

United States Institute of Peace (USIP) Guiding Principles Preview

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(Remarks as Prepared)**

We'd like to thank the United States Institute of Peace for inviting us to be a part of this event. We're excited to see another guidepost that will help lead our Nation into the future.

We'd also like to offer our congratulations to Beth Cole and the United States Institute of Peace. We know the first thing Beth would tell you is that it took an incredible amount of cooperation and teamwork to create this document. We would like to offer you our special congratulations on the completion of this project.

Two years ago, right here at USIP, I met with a group of influential key leaders in government service. At that meeting, senior leaders from the various departments and agencies of the United States Government sat alongside members of the nongovernmental community, major think tanks, and the Department of Defense. As they discussed a variety of issues central to their own particular efforts, I announced that the Army would soon begin rewriting our manual on stability operations, and solicited their support in what was sure to be a long, arduous process.

That process produced a groundbreaking manual. The hard work put into FM 3-07 and this document, Guiding Principles, will continue to drive unprecedented change and build a much needed intellectual foundation. Enduring relationships have been built that highlight our continued need to leverage multiple opportunities. Training together, conducting joint education programs, and building a common body of principles enhance our ability to operate in a comprehensive manner.

We all recognized FM 3-07 wasn't an end, but a beginning...and today is yet another step in a long foot march that has redefined how our Army and our government agencies will operate together in the 21st century.

Today's preview of Guiding Principles is an extension of the relationships built over the last 2 years. It is fitting that this event comes on the one year anniversary of the release of FM 3-07. We have been pleasantly surprised by the manuals' acceptance from those outside our collective group as evidenced by the nearly half a million downloads and second print run. This speaks to the power of the collaborative, cooperative, and coordinated effort taken during this process.

We realize that both these documents, FM 3-07 and Guiding Principles, fill gaps...but the relationships we create and the resources we begin to put behind these efforts will make these discrete gaps into a continuous bridge...a bridge that takes us beyond the conflicts of today to meet the challenges of tomorrow.

We are well on our way to building this continuous bridge through events like our Interagency Symposium starting tomorrow at the National Defense University. At this symposium, we are examining initiatives in training, education, lessons learned and best practices across the spectrum of the US government.

As we move forward, recognize that doctrine is important, but not intended to constrain ideas or stifle creativity. As *Guiding Principles* says in its purpose statement, “These principles serve as a handrail for decision makers, planners and practitioners as they attempt to navigate through these challenging environments.”

The inability to achieve interagency unity of effort, to forge a “whole of government” approach founded on a shared understanding, is our single most significant obstacle.

As Ambassador Pascual said at Brookings with us early this year, “there is no individual agency that can...produce success.”

The unexpected gaps in our knowledge base at any moment in this complex global security environment could prove disastrous. However, these shared principles, interlocking doctrine, and constant civil and military communication will reduce that gap and build lasting peace.

The ambiguity and complexity of the future security environment require leveraging all elements of our National power with a shared vision, goal, and understanding...understanding that FM 3-07 and “Guiding Principles” now provide.

As you all know, these documents should be treated as an evolving body of work. As new lessons and advances in learning emerge, as new strategies are tested, the relationships we build will allow us to collaboratively fill the new, unforeseen gaps.

Congratulations to our interagency partners on this historic day.