

# **Part II:**

# **Conference Overview**



# **Policy and Strategy Phase of Emerald Express '95**

This phase of the conference brought together senior participants from key political, diplomatic, military, and relief organizations involved in humanitarian assistance and peace operations. Its purpose was to identify ways to improve civil-military coordination, building on lessons learned during recent operations and applying these lessons to improve responses in the future. This phase included several speakers and formal presentations, followed by a series of issue working groups which focused on the development of policy-oriented results and recommendations.

This section of the conference report describes the events of the policy/strategy phase; results and recommendations are included in the later sections, as indicated above.

## **Formal Presentations**

The policy and strategy phase began with introductory remarks by the Commandant of the Marine Corps, General Carl E. Mundy, and a keynote address by the United States Ambassador to the United Nations, Madeleine Albright. Other Phase I speakers were Lieutenant General Anthony C. Zinni, Assistant Secretary of State Phyllis Oakley, and the Russian Ambassador to the United Nations (Geneva), Andrei Kolosozsky.

In addition to these speakers, there were several other formal presentations. As a lead-in to working group sessions, the conference included a multimedia presentation of recent I MEF experiences in operations other than war, followed by a field demonstration of important capabilities and issues.

## **Conference Introduction**

General Mundy opened the Emerald Express conference with his introductory remarks. He discussed the involvement of U.S. military forces in recent humanitarian assistance and peace operations, highlighting a number of the important lessons that the military has learned. He also addressed ongoing efforts within the Marine Corps and the other services designed to further the military's understanding of these operations and to identify the best means for improving future responses.

In discussing the military aspect of these operations, General Mundy provided a direct lead-in to Emerald Express, discussing I Marine Expeditionary Force's responsibilities as an operational command and its Joint Task Force responsibilities for humanitarian assistance and peace operations in the U.S. Central Command's area of responsibility.

General Mundy also discussed the military's involvement in these operations within the overall mission context. In this, he addressed the other key organizations and their roles in

addressing humanitarian crises. He also addressed the need to take cooperative actions to improve future responses and offered this as a key area for Emerald Express participants to undertake during and after the conference.

### **Keynote Address**

In her address, Ambassador Albright provided important context for the discussions to follow. She discussed the interests, responsibilities, and actions of the United States at the conclusion of World War II 50 years ago and, also over the past five years, in the early aftermath of the Cold War.

In the immediate post-Cold War environment, the U.S. remains "a global power, with global interests." While the Cold War confrontation may have ended, the environment that emerged was an unsettled one which posed numerous conflicts and catastrophes. Responding to all of these crises or to none of them was viewed as a false choice. "There will be times when the costs and risks of acting will outweigh the benefits; and there will be times when we will not be needed to get the job done. But circumstances are certain to arise again where the magnitude of the suffering, the risks of inaction, and the need to move rapidly and massively will require a response in which our armed forces either participate or take the lead."

She also spoke to the many dimensions that these crises so often exhibit and the need for improved coordination among the many organizations -- public and private, military and civilian -- which respond. She discussed the roles, strengths, and limitations of key communities: the armed forces, UN agencies, non-governmental and private voluntary organizations (NGOs/PVOs), international organizations (IOs), policy makers, and diplomats. While there were natural differences in perspective, approach, and priorities, "the various actors would not all be participants in an emergency response unless they had much in common. All want to see peace restored, hardships alleviated, refugees repatriated and reconstruction commenced." Effective coordination would be facilitated by the clear articulation of the operation and its goals by the political leadership, and she cited examples where this did or didn't occur.

In discussing the Clinton Administration's review of emergency humanitarian relief policy, PRD-50, the overall goal was to build on five principles of successful operations: 1) ensure clear lines of authority, 2) support open communications and information sharing, 3) maintain preparedness to act quickly to prevent or respond to crises, 4) do comprehensive (and collaborative) planning and training, and above all 5) ensure that objectives are clear.

In closing, Ambassador Albright remarked -- "We have a responsibility in our time, as others have had in theirs, to build a world not without conflict, but in which conflict is effectively contained; a world, not without repression, but in which the sway of freedom is enlarged; a world, not without suffering, but in which people of good faith, in uniform and out, work together to help those in need."