Non Governmental Organization consortium, InterAction**
- **Ambassador Dick Solomon, the President of the United States Institute for Peace**
- **Mike Hess, the Assistant Administrator of the United States Agency for International Development.**
- **Center for Strategic and International Studies and two co-moderators, Nate Freier and Rick Barton**

- **This is a significant occasion for all of us gathered here today. It marks the culmination of ten months of intense cooperation between the Army and our close friends in the State Department, the United States Agency for International Development, the United States Institute for Peace, and InterAction – as well as many others within the broader interagency community, our allies, and the private sector.**

- **Over the course of that time, we’ve accomplished something beyond our greatest expectations. Last November, we set out to revise the Army’s stability operations doctrine, drawing on the experience of the practitioners in the field – many of whom are here in this room today. But along the way, this effort became a journey unlike any other the Army has taken in recent history.**

- In crafting a doctrine for the unique challenges of the 21st century, we've blazed a trail into an uncertain future by focusing on three much needed outcomes.
- First, this doctrine is *Bridging a Great Divide* in our knowledge base that addresses both today's and tomorrow's challenges.
 - This is a doctrine that answers the call of those already actively engaged in nation building under fire; but it is also a doctrine that looks to the future, where fragile states pose the greatest threat to our national security, a future where regional conflicts threaten to expand into international crises.
 - It is a doctrine founded on the principle that enduring success is achieved by building partner capacity, strengthening the institutions of legitimate governance, establishing and maintaining rule of law, fostering economic growth, and helping to forge a strong sense of national unity.
 - It essentially is charting a path from violent conflict to stable, lasting peace by providing a roadmap to the future while setting critical waypoints for the conflicts of today.
- Second, it is *Building the Intellectual Foundation* for leveraging the "soft power" capabilities of the military in support of the other instruments of national and international power – vital to effective strategy at a critical time in our history.
 - This foundation is firmly rooted in the human dimension – so long as conflict is fundamental to human nature, any approach has to begin by addressing the human condition.
 - As we crafted this doctrine, we did so with great respect for the roles and mission of our respective organizations – preserving our proven core competencies while adapting our institutions to the realities of a changing world.

- ***This effort is about achieving true civil-military integration while posturing our governmental and nongovernmental colleagues for success; it is about defining our role in support of broader national and international efforts.***
- **Third, it is A Driver for Change within and outside our Army. In basic terms, this doctrine – this manual on stability operations – is driving a bow wave of unprecedented change.**
 - **Even before today, it was driving change across the Army as we re-examined our organization, our training and leader development programs, the very principles upon which our operations are based.**
 - **But it also drove change in many of the other agencies and departments; it is a key educational resource within the State Department’s Foreign Service Institute and is also a crucial reference in the United States Institute for Peace’s ongoing efforts to develop interagency guidelines for stabilization and reconstruction.**
 - **Our allies drew on early drafts of the manual to shape their own approaches, and other organizations such continue to reflect on our efforts in their own studies.**
 - **But what makes this manual truly invaluable is its “muddy boots” flavor – the hard-won experience of the practitioners in the field. This manual culls together those experiences into a doctrine built on unity of effort; a comprehensive, collaborative, and cooperative approach that forges a shared vision of a common goal.**
- **In closing, this doctrine is a powerful force for change, crafted through a unique community of practice, ensuring the nation is prepared for the challenges of an uncertain future, an era of persistent conflict where the unflagging bravery and commitment of our civil servants and Soldiers will continue to carry the banner of freedom, hope, and opportunity to the people of the world.**
- **Thank you again and I look forward to our question and answer period.**