

RECOMMENDATIONS*

for increased synergy between defence, diplomacy and development

1. **Agree on strategy:** It is vital for partners – whether national governments or international organisations – to agree on joined-up strategies based on common goals. The shared goals of increasing security and sustaining development go hand-in-hand, and one cannot exist without the other. Ultimately, security and development policies should serve to create the conditions for peaceful politics to flourish, and this should guide strategy from the outset.
2. **Integrate planning:** Integrated planning between defence, foreign affairs and development ministries is crucial for the success of joined-up operations. Different governments and international organisations each have their own ways of integrating their planning procedures, particularly for operations. But in general, integrated strategic planning should be politically led from the highest level of authority.
3. **Strive for flexibility regarding personnel and funding:** More secondment of staff between different ministries and international organisations can greatly help to develop shared understanding of the synergy between defence, diplomacy and development. In addition, synergy can be improved by making political and development advisors cooperate closely with military commanders in the field, and by joint training of personnel from different departments. To support synergetic action, financial instruments need to be flexible in their setup and quickly disbursable.
4. **Exchange lessons learned:** Governments and international organisations usually undertake ‘lessons learned’ exercises after their operations (whether military or civil). Understandably, some of the information contained in these exercises is sensitive. However – wherever possible – government agencies and international organisations should share the lessons they have learned from their operations with each other.

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5. **Be as civilian as possible and as military as necessary:** In the wide range from Civil-Military Cooperation (CIMIC) to facilitating reconstruction work by civilian organisations, soldiers today are called upon to perform non-military tasks, such as constructing schools and bridges. Although civilian actors are better placed for these tasks, sometimes conditions are such that only military actors can do the job. In general, governments should make a principle of using civilian actors as much as possible, and military forces only when necessary.
6. **Diversify civilian input:** 'Defence, diplomacy and development' do not cover all aspects of crisis management: the police, the judiciary and a wide range of other civilian expertise, from both governmental and non-governmental organisations, should also be an integral part of the planning process and of missions in the field. Policymakers should strive to share more information with these actors and to improve consultation and cooperation with them.
7. **Strive for complementarity between international organisations:** Organisations like the UN, the EU, NATO and the World Bank all have complementary resources that are useful for joined-up operations. NATO, for instance, is a military alliance, whereas the EU has diplomatic, development and military resources. Even though many organisations have already successfully worked together in joined-up operations, they should work harder to share their ideas on how to bring their resources together.
8. **Engage in conflict prevention:** Much of the focus on bringing together defence, diplomacy and development policies has been on post-conflict reconstruction. For a meaningful contribution to international security, policymakers should also find ways to jointly engage more proactively in preventive measures. International policies in this regard should aim to contribute to a secure and sustainable livelihood for the poor. These efforts range from addressing root causes of potential conflict and strengthening socioeconomic development to supporting reform of the security sector. Non-governmental organisations play an indispensable role in this.
9. **Step up public diplomacy:** There are two aspects to public diplomacy that governments and international organisations should take into account. One is winning the 'hearts and minds' of the local population, crucial for the success of any joined-up operation. The other is that governments must ensure their own populations are kept informed about their operations abroad – and the joined-up nature of those missions – since public awareness is vital for sustaining political support for these missions.
10. **Avoid stovepipes:** Improving cooperation between defence, diplomacy and development is currently on the agenda in many different international organisations, with a variety of parallel processes as a result: the 'Integrated Missions Planning Process', the 'Comprehensive Planning and Action' and the 'Whole of Government Approach'. To avoid stovepipes, these processes should be linked up and a shared set of definitions should be agreed upon. The recommendations at hand aim to serve as a catalyst for linking up these parallel tracks.