

FOREWORD

In May 1997, the President signed Presidential Decision Directive-56, Managing Complex Contingency Operations. This *Handbook for Interagency Management of Complex Contingency Operations* further explains the coordinating mechanisms and planning tools outlined in PDD-56 and articulates how they should be applied.

Since the end of the Cold War in 1989, many regions of the world have been afflicted by violent intra-state or ethnic conflicts which have undermined regional stability, thwarted emerging democratic governments and brought about immense humanitarian suffering. Pursuant to our interests and those of the international community, the United States has selectively responded to a few of these complex emergencies. Most of these crises, including some resulting from natural disasters, require multi-dimensional responses composed of several components such as political, diplomatic, intelligence, humanitarian, economic, and security: hence the term "complex contingency operations."

Success in complex contingency operations requires the integration of political, military, economic and humanitarian objectives and the subsequent translation of these objectives into demonstrable action. The intent of PDD-56 is to institutionalize important lessons we have learned from our participation in previous complex contingency operations. Specifically, the PDD is designed to ensure that valuable and productive interagency coordinating mechanisms and planning tools will continue to be used in the future on a regular basis. These steps can help ensure unity of effort among U.S. government agencies and international organizations participating in these operations.

The Handbook, along with the professional education and training programs called for in PDD-56, assists U.S. government officials, both civilian and military, in performing their management responsibilities. I encourage all government officials who may be involved in the planning and execution of complex contingency operations to become familiar with these mechanisms and tools, through reading this Handbook, participating in interagency training, and applying these lessons on a regular basis in anticipation of U.S. involvement in these operations in future.

Sandy Berger, National Security Advisor