

**Fiscal Year 2012 Budget Estimates**  
**Defense Security Cooperation Agency**  
**(DSCA)**



February 2011

DEFENSE SECURITY COOPERATION AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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Operation and Maintenance, Defense-Wide  
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

**Budget Activity (BA) 04: Administrative & Service-wide Activities**

	FY 2010	Price	Program	FY 2011	Price	Program	FY 2012
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
<b>DSCA</b>	2,674,219	37,621	-2,027,987	683,853	10,094	-11,116	682,831

\* The FY 2010 Actual column includes \$1,970,000, thousand (\$1,570,000 - Coalition Support Fund, \$350,800 - Lift & Sustain) of FY 2010 Overseas Contingency Operations (OCO) Appropriation Act funding (P.L. 111-118).

\* The FY 2011 Estimate column excludes \$2,000,000 thousand (\$1,600,000 - Coalition Support Fund, \$400,000 - Lift & Sustain) requested in the FY 2011 Defense-Wide OCO Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$2,200,000 thousand (\$1,750,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) requested in the FY 2012 Defense-Wide OCO Budget Request.

**Description of Operations Financed:** The Defense Security Cooperation Agency (DSCA) administers funding for the Regional Centers for Security Studies, Warsaw Initiative Fund/Partnership for Peace Program, Combating Terrorism Fellowship Program, Regional International Outreach, Security Cooperation Training and Support (formerly called International Programs Security Requirements Course), Global Train and Equip Program, Security and Stabilization Assistance, Defense Institution Reform Initiative, Increasing Partner Capacity Building in Rule of Law Context, Coalition Support Funds, and Global Lift and Sustain Support. The DSCA also provides program management and program implementation support to the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs, which are funded in a separate appropriation. DSCA is continuing the plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where it is more appropriate and efficient.

**Changes from FY 2011 to FY 2012:** Price changes, including Foreign Currency Fluctuations, are \$+10,094 thousand. After considering the effects of inflation, the net program change is a decrease of \$-11,116 thousand which includes efficiencies identified as a

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result of the Secretary of Defense Business Process Improvements and Efficiencies Initiative.

Net funding decrease totaled \$-24,481 thousand and is attributed to the reduction in contracting and operational support costs. The size and scope of the following security cooperation programs managed by DSCA decreased: Regional Centers, \$-10,068 thousand; Stability Operations Fellowship Program, \$-5,052 thousand; Combating Terrorism Fellowship Program, \$-4,578 thousand; DSCA Headquarters, \$-2,663 thousand; Defense Institute of Security Assistance Management (DISAM), \$-1,108 thousand; Security Cooperation Assessment Office, \$-639 thousand; one less paid day, \$-298 thousand; Increasing Partner Capacity Building in Rule of Law Context, \$-46 thousand; and Regional International Outreach (RIO), \$-29 thousand.

Program net increases totaled \$+13,365 thousand. The programs contributing to the increase are Defense Institution Reform Initiative (DIRI) \$5,431 thousand; Warsaw Initiative Fund-Partnership for Peace (WIF/PfP), \$+4,785 thousand; and Global Train and Equip, \$+3,149 thousand.

The Regional Centers for Security Studies: The Near East South Asia Center for Strategic Studies (NESAS), Washington, D.C.; Africa Center for Strategic Studies (ACSS), Washington, D.C.; Asia-Pacific Center for Security Studies (APCSS), Honolulu, Hawaii; Center for Hemispheric Defense Studies (CHDS), Washington, D.C.; and the George C. Marshall European Center for Security Studies (GCMC), Garmisch, Germany are known collectively as the Regional Centers. The Regional Centers support the Department's Security Cooperation objectives and are assigned three core tasks: 1) counter ideological support for terrorism; 2) harmonize views on common security threats; and 3) build the capacity of partners' national security institutions consistent with the norms of civil-military relations. The centers utilize unique academic forums to build strong, sustainable international networks of security leaders. These networks promote enhanced policy

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understanding and mutually supporting approaches to security challenges, effective security communities which support collective and collaborative action, and improved sustainable partner institutional capacity and capabilities, thus reducing the burden on U.S. forces worldwide. They provide key strategic listening and strategic communication tools, assisting U.S. policymakers in formulating effective policy, articulating foreign perspectives to U.S. policymakers, and building support for U.S. policies abroad.

DSCA has been the Executive Agent for the Regional Centers since October 2005. Unified management improves the Regional Centers support to overseas contingency operations objectives by linking security communities across regions and developing friendly global networks that can defeat global terrorism networks. The funding for the Regional Centers addresses the following specific objectives:

- Provides the ability of the five Regional Centers to counter ideological support for terrorism and harmonize views of common security challenges by expanding their program of seminars and courses to affect a wider and more appropriate audience in their respective regions.
- Fund functionally-focused short courses that build partner capacity in the areas of stability operations, combating terrorism, and homeland defense.
- Increase sustainable security communities that provide access to DoD leaders and provide critical regional policy feedback through a mix of conferences, seminars, and web-based discussion groups.
- Facilitate efforts to combat transnational security threats, such as terrorism, that cross Combatant Command (COCOM) boundaries through a series of collaborative working groups that partner centers and their networks.

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- Conduct activities that leverage the network of past Regional Centers' graduates to advance U.S. interests, counter the influence of extremism, and share lessons learned and best practices.
- Build a federated network of functional communities of influential individuals, including U.S. and foreign partner personnel, who actively exchange insights on security issues, evaluate security trends, and provide feedback on national and security policies.
- Facilitate harmonization of regional center activities with other DoD international partner strategic education activities.

Warsaw Initiative Fund (WIF)/Partnership for Peace (PfP) Program: The Warsaw Initiative Fund (WIF) is a bilateral U.S. security cooperation program. It is one of the primary tools the Department of Defense uses to provide financial and technical support to developing countries that are members of the North Atlantic Treaty Organization's (NATO) Partnership for Peace (PfP) program. The WIF program advances defense reform and institution building in Partner countries; enhances Partner contributions to coalition operations; and promotes Partner integration and accession to NATO.

In accordance with U.S. policy and recent NATO Summit agreements, program activities are conducted in the following areas: defense policy and strategy; human resource management; logistics and infrastructure; professional defense and military education; stability and peacekeeping operations; emergency planning and consequence management; border security and control; and English language familiarization. Program activities include, but are not limited to, workshops, seminars, and conferences; civilian and military personnel exchanges; and functional area assistance visits. The program also supports military liaison teams as well as Partner country participation in U.S. and NATO military exercises. These activities, and others, help Partner countries implement defense reforms, build capacity, and prepare for NATO membership.

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Combating Terrorism Fellowship Program (CTFP): CTFP is a security cooperation program permanently authorized in the National Defense Authorization Act of 2004 (10 USC 2249c). This legislation allows DoD to provide foreign military officers and government security officials with strategic and operational education to enhance partners' capacity to combat terrorism. The goals of CTFP are:

- Build and strengthen a global network of combating terrorism experts and practitioners at the operational and strategic levels;
- Build and reinforce the combating terrorism capabilities of partner nations through operational and strategic-level education;
- Contribute to efforts to counter ideological support to terrorism; and,
- Provide DoD with a flexible and proactive program that can respond to emerging combating terrorism requirements.

CTFP is a key tool for Geographic Combatant Commands to foster regional and global cooperation in the war against terrorism. CTFP not only complements existing security assistance programs, it fills a void in the U.S. Government's efforts to provide non-lethal combating terrorism assistance. The program has developed mobile and resident institutional courses tailored to the specific need of key regions and countries in order to advance broader U.S. Government combating terrorism objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human rights issues. CTFP's authorization is \$35,000 thousand.

DSCA Administrative Operations: The DSCA administrative operations fund salaries and operating expenses of the personnel who manage the DoD-funded security cooperation programs noted above, along with the Humanitarian Assistance, Foreign Disaster Relief,

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and Mine Action program management costs. In addition, this program funds costs for DFAS accounting support and IT support.

Regional International Outreach (RIO): The RIO program supports the Quadrennial Defense Review (QDR) guidance and is an OSD(Policy) initiative that will provide an open source information technology solution assisting the Regional Centers for Security Studies in improving international outreach efforts and fostering collaboration among their faculty, current and former participants, OSD, and other designated DoD educational institutions. The RIO outreach, education, and collaboration efforts are directly tied to building partnership capacity and countering ideological support for terrorism. RIO is a tool that will enable faculty, current and former participants, and other users to share information, collaborate on projects, build international communities of interest, and improve administrative activities resulting in time and manpower savings. The RIO program has extended beyond the five regional centers (each with their own site), and now includes an additional five institutions. RIO will field a federated capability in FY 2011, which will tie the Centers together along with additional institutions and partners.

Security Cooperation Training and Support: This program encompasses a multi-faceted approach to security cooperation support and partner capacity building. Expanding beyond the program formerly called International Programs Security Requirements (IPSR) course, which provides courses of instruction in security requirements for international programs for DoD and defense contractor personnel that have direct responsibility for these programs, the Department has added training in security cooperation program integration.

For the IPSR course, the U.S. has many cooperative programs with allies, and foreign military sales help to ensure their strength. Every DoD employee involved in international programs must understand security arrangements, laws, policies, and procedures that govern foreign involvement in our international programs to protect

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sensitive and classified technology and military capabilities. This 5-day course is required for DoD or other government employees and defense contractors who have "hands-on" involvement in international programs, such as negotiating, managing, executing, or otherwise directly participating in international government or commercial programs including foreign military sales, cooperative research and development, commercial sales, license application review, systems acquisition, foreign contracting, foreign disclosure, international visits and personnel exchanges, program protection, or industrial security.

The Defense Institute of Security Assistance Management (DISAM) is the DoD's only dedicated institution for the education and training of thousands of U.S. and partner country personnel involved in the planning, management, and assessment of security cooperation and partner capacity-building programs-Title 10 and Title 22. DISAM is primarily funded via Title 22 authorities, and was not formerly resourced to support training and education on the integrated planning, management, assessment, and interagency coordination of DoD security cooperation efforts, including many new Title 10 programs. These Title 10 programs are of particular importance to the DoD in meeting the emergent needs of military commanders in support of overseas contingencies, such as DoD efforts in Afghanistan, Iraq, and parts of Pakistan. This DISAM initiative provides for a stable infrastructure and dedicated Operations and Maintenance funding to provide DISAM the additional capability to build and support a comprehensive education platform that will help to alleviate capacity issues for training U.S. and partner country personnel assigned to embassies, headquarters, combatant commands and other security sector establishments on the proper integrated planning, management, assessment, and interagency coordination of security cooperation efforts and Title 10 program execution.

Defense Institution Reform Initiative (DIRI): DIRI was a new program in FY10, designed to redress what Secretary of Defense Gates, the Guidance for Employment of the Force (GEF), and the Quadrennial Defense Review (QDR) have identified as DoD's imbalanced approach to building partnership capacity: the tendency to focus on training and equipping troops

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without paying enough attention to the systems and processes that guide defense establishments, particularly ministries of defense.

DIRI is designed to help partners develop accountable, professional, and transparent defense establishments that can manage, sustain, and employ their forces and the capabilities developed through U.S. security cooperation programs. The GEF establishes defense and security sector reform as one of eight primary focus areas for security cooperation.

DIRI focus areas are:

- Defense Policy & Strategy
- Human Resource Management
- Defense Planning, Budgeting and Resource Management
- Logistics & Infrastructure
- Civil-Military Relations and Interagency Coordination
- Professional Defense & Military Education

The DIRI process is structured to streamline U.S. defense reform efforts, focus priorities and funding, and minimize programmatic gaps. Utilizing national strategic guidance, DoD employment guidance, and State Mission Strategic Plans (MSPs), this process will incorporate and coordinate OSD, Geographic Combatant Commanders, and country team guidance and goals to develop integrated execution plans and achieve shared objectives.

OSD(P) and the DIRI PM Team, in consultation with the regional policy offices, COCOMs and Joint Staff, select and prioritize countries for program implementation. Once a country is identified, the DIRI process consists of five distinct phases:

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- Phase Zero - Country Coordination: Scope the objectives of DIRI engagement with the country teams, the combatant commanders, the OSD regional offices and partner nation defense personnel. Based on this guidance, and partner nation to identify desired focus area(s) for engagement.
- Phase One - Requirements Determination: A collaborative Working Group, composed of US DIRI subject matter experts (SMEs) and partner nation defense personnel, reviews defense institution capacity and needs in focus areas the partner nation's Ministry of Defense selects.
- Phase Two - Program Development: The Working Group develops a "roadmap document" (implementation plan) based on the Requirements Determination findings. This adaptable plan establishes intermediate objectives and a series of activities to achieve desired goals.
- Phase Three - Program Implementation and Execution: Partner nation personnel execute the implementation plan based on their own initiative and available U.S. assistance. DIRI provides tailored programs as needed and accompanies the partner nation in the implementation/ capacity building process.
- Phase Four - Program Assessment: Every 12-18 months, the Working Groups assesses progress towards stated goals and updates the implementation plan as necessary. Progress and engagement objectives are also reviewed by country teams, the combatant commanders, and the OSD regional offices.

Increasing Partner Capacity Building in Rule of Law Context: Effective security cooperation or related defense institution building within Security Sector Reform and Rule of Law programming requires sustained engagement with strategically important

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international partners. The Defense Institute of International Legal Studies (DIILS), under the functional direction of the Defense Security Cooperation Agency, is the lead defense security cooperation resource for professional legal education, training, and rule of law programs for international military and related civilians globally.

O&M, DW is essential for DIILS to continue its development of an effective long-term global strategy for rule of law security cooperation that supports broad strategic and operational priorities in the Guidance on Employment of the Force (GEF) and other national strategy directives. DIILS' ability to develop long-range plans is critical to the success of global stability objectives that rely on the cumulative impact of U.S. engagement. DIILS direct-funded programs complement the reimbursable programs conducted at the request of individual country teams, where cumulative impact may not be a strategic consideration.

Funding in FY 2010 provided for the development and implementation of Rule of Law-based programs within each combatant command fulfilling the need for sustained engagement with regional and international partners that is necessary for the comprehensive implementation of long-term defense institution building within security sector reform. With this funding DIILS also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing effective partnerships in support of U.S. national interest and goals.

DIILS is currently a reimbursable organization funded under a number of broader programs. Funding also provides support for Department programs without the assessment of surcharges for infrastructure cost.

Global Train and Equip (Section 1206): Represents an innovative approach required to address current threats to our national security. Because current threats often emanate from countries with which we are not at war, we must work through these partner countries

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to address them. This need becomes more acute in an environment of weak states, rapidly developing threats, and ungoverned areas that can be exploited for terrorist safe haven. Training and equipping foreign forces to address their own security problems is a military requirement to avoid future military interventions and mitigate long term risk. As Secretary Gates has said, "Arguably the most important military component in the War on Terror is not the fighting we do ourselves, but how well we enable and empower our partners to defend and govern their own countries. The standing up and mentoring of indigenous armies and police - once the province of Special Forces - is now a key mission for the military as a whole."

Global Train and Equip programs are designed to meet time-sensitive and emerging threats and opportunities to build the capacity of partner-nation forces. The initiative enables the Secretary of Defense (with the concurrence of the Secretary of State) to expedite the training and equipping of partners, conducting programs that build the capacity of their national military forces to conduct counterterrorist operations, or to support military and stability operations in which U.S. armed forces are a participant. The initiative is timely, strategy-driven, integrated across diplomacy and defense, and measurable. Global Train and Equip programs are:

- Co-formulated, reviewed, and vetted by Defense and State, both by Combatant Commanders and Ambassadors in the field, and in Washington D.C.
- Approved by the Secretary of Defense and the Secretary of State
- Notified to Congressional oversight committees
- Compliant with Foreign Assistance Act (FAA) and Arms Export Control Act (AECA) security, end-use, and retransfer agreements
- Directed toward partner nations that uphold human rights, attendant fundamental freedoms, and the rule of law

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Illustrative training and equipment includes:

Training: (not exhaustive) counter-terrorism; air assault training and doctrine; civil-military operations; infrastructure security; intelligence analysis and sharing; maritime operations, security, and interdiction; equipment maintenance; border security; and operator training.

Equipment: (not exhaustive) coastal surveillance stations; patrol boats; various spare and replacement parts; avionics and communications upgrades; small arms weapons; small/large caliber ammunition; radios; computers; night vision devices; riverine assault and combat support craft; and HMMWVs.

These programs allow combatant commanders and ambassadors, working together, to train and equip foreign military forces in response to urgent and emergent threats and opportunities to solve problems before they become crises requiring major military interventions. By building the capacity of partners to handle their security problems, these effects reduce stress on U.S. forces. The Geographic Combatant Commanders consider global train and equip authority DoD's single most important tool to shape the environment and counter terrorism outside Iraq and Afghanistan.

Although the Global Train and Equip authority has been in effect just five years, it has rapidly become the gold standard for interagency cooperation to meet emerging threats and opportunities because of the revolutionary way it is managed. Unique program aspects include:

- Speed and Prevention. Traditional security assistance takes three to four years from concept to execution. Global Train and Equip authority can respond to urgent and emergent threats or opportunities in six months or less. For example, early successes included:

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- o Enabled a rapid response to a resurgent Taliban threat by augmenting Pakistani air assault capability, resulting in an increased operations tempo and increased capture and kill rates.
- o Rapidly moved basic supplies like ammunition and truck spare parts that the Lebanese Army desperately needed to combat al-Qaeda affiliated terrorist groups in refugee camps, providing mobility that allowed it to maintain the offensive at the Nahr al Barid camp and ultimately stabilize the area.
- o Enabled rapid assistance for Nigeria to help enhance security in the Gulf of Guinea after Charles Taylor was captured and restrictions on assistance removed.
- Extensive collaboration in project development. Thorough vetting of submissions results in strategically sound choices with a high national security return on investment. Proposals are competitively scored by Special Operations Command (SOCOM), the Joint Staff, DSCA, the Office of the Under Secretary of Defense for Policy, and numerous State Department components, with review by both regional and functional experts. Both DoD and State must agree before programs go forward. Planning requirements for Global Train and Equip program submissions far exceed those for other programs. Combatant Commands and embassies must lay out detailed proposals that address the full range of issues that impact program success, including operations and maintenance plans, absorptive capacity and executability, and adherence to broad foreign policy objectives, military feasibility, integration with other USG efforts, and mitigation of human rights concerns. Leveraging the range of core competencies resident in U.S. Departments and Agencies results in the selection of proposals the need for which is strategically clear.

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- Rigor. Planning requirements for Global Train and Equip program submissions far exceed those for other programs. Combatant Commands and embassies must lay out detailed proposals that address the full range of issues that impact program success, including operations and maintenance plans, absorptive capacity and executability, adherence to broad foreign policy objectives, military feasibility, integration with other U.S. Government efforts, mitigation of human rights concerns, etc.
- Dual-Key Authority. DoD and the Department of State coordinate on all security cooperation activities, but the Global Train and Equip authority takes cooperation to a new level. It encourages joint formulation of programs between embassies and Combatant Commands, and both must approve each program. This brings the best competencies of both departments to bear, including the diplomacy that is required to achieve buy-in from foreign partners.

Global Train and Equip represents an enduring military requirement to avoid large-scale military conflicts and reduce stress on US forces. DoD will continue to build on the success of this program in several ways. Metrics are under development to measure operational and strategic effects. DoD has asked the Inspector General to do a three-year systemic review of Global Train and Equip programs and to make its own recommendations to improve program performance. When operations tempos allow, DoD will use U.S. forces in lieu of or with contractors to conduct or supervise training -- to improve the quality of training and to build military-to-military relationships. Finally, DoD will also integrate partners into combined exercise programs to periodically test their capabilities and assess how well they are maintained or improved over time.

**II. Force Structure Summary: N/A**

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**III. Financial Summary (\$ in thousands)**

	FY 2010 Actuals	Budget Request	FY 2011 Congressional Action			Current Estimate	FY 2012 Estimate
			Amount	Percent	Appropriated		
<b>A. BA Subactivities</b>							
1. Regional Centers	95,190	94,752				94,752	85,847
2. Warsaw Initiative Fund/Partnership for Peace	29,243	29,849				29,849	35,259
3. Combating-Terrorism Fellowship	34,472	33,323				33,323	29,372
4. DSCA Administrative Expense	12,025	14,446				14,446	11,964
5. Regional International Outreach	1,289	1,923				1,923	1,814
6. Security Cooperation Training and Support	1,634	4,756				4,756	3,612
7. Defense Institution reform Initiative	5,779	5,712				5,712	11,203
8. Increasing Partner Capacity Building in Rule of Law context	1,514	1,620				1,620	1,472
9. Global Train and Equipment (1206)	324,355	489,507				489,507	500,000
10. Security cooperation Assessment Office (SCAO)	0	2,988				2,988	2,288
11. Stability Ops Fellowship	0	4,977				4,977	0
12. Coalition Support Funds (X-year)	1,807,918	0				0	0
13. FY10 OCO Lift and Sustain	360,800	0				0	0
<b>Total</b>	<b>2,674,219</b>	<b>683,853</b>				<b>683,853</b>	<b>682,831</b>

\* The FY 2010 Actual column includes \$1,970,000, thousand (\$1,570,000 - Coalition Support Fund, \$350,800 - Lift & Sustain) of FY 2010 Overseas Contingency Operations (OCO) Appropriation Act funding (P.L. 111-118).

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change FY 2011/FY 2011</u>	<u>Change FY 2011/FY 2012</u>
<b>Baseline Funding</b>	683,853	683,853
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>683,853</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>683,853</b>	
Anticipated Supplemental Reprogrammings		
Price Changes		10,094
Functional Transfers		
Program Changes		-11,116
<b>Current Estimate</b>		<b>682,831</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>683,853</b>	

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	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		
1. Congressional Adjustments		683,853
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks - Indian Lands Environmental Impact		
<b>FY 2011 Appropriated Amount</b>		<b>683,853</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>683,853</b>
4. Reprogrammings (requiring 1415 Actions)		
a. Increases		
b. Decreases		
<b>Revised FY 2011 Estimate</b>		<b>683,853</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		
6. Price Change		10,094
7. Functional Transfers		
8. Program Increases		13,365
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		

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**III. Financial Summary (\$ in thousands)**

**C. Reconciliation of Increases and Decreases**

**Amount      Totals**

- |  |       |
|--|-------|
| 1) <u>Defense Institution Reform Initiative</u> : DIRI demand has grown at the request of SECDEF and Under Secretary of Defense (Policy). Increased funding will sustain ongoing projects and meet increased demand for program growth in key strategic countries such as Russia, Afghanistan, Jordan, Yemen, Mexico and a critical non-nation approach in South Sudan where DoD will lead defense sector reform efforts. These funds will lead to more coordinated, better resourced defense institution building activities as directed in the Quadrennial Defense Review (QDR). (FY2011 baseline: \$5,712K)   | 5,431 |
| 2) <u>Warsaw Initiative Fund (WIF)</u> : This program is executed primarily through the Combatant Commands in accordance with regional and country-specific priorities established by the Under Secretary of Defense for Policy and the Unified Combatant Commands. The increase is a reflection of ever changing priorities. DSCA will continue to focus on integrating the countries of South-Eastern Europe and Eurasia with the Euro-Atlantic community and pursue interoperability with the Central Asian states. In addition the WIF program will continue to take over the Cooperative Threat Reduction Defense and Military Contact program. (FY 2011 base: \$29,849K) | 4,785 |
| 3) <u>Global Train and Equip (Section 1206)</u> : The program increase is to bring the appropriated total to the requested amount to meet the significant global requirement for the activities funded by this authority. (FY 2011 base: \$489,507)  | 3,149 |

9. Program Decreases

a. Annualization of FY 2011 Program Decreases

b. One-Time FY 2011 Increases

c. Program Decreases in FY 2012

- 1) One less paid day

-24,481  
-298  
DSCA 440

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**C. Reconciliation of Increases and Decreases**

	<b>Amount</b>	<b>Totals</b>
2) <u>Regional Centers: Efficiencies:</u> The Regional Centers payroll reduction is attributed to the pay freeze (-213K). The Regional Centers will make targeted adjustments to course content, locations and durations of programs that will properly address FY12 Policy goals and priorities. A significant effort to increase efficiencies and achieve cost savings includes completing the installation of a standardized student management and reporting system. Some programs under consideration for elimination or reduction in scope pending policy guidance are: Caribbean Defense and Security; Strategy & Defense Policy; Pacific Rim Conference; Advance Policymaking Seminar; Senior Executive Dialogue; Senior Leader Seminar; National Security Planning Workshop; Next Generation of African Military Leaders; Economic Community Of West African States Workshop; Topical Outreach Symposiums; Advanced Security Cooperation; Comprehensive Crisis Management; Asia-Pacific Orientation; Security, Stability, Transition and Reconstruction course; Seminar on Trans-Atlantic Civil Security course; Senior Executive Seminar. Support functions that may be reduced in scope or eliminated include: forward annexes, translation and interpretation, contractor support staff, language courses, research, alumni portal support, general supplies, travel, information management and phased infrastructure maintenance. (FY 2011 baseline: \$94,752K)	-10,068	
3) <u>Stability Operations Fellowship: Efficiency - Baseline Review:</u> New program to begin in FY 2011 was cancelled by Office of the Under Secretary of Defense (Policy) due to overlap in mission with Department of State (DoS).(FY 2011 baseline: \$4,977K)	-5,052	

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<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
4) <u>Combating Terrorism Fellowship Program: Efficiencies:</u> Reduction will be achieved by reducing the number of students enrolled in various programs or by cancelling programs. The specific reductions would be; Navy Postgraduate CT program (\$-400K)(3 students); Africa Center for Strategic Studies (\$-560K)(one event); Center for Hemispheric Defense Studies (\$-320K) (one event); State Department/Counter-Terrorism (\$-560K) (one event) In addition, more mobile education team events will be conducted, rather than resident courses, to reduce travel costs for students (\$-2,738K). (FY 2011 baseline: \$33,323K)	-4,578	
5) <u>DSCA Administrative Operations: Efficiency of Civilian Staffing Reduction and Contractor Staff Support:</u> The decrease in payroll funding is attributed to the reduction of 5 FTEs (-532K) due to the manpower freeze. Contract reduction is attributed reduced contractor staff support (-500K). In addition DSCA will reduce travel and training (-1,631K). (FY 2011 baseline: \$14,446; -12W/Y, -12E/S)	-2,663	
6) <u>Security Cooperation Training and Support: Efficiency Baseline Review:</u> The decrease in funding will reduce course development for training of Security Cooperation Officers (\$581K). Although on-line training will still be available, the number of on-site students would be reduced thus reducing travel costs for students (\$527K). (FY 2011 baseline: \$4,756K;+5W/Y,+5E/S)	-1,108	
6) <u>Security Cooperation Assessment Office: Efficiency - Contractor Staff Support:</u> The decrease to this program is a reduction in supplies and contract cost. (FY 2011 baseline: \$2,988K; -5W/Y, -5E/S)	-639	
7) <u>Increasing Partner Capacity Building in Rule of Law Context: Efficiencies:</u> The decrease to this program is a reduction in contract cost. (FY 2011 baseline: \$1,620K)	-46	

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<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
8) <u>Regional International Outreach (RIO)</u> : Efficiencies: The decrease to this program is a reduction in contract cost. (FY 2011 baseline: \$1,923K)	-29	
<b>FY 2012 Budget Request</b>		682,831

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The Defense Security Cooperation Agency (DSCA) provides program management and program implementation support for the Regional Centers for Security Studies, Warsaw Initiative Fund/Partnership for Peace (WIF/PfP) program, Combating-Terrorism Fellowship Program (CTFP), Defense Institute of Security Assistance Management (DISAM), Defense Institution Reform Initiative (DIRI), Defense Institute of International Legal Studies (DIILS) and the Regional International Outreach program.

DSCA's performance measures support implementation of DoD's Guidance for the Employment for the Force and COCOMs Theater Security Cooperation Strategies. By focusing on coalition and alliance requirements, training and education of personnel from allied and friendly nations, and various DoD programs that support access and interoperability, DSCA helps to effectively link DoD's strategic direction with those of allies and friendly nations.

**Regional Centers for Security Studies**

The Regional Centers serve as one of the Department's primary assets for regional partner capacity building efforts among U.S. and foreign military, civilian and non-governmental leaders. They are key tools for DoD strategic communication (including strategic listening) and partner institutional capacity-building efforts by enhancing the skills, knowledge and attitudes of current and future leaders to address regional and global security challenges. The Regional Centers (RC) tailor their programs and activities to the guidance and priorities of their COCOM and Regional DASDs, including providing a core of resident programs, in-region engagement programs, and outreach programs designed to maintain engagement with former participants, as well as an increasing permanent in-region presence. In FY10, thousands of participants attended the Regional Centers' programs, accounting for 98,388 participant days. The Centers are leaders within DOD for

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championing efforts to maintain contact and active engagement with a network of tens of thousands of current and future security-sector influencers through a secure web-based portal, monthly e-mail messages and targeted e-mailings, mentoring of alumni chapters, including publishing alumni association news and conducting regionally focused surveys.

REGIONAL CENTER ESTIMATED PARTICIPANT DAYS			
	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
<b>Africa Center for Strategic Studies (ACSS)</b>	5,757	TBD	TBD
<b>Asia Pacific Center for Security Studies (APCSS)</b>	18,356	TBD	TBD
<b>Center for Hemispheric Defense Studies (CHDS)</b>	12,556	TBD	TBD
<b>George C. Marshall European Center for Security Studies (GCMC)</b>	52,402	TBD	TBD
<b>Near East South Asia Center for (NESAs)</b>	9,317	TBD	TBD
<b>TOTALS</b>	<b>98,388</b>	TBD	TBD
Note: FY12- Budget reductions in FY12 will require a new baseline to be established. Forthcoming policy guidance will update program priorities and goals impacting the number of participant days in both FY11 & FY12.			

**FY10 Accomplishments**

RC programs emphasized OSD and COCOM strategic priorities, focusing on regional specific issues and global transnational threats, such as terrorism and capacity-building for security, stability, transition and reconstruction. Some of the accomplishments for each of the centers include:

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**Africa Center:** ACSS conducts the majority of resident programs in-region to maximize exposure and nurture relationships required to gain the trust and confidence necessary to build partner capabilities. The ACSS Maritime Safety and Security Seminar was the catalyst for Tanzanian President Kikwete's approval of new counter-piracy legislation. The Counter Narcotics Trafficking workshop resulted in regional and multi-lateral counternarcotics legislation to be enforced via the Economic Community of West African States Anti-Narcotics Unit. The Counter-Terrorism Finance workshop confirmed regional recommendations to create instruments against terrorist financing. During the Community Leadership Conference alumni renewed their commitment to regional cooperation and plan to collaborate on maritime/island specific challenges.

Participant desire to remain engaged with ACSS resulted in the establishment of an International Alumni Chapter in Ethiopia. ACSS now has an alumni-based network of over 5,200 current and future leaders belonging to 25 country and international chapters who are positive examples of increased human capacity and their impact on institutional regional security policies.

During FY10, ACSS will have generated 34 research products, published monthly "Africa Security Briefs", and composed a "200+ must read" section covering 37 contemporary regional security topics for the ACSS website. The alumni website, [Africacenter.org](http://Africacenter.org), continues to grow and now has 3,147 subscribers and an average of 6,500 visitors per month, 53% of which are new.

**Asia Pacific Center:** During FY10, APCSS will have educated, empowered, and connected 1,004 graduates and participants over 18,356 participant days. APCSS further expands its reach by engaging with over 4,500 regional security professionals through various outreach vehicles, such as faculty travel in the region, engagements at other

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organizations, and Center visits and roundtables. An indicator of the APCSS role in shaping the region's security dialogue is its ever-growing virtual presence through a public website, two portals (alumni & non-alumni security practitioners), FaceBook, Twitter and YouTube. Through this presence APCSS reaches out to future and current Fellows, alumni, other security practitioners and subject matter experts, U.S. embassies, media, students, and the general public with media releases, newsletters, a public web page, and online research publications (to include a new edited volume that surveys regional security priorities and preparations to deal with transnational security challenges). During a Maldives outreach event in May 2010, key comments from presenters were posted to Twitter so that alumni could "virtually" attend the workshop. APCSS averages 85,000 web page hits per month, with over 20,000 visitors, 4,000 average publication downloads, and a growing social media following, growing at the rate of 10% per month.

During FY10, APCSS added five alumni associations (Timor Leste, Tanzania, New Zealand, Kazakhstan and China) to its previous 43 organizations, for a total of 48. Alumni continue to forge new initiatives to advance security cooperation and build capacity. For example, the alumni in the Philippines conducted a Southeast Asia Regional Security Forum in June 2010, in Manila. The forum gathered security officials from 17 countries, namely the 10 ASEAN member-countries, China, Japan, South Korea, India, Australia, New Zealand and the United States, to openly exchange insights on regional security issues and enhance confidence-building among ASEAN-member countries and regional players. In Nepal and Mongolia, the alumni have played a capacity-building role by developing the security sector architecture and by shaping the national security strategy. An alumnus working for the UN in Timor Leste helped the government shape its National Security Policy by leveraging the APCSS network and the support of APCSS faculty.

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APCSS continually reviews and revises its program offerings based on DoD and USPACOM guidance and priorities, in partnership with DIRI, CTFP, and other programs. During FY10, APCSS initiated and conducted two five-day, annually recurring, multinational workshops entitled "Security Sector Development: National Priorities and Regional Approaches." These programs resulted in interagency cohort teams from eight nations developing and presenting their recommended national action plans for significant security sector reforms, leading to ministerial-level commitment and plans to reform respective security sectors. APCSS conducted two multi-lateral collaborative events with other Regional Center partners—George C. Marshall Center and the Center for Hemispheric Defense Studies—that linked the Asia-Pacific security practitioners with those from Europe/Eurasia and North/South America to collaborate on critical regional security issues that have global implications.

The National Security and Civil-Military Relations workshop in Bangladesh in November 2009, created a "core group" to help move forward a series of recommendations that have resulted in the establishment of an intelligence mechanism and concrete legislative and policy solutions to strengthen good governance through rule of law, party reform, civil administration changes, and greater parliamentary oversight. To meet growing regional demands within the USPACOM AOR and ASD/APSA guidance, APCSS held a "mini-course" in the Maldives to address specific topical issues and reinforce connections among alumni, while catalyzing networks for more effective collaboration. This course involved counter-terrorism professionals from seven South Asian countries who shared experiences in addressing terrorism threats and in multinational collaboration. To address a specific request by ASD/APSA, a U.S.-Japan-ROK Tri-Lateral Collaboration workshop was conducted. This greatly enabled the next Track I Defense Tri-Lateral Talks (DTT) to move forward. A bilateral workshop with approximately 30 Chinese academics served as a confidence-building measure and the first of a series of Track II events between APCSS and various

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Chinese academic institutions. The workshop demonstrated APCSS' value in consistent engagement with the PRC during a period of minimal mil-to-mil contact.

**Center for Hemispheric Defense Studies:** CHDS introduced and expanded several important initiatives in FY10, which included graduate level, regional security focused programs that were accredited by the National Defense University.

In line with COCOM and Regional DASD guidance, the second iteration of the Security and Defense Seminar for Pacific Rim Nations was held in collaboration with APCSS the Freeman-Spigoli Center at Stanford University. Thirty five senior regional leaders discussed a variety of Regional defense and security issues, increasing understanding and laying the foundation for separate, follow-on meetings.

CHDS conducted a National Security Planning Workshop (NSPW) in El Salvador for members of the president's cabinet. This NSPW was particularly notable in that it was at the request of the new President of El Salvador, Mauricio Funes, who belongs to a leftist political party, the Farabundo Martí National Liberation Front (FMLN). In this case, the government of El Salvador chose CHDS to provide training over offers of assistance from other Latin American governments, recognizing CHDS leadership and competency. CHDS and the Ministry of Defense of El Salvador co-hosted a Sub-Regional Conference on Non-traditional defense challenges in Mesoamerica. The Minister of Defense, David Munguía Payes, opened the conference and subsequently submitted his remarks publication on the Armed Forces' Support to Public Security in El Salvador. This appeared in the September edition of the Security and Defense Studies Review.

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In response to Regional DASD and COCOM guidance, CHDS hosted two conferences with the Brookings Institute. The first conference focused on the Strategic Implications of China's Emerging Relationship with Latin America. Over 200 attendees were present to hear debates and discussions from high-level panelists and presenters, including the Chinese Ambassador to the United States. The second conference focused on the Arms Race in Latin America.

In response to a DOD initiative, CHDS also sponsored a conference held in collaboration with the White House Office of National Drug Control Program (ONDCP) on Illicit Trafficking in the Americas. Speakers for this event included the ONDCP Director, Gil Kerlikowske. Director Kerlikowski was so pleased with the academic program that he has requested CHDS to organize another similar event to be held in FY11.

CHDS conducted a pair of follow-ons to a National Security Planning Workshop (NSPW) at the specific request of the Director of the Guatemalan National Security Council. President Alvaro Colom has communicated to the American Ambassador that he believes that CHDS assistance to his senior cabinet members in formulating a national security strategy to be vitally important. A direct outcome of the favorable remarks by the President of Guatemala, the U.S. Ambassador in neighboring Honduras has asked that CHDS conduct an NSPW from September 10-12 for the new Honduran government to support their efforts to return to democratic rule.

**George C. Marshall Center:** There were 2,282 participants in GCMC's resident and outreach programs in FY10, equating to 52,402 contact days. GCMC's defense and security education programs have directly impacted 39 of 45 countries contributing to ISAF missions in Afghanistan. In FY10 alone, thousands of participants from countries directly supporting ISAF have benefited from GCMC resident, in region and outreach programs. In fact, troops

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from countries immediately deploying to Afghanistan sought GCMC expertise in stability operations and English language interoperability curriculum. ISAF contributors preparing to deploy as Provincial Reconstruction Team leaders routinely attend GCMC Stability, Security, Transition, and Reconstruction (SSTaR) prior to deployment. Social media and e-access continue to be well received: GCMC has 7922 accounts on the knowledge portal, and receives over 21,000 visitors per month to the public web site. GCMC's outreach events numbered more than 100 in over 40 countries in Europe/Eurasia, and continue to be highly sought after tools to address regional security issues amongst all regional partners.

Significant Outcomes in FY10

GCMC was sought by Central Asian governments and CENTCOM to provide conferences and seminars on critical themes such as Border Security, Defense Transformation, and the security impact of disaster management. Each was lauded by country team's participants and will continue into the coming years.

A GCMC Team traveled to Georgia to present a stability operations seminar, including the current political and strategic picture of Afghanistan to assist military and civilian leadership as they prepare to deploy in support of coalition operations.

GCMC continued efforts to assist Georgia's National Security Task Force by hosting a workshop to assist Georgian defense and security officials in a National Security Review as part of that country's Individual Partnership Action Plan. GCMC provided expertise to Georgians who serve on an interagency, ministerial-level commission appointed by the President. Georgian participants recognized the need to consider national security from a

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"whole-of government" perspective and the value of developing a national security strategy with an interagency approach to security issues.

GCMC conduct a three-day tailored seminar which featured 11 senior-level participants designed to support capacity-building initiatives for the newly elected Bulgarian parliament. The seminar had a meaningful, constructive role in national security policy and strategy development.

The Partnership Language Training Center Europe (PLTCE) provided Mission Related English training for 72 troops preparing to deploy to Afghanistan. In addition to this training, PLTCE offered Language and Cultural training for over 350 US and NATO troops preparing to deploy with Operation Enduring Freedom and ISAF.

The first-ever Serbian Community Police Advisor was seconded to a position at the Organization for Security and Co-operation in Europe (OSCE) - as a result of his association with GCMC. Networking opportunities afforded by GCMC resident programs proved the catalyst as a Spanish alumnus recognized a Serbian alumnus's expertise and recommended him to be not only the first Serbian Alumni member to hold an international OSCE post, but also the second Serbian police officer ever to be seconded to OSCE.

**Near East South Asia Center:** In FY10 NESAC produced 100 more alumni, and progressively increased participants days over accomplishments of FY09.

In support of OSD/CENTCOM's top priorities, NESAC conducted Pakistani Military Officer Seminars, Afghanistan-Pakistan Confidence Building Workshops, Lebanese Armed Forces Workshops, seminars for the Senior National Representatives assigned to support Operation Enduring Freedom, an Interagency Senior Seminar for the Government of Yemen, and the

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Washington Embassy Orientation Workshop focusing on Washington's newly assigned diplomatic community. NESAs also continued supporting DOD - Congressional engagement initiatives like the NESAs/House Democracy Assistance Commission (HDAC) Afghan Parliamentarian program and the NESAs/HDAC Pakistani Parliamentarian program. NESAs also initiated new workshops to support specific USG regional efforts, including a National Military Strategy Engagement series with both Yemen and Lebanon which continues to enhance our reputation as one of the USG's preeminent strategic engagement platforms.

Outcomes of strategic importance included: (1) Workshops that produced a first ever Lebanese national military strategy document that was adopted by the Lebanese Armed Forces and the government of Lebanon; (2) Workshops that moved the Lebanese Armed Forces Staff College to a new instructional program that refocused the Lebanese military curriculum to support a evolving national security/defense strategies and new strategic outlooks with respect to its neighbors; (3) Bilateral seminars with the Government of Yemen that enhanced its ability to conduct national security strategy planning at the interagency level. These were precedent setting activities bringing senior Yemeni government officials together for the first time.

Following the major Yemeni seminar, the "group of 40" Yemenis continued to meet monthly, improving government coordination and counter terrorism efforts within Yemen; (4) Multilateral engagement with India and Pakistan resulted in the first published statement by senior academics and former national leaders urging their national leaders to begin direct, bilateral talks on nuclear deterrence issues; (5) A series of Pakistani military seminars which dispelled significant misperceptions on both sides and led directly to increased engagement and bi-lateral cooperation on the Afghan-Pakistan border. These seminars also had a direct, positive impact on U.S.-Pakistani military coordination and

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aided in the execution of U.S. humanitarian assistance support during the Pakistani floods of the summer of 2010.

Significant results from academic programs included a series of regional initiatives ranging from water resources and Tibet's watershed dilemma, to a ground breaking proposal from Pakistan to form a regional police force for the South Asian Association for Regional Cooperation to combat terrorism, and development of regional reconciliation and reintegration concepts applicable to Afghanistan, Sri Lanka, Turkey, Lebanon and Iraq.

NESA continues to work with Congress and other stakeholders to shape national strategy changes in Afghanistan, resulting directly in the implementation of a new command/control structure for Commander ISAF, an enhanced election strategy for the 2010 Afghan Parliamentary elections, and improvements in the Afghan Higher Staff and Command College and the Iraqi National Defense University curriculum. NESA also sponsored a senior executive panel designed to review and provide suggestions for improved implementation of the President's Muslim outreach initiatives - a particularly crucial connection to the region. During this seminar NESA inaugurated a distinguished alumni award that recognized a senior alumnus' contributions to regional security. The first recipient of this recognition was a general officer, female member of the Jordanian royal family, HRH Brigadier General Princess Aisha Bint Al-Hussein.

NESA programs that focused on Pakistan and Afghanistan directly impact US operations along the Afghan-Pakistan border. A US battalion commander noted that his Pakistani counterpart, a recent NESA alumnus was "extremely cooperative and supportive" on a series of tactical problems - a sea change in general attitudes in that region.

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FY 10 Challenges

Several challenges were identified during the RC efforts to implement programs that execute OSD and COCOM regional priorities to build, sustain and create new partnerships and alliances this fiscal year. The lack of a permanent authority to fund non-government and international organizations participants has the potential to decrease the sphere of influence of U.S. foreign policy and deny access to a strategic audience. These organizations are direct contributors to security and stability; their involvement in RC programs is critical in executing policy guidance.

Although recent recruiting lead times show improvement, they are still excessive and when combined with the rate of civilian personnel turnover the result is a significant hiring lag. The requirement to continue to execute programs and support COCOM and OSD priorities for the region mandated that some centers be augmented with temporary contractor employees while recruitment actions are submitted for vacant billets. The centers are reviewing their civilian personnel recruitment processes to identify process improvements and reduce the recruitment cycle time. The centers are working with DSCA on standardizing their human capital strategy as much as possible to mitigate human resource challenges. APCSS is in the final stages of a human capital management assessment which will recommend strategies to operate the organization with the right talent, in the right position, conducting the right tasks. This will be shared across the enterprise.

One of the most significant challenges in FY10 was being able to meet the growing demand of stakeholders for the Regional Centers services while remaining within their current budget. Additionally, because the annual increase for inflation does not offset the inflationary costs of transportation, personnel, and facilities there is additional pressure on the budget.

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FY 2011 Plans and Objectives

The Regional Centers' budget reductions go into effect in FY12. Preparations to absorb such a significant reduction responsibly must begin immediately and continue into and through FY11. As a result of the reductions, timely and specific policy guidance is anticipated to be issued by OSD Policy which will determine program priorities and goals. To meet these goals and insure that the FY12 program plans properly address policy priorities, the Regional Centers will need to make targeted adjustments to course content, locations and durations of programs. The majority of the work to make these adjustments will take place in FY11 after new policy guidance is provided and promises to take a considerable effort.

The Regional Centers have been proactive in pursuing cost reduction and identifying efficiencies across the enterprise. These efforts will continue through FY11 and beyond. Specifically, this includes reviewing the business models and processes of the Regional Centers, reviewing the human resource practices and analyzing program execution to reduce program costs. One of the more significant efforts to increase efficiencies and achieve cost savings includes completing the installation of a standardized student management and reporting system.

The Regional Centers, through core courses, seminars, workshops, research and outreach, will continue to build human and institutional partner capacity consistent with U.S. policy goals in FY11. Sustaining these existing relationships specifically supports current alliances and the creation of new partnerships - both of which are central elements of the U.S. security strategy as stated in the 2010 Quadrennial Defense Review Report. To accomplish this:

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The APCSS will be conducting a one-week symposium for regional officials and security practitioners on maritime security in conjunction with the Maritime University in Vladivostok at the request of the U.S. Embassy Moscow. This is the first time APCSS has been invited to conduct a workshop in Russia. APCSS expects that this will encourage future Russian participation in APCSS and other U.S.-Russian engagement. APCSS will also be addressing the interface of science, technology, and security in a workshop to identify and assess the most significant current and emerging scientific and technological developments/phenomena, their impacts on international security, and recommended priority actions and further preparations based on Asia-Pacific perspectives. APCSS will continue security discussions with the PRC as part of a workshop series in China. APCSS is also developing relationships with Indian security institutes for collaboration on future security workshops.

CHDS plans to conduct several initiatives, including: recently accredited advanced courses; expansion of the Nation Lab program; three iterations of a tailored program featuring international collaboration that would enhance capacity in partner nations that was requested by OSD. CHDS will increase publishing materials such as reports, brochures and books to document and share the useful information generated by CHDS-sponsored academic activities. CHDS intends to increase its presence in the region by conducting short, cost-effective seminars and workshops, especially with alumni associations, universities and war colleges.

The GCMC will be offering for the first time a Seminar on Regional Security (SRS). This course is designed to investigate in-depth specific conflicts and other security concerns within their area of responsibility and come up with relevant policy recommendations for stakeholders. The GCMC will use innovative and recent case studies as a method of

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engaging the participants in SRS so that students are fully involved in the resulting product at the end of the course. The Marshall Center and Bundeswehr University München recently signed a Memorandum of Understanding establishing areas of academic cooperation. A more detailed agreement will be established in FY11 which will focus on joint efforts in teaching courses that will be recognized by the University's post graduate Masters Program.

NESA's foundational program offerings will remain stable in FY11, while the Center will increase its emphasis on Outreach and Engagement events, smaller workshops and COCOM and OSD supported events. NESAs will continue to develop the quality of and synergy among the institutions of its Regional Network of Strategic Studies centers. NESAs will continue faculty restructuring to provide world-class expertise while simultaneously holding down costs. It will continue to develop its Regional office in Manama to provide a forward presence to better coordinate activities in the Gulf region.

The expanse of Africa and the light U.S. footprint there highlight the importance of en route infrastructure to support defense sector transformation in theater. ACSS will advance security cooperation and build partner capacity by focusing programs on Security Sector Reform, Civil-Military Relations, and Transnational Threats in ways that increase stability and improve security through whole-of-government approaches. ACSS will work with CHDS to conduct a joint program on Trans-Atlantic narcotics trafficking and plans to host an African Executive's Seminar for ministerial challenges to national security. ACSS will continue working with partners to enhance defense posture by improving our relationships, access, and effective strategic planning among security forces.

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FY 2012 Plans and Objectives

The Regional Centers will continue to build human and institutional partner capacity consistent with U.S. policy goals by sustaining engagement through core courses, seminars, workshops, research, and outreach events.

The Regional Centers will continue to be proactive in identifying efficiencies and achieving cost savings by sharing the smartest operating strategies and eliminating redundancies where possible. This will require a continuous review of business processes, human resource practices, and program execution to reduce program costs while achieving DoD's goals.

Budget reductions have required the centers to adjust course content, locations and durations of programs.

Warsaw Initiative Fund (WIF)/Partnership for Peace (PfP) Program

The Warsaw Initiative Fund (WIF) is the primary instrument used by DoD to support developing countries that are members of the North Atlantic Treaty Organization's (NATO) Partnership for Peace (PfP) program. The WIF program encourages and supports partner countries in conducting comprehensive defense reform, integrating with NATO, and operating effectively alongside U.S. and NATO forces in a coalition environment. Program activities are conducted in accordance with regional and country-specific priorities established by the Office of the Under Secretary of Defense for Policy and the Unified Combatant Commands.

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FY 2010 Assessments

In FY 2010, the WIF program conducted over 275 separate events in sixteen PfP member countries in Europe, Central Asia, and the South Caucasus. The U.S. Army's Civil-Military Emergency Preparedness program conducted multi-lateral and bilateral events that improved the capabilities of partner countries to plan, prepare, and respond to natural and man-made disasters. The program also supported efforts by the PfP Consortium of Defense Academies to implement professional military education enhancement projects in Kazakhstan, Azerbaijan, and Georgia. The George C. Marshall Center conducted a number of outreach programs in PfP countries, including seminars to promote democratic values in the armed forces, and workshops to familiarize participants with U.S. and NATO operational concepts and doctrine. The U.S. Navy continued to support the PfP Information Management System, a system that is widely used by PfP countries to share information and lessons learned.

The WIF program also supported partner country participation in over 15 multi-national Partnership for Peace exercises executed by the U.S. European Command, U.S. Central Command, and U.S. Joint Forces Command, as well as the U.S. Army's Civil-Military Emergency Preparedness program. Included among these exercises was Combined Endeavor 10, which improved the interoperability of participating countries during Crisis Response Operations, and LOGEX 10, which improved the ability of participating countries to conduct logistical support operations in a combined operating environment. Other exercises funded by the program included Sea Breeze 10, which improved the maritime security capabilities of Black Sea nations and supported the interoperability of the Ukrainian Joint Rapid Reaction Force with U.S. and NATO forces, and MEDCEUR 10, which provided a training venue for approximately 20 participating countries to train together

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and share emergency medical techniques and procedures in a disaster response medical scenario.

Defense reform and institution building in partner countries remained a central focus of the WIF program in FY 2010. A significant accomplishment during the year was the creation of a management entity at the Naval Postgraduate School's Center for Civil-Military Relations to oversee the planning, coordination, and implementation of all defense reform and institution building activities. The program conducted numerous seminars, conferences, and workshops in partner countries that focused on defense reforms at the ministerial level. In some countries, the program conducted assessments to better understand the requirements of partner countries, and assisted the Ministries of Defense in planning and executing Strategic Defense Reviews, a process fundamental to the establishment of a framework for defense reform. Building on the NATO PfP Action Plan on Defense Institution Building, the program focused its activities in FY 2010 in six defense reform areas: defense policy and strategy; human resource management; defense planning, budgeting, and resource management; logistics and infrastructure; professional defense and military education; and civil-military relations and interagency coordination.

**FY 2010 Challenges**

The main challenge to the WIF program in FY 2010 was unforeseen political events in Central Asia and Eastern Europe that caused some planned activities to be postponed or cancelled. One such event was the Regional Cooperation Exercise, which is a multi-national exercise that aims to improve cooperation and training between the U.S. and Central Asian countries, and promote the establishment of a Regional Coordination Center to enhance to enhance the ability of Central Asia states to prepare, respond, mitigate,

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and recover from the crisis situation. Because of unexpected events in the region, the exercise had to be reduced in size and scope. In addition, the election of a new government in Ukraine caused some defense reform and institution building events to be postponed.

FY 2011 Plans and Objectives

In FY 2011, the WIF program will continue to conduct activities and exercises to encourage and support partner countries in building and restructuring their defense institutions, engaging in comprehensive defense reform, integrating with NATO, and operating effectively alongside U.S. and NATO forces in a coalition environment. The program will expand its activities in Central Asia and the South Caucasus, and continue to assist PfP countries in building partnership capacity and meeting U.S. priority NATO partnership goals identified in the NATO Membership Action Plans and Individual Partnership Action Plans. In addition, the WIF program will increase its bilateral activities in selected countries of the former Soviet Union. These activities will be designed to promote demilitarization and defense reform, as well as endorse regional stability and cooperation. Additionally, the program will continue to encourage and support partner nations in building effective and democratically-responsible defense institutions that are capable of operating in a manner consistent with Western norms.

FY 2012 Plans and Objectives

In FY 2012, the program will continue to assist partner countries in restructuring and reforming their defense establishments, integrating with NATO, and improving their interoperability with U.S. and NATO forces. The program will continue to enhance and expand its defense reform and institution building activities with countries in Europe,

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the South Caucasus, and Central Asia. The program will conduct seminars, workshops, and conferences to promote defense reform, build capacity, and improve the capabilities of partner nations. Additionally, the program will support partner country participation in multi-national exercises executed by U.S. European Command and U.S. Central Command, and will continue to conduct activities that promote demilitarization and defense reform, as well as regional stability and cooperation, in selected countries of the former Soviet Union.

**Combating-Terrorism Fellowship Program**

The Combating Terrorism Fellowship Program (CTFP) continues to engage, through education and training, foreign combating terrorism (CbT) military officers and security officials. This unique DoD program focuses on capacity building of partners and allies at the operational and strategic levels, and provides specialized programs to address individual country and regional needs. Three years ago, CTFP's authorization was increased from \$25M to \$35M. This increase has helped to expand the scope and depth of the program. More specifically, it allowed the program to contribute to the Department's efforts to help partner nations control and secure ungoverned spaces and border areas by developing education and training venues tailored to address such threats. The program was also able to increase existing training programs focused on the entire spectrum of combating terrorism activities.

**FY 2010 Accomplishments**

In FY 2010, CTFP continued to be a valuable DoD partnership strategy tool that continued to fill a crucial void in U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs have proven to be an effective strategic tool in the struggle against violent extremism

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that supplements the efforts of Geographic Combatant Commanders in accomplishing their missions. The program continues to address education and training gaps that the Department has identified in areas related to reducing partners' vulnerabilities to extremism, and expand efforts to re-engage past participants. In FY 2010, CTFP was utilized to engage approximately 3,200 foreign military officers and security officials through attending CTFP-funded programs which provided approximately 500 educational programs to include ~ 50 events in ~35 foreign countries in all six Regional Combatant Commands. This included CbT education and training support to emerging regional and sub-regional organizations and alliances. Additionally, the program has made a successful initial entry into the world of virtual education and outreach effectively putting DoD on par with civilian educational institutions.

**FY 2011 Plans and Objectives**

In FY 2011, CTFP will be an even more valuable tool for DoD and will continue to support U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs will continue to prove to be an effective strategic tool in the struggle against extremism. The programs plans for FY 2011 will be to maintain the initiatives of previous years and expand the virtual educational opportunities and outreach activities in an effort to operationalize the global network of CbT professionals. In FY 2011, it is anticipated the \$33,323,000 should support the approximately 2,800 to 3,000 foreign military and security officials to attend CTFP-funded programs and provide approximately 500 educational programs to include ~50 events in ~35 foreign countries in all six Regional Combatant Commands and the continued war on terror engagement efforts by US Special Operations Command. This should continue to include CbT education and training support to emerging regional and sub-regional organizations and alliances.

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FY 2012 Plans and Objectives

In FY 2012, CTFP will continue to be a valuable tool for DoD and will continue to support U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs will continue to prove to be an effective strategic tool in the struggle against extremism. The programs plans for FY 2012 will be to maintain the initiatives of previous years and expand and operationalize the global network of CbT professionals. In FY 2012, it is anticipated that there will be a decrease in the numbers of foreign military and security officials to attend CTFP-funded programs (~2,700 to ~2,900) because of fixed program funding and increased operating costs. This may be offset with the continued expansion and utilization of virtual education opportunities and programs. It should still provide approximately 450-500 educational programs to include 45 to 50 events in 30 to 35 foreign countries in all six Regional Combatant Commands. This should continue to include CbT education and training support to emerging regional and sub-regional organizations and alliances.

DSCA Administrative Operations

The DSCA administrative operations fund salaries and operating expenses of the personnel who manage the DoD-funded security cooperation programs, along with the Humanitarian Assistance, Foreign Disaster Relief, and Mine Action program management costs. In addition, this program funds costs for DFAS accounting support and IT support.

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Regional International Outreach (RIO)

FY10 Accomplishments

The following systems operations and maintenance items were accomplished on the 10 RIO Collaboration Suite Instances to support the Regional Centers and other DoD Educational institutions:

- Provided software changes in response to change requests regularly generated by end users (e.g., version 3.0 theming, 3.0 library database, 3.0 user interface/functionality)
- Provided site configuration support
- Provided software fixes; delivered patches
- Reviewed application exception logs and user trouble reports
- Performed troubleshooting
- Developed work-arounds and patches for critical problems
- Performed system operations, administration and preventative and corrective maintenance

Six on-site personnel were provided to support the Africa Center for Strategic Studies, Asia-Pacific Center for Security Studies, Center for Hemispheric Defense Studies, George C. Marshall European Center for Security Studies, Defense Institute for International Legal Studies, and the Naval Postgraduate School(NPS) School of International Graduate Studies. They also support the other four organizations(Near East South Asia Center for Strategic Studies, Global Center for Security Cooperation, College of International Security Affairs, and the Defense Language Institute - English Language Center), as well

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as seminar and outreach events in region. The on-site personnel provide day-to-day assistance and coordination on RIO usage and training at their respective organization, and assist organizations in the implementation of the system.

FY 2011 Plans and Objectives

Continue to provide the systems operations and maintenance support as detailed below on the existing 10 sites and two new RIO Collaboration Suite sites that will be stood up in FY11.

- Migrate the system from Stuttgart, Germany to a commercial hosting facility in Ashburn, Virginia
- Complete the Department of Defense Information Assurance Certification (DIACAP) package for RIO
- Provide software changes in response to change requests regularly generated by end users (e.g., theming, user interface/functionality)
- Provide configuration support
- Provide software fixes; deliver patches
- Review application exception logs and user trouble reports
- Perform troubleshooting
- Develop work-arounds and patches for critical problems
- Perform system operations, administration, and preventative and corrective maintenance
- Provide five personnel to work with Regional Centers and other institutions during courses, seminars, and outreach events

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FY 2012 Plans and Objectives

Continue to provide the systems operations and maintenance support as detailed below on the existing 10 sites and two new RIO Collaboration Suite sites stood up in FY11, as well as two or more new sites that will be stand up in FY12.

- Update the Department of Defense Information Assurance Certification (DIACAP) package for RIO
- Provide software changes in response to change requests regularly generated by end users (e.g., theming, user interface/functionality)
- Provide configuration support
- Provide software fixes; deliver patches
- Review application exception logs and user trouble reports
- Perform troubleshooting
- Develop work-arounds and patches for critical problems
- Perform system operations, administration, and preventative and corrective maintenance
- Provide a minimum of two support personnel to work with Regional Centers and other institutions during courses, seminars, and outreach events

Security Cooperation Training and Support

This program, formally called International Programs Security Requirements Course, provides courses of instruction in security requirements for international programs for DoD and defense contractor personnel that have direct responsibility for these programs. The U.S. has many cooperative programs with allies, and foreign military sales help to ensure their strength. Every DoD employee involved in international programs must

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understand security arrangements, laws, policies, and procedures that govern foreign involvement in our international programs to protect sensitive and classified technology and military capabilities. This 5-day course is required for DoD or other government employees and defense contractors who have "hands-on" involvement in international programs, such as negotiating, managing, executing, or otherwise directly participating in international government or commercial programs including foreign military sales, cooperative research and development, commercial sales, license application review, systems acquisition, foreign contracting, foreign disclosure, international visits and personnel exchanges, program protection, or industrial security.

FY 2011 and FY 2012 Plans and Objectives

An initiative was established to create an on-line continuing learning application. DISAM is modifying its curriculum to incorporate training courses that are not only traditionally Security Assistance (SA) but incorporate broader Security Cooperation (SC) topics. The Geographic Combatant Commands and the Military Departments are requesting DISAM to train the men and women deploying overseas to perform duties as Security Cooperation's Officers (SCO) on these new SC duties and responsibilities.

The curriculum will be developed and taught in residence and by mobile training teams beginning in FY11.

Defense Institution Reform Initiative (DIRI)

DIRI's objective is to build partner capacity to oversee its defense sector primarily through reforming the institutions and processes at the ministry, general staff, and service chief levels. Partner nation ownership of reform efforts is a necessary

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ingredient for real and sustainable change in institutions. Partner nations should demonstrate high-level buy-in for program objectives, develop working groups to oversee reform efforts, and devote their own resources complete the roadmap activities necessary for reform.

In addition to building partner capacity, DIRI engagements can also contribute to:

- The pursuit of key strategic and policy objectives, such as the strengthening of ministry-to-ministry relations with strategic partners; the cultivation of shared views on defense sector priorities and use of FMF funds; and the promotion of civilian control of the military.
- The coordination, integration and deconflicting of security cooperation activities in individual countries.
- Broader defense sector and security sector reform efforts in individual countries.

**FY 10 Assessments**

The Continuing Resolution in FY10 meant that funds did not arrive for program execution until the end of January and were not effectively available for in-country engagement until the end of February. Despite this timeline, DIRI was able to carry out 45 plus engagements with partner nation personnel during those 7 months, including:

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- Capacity-building engagements with 8 countries -- Bangladesh, Brazil, Colombia, Democratic Republic of Congo (DRC), Liberia, Pakistan, Peru, Romania. These engagements include assessing capacity gaps, devising plans to address the gaps, and beginning implementing the plans.
  
- Planning engagements with USG stakeholders and partner nations in 4 countries (Cambodia, Chile, Mongolia, Maldives)

In addition, DIRI began the USG-only phase of planning for a Strategic Defense Review with Jordan.

The following sections discuss DIRI accomplishments and challenges in these engagements. Solutions to the ongoing challenges are identified in the FY11 Plans and Objectives section.

**FY 2010 Accomplishments**

1) DIRI is working in the "right" countries and the "right" focus areas: Close coordination with OSD regional offices, the Joint Staff, Combatant Commands, and country teams has helped ensure that DIRI programs serve OSD's strategic and policy objectives, the GCC's theater campaign plans, and the Embassy's mission strategic plans. DIRI is operating in countries prioritized by USG stakeholders and has negotiated work in focus areas of shared priority concern for the USG and partner nations.

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For Example:

- In Pakistan and Jordan, DIRI has supported, or is supporting, USG efforts to rationalize defense sector priorities and FMF requests.
- In Colombia, DIRI is supporting the Embassy's post-Plan Colombia emphasis on the need for defense sector institutionalization as a primary means to sustain security gains and past US investments in this area.
- DIRI countries in the Western Hemisphere reflect SECDEF priorities for engagement, with a focus on strategic partners in Brazil, Colombia, Chile and Peru.

2) DIRI has fostered partner country commitment and ownership of DIRI projects:

In all DIRI countries, partner nation personnel have formed the working groups necessary for success. In a number of countries, senior leadership are personally involved in overseeing DIRI projects or in lending their support. For example:

- In Colombia, the newly elected President has declared that the first of his three priorities for the defense sector is the sector's modernization, especially the reform of its education, training, and doctrine and lessons learned systems (the area in which DIRI is working to build capacity). In addition, the DIRI team routinely meets with the Vice Minister of Defense (VMoD) and Chief of Defense (CHoD) and its plan has received the endorsement of the Vice-Chiefs of all the Services.
- In DRC, a dedicated Working Group has been formed and both the CHoD and MoD's chief of staff have been actively engaged. This was a key accomplishment,

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considering lack of concrete, material assistance offered by DIRI (its Title 10 funds cannot pay for products or services) and challenges affecting the security cooperation relationship between the US and the DRC.

- The Minister of Defense in Liberia routinely holds two-hour meetings with the US-Liberian DIRI team at the end of each engagement.

3) DIRI has helped build partner capacity and advanced key institution building efforts in countries where the DIRI program has been engaged.

- In Liberia, the drafting of a National Defense Strategy (NDS) was the top priority for the DIRI/MoD working group and is near completion after three working sessions. A key feature of the process has been widespread consultation with key governmental and civil society stakeholders on the key elements of the NDS.

- In Colombia, the Ministry of Defense (MOD) requested DIRI support with a comprehensive reform of its education, training and doctrine and lessons learned systems that had begun two and a half years earlier. Billed as a "revolution in education," the reforms were intended to turn the Colombian Armed Forces and the Police (which is subordinate to the MoD) into "learning organizations" capable of confronting changing security environments. When DIRI began its engagement, the reforms had stalled. DIRI has been able to reinvigorate the reform effort:

- Colombian services have reengaged with the Ministry in agreeing to DIRI-recommended changes that follow shared strategic guidelines.

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- The US-Colombian DIRI team has been able to identify plans for reform of the training and doctrine and lessons learned systems, which were underdeveloped in the original effort. They are beginning to implement the plans now.
- The US-Colombian DIRI team stressed the importance of changes in the manpower management system for the education and training reforms to have any effect. More broadly, the MILGP has long stressed the importance of this for Colombian readiness and force structure efforts - and now the Colombians have begun an effort to build their institutional capacity in this key area, with DIRI help.

4) DIRI has helped contribute to a more holistic approach to security cooperation by providing the missing capacity building element at the strategic and institutional level and by specifically coordinating with ongoing "train and equip" efforts (as well as with educational and outreach capacity building efforts by the Regional Centers):

- In Romania, DIRI complemented Department of State's field-level munitions disposal program in Romania by launching a process to address MOD-level management of defense infrastructure.
- In Maldives, DIRI worked on a National Security Strategy and Intelligence Board is being coordinated with and provides the strategic piece to an intensive PACOM J-2 effort on the island.
- In Bangladesh, DIRI is helping coordinate a PACOM APRI-funded initiative to bolster the Ministry of Defense and think-tank involvement in the security sector.

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- In Bangladesh and the Maldives, DIRI has worked very closely with Asia-Pacific Center for Security Studies (APCSS), providing follow-up engagement to workshops the Regional Center has conducted on civil-military relations and security sector development.
- In Colombia, the MILGP CDR has ordered that ALL security cooperation efforts related to education, training, doctrine and lessons learned, and human resource management be consistent with DIRI plans for those sectors. To date, DIRI has worked closely with the Joint Staff, SOUTHCOM J-7, the Component Commanders (e.g., Army South, Navy South) and other entities (IAAFA, JFCOM, CALL) in coordinating security cooperation activities in country.
- In Liberia, DIRI's work with the Ministry of Defense is one of the three integrated defense sector reform efforts. Initial work supporting the Ministry's development of the National Defense Strategy has not provided the opportunity for as close coordination with the other USG reform efforts as would be desirable. A key goal for FY11 will be improving coordination of DIRI support to the Ministry of Defense with Operation Onward Liberty support to the Armed Forces of Liberia.
- Supporting whole-of-government security sector reform in Democratic Republic of Congo by helping assess defense ministry capacity gaps and developing plans to address them. DIRI has also coordinated with UN and EU organizations in these efforts.

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5) DIRI has also answered short-fuse requests to provide support to strategic-level engagement efforts led by other USG entities. For example:

- At USDP request, DIRI developed a framework for Jordan's pending CENTCOM-led strategic defense review.
- DIRI contributed to the framework and provided an expert for a high-level U.S.-Pakistan defense planning exchange involved three DASDs.

FY 2010 Challenges

The major challenge for FY10 was created by the Continuing Resolution. The DIRI pilot project in FY09 allowed work to begin with Colombia and initial consultations to take place with a range of other countries. These efforts, however, had to be delayed until FY10 funds became available in February. In order to maintain momentum and meet partner nation expectations, a very quick resumption of engagement was necessary as soon as funds were available. The DIRI program management team and country project managers needed to be assembled and quickly deployed to the field within a few weeks of receiving funding. The goal was met (45 successful engagements in 7 months), but other long-term goals related to enhancing DIRI and broader US capacity to engage in Defense Institution Building (DIB) were not addressed as systematically as the DIRI PM team would have preferred.

These broader projects for building DoD ability to engage in partner capacity building, especially defense institution building, are discussed in more detail in the next section on FY11 Plans and Objectives. They are necessary not only to ensure DIRI capacity to

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respond effectively to increased engagements, but also for DIRI objectives to serve as a force multiplier for capacity building by other key security cooperation actors.

FY 2011 Plans and Objectives

DIRI expects to be engaged in 15-19 countries in FY 11. To ensure that existing DIRI programs and newly selected countries continue to serve OSD, Joint Staff, and Combatant Command goals, DIRI must initiate a new round of consultations with these stakeholders.

Additionally, in order to engage in an increasing number of countries, DIRI must increase its efforts to build DoD ability to engage in partner capacity building. This includes:

- In the realm of defense institution building (DIB) proper, contributing to a DIB "baseline" (framework) effort that identifies and disseminate best practices - and, importantly, builds a broad pool of appropriate subject matter experts in each focus area.
- Cooperating with key stakeholders to integrate DIB into existing processes for the coordination of security cooperation activities and working to enhance those coordination processes, as necessary.
- Working with key stakeholders to systematically integrate ministerial capacity building efforts into broader defense and security sector reform frameworks.

DIRI will meet these objectives through participation in a DIB Baseline effort and by increasing its engagement with the Combatant Commands, especially their theater security cooperation planning activities.

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In FY10, DIRI worked closely with all the GCCs on capacity building efforts in individual DIRI countries. In FY11, it will work to institutionalize this relationship and raise it to a more strategic level by increasing engagement with GCC leadership and planning processes. For example, DIRI will participate in key SOUTHCOM meetings such as the Component Commanders' Conference in October and the annual SCO workshop in November (where coordination with WHINSEC and CHDS will take place). In PACOM, DIRI will participate in the Joint Planning Groups and continue to support PACOM desk officers in designing and executing security cooperation initiatives (ex. APRI exchange visits) to contribute to institutional reform objectives in partner nations. In AFRICOM, the goal is to identify opportunities for more systematic cooperation on, and participation in, the frameworks and planning processes governing security cooperation and, especially, defense sector reform.

Finally, DIRI will continue to work closely with country teams, the GCCs, the Joint Staff and OSD to transition DIRI activities to funding from traditional security cooperation programs as appropriate in the outyears. Despite this transition to other funding streams, DIRI will continue to provide oversight for institution building activities and help tailor programs as necessary.

**FY 2012 Plans and Objectives**

DIRI plans and objectives will continue those set in FY 11. DIRI will continue efforts to build USG capacity to engage in defense institution building.

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Increasing Partner Capacity Building in Rule of Law Context

The Defense Institute of International Legal Studies (DIILS), through mobile education teams, resident courses, and other programs, develops and implements programs to support Rule of Law security cooperation objectives, e.g., equitable and accountable security and justice sectors, civilian control of the military, human rights, and democracy, in furtherance of U.S. national security and foreign policy objectives.

FY 2010 Assessments

O&M, DW funding was allocated for DIILS to begin development and implementation of an effective multi-year, phased rule of law engagement program in support of operational priorities in the Guidance on Employment of the Force (GEF), Geographic Combatant Commanders' (GCC) campaign plans, and in accordance with other national strategy directives. DIILS has established or initiated planning programs in all six GCC areas of focus, including: Afghanistan, Iraq, Southern Sudan, Mexico, Liberia, Ukraine, Guatemala, and the Philippines. DIILS conducted rule of law engagements in Security Sector Reform, Maritime Law, Human Rights, Military Justice and Post Conflict Institution Building.

FY 2010 Challenges

Two major challenges were encountered in FY10. Rapidly evolving political conditions on the ground complicated DIILS program execution in the EUCOM, AFRICOM and PACOM AORs. As a new start in FY10, DIILS Increasing Partner Capacity Build had no funding until the Continuing Resolution Authority ended in the second quarter. This delayed the hiring of five billets (training specialists, curriculum writers, and an information technology specialist) and made planning and programming difficult early in the fiscal year.

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FY 2011 Plans and Objectives

DIILS plans to continue programmatic efforts in the aforementioned priority countries, and is ready to implement the results of several country surveys in FY11. DIILS' unique strength is that the modest O&M, DW investment will produce strategically agile, programmatically flexible, timely, and sustained legal engagement programs in support of evolving security cooperation priorities. These programs, cost-effectively implemented in priority countries, are critical to the department's long-term success in building partner capacity and achieving stability in lieu of engaging U.S. forces.

FY 2012 Plans and Objectives

FY12 funding provides for continued development and global implementation of DIILS rule of law-based programs, with a principal focus on department priorities in CENTCOM, AFRICOM and NORTHCOM, fulfilling the need for sustained engagement with international partners that is necessary for the comprehensive implementation of long-term defense institution building within security sector reform. It also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing responsive and effective rule of law-based partnerships in support of U.S. national interest and goals.

Global Train and Equip (Section 1206): Represents an innovative approach required to address current threats to our national security. Because current threats often emanate from countries with which we are not at war, we must work through these partner countries to address them. This need becomes more acute in an environment of weak states, rapidly developing threats, and ungoverned areas that can be exploited for terrorist safe haven.

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Training and equipping foreign forces to address their own security problems is a military requirement to avoid future military interventions and mitigate long term risk. As Secretary Gates has said, "Arguably the most important military component in the War on Terror is not the fighting we do ourselves, but how well we enable and empower our partners to defend and govern their own countries. The standing up and mentoring of indigenous armies and police - once the province of Special Forces - is now a key mission for the military as a whole."

Global Train and Equip programs are designed to meet time-sensitive and emerging threats and opportunities to build the capacity of partner-nation forces. The initiative enables the Secretary of Defense (with the concurrence of the Secretary of State) to expedite the training and equipping of partners, conducting programs that build the capacity of their national military forces to conduct counterterrorist operations, or to support military and stability operations in which U.S. armed forces are a participant. The initiative is timely, strategy-driven, integrated across diplomacy and defense, and measurable. Global Train and Equip programs are:

- Co-formulated, reviewed, and vetted by Defense and State, both by Combatant Commanders and Ambassadors in the field, and in Washington D.C.
- Approved by the Secretary of Defense and the Secretary of State
- Notified to Congressional oversight committees
- Compliant with Foreign Assistance Act (FAA) and Arms Export Control Act (AECA) security, end-use, and retransfer agreements
- Directed toward partner nations that uphold human rights, attendant fundamental freedoms, and the rule of law

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Illustrative training and equipment includes:

Training: (not exhaustive) counter-terrorism; air assault training and doctrine; civil-military operations; infrastructure security; intelligence analysis and sharing; maritime operations, security, and interdiction; equipment maintenance; border security; and operator training.

Equipment: (not exhaustive) coastal surveillance stations; patrol boats; various spare and replacement parts; avionics and communications upgrades; small arms weapons; small/large caliber ammunition; radios; computers; night vision devices; riverine assault and combat support craft; and HMMWVs.

These programs allow combatant commanders and ambassadors, working together, to train and equip foreign military forces in response to urgent and emergent threats and opportunities to solve problems before they become crises requiring major military interventions. By building the capacity of partners to handle their security problems, these effects reduce stress on U.S. forces. The Geographic Combatant Commanders consider global train and equip authority DoD's single most important tool to shape the environment and counter terrorism outside Iraq and Afghanistan.

Although the Global Train and Equip authority has been in effect just five years, it has rapidly become the gold standard for interagency cooperation to meet emerging threats and opportunities because of the revolutionary way it is managed. Unique program aspects include:

- Speed and Prevention. Traditional security assistance takes three to four years from concept to execution. Global Train and Equip authority can respond to urgent

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and emergent threats or opportunities in six months or less. For example, early successes included:

- o Enabled a rapid response to a resurgent Taliban threat by augmenting Pakistani air assault capability, resulting in an increased operations tempo and increased capture and kill rates.
- Rapidly moved basic supplies like ammunition and truck spare parts that the Lebanese Army desperately needed to combat al-Qaeda affiliated terrorist groups in refugee camps, providing mobility that allowed it to maintain the offensive at the Nahr al Barid camp and ultimately stabilize the area.
- Enabled rapid assistance for Nigeria to help enhance security in the Gulf of Guinea after Charles Taylor was captured and restrictions on assistance removed.
- Provided valuable and timely capability to Yemen to address emergent terrorism challenges thus creating an air support capacity that did not previously exist.
- Extensive collaboration in project development. Thorough vetting of submissions results in strategically sound choices with a high national security return on investment. Proposals are competitively scored by Special Operations Command (SOCOM), the Joint Staff, DSCA, the Office of the Under Secretary of Defense for Policy, and numerous State Department components, with review by both regional and functional experts. Both DoD and State must agree before programs go forward.

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Planning requirements for Global Train and Equip program submissions far exceed those for other programs. Combatant Commands and embassies must lay out detailed proposals that address the full range of issues that impact program success, including operations and maintenance plans, absorptive capacity and executability, and adherence to broad foreign policy objectives, military feasibility, integration with other USG efforts, and mitigation of human rights concerns. Leveraging the range of core competencies resident in U.S. Departments and Agencies results in the selection of proposals the need for which is strategically clear.

- Rigor. Planning requirements for Global Train and Equip program submissions far exceed those for other programs. Combatant Commands and embassies must lay out detailed proposals that address the full range of issues that impact program success, including operations and maintenance plans, absorptive capacity and executability, adherence to broad foreign policy objectives, military feasibility, integration with other U.S. Government efforts, mitigation of human rights concerns, etc.
- Dual-Key Authority. DoD and the Department of State coordinate on all security cooperation activities, but the Global Train and Equip authority takes cooperation to a new level. It encourages joint formulation of programs between embassies and Combatant Commands, and both must approve each program. This brings the best competencies of both departments to bear, including the diplomacy that is required to achieve buy-in from foreign partners.

Global Train and Equip represents an enduring military requirement to avoid large-scale military conflicts and reduce stress on US forces. DoD will continue to build on the success of this program in several ways. Metrics are under development to measure operational and strategic effects. DoD has asked the Inspector General to

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do a three-year systemic review of Global Train and Equip programs and to make its own recommendations to improve program performance. When operations tempos allow, DoD will use U.S. forces in lieu of or with contractors to conduct or supervise training -- to improve the quality of training and to build military-to-military relationships. Finally, DoD will also integrate partners into combined exercise programs to periodically test their capabilities and assess how well they are maintained or improved over time.

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<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
<u>Active Military End Strength (E/S)</u> (Total)	112	127	125	15	-2
Officer	91	102	100	11	-2
Enlisted	21	25	25	4	0
<u>Civilian End Strength (Total)</u>	421	483	483	62	0
U.S. Direct Hire	390	458	458	68	0
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	390	458	458	68	0
Foreign National Indirect Hire	31	25	25	-6	0
Memo: Reimbursable Civilians Included	11	14	14	3	0
<u>Civilian FTEs (Total)</u>	423	483	483	60	0
U.S. Direct Hire	393	458	458	65	0
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	393	458	458	65	0
Foreign National Indirect Hire	30	25	25	-5	0
Memo: Reimbursable Civilians Included	12	14	14	2	0
<u>Contractor FTEs (Total)</u>	159	149	149	-10	0

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**VI. OP 32 Line Items as Applicable (Dollars in thousands):**

<u>OP 32 Line</u>	FY 2010 <u>Actuals</u>	Change FY 2010/FY 2011		FY 2011 <u>Estimate</u>	Change FY 2011/FY 2012		FY 2012 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	48,675	243	509	49,427	0	-771	48,656
308 Travel of Persons	29,148	444	43	29,635	529	-7,679	22,485
673 Def Fin & Accounting Svc	983	4	77	1,064	188	-462	790
771 Commercial Transport	604	9	-153	460	20	-130	350
901 FN Indirect Hires	3,650	305	-707	3,248	114	-41	3,321
912 GSA Leases	2,218	31	369	2,618	39	-429	2,228
914 Purch Communications	526	7	-65	468	10	64	542
915 Rents, Leases (non GSA)	1,695	24	-55	1,664	25	40	1,729
920 Supplies/Matl (non fund)	3,699	79	-1,242	2,536	38	180	2,754
921 Print & Reproduction	132	2	62	196	3	-25	174
923 Facilities Maint Contr	891	13	-172	732	23	-428	327
925 Eqt Purch (non fund)	1,694	24	-21	1,697	55	-1,006	746
932 Mgt Prof Support Svcs	14,633	204	-1,298	13,539	234	3,111	16,884
960 Other Costs	136	2	-138	0	0	0	0
987 Other IntraGovt Purch	2,529,544	35,408	-2,029,590	535,362	8,024	6,372	549,758
989 Other Services	35,991	822	4,394	41,207	792	-9,912	32,087
<b>Total</b>	<b>2,674,219</b>	<b>37,621</b>	<b>-2,027,987</b>	<b>683,853</b>	<b>10,094</b>	<b>-11,116</b>	<b>682,831</b>

\* The FY 2010 Actual column includes \$1,970,000, thousand (\$1,570,000 - Coalition Support Fund, \$350,800 - Lift & Sustain) of FY 2010 Overseas Contingency Operations (OCO) Appropriation Act funding (P.L. 111-118).  
 \* The FY 2011 Estimate column excludes \$2,000,000 thousand (\$1,600,000 - Coalition Support Fund, \$400,000 - Lift & Sustain) requested in the FY 2011 Defense-Wide OCO Budget Request.  
 \* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.  
 \* The FY 2012 Estimate column excludes \$2,200,000 thousand (\$1,750,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) requested in the FY 2012 Defense-Wide OCO Budget Request.

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