



Stabilization and Reconstruction Task Force (START)

MOBILIZING CANADA'S CAPACITY FOR INTERNATIONAL CRISIS RESPONSE

Why START Now?

In an international environment characterized by increasingly complex crises – whether created by nature or by humans – Canada is frequently called upon to contribute its expertise and resources in support of conflict prevention, peacebuilding and peacekeeping, humanitarian action, and landmines and small arms reduction.

In light of significant, complex conflicts with important implications for stability and international security, Canada recognizes the growing need for a coordinated, whole-of-government approach to responding to countries in or at risk of crisis, such as Sudan, Afghanistan and Haiti. To enhance the Government of Canada's capacity for international crisis response, the Stabilization and Reconstruction Task Force (START) was established in September 2005.

START's Mission

The mission of the START organization is to:

- ensure timely, coordinated and effective responses to international crises (natural and human-made), requiring whole-of-government action;
- plan and deliver coherent, effective conflict prevention, crisis response, post-conflict peacebuilding, and civilian protection and stabilization initiatives in states in transition, where Canadian interests and values are implicated; and
- manage the Global Peace and Security Fund (GPSF), a C\$142 million financial resource (fiscal year 2006-2007), used to develop and deliver peace and security initiatives.

To achieve this mission, START's 70+ employees work in close collaboration with a network of Government of Canada departments and agencies, G8 partners, the United Nations, and regional organizations such as the European Union, the African Union and the North Atlantic Treaty Organization.

Cross-Government Policy Development

The Cabinet chooses the countries in which Canada will engage and determines financial allocations for each country, focusing recently on Afghanistan, Sudan, Haiti and Lebanon.

As an interdepartmental consultative body, the START Advisory Board ensures coherent policy development and integrated conflict prevention, crisis response, and post-conflict peacebuilding and stabilization initiatives. Representatives from Foreign Affairs and International Trade Canada (DFAIT), the Canadian International Development Agency (CIDA), the Department of National Defence (DND), Public Security and Emergency Preparedness Canada (PSEPC), the Royal Canadian Mounted Police (RCMP), the Privy Council Office, Justice Canada, and related organizations work together to coordinate responses to significant international crises.

Structure and Governance

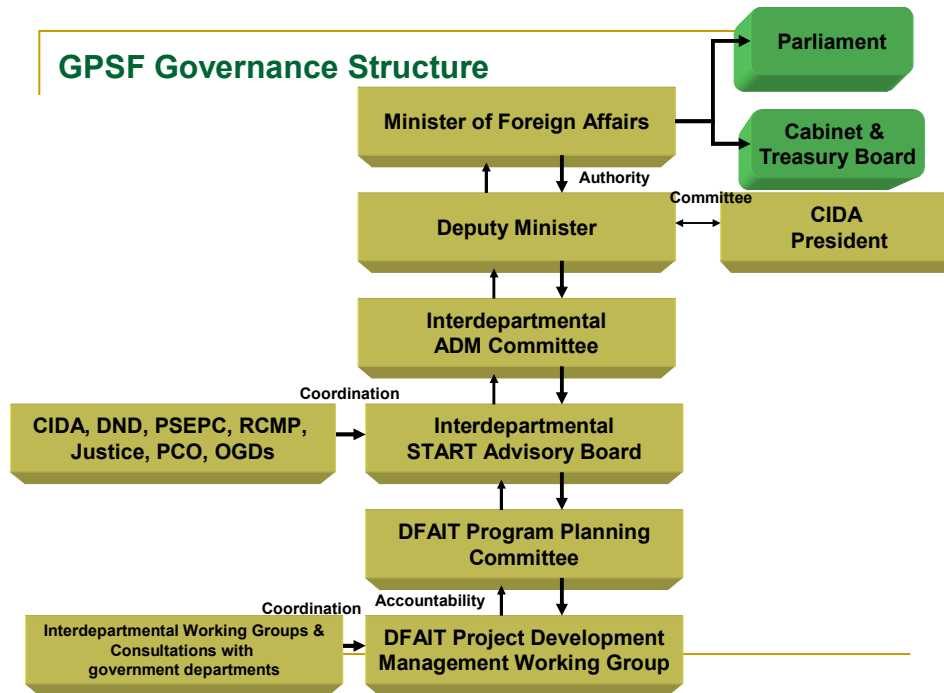
The Director General (DG) of START is chair of both the DFAIT Program Planning Committee and the interdepartmental START Advisory Board, and is a critical link between internal and interdepartmental GPSF governance and accountability structures.

The DG START decides on projects based on:

- the advice of the DG-level DFAIT Program Planning Committee (PPC), which considers all projects at \$500,000 and above, and exercises policy and financial control; and
- the recommendations of the DFAIT Project Development Management Working Group, which reviews all projects for their merits, design, implementing arrangements, monitoring, evaluation, reporting arrangements, results-based management, risk-based management, legal and other technical arrangements, lessons learned, and compliance with GPSF terms and conditions and the Treasury Board's Transfer Payment Policy.

This Working Group and the Program Planning Committee ensure that projects are reviewed by other government departments, DFAIT functional/geographic divisions, and legal and financial advisors, as appropriate.

GPSF Governance Structure



ACRONYMS			
ADM: Assistant Deputy Minister	DFAIT: Foreign Affairs and International Trade Canada	DND: Department of National Defence	RCMP: Royal Canadian Mounted Police
		OGD: Other (Canadian) Government Departments	
CIDA: Canadian International Development Agency	DG START: Director General, Stabilization and Reconstruction Task Force	PCO: Privy Council Office	START: Stabilization and Reconstruction Task Force
		PSEPC: Public Safety and Emergency Preparedness Canada	

START's Expertise

How does START's mission translate into meaningful stabilization and reconstruction programming and policy services? Through five teams, START supports a variety of targeted security and crisis management needs:

- Conflict Prevention and Peacebuilding:** In collaboration with other federal government departments and DFAIT geographic bureaus, this team is responsible for the development and implementation of Canadian conflict prevention and peacebuilding policy, strategies and GPSF programming for priority countries and regions. This includes, among other things, conflict risk assessment, identification of opportunities for Canadian mediation, peace processes/political negotiations, transitional justice and judicial capacity building, democratization and governance in transitional settings, post-conflict reconciliation, and disarmament and demobilization of ex-combatants.

- **Peacekeeping and Peace Operations:** Key responsibilities focus on policy, planning and coordination of Canadian engagement in integrated international peace operations. This unit also delivers on Canada's commitment with G8 colleagues to enhance global capacity for the conduct of peace support operations.
- **Humanitarian Affairs and Disaster Response:** Co-managed with DFAIT's Global Issues Bureau, this START team develops, implements and coordinates Canadian policy on international humanitarian affairs and Canadian responses to humanitarian crises.
- **Mine Action and Small Arms:** This team continues to provide Canadian leadership in the global campaign to rid the world of the scourge of anti-personnel mines and to combat the proliferation and illicit use of small arms and light weapons.
- **START Executive Office:** This office turns human and financial resources into practical projects to improve international security, while ensuring accountability to taxpayers, by providing financial management, planning and project design, as well as communications outreach.

START's Early Successes

In 2005-2006, DFAIT delivered on 176 GPSF projects. This fund is the primary tool through which START achieves its programming goals.

In **Sudan**, for example:

- START quickly reinforced Canadian leadership in a number of key areas, including support to the Abuja peace talks on Darfur, seminal support to UN Disarmament, Demobilization and Reintegration programs in **South Sudan**, and leadership in ensuring the protection of gender rights in the Darfur Peace Agreement.
- START delivered on 18 peacebuilding projects. Funds were also used to support the African Union (for helicopters, fuel and fixed-wing aircraft).

In **Pakistan**:

- Where Canada initiated a disaster response, a rapid whole-of-government approach drawing on a range of Canadian assets and tested approaches was developed to manage the disaster.

Examples of key early results of the GPSF include:

- In **Afghanistan**, the deployment to Kandahar of selected staff from the RCMP, Corrections Canada and the Foreign Service allowed Canada to provide initial international policing expertise, an early assessment of correctional needs, and political advisory support.
- Essential enabling support for 7,700 AU peacekeepers in **Darfur**.
- Assistance, through the Organization of American States, to the Government of Colombia for demobilization of 30,000 paramilitaries in **Colombia**.

- A contribution of \$1.5 million to support the peace talks between the Government of **Uganda** and the Lord's Resistance Army, making Canada the largest bilateral contributor to these talks.
- Provision of 25 police advisors to assist with local security for **Haiti** polling stations.
- The construction of a new regional peace support operations school in **Mali**.
- Assistance with the creation of a new 100-person UN Protection Standby Capacity, which to date has allowed the UN to rapidly deploy experts on the legal and physical protection of civilians to **Sudan, Uganda, Somalia, the Democratic Republic of Congo and Georgia**.
- Support for the peace agreement in Aceh, **Indonesia**, including assisting the transformation of armed groups into political parties.
- Support for forensic investigation of war crime victims in the former **Yugoslavia** by the International Centre for Missing Persons in Sarajevo.
- A successful international conference in Ottawa in June 2006 on the challenges of transitional justice and judicial capacity building in fragile states.

To Learn More About START

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To Learn More About Foreign Affairs and International Trade Canada

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