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Army Programs

Army Security Cooperation Handbook

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SUMMARY of CHANGE

DA PAM 11-31

Army Security Cooperation Handbook

This major revision, dated 6 February 2015--

- o Expands information on security cooperation planning such as multinational interoperability, country planning, and the Global-Theater Security Cooperation Management Information System (chap 3).
- o Provides more details regarding security cooperation resourcing with special emphasis on regionally aligned forces (chap 4).
- o Provides significant details regarding the security cooperation assessment process (chap 5).
- o Reorganizes and updates the data on Army security cooperation programs and activities (chap 6).
- o Revises the latest information on overseas partners (app D).
- o Revises the latest information on security cooperation education and training (app E).

Army Programs

Army Security Cooperation Handbook

By Order of the Secretary of the Army:

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History. This publication is a major revision.

Summary. This pamphlet outlines how the Army, as part of a Joint force, will execute AR 11–31 consistent with current national and strategic direction.

Applicability. This pamphlet applies to the Active Army, the Army National Guard/Army National Guard of the United

States, and the U.S. Army Reserve, unless otherwise stated. Also, it applies to other Department of Defense military Services and agencies, Department of Defense contractors, and all organizations authorized to receive Army published materials.

Proponent and exception authority.

The proponent of this pamphlet is the Deputy Chief of Staff, G–3/5/7. The proponent has the authority to approve exceptions or waivers to this pamphlet that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this pamphlet by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher head-

quarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief of Staff, G–3/5/7 (DAMO-SSI), 400 Army Pentagon, Washington, DC 20310–0400.

Distribution. This pamphlet is available in electronic media only and is intended for command levels C, D, and E for the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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Glossary

Chapter 1 Introduction

1–1. Purpose

This pamphlet describes how the Army—the institutional Army, Army commands (ACOMs), Army service component commands (ASCCs), direct reporting units (DRUs), and staff organizations—supports achievement of geographic combatant command (GCC) and functional combatant command (FCC) campaign plan intermediate military objectives (IMO) and strategic end states by providing trained and ready capabilities for combatant commands' (CCMD) security cooperation (SC) activities coordinated by, with, or through ASCCs. Department of Defense Directive (DODD) 5132.03 defines security cooperation as “Activities undertaken by the Department of Defense (DOD) to encourage and enable international partners to work with the United States to achieve strategic objectives. It includes all DOD interactions with foreign defense and security establishments, including all DOD-administered security assistance programs, that: build defense and security relationships that promote specific U.S. security interests, including all international armaments cooperation activities and security assistance activities; develop allied and friendly military capabilities for self-defense and multinational operations; and provide U.S. forces with peacetime and contingency access to host nations.” This pamphlet complements Army Regulation (AR) 11–31, Army Security Cooperation Policy, providing an overview of the Army security cooperation functions, implements the Army security cooperation planning, resourcing, execution, and evaluation, and explains Army security cooperation programs procedures.

1–2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms

Abbreviations and special terms used in this pamphlet are explained in the glossary.

Chapter 2 Army Security Cooperation Overview

2–1. National and theater strategy and planning

a. U.S. national defense and military security strategy provides the basis for the global, regional, and functional strategic end states specified in the DOD Guidance for Employment of the Force (GEF) and the Joint Strategic Capabilities Plan. For each strategic end state, CCMDs must establish IMO—goals that the commands expect to achieve through their campaign plan—as milestones to measure progress toward achieving directed end states. GCCs develop theater campaign plans and contingency plans to achieve those end states. FCCs develop functional campaign plans and contingency plans focused on their functional areas. In support of GCC and FCC plans, the Department of the Army develops The Army Plan and ASCCs develop campaign support plans to support both by providing capabilities and conducting SC activities.

b. To support theater campaign plans, the GEF directs the Army to prepare a campaign support plan (referred to as the Army Campaign Support Plan (ACSP)) that focuses its activities on achieving combatant commander (CCDR) campaign IMOs in the framework of ten security cooperation focus areas (SCFAs). The ACSP enables the Army to support the achievement of CCDR Theater and functional campaign plan objectives as well as functional and global strategic end states as specified in the GEF. To synchronize these efforts, the Army established an ACSP synchronization cycle that consistently monitors activity planning, execution, resourcing, and capabilities development in order to sustain and update the annual ACSP. The institutional Army benefits directly from this support effort across the security cooperation focus areas.

2–2. Assumptions

a. U.S. national security, defense, and military strategies emphasize military engagements and building partner capacity through security cooperation activities.

b. The Global Force Management (GFM) allocation process is the primary method to fulfill CCMD validated SC requirements.

2–3. Ends

By definition, SC activities conducted across all phases of military operations (O–V) build defense relationships that promote overall U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. Forces with peacetime and contingency access to host nations. The Army conducts SC activities in support of the CCDRs' campaign plan objectives to assist in achieving functional and geographic end states specified in the GEF.

2-4. Ways

Theater campaign plans, functional campaign plans and contingency plans specify the IMOs by which DOD outlines GEF-directed end states. With regard to GCC SC objectives, Army activities address the following ten SCFAs as directed by the GEF:

a. Operational capacity/capability building. Army SC activities develop partner countries' capability to defend against internal and external threats, contribute to coalition operations, and provide for their security.

b. Human capacity/human capital development. Army SC activities foster and develop partner country civilians, officers, and non-commissioned officers to be capable leaders that understand the proper role of the military in society, promote human rights, and respect the rule of law.

c. Institutional capacity/security sector reform. Army SC activities develop partner country headquarters and institutional support organizations to conduct threat analysis and strategic planning, administer defense finances, exercise internal oversight and enable public accountability, manage human resources, develop basic military capabilities, sustain military capabilities, and manage military justice and policies.

d. Support to institutional capacity/civil-sector capacity building. Army SC activities support development of the ability of partner country civil sector organizations to provide services to their populations, respond to humanitarian disasters, and assist in improving the living conditions of their populations.

e. Combined operations capacity, interoperability, and standardization. Army SC activities develop the ability of partner countries to operate with U.S. and allied military forces across the warfighting functions (mission command, movement and maneuver, intelligence, fires, sustainment, and protection, and engagement).

f. Operational access and global freedom of action. Army SC activities facilitate realignment of the U.S. defense posture, provide for the security of the global commons, and support contingency planning.

g. Intelligence and information sharing. Army SC activities foster the development of information and intelligence sharing agreements, enable a common understanding of the threat environment, support information sharing on disaster response issues, and establish procedures necessary to prevent the compromise of sensitive information.

h. Assurance and regional confidence building. Army SC activities reduce the potential for interstate conflict, expand the community of like-minded states, build trust among states and international organizations, develop a common understanding of threats, and demonstrate U.S. resolve to fulfill defense commitments.

i. International armaments cooperation. Army SC activities reduce acquisition costs while increasing and improving interoperability between United States and partner countries in developing, producing, and supporting weapon systems.

j. International suasion and collaboration. Army SC activities develop positive political-military relationships, offset the influence of malign actors, counter illicit networks, and develop shared understanding of United States and partner country security policies.

2-5. Means

Three categories of means support this policy—(1) operating force, (2) generating and institutional forces, and capabilities, and (3) programs. Other resources (money, time, training, equipment, technology, and information) necessary to the employment of these means are inherent within each category. In general, ASCCs derive demands for these means from their campaign support plans and request them through processes that validate, prioritize, and direct their provision from Headquarters, Department of the Army (HQDA), ACOMs, and DRUs. The more advance time and greater specificity with which ASCCs can articulate the requests, the more effectively and efficiently the Army authorities can respond. In many cases, the specificity can only gradually develop as the needs mature.

a. Operating force. The purpose and size of the SC effort usually determines the most appropriate source (individuals or units) for a particular activity.

(1) CCMDs request capabilities, individuals and units, through the GFM process and in accordance with Global Force Management Implementation Guidance (GFMIG) business rules. Regardless of the source of the forces, ASCCs must capture the demand.

(2) Regionally aligned forces (RAF) policy. The RAF policy provides the CCDR with up to Joint Task Force-capable headquarters with scalable, tailorable capabilities to enable him to shape the environment. The RAF policy encompasses Army units assigned to the CCMD, allocated to a CCMD, and Service retained, CCMD aligned and prepared by the Army for CCMD missions. The RAF policy may include Army Total Force organizations and capabilities, which are: forward stationed; operating in a CCMD area of responsibility; supporting from outside the area of responsibility, including providing reach-back; and prepared to support from outside the area of responsibility. This requires an understanding of the cultures, geography, languages, and militaries of the countries where they are most likely to be employed, as well as expertise in how to impart military knowledge and skills to others.

b. Generating and institutional forces, and capabilities. Access to information, engineering, technical, technological, intelligence, communications, command and control, and other capabilities are made available by the generating force as the primary instrument to assure allies, build capacity, and strengthen strategic partnerships. These capabilities are often times necessary to develop capacity at the institutional level providing the partner enough capability to achieve desired end states. In other cases, capabilities may be provided to other agencies to support and enable them to execute their missions. Technological interaction with foreign partners can range from transfer of common technology

to regional partners to sophisticated programs of mutual benefit with advanced partners. These capabilities requested in ASCC campaign support plans are diverse and normally require enactment of regulations, processes, or memoranda of agreement to govern their availability and employment. Further, these memoranda of agreement may include Government Security of Shared Military Information Agreements between the host nation and the sponsoring CCMD.

c. Security cooperation programs and activities. Legislation provides SC authorities and resources for Army SC programs. Programs are resourced annually at consistent levels and distributed as necessary through processes unique to the program. Program support is requested and reviewed on an annual basis consistent with the planning, programming, budgeting, and execution cycle. SC activities are funded through multiple sources (see chapter 4) and represent foreign partner engagements in conjunction with the Army organization's mission.

(1) Most Army SC engagements are governed by Title 10 United States Code (10 USC) authorities and generally are categorized as military-to-military, technical contact teams, information sharing and exercises.

(2) Army security assistance (SA) programs and activities are governed by 22 USC legislation. SA programs and activities are resourced annually through processes unique to SA. Support is requested and reviewed on an annual basis consistent with the State Department and Defense Security Cooperation Agency planning, programming, budgeting, and execution cycle. SA activities are funded through 22 USC authorities and programs. The primary SA activities that Army executes are listed below and are generally described in appendix C-4.

(a) Furnish non-reimbursable grant military assistance to friendly foreign countries or international organizations for the purchase of defense articles or services.

(b) Sell military materiel from stock.

(c) Provide U.S. Government (USG)-owned defense articles, services, and training (up to a specified threshold) to friendly foreign countries and international organizations at no cost during times of crisis.

(d) Transfer certain defense articles designated as excess to USG requirements to eligible countries on a grant basis.

(e) Furnish military education and training on a reimbursable basis to military and civilian personnel of foreign countries.

(f) Train and equip 75,000 military troops for peacekeeping operations.

(g) Support counternarcotics activities in South America. See AR 12-1 for details regarding SA programs and activities.

(3) The SC programs and activities that Army executes are listed below and described in detail in chapter 6 of this pamphlet; this list is not inclusive of Department of State (DOS) or DOD SC programs.

(a) American, British, Canadian, Australian and New Zealand Armies' Program

(b) Army International Visit Program

(c) Army-to-Army Staff Talks

(d) North Atlantic Treaty Organization (NATO) Military Committee Land Standardization Program

(e) Weapons of Mass Destruction (WMD) Nonproliferation Agreement Implementation

(f) European Security Agreements

(g) Foreign Comparative Testing Program

(h) Army Global Civil-Military Emergency Preparedness

(i) Center for Military History International History Program

(j) Center for Military History International Intern Program

(k) Multilateral Interoperability Program

(l) Cadet Culture and Language Immersion Deployments

(m) Foreign Area Officers In-Country Training

(n) U.S. Army Schools of Other Nations Program

(o) Military Reserve Exchange Program

(p) Administrative and Professionals Exchange Program

(q) Engineer and Scientist Exchange Program

(r) Foreign Liaison Officer Program

(s) U.S. Army Military Personnel Exchange Program

(t) Reciprocal Unit Exchange Program

(u) Foreign Technology Assessment Support Program

(v) Army War College International Fellows Program

(w) Command and General Staff College International Fellows Program

(x) Sergeants Major Academy International Fellows Program

(y) Institutional Training/Education of Foreign Military and Selected Civilians

(z) Chief of Staff of the Army Counterpart Visit Program

(aa) Distinguished Foreign Visits

(bb) U.S. Army Medical Department International Programs

(cc) U.S. Army Corps of Engineers Interagency and International Services

- (dd) Western Hemisphere Institute for Security Cooperation
- (ee) NATO Army Armaments Group
- (ff) Conference of European Armies
- (gg) African Land Forces Summit
- (hh) Border Commanders Conference
- (ii) Senior National Representative (Army) Meetings
- (jj) Center for Army Lessons Learned – International Engagements
- (kk) Training and Doctrine Talks
- (ll) International Technology Centers
- (mm) International Cooperative Research, Development and Acquisition
- (nn) Army Cyber Command Security Engagement
- (oo) Conference of American Armies
- (pp) Security Cooperation Training Teams
- (qq) U.S. Military Academy International Programs
- (rr) U.S. Military Academy International Cadet Program
- (ss) U.S. Military Academy Foreign Academy Exchange Program
- (tt) Future Battlefield Annual Talks
- (uu) U.S. Army Training and Doctrine Command Liaison Officers

2-6. Priorities

The CCMDs take the GEF and Joint Strategic Capabilities Plan guidance to build their theater campaign plans by prioritizing end states. The CCMD's prioritized end states help the ASCC and HQDA to balance their SC activities and investments.

2-7. Principles

There are five principles which guide the execution of Army SC: requirements-based, accountable, long-term, coordinated, and defined.

a. Requirements-based. Army SC activities will support theater, functional command, Army institutional or national objectives as stated in organizational plans or U.S. law. Theater objectives are stated in GCC Theater, regional, and country planning documents (for example, a specific country plan). Army institutional objectives are stated in The Army Plan and programmatic strategic plans (for example, armament cooperation plan). Other national objectives may be supported as directed in U.S. law (for example, President's Emergency Plan for Acquired Immune Deficiency Syndrome (AIDS) Relief).

b. Accountable. All Army commands, organizations and units will enter Army SC activities into the Global Theater Security Cooperation Management Information System (G-TSCMIS). See chapter 3 for details regarding G-TSCMIS.

c. Long-term. Army SC activities will be planned into the Future Year's Defense Program, understanding that resources, regional developments, and relationships may require changes. Planning is necessary to ensure funding is available through the planning, programming, budgeting, and execution process, and forces are available through the GFM process. Long-term planning also facilitates USG interagency and international coordination.

d. Coordinated. Army SC activities will be conducted by, with, or through the ASCCs. SC activities conducted by ASCCs will support CCMD plans. Functional ASCC, ACOM, and DRU SC activities supporting CCMD objectives will be coordinated with that CCMD's ASCC, ensuring the ASCC concurs with that activity. ACOM and DRU SC activities supporting institutional objectives will be coordinated through the ASCC of the CCMD responsible for the theater in which the activity will occur, ensuring the CCMD's situational awareness of the activity. Disagreements between the ASCCs and ACOMs or DRUs regarding the Army SC activities will be raised to the Army Chief of Staff through the Director, G-3/5/7, HQDA.

e. Defined. The CCMD theater campaign plan defines how to build partner capacity, assure allies, and deter adversaries, as well as maintain access and relationships.

2-8. Synchronization cycle

The Army SC synchronization cycle is a four-phase sequence derived from the planning process in Army Doctrine Reference Publication (ADRP) 5-0. However, as described in detail in the ACSP, and as shown below in figure 2-1, this process is characterized more definitively in terms of the actual outcomes achieved during each phase. Synchronizing Army support of GCC requirements is critical because joint planning, resourcing, and assessment are not in synch. Each GCC operates differently in part because their theater campaign plans are dissimilar; meanwhile, GFM and program manager processes are centrally managed. HQDA, using the ACSP and regular secret video teleconferences, seeks to optimize its support of GCCs through the ASCCs by regularly synchronizing its efforts.

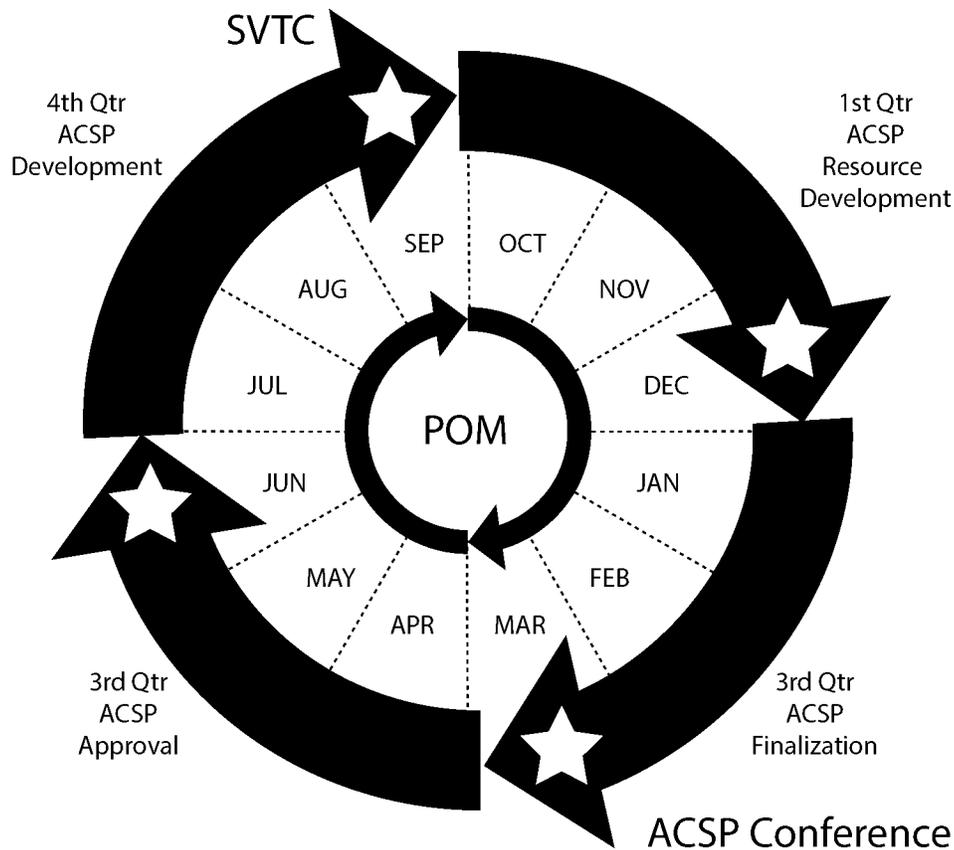


Figure 2-1. Army SC synchronization cycle

2-9. Risk

a. Strategic risk. Security cooperation activities conducted in one country can have an effect on the regional and global security environment. SC can complicate relationships with other regional partners, especially when there is tension among states within a region. Commanders and staff should be aware of the possible strategic risks of SC to inform decision makers and to mitigate the risk where possible.

b. Operational risks. Operational risks are those associated with the Army's ability to implement strategy successfully within acceptable personnel, materiel, financial, and strategic costs. Consideration of operational risk requires assessing the Army's ability to execute current, planned, and contingency operations in the near term. Key issues that pose risk to Army SC activities in the near term include limited security force assistance authority, limited ability to work with non-ministry of defense forces, and partner country will.

(1) *Security force assistance.* Most USG authority to carry out security force assistance resides with the Department of State (DOS) through 22 USC. Army forces may be used to execute training missions at the direction of higher authority, but outside of exceptional circumstances, the Army cannot train or equip partner country forces at its own discretion. The Army can mitigate this risk through long-term planning and integration of Title 10, USC SC activities with partner countries' capacity- and capability-building efforts, which may include the purchase of training and/or equipment through USG SA programs.

(2) *Work with non-ministry of defense forces.* Authority to conduct SC activities with non-ministry of defense forces is limited by U.S. law. As a result, the Army may not be able to address transnational threats that pose the primary threat in a country and may be the mission of partner country law enforcement authorities. The Army can mitigate this risk by coordinating through the GCC's Joint Interagency Coordination Group or its equivalent to ensure that other USG agencies with the necessary authority are addressing these security concerns.

(3) *Partner country will.* Some partners may not have the political will to employ the capabilities the USG would like to develop to address mutual security concerns. Army SC-provided capabilities could potentially be employed in manners that are antithetical to U.S. foreign policy goals for example, violations of "Leahy Laws." (See appendix C, Legal Restrictions and Authorities.) While our ability to predict the future course of international affairs is limited, the

Army can mitigate this risk by conducting thorough mission analyses of our SC plans that take into account national and regional security concerns and possible secondary and tertiary effects.

c. Force management risks. Force management risks are those associated with the Army's ability to recruit, retain, train, educate, and equip the all-volunteer force, and to sustain its readiness and morale. This requires the Army to examine its ability to provide trained and ready Active component (AC) and Reserve component (RC) personnel in the near-term, mid-term, and long-term. Key aspects of Army SC force management center on training and providing sufficient key specialties, enabling capabilities, and the appropriate type of forces.

(1) *Key specialties.* The Army may not have sufficient numbers of key specialties to effectively and efficiently plan and execute its SC activities. In addition, current training programs may not provide the requisite skills to support DOD SC efforts to best effect. Of particular importance are the Army's foreign area officers (FAOs), strategists, civilian international affairs specialists, foreign disclosure officers and civil affairs personnel. The Army will mitigate this specialist shortage by reviewing these programs under lines of effort (LOE) in the Army Campaign Plan and the ACSF as well as by developing "how to" tools like this publication.

(2) *Enabling capabilities.* The requirement to support activities aimed at developing partner country institutional capabilities may exceed the Army's capacity. Medical, engineering, professional military education, explosive ordnance disposal, and anti-terrorism/counter-narcotic and other high-end military policing capabilities are in particular demand. This risk is particularly important given the Army's own support requirements. The Army can mitigate this risk through long-term SC planning that identifies requirements so that these resources can be prioritized and allocated appropriately.

(3) *Conventional forces.* The Army provides training and ready AC and RC conventional forces to the GCCs to meet validated SC requirements through the conventional forces allocation processes. Army planners will match units, teams, and individuals to requirements based on modified table of organization and equipment mission sets, military occupational specialties, and/or civilian specialties. Whenever possible, a tailored conventional force such as a RAF, will be designated for regional alignment early in the Army Force Generation (ARFORGEN) process to meet theater SC mission requirements in the available pool. Generating force assets, Army National Guard, Army Reserve, and civil affairs units or personnel with additional capabilities will augment the regionally aligned brigade, if required for specific SC missions. The RAF will retain decisive action operations—offense, defense, and stability operations overseas, or defense support to civil authorities operations in the United States—capability and remain available for worldwide emerging and near term requirements.

d. Institutional risks. Institutional risks are potential undesirable outcomes associated with the capacity of Army management to plan for, enable, and support the execution of SC missions. Avoidance of institutional risks encompasses the ability to develop effective and efficient organizations and processes over the near term, midterm, and long-term. Key Army SC institutional risk issues include planning, resourcing, and evaluation processes; ASCC staff support; and lessons learned.

(1) *Planning, resourcing, and assessment processes.* Beyond the doctrine found in FM 3–22, no official doctrine exists at the Army or Joint level to facilitate planning, resourcing, and assessing SC activities. These processes and their associated timelines vary among theaters, complicating Army efforts to synchronize across ASCCs, ACOMs, and DRUs. The lack of SC doctrine risks the efficiency and effectiveness of SC activities.

(2) *Lessons learned and best practices.* The ASCC establishes policies and further directs and enforces the documentation as well as the application of lessons learned and best practices by individuals and units conducting SC activities to include the ASCC staff. Participating Army units or elements with SC missions shall assign in writing a lesson manager to write after action reviews (AARs) with three paragraphs of observation discussion, and recommendation for direct submission into the Joint Lessons Learned Information System (JLLIS) <https://www.jllis.mil/> NIPR CAC card required and also <http://JLLIS.smil.mil>. Trip reports, information papers, situation reports are also excellence records for the JLLIS database in accordance with AR 11–33 the Army Lesson Learned Program. The ASCC lesson managers shall lead, manage, and collect all relevant reports regarding SC activities as well as actions to improve Army efficiency and effectiveness accomplishing desired end states.

e. Future challenges risks. Key future challenges risks for Army SC include possible reductions in resources; the volatile, uncertain, complex, and ambiguous international security environment; and the increasingly reduced capacity of global core partners.

(1) *SC resource challenges.* U.S. Government resource constraints may reduce the amount of funding and forces available for SC. These considerations may result in the reduction of SC funding for certain activities if their value cannot be clearly demonstrated. The Army can mitigate this risk through comprehensive SC planning that incorporates a continuous, objective assessment of the progress of Army SC activities against relevant metrics in achieving DOD objectives.

(2) *Volatile, uncertain, complex, and ambiguous international security environment.* Challenges facing the United States in the past, present, and future continue to be complex and ambiguous in nature. The most recent events facing the country since 11 September 2001, to the wars in Iraq and Afghanistan, to "Arab Spring" protests, all affect our ability to predict changes that may impact Army SC planning and activities. While this risk is unavoidable, it does not excuse Army planners from conducting long-term SC planning required to achieve GCC end states. The Army can

mitigate the effect of these challenges by maintaining robust systems that monitor and assess regional and global developments and by building flexibility into SC planning.

(3) *Increasingly reduced capacity of global core partners.* Many traditional allies of the United States have reduced their armed forces capacities, in some cases quite severely. As a result, these countries may not be able to resource their own SC activities to the levels of years past. These reductions, combined with U.S. resource constraints, have the potential to create gaps in the capacity of the U.S., allied nations, and critical partner countries. Mitigating this risk requires the Army to work with allies interoperably, jointly, and closely to understand each other's efforts and coordinate them for optimal effect.

Chapter 3 Security Cooperation Planning

3-1. Army Regulation 11-31 planning requirements

AR 11-31 directs planning actions and timelines with which all organizations must comply.

3-2. Theater Army country support plans

Theater Army country support planners should conduct country support planning in accordance with the fundamentals and processes described in ADRP 5-0, FM 3-22, the ACSP, guidance from the appropriate GCC as well as the U.S. Ambassador's Integrated Country Strategy. The following considerations are intended to assist ASCC country support planners:

a. Department of Defense security cooperation planning. The campaign planning construct introduced in the GEF is based upon the premise that the most effective way to maintain stability and security in this strategic environment is to assume a proactive, deliberate approach that emphasizes preventing conflict and enhancing interoperability with international partners so that coalition operational objectives can be achieved. The GEF identifies global end states and partners, as well as theater and functional end states and partners, which contribute to achieving U.S. national security objectives. To support these end states, the GEF directs CCDRs to develop theater campaign plans or functional campaign plans focused on the CCMD's steady-state and foundational activities, which include ongoing operations, SC, and other shaping or preventive activities. To support these campaign plans, the GEF directs the military departments (MILDEP) to prepare campaign support plans that focus on activities conducted in theater to support the execution of functional campaign plans and theater campaign plans that directly contribute to campaign end states. The prepared campaign support plans are required to include activities, resources, and levels-of-effort that contribute to end states, such as military engagement with partner countries; posture initiatives; SC policies, roles, and responsibilities; missile defense-related engagement and SC; and links to Service component plans. In creating their prepared campaign support plans, the MILDEPs are to use G-TSCMIS to account for their SC activities.

b. Geographic combatant command country plans. GCCs have the primary responsibility for developing country plans. While the processes and contents for country plans vary with GCC, they all focus on establishing country objectives that support the specific theater campaign plan and associated subordinate regional campaign plans and functional campaign plans (see table 3-1). Those objectives are often stated as broad goals linked to the DOD SC focus areas found in the GEF (see table 3-2). Depending on the GCC, objectives may be stated as objectives, lines of effort (LOE), end states, or key tasks. Regardless of the term used, they express the key effect or outcome that the GCC seeks to achieve in a given country.

Table 3-1
Typical geographic combatant command country plan contents

•Purpose	•Risk
•Friendly Forces	•Limitations
•Assessment	•Concept of engagement
•Assumption	•Resources
•Synchronization Matrix	•Coordination instructions

Table 3–2
Guidance for Employment of Force security cooperation focus areas

- Capacity building
 - Operational capacity and capability building
 - Human capacity and/or human capital development
 - Institutional capacity and/or security sector reform
 - Support to institutional capacity and/or civil-sector capacity building
 - Combined operations capacity, interoperability, and standardization
 - Facilitating access and relationships
 - Operational Access and Global Freedom of Action (U.S. Defense Posture)
 - Intelligence and information sharing
 - Assurance and regional confidence building
 - International armaments cooperation
 - International suasion and collaboration
-

c. Theater Army country support plans. Country support plans identify the GCC objectives and the supporting Army lines of activity, tasks, subtasks, activities, and resources required to support those objectives over a 5-year time horizon and synchronized with the POM. Country support plans reflect a situational understanding of the whole of government effort in a partner country, incorporate service-specific equities, and the plan should be developed in coordination with the country team’s Integrated Country Strategy and informed by DOS and DOD regional goals and overall U.S. policy.

(1) *Mission analysis.* Theater Armies coordinate with their GCC to determine the objectives/tasks for which the ASCC has primary and supporting responsibilities. Those responsibilities are often specified in a GCC country plan, task order or other directive document that can be used as the authoritative basis for resourcing. Those objectives are the basis of the ASCC country support plan.

(a) *Planning considerations.* ASCC SC country support planners attempt to understand each assigned GCC objective/task as it relates to authoritative sources as multinational standardization agreements, partner country doctrine, or U.S. Army doctrine, depending on the agreed standard for achieving the intended effect or capability. Against these requirements, SC planners assess partner country doctrine, organization, training, material, leadership, education, personnel, and facilities (DOTMLPF) related to the objective through home station research and in-country visits. U.S. Embassy cables, civil affairs assessments, and intelligence community reports can be valuable resources to support this assessment. Finally, mission analysis take into account applicable U.S. policy, available SC resources, time considerations, religious, cultural, regional political-military environment, and the SC efforts of other countries with the partner country. The GCC country plan, the embassy’s integrated country strategy, GCC theater strategy, and GCC theater campaign plan are important references in this analysis. ASCCs coordinate a process whereby GCC planners and country team officials review and concur with the ASCC’s assessment of needs.

(b) *Resources.* SC resources are a key consideration in country plan mission analysis. Usually, theater Armies coordinate with their GCC for funding with the authority to support capacity building activities that train, equip, and build infrastructure. Chapter 4 describes the SC resource request processes. Chapter 5 describes U.S. Army SC programs. Appendix C describes U.S. SC authorities, including those that train, equip, and build infrastructure, to assist in understanding SC resources that can be requested to support GCC country objectives.

(c) *Courses of action.* ASCC country plan mission analysis informs the development of courses of action for supporting the GCC country objectives for which the ASCC is responsible. Courses of action can vary based on tasks and activities that will be executed to achieve the objective.

(2) *Lines of effort.* GCC country objectives are often very broad. Defining those objectives in terms of supporting LOE helps the SC planner organize SC activities by subordinate functions. For example, to support a GCC objective to build the capacity and capability of a partner country’s land forces, the SC planner might establish LOE focused on the Army warfighting functions (movement and maneuver, fires, protection, intelligence, mission command, and sustainment). Assisting a partner country to develop a professional military education system might be organized by LOE focused on noncommissioned, company grade, and field grade officer development.

(3) *Tasks.* To support each LOE, Army SC country support planners should develop tasks that address the required DOTMLPF capabilities. While definitions will vary across ASCCs, SC planners should seek to define tasks in terms that are specific, measurable, attainable, realistic, and time-bound.

(a) *Specific.* To facilitate understanding the task and linking it to SC programs, tasks should be stated in the same terms typically used to describe the authorities of SC programs (for example, provide training and education). The Army SC program descriptions in chapter 5 of this publication and the DOD SC program descriptions in the Office of Secretary of Defense (OSD) Partnership Strategy Security Cooperation Toolkit use the terms in table 3–3 to facilitate this linkage. ASCC SC LOE should retain the purpose of the objective identified in the GCC SC objectives they support.

Table 3-3
Security cooperation programs task terminology

-Provide training (train)	-Provide and/or share information
-Provide education (educate)	-Exchange personnel
-Conduct a multinational conference	-Provide supplies (supply)
-Provide equipment (equip)	-Conduct mil-to-mil activity (familiarize)
-Conduct a multilateral exercise	-Conduct research and development
-Provide construction (build)	-Conduct an assessment (assess)

(b) *Measurable.* Tasks should facilitate the development of measures of performance (MOP) and measures of effectiveness (MOE). A MOP is a criterion used to assess friendly actions tied to measuring task accomplishment. A MOE is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. More information about SC MOP and MOE are available in chapter 6 of this publication.

(c) *Achievable.* Tasks should take into account the constraints and restraints of both the U.S. and the partner country. A constraint is a requirement placed on the command by a higher command that dictates an action, thus restricting freedom of action.

(d) *Realistic.* Tasks should be supportable with resources that are available or can be coordinated through the GCC.

(e) *Time-bound.* Tasks should state the time frame by which the effect is to be achieved.

(4) *Activities planning.* Activities support the execution of each task based on an understanding of the “gap” to be filled. The “gap” is determined by understanding the difference between the partner’s current capability and the desired capability identified in the GCC country plan. Activities are planned over time to incrementally close the gap. Further, activity planning requires identification of the participants, contents (task, conditions, standards), dates, location, authorities and resources associated with the activities for coordination with the participants and country team and entry into G-TSCMIS (see Table 3-4 in this publication). Planners should develop activities at least 2 years out so they may be included in the embassy’s integrated country strategy for the countries participating in the activity. The seven step activities planning process:

(a) Review the theater Army SC country support plan to identify tasks and partner gaps.

(b) Identify the measures of effectiveness and measures of performance for each task.

(c) Determine the partner’s capacity/capability regarding each task. Conduct a baseline assessment if the “gap” is not well defined.

(d) Identify the appropriate SC tools to accomplish the task.

(e) Plan the sequence of tool applications that build to task success.

(f) Build a synchronization matrix to optimize use of resources.

(g) Monitor and evaluation activities in accordance with the MOE and MOP.

Table 3-4
Global Theater Security Management Information System Activity Fields

-Title	-Fiscal year	-Status
-Description	-Fiscal quarter	-Personnel
-Country (ies)	-Start deploy	-Resources
-Subtype	-Start event	-Milestones
-Category	-End event	-Admin
-Point of contact	-End deploy	-Evaluations

(5) *Finalizing.* ASCC country support plans might also include milestones that measure progress towards that objective and such other elements that are necessary to understand the concept of operation. Once approved by the GCC, ASCC country support plans should be included in the SC annex of the ASCC’s theater campaign support plan and provided to the Army Staff for inclusion in the ACSP as required.

3-3. Global Theater Security Cooperation Management Information System

a. The G-TSCMIS is a management information system (MIS), designed to manage security cooperation (SC) data from the initial event or activity entry to the completion and assessment phases. It is a data management resource for all combatant commanders, military service chiefs, defense agency directors, the OSD, and the Joint Staff. G-TSCMIS provides a common link between the various Armed Forces SC lines of effort, and will enable decision-makers and SC planners to prioritize, support, and align SC activities. The executive agent for G-TSCMIS is the Defense Security Cooperation Agency (DSCA).

b. The 2012 GEF and subsequent redacted updates have directed that “Under Secretaries, Combatant Commanders, Military Service Chiefs, and applicable Directors of Defense Agency and Field Activities will use the G-TSCMIS-

based software application to account for their security cooperation activities. This management information system (MIS) will provide a global view of all completed, planned or ongoing activities conducted by DOD components". The use of G-TSCMIS by the Army is also directed in AR 11-31 (Army Security Cooperation Policy) and the Army Campaign Support Plan.

c. DODI 5000.68 (Security Force Assistance), dated 2010, directs GCCs to record "all subordinate commands and DOD entities conducting SFA activities in their respective AORs."

d. AR 11-31 requires that planned Army SC activities be entered into G-TSCMIS 2 years beyond the current fiscal year (FY) to facilitate resourcing. However, details about an SC activity may change between an SC activity's initial entry and its execution. G-TSCMIS support this requirement for flexibility by allowing an activity manager to change or add detail to an activity as the situation develops. Activities that are cancelled should be annotated as such, rather than deleted, particularly where cancellation occurred due to a shortage of funding or forces, to enable SC managers to identify resourcing issues. Specific remarks addressing such cancellation should be entered into the free text comments box on the Evaluation tab for use by HQDA (see para 6-5 of this publication).

e. G-TSCMIS provides a comprehensive, up-to-date picture of U.S. SC activities world-wide. It provides decision-makers, SC planners and other users with the ability to view, manage, assess, and report SC activities and events. G-TSCMIS contributes to planning more effective cooperative security activities to align or meet desired outcomes in support of regional and/or global objectives. It supports the monitoring, assessment, and allocation of SC funding, and assists with identifying redundant SC investments.

f. All Army commands and units should reference the interim G-TSCMIS Guidance and Business Rules at <https://www.milsuite.mil/book/groups/armyg-tscmis> until the DA PAM, User's Guide to G-TSCMIS, is published.

3-4. Army Training Information Management System

a. ASCCs and other Army organizations requesting RC forces for Joint and ASCC training exercises use Army Training Information Management System (ARTIMS). AR 350-9, applicable to RC forces, governs overseas deployment training. ARTIMS will not be used in lieu of G-TSCMIS.

b. ARTIMS is the authorized system for ASCCs to seek units and/or capabilities for ASCC/GCC sponsored events which have collective mission-essential task list relevant training value for the participants. It is an "ask" system. Army SC planners can employ requested RC capabilities in Joint Exercise Program or GCC Initiative funded events. For Joint Exercise Program exercises, the Joint Training Information Management System entry is mirrored in ARTIMS, so Army National Guard units and Army Reserve units can fully view opportunities and work through man-day as well as movement funding issues in a documented forum. ARTIMS is never the place to request staff augmentation, individual augmentation, or observer/controllers.

3-5. Partner nation assessment and planning framework

a. A useful framework for building effective country plans and managing resource tradeoffs is assessing a partner nation's capability and capacity to perform military missions and its interoperability with the U.S. Army.

b. Capability/capacity building. The capability/capacity of an partner Army can be usefully delineated using these four levels:

- (1) C-0: Partner army is a security importer and cannot contribute forces to multinational operations.
- (2) C-1: Partner army is capable of providing up to battalion size units or niche capabilities to multinational operations.
- (3) C-2: Partner army can deploy and sustain a brigade regionally or globally with assistance.
- (4) C-3: Partner army can deploy and sustain a brigade+ globally and conduct the range of military operations upon arrival.

c. Multinational force interoperability. The Army strives for collective multinational land forces interoperability with the level of interoperability dependent on national/DOD objectives for the partner, the expected missions the partner is likely to perform in multinational operations, the partner's current and projected military capabilities, and the partner's own objectives. For the purposes of this pamphlet, interoperability is the ability of the forces of two or more nations to train, exercise and operate effectively together in the execution of assigned missions and tasks, and the ability to act together coherently, effectively and efficiently to achieve Allied tactical, operational and strategic objectives (see AR 34-1). The Army recognizes four levels of interoperability with partner armies:

- (1) I-0: Partner army has no demonstrated interoperability with U.S. Army; command and control C2 interface with the U.S. Army is only at the national level; has no regular engagement with the U.S. Army.
- (2) I-1: Partner army shares information or situational awareness through liaison teams with U.S. systems (analog to digital conversion required); requires alignment of capabilities and procedures to establish operational norms; has some routine engagement with U.S. Army.
- (3) I-2: Partner army has digital C2 capabilities; actively participates in IO solutions with the U.S. Army; routinely exercises or operates with the U.S. Army.
- (4) I-3: Partner army's interoperability is network-enabled through: shared situational awareness; command and

control on-the-move; collaborative planning; networked fires; combat identification; and intelligence, surveillance and reconnaissance.

d. Army planners should use the following chart (figure 3–1) to assist planning efforts and activities to improve capability/capacity and interoperability with partner armies. In general, the capabilities of partner armies are related to the level of desired interoperability. ASCCs that want to work with a partner to help move them to the right (increasing capability/capacity) and up (increasing interoperability) should do so in accordance with figure 3–1 by applying a variety of SC tools. Depending on U.S. country objectives and ally/partner objectives and willingness, U.S. interoperability and capability objectives for a given country or coalition may call for movement along only one axis, both, or neither. As shown in figure 3–1, the country planner can use this paradigm to determine if U.S. objectives are appropriate given U.S. resourcing priorities, the partner’s own objectives, and the likelihood for improvement in either axis. For more information regarding multinational interoperability, see AR 34–1, Army Multinational Force Interoperability.

Balanced Approach: Improve Interoperability and Capability/Capacity

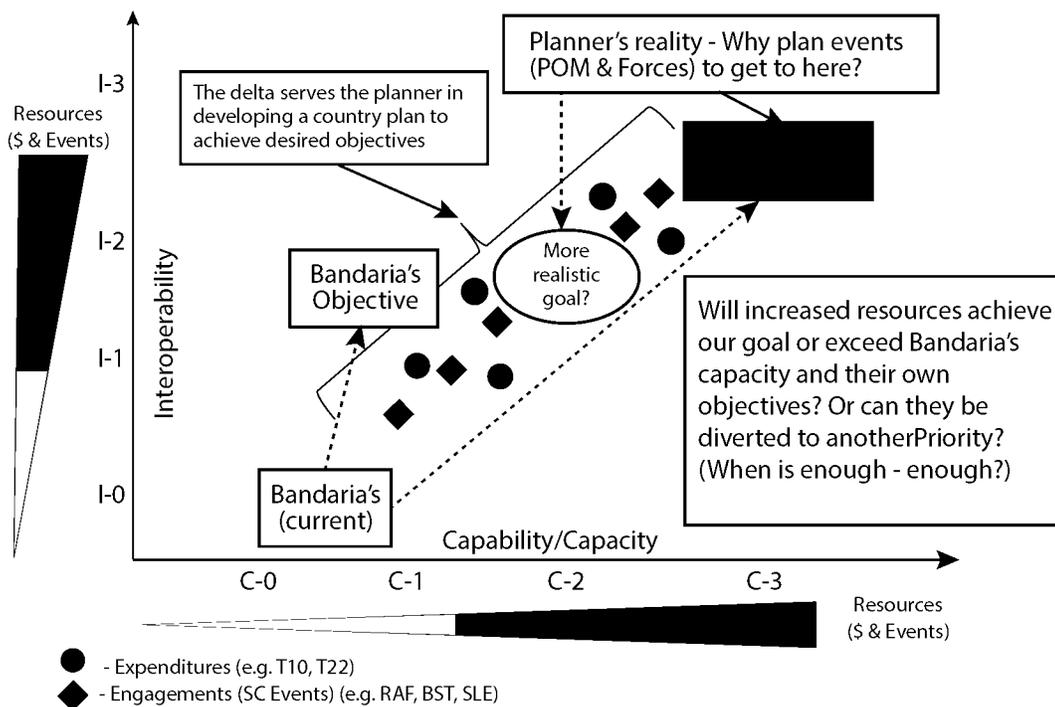


Figure 3–1. Partner nation planning chart

3–6. Security Cooperation Classification Guide

Army security cooperation documents should be vetted through the SC classification guide to ensure the materials are appropriately protected. The Army’s SC classification guide is available at the HQDA, DCS, G–3/5/7 portal, <https://g357.army.pentagon.mil/SS/SSI/default.aspx>.

Chapter 4 Security Cooperation Resourcing

4–1. AR 11–31 security cooperation resourcing requirements

AR 11–31 specifies resourcing requirements with which all organizations must comply.

4-2. Security cooperation resourcing overview

DOD and CCDR SC guidance and plans provide the basis for generating Army SC-related resource requirements. CCDRs develop their theater campaign plan, functional campaign plan, and country plan objectives based on the GEF end states. ASCCs, ACOMs and DRUs develop campaign support plans that satisfy CCDR SC objectives using the process described in chapter 3 in this publication. Each activity requires a resource demand.

4-3. Security cooperation requirements resourcing

ASCCs, ACOMs, and DRUs should develop funding requirements based on country plans and developed institutional objectives that support GCC country objectives that have been tasked to support. Those funding requirements should be submitted through the appropriate management decision package managers at HQDA or their GCC, depending on the requested funding. To facilitate validation and prioritization of requirements, ASCCs, ACOMs, and DRUs should (1) link each activity to the GCC country plan objective or FCC objective and end state it supports; (2) coordinate each activity to a GEF SC focus area; and (3) plan LOE into the Future Years Defense Program. The following methodology can assist SC planners in justifying SC activity requirements:

- a. Prioritize funding requirements and explain why priorities may be different from the previous year’s submission.
- b. Link activities to GCC or Army strategy and guidance and explain why requirements may be different from established GCC or Army strategy or guidance.
- c. Identify requirements for validation with and without funding using a format similar to the ACSP SC Activity Resourcing Matrix. Validated requirements have been analyzed and accepted by the command as necessary to meet leadership’s guidance and/or priorities using the integrated priority list with appropriate risk. A separate worksheet is required for each program objective memorandum year. Place requirements in appropriate category/level column, that is, funded level, critical requirements level and validated requirements level. (see fig 4-1).

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)			(9)			
Activity	Category	Engagement Sub-Category	GEF End State#	TPC OBJ#	CCP OBJ#	GEF Focus Area	FY XX						
							Funding			Forces			
							\$ (K)	MDEP	APPN	#	Type		
Requested Requirements													
Req'ts (CDR or MDEP managers) the describe and identify resource elements for a program or initiative													
Validated Requirements													
Req'ts analyzed/accepted by CMD as necessary to meet leadership guidance/ priorities (appropriate risk)													
Critical Requirements level (Essential Needs) (Mission Essential)													
Funding Level													
Req'ts analyzed by CMD and determined to be a minimum level required to execute the program													

Figure 4-1. Security cooperation activity resourcing matrix

d. Prioritize requirements at each level. Be sure to distinguish among requested, validated, critical and funded level requirements. The funding level should never be the same for all categories.

e. Identify the impacts if the requirements or any components of the program are not validated and/or resourced at the requested levels. Coordinate management decision package program requirements and funding impacts with GCC POCs for situational awareness, as determined by the higher headquarters.

f. Focus on what can be accomplished within allocated resources to achieve DOD, CCDR, and Army objectives.

g. Identify critical requirements and program offsets to minimize resourcing shortfalls in the year of execution.

h. Ensure new requirements presented to the management decision package manager are accompanied by a corresponding decreases in requirements for programs of lesser importance.

i. Justify requirements with appropriate white/information papers, authorizations, research/results of studies pertaining to developing a specific program (cite research) and any other supporting documents that substantiate your requirements.

j. Develop a cost benefit analysis (CBA) to make tradeoffs based on well-defined and demonstrated value. A CBA is defined as a structured methodology for forecasting and comparing the anticipated costs and benefits of alternative courses of action in order to identify the most effective manner of achieving a stated goal or objective. CBA's will address, as a minimum, such questions as—What does the organization want to do? How much will it cost? What does the organization expect to gain from its investment? How will the organization pay for its investment, and who are the bill payers?

k. Ensure cost benefit analysis is prepared in accordance with the guidance outlined in HQDA Memo, 30 December 2009, Subject Cost-Benefit Analysis to Support Army Enterprise Decision Making. See guidance at <http://asafm.army.mil/offices/ce/cbaWT.aspx?OfficeCode=1400/>. When performing a cost benefit analysis, use the following funding levels to assess the program: 100 percent, 75 percent, 65 percent, or 50 percent. Explain the impact each funding level will have on the end state of the program.

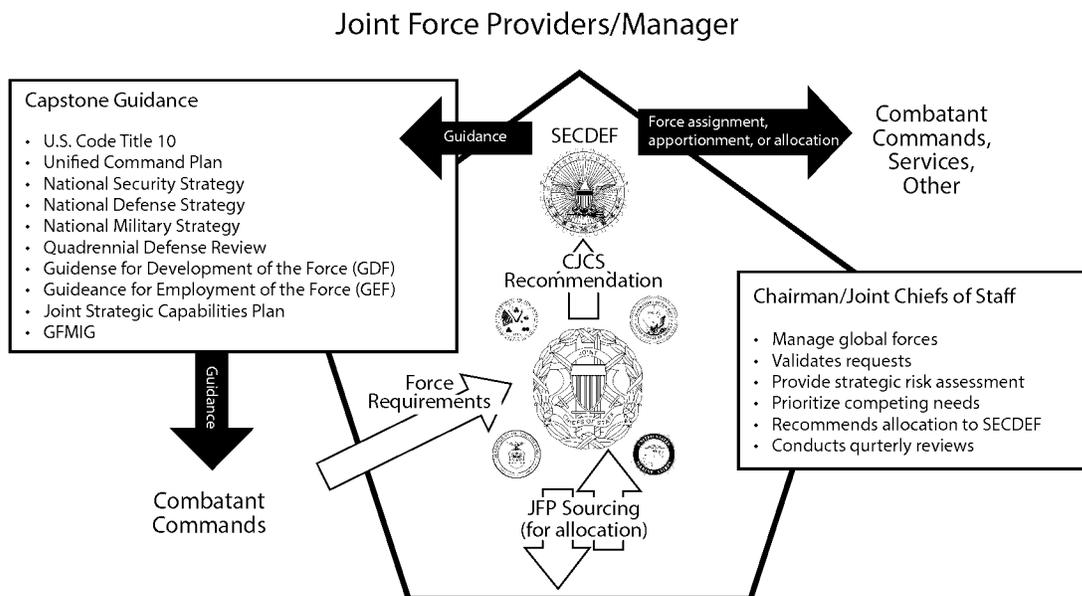
l. Submit Schedule 8s (funding, requirements and manpower adjustments document) to realign funding and manpower as necessary, in accordance with guidance published in the Resource Formulation Guide. The Resource Formulation Guide can be found at <http://www.ppbe.army.mil/documents/RFG.aspx>.

4-4. Security cooperation personnel sourcing

a. *Security cooperation personnel resourcing background.* ASCCs use Army forces assigned and allocated to CCMD to conduct SC activities; however, if the component lacks sufficient forces and/or capabilities with the required skills, it must request those forces using one of two processes—Global Force Management (GFM) request for forces (RFF), or Service process (dependent on type(s)) of authorities. Army SC personnel resourcing processes must be understood within the context of two broad force provision processes: Army Force Generation (ARFORGEN) and GFM.

(1) *Army Force Generation.* Per AR 525-29, the ARFORGEN process produces trained, ready and cohesive units prepared for operational deployment in support of CCDR and Army functional requirements. In general, CCDR requirements are filled by units from the available force pool, and functional requirements are filled by units in the train/ready force pool. Such participation in Train/Ready will only occur when the training event provides collective mission-essential task list-relevant training for the participating Army unit. Sourcing Contingency Expeditionary Force units in Train/Ready is a training-benefit-based decision. ARFORGEN sourcing is led by U.S. Army Forces Command (FORSCOM) for conventional forces and the U.S. Army Special Operations Command for Army Special Operations Forces.

(2) *Global Force Management.* The ARFORGEN cycle begins with the GFM process, as described in AR 525-29, available on secure internet protocol router (SIPR) at <http://jointstaff.js.smil.mil/portal/site/jsportal/j333gfmdiv>. CCDRs submit force and capability requests for rotational requirements on an annual basis and emergent requirements as needed. The Secretary of Defense (SECDEF) approves the Global Force Management Allocation Plan (GFMAP) annually with periodic modifications that support these requests. The GFMAP encompasses the decisions of senior Army, Joint, and DOD leadership to source CCDR requirements. FORSCOM and U.S. Army Special Operations Command issue guidance for force requirements and sourcing solutions, develop annual sourcing plans in concert with the GFM timeline, and provide sourcing solutions in response to rotational and emergent requirements. ASCCs, U.S. Army Reserve, and Army National Guard work in concert with FORSCOM to develop sourcing solutions (see fig 4-2).



b. Rotational force requirements process.

(1) The rotational force requirements (RFR) process focuses on providing Army units for current FY and the FY+1. The process begins with the ASCC. The ASCC submits its requirements to the CCDR, who validates and prioritizes those requirements and submits them to the Joint Staff. The specific due date varies from year to year. However, submissions are generally due to the Joint Staff during the 2nd quarter of the current FY.

(2) The current RFR process includes six steps—

(a) The Joint Staff assesses the capabilities and forces requested, assigns sourcing and prioritization guidance, and forwards the RFR to the designated Joint force provider (JFP) for sourcing.

(b) The JFP develops recommended global sourcing solutions for each force capability requirement.

(c) The JFP formally staffs its recommended sourcing solutions to the CCDRs and the Services.

(d) The JFP provides the RFR to the Joint Staff with its recommended sourcing solution.

(e) The Global Force Management Board reviews and recommends sourcing solutions to the SECDEF for approval.

(f) The Joint Staff publishes the GFMAP, after sourcing solutions are approved by the SECDEF. The GFMAP is typically released in the second quarter of the year preceding execution, or approximately 8–10 months prior to execution, with staffing beginning 2 years prior to the current year of execution.

(3) Refer to the GFMIG and RAF policy for any changes to business rules for access to forces.

c. Emergent requirement process. The RFF process supports sourcing CCDR requests for capabilities and forces not otherwise allocated in the GFM process in support of emerging or crisis-based requirements. All operation force requests for theater security cooperation (TSC) events are to be registered in Joint Capabilities Requirements Manager to indicate a demand signal for DOD support. TSC events include: mobile training teams, counter narcotics activities, subject matter expert exchanges, military-to-military engagements, and those engagement activities conducted with partner nations as part of an exercise.

(1) ASCC submits RFF/Request for Capabilities to support emerging- or crisis-based operational requirements to the theater CCDR. CCDR validate requirement(s) and subsequently submit them to the Joint Staff. Since these requirements support emerging or crisis-based requirements, the Joint Staff accepts submissions throughout the year.

(2) The Chairman of the Joint Chiefs of Staff validates the requirement.

(3) The Joint Staff assesses the capabilities and forces requested, assigns sourcing and prioritization guidance, and forwards the RFF/Request for Capabilities to the designated Joint Force Provider (JFP) for sourcing.

(4) The JFP develops recommended global sourcing solutions.

(5) The JFP develops a draft deployment order for final coordination with Services, defense agencies and CCDRs through the CCDR's assigned Army service component commands.

(6) The JFP provides to the Joint Staff the draft deployment order for staffing.

(7) Joint Staff publishes the deployment order after approval by SECDEF.

d. Institutional support requirements process. ASCCs that require operating forces to conduct activities not covered in the aforementioned processes submit their requirements through FORSCOM G-3 to the DCS, G-3/5/7 for validation and into the Army's prioritization documents. The Army established these processes to ensure the Army minimizes operational risks to units and increases the readiness of units preparing to support war fighting requirements. The process steps are—

(1) ASCCs, ACOMS, DRUs, and FOAs submit all institutional support requirements to FORSCOM G-3/5/7 using the Force Requirements Console of the ARFORGEN Synch Tool for validation and sourcing. The FORSCOM ARFORGEN Branch group e-mail address to which questions concerning this process can be sent is g35.arforgen@force1.army.smil.mil.

(2) FORSCOM forwards requirements to HQDA, DCS, G-3/5/7 (DAMO-SSW) for validation.

(3) Requirements are validated by the HQDA, ARFORGEN General Officer Steering Committee and sent to FORSCOM for sourcing. Requirements are collected and validated quarterly.

Chapter 5

Security Cooperation Assessment

5-1. AR 11-31 Security cooperation assessment requirements

AR 11-31 specifies assessment requirements with which all organizations must comply.

5-2. Security cooperation assessment overview

a. An assessment is the determination of progress toward accomplishing a task, creating a condition, or achieving an objective. Assessments evaluate and measure progress of security cooperation tasks toward a defined strategic end state. Assessments inform and assist commanders to make appropriate decisions pertaining to plans, resources, and execution. More specifically, assessments:

(1) Allow commanders to gain situational understanding of the operational environment.

(2) Outline how conditions have changed over a defined period of time.

(3) Are used by commanders and staffs to determine objectives and requirements for mitigating and managing risks.

(4) Assist commanders to determine progress toward attaining the desired end state, achieving objectives, and performing tasks.

b. Consist of:

(1) Monitoring the current situation to collect relevant information.

(2) Evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks.

(3) Recommending or directing action for improvement.

c. Assessments need to be composed of both quantitative (numerical) and qualitative (narrative) metrics. It is important to recognize that conducting assessments, particularly at the strategic and operational levels, is both an art and a science. Assessors will need to examine the operational environment through multiple perspectives and solicit quantitative and qualitative input from a wide array of information and people.

5-3. Security cooperation assessment process

a. The methodology described in ADRP 5-0 can help in evaluating SC activities and objectives as part of the larger theater or functional efforts. Assessment precedes and guides the other activities of the operations process. Assessment involves deliberately comparing forecasted outcomes with actual events to determine the overall effectiveness of efforts. More specifically, assessment helps the commander determine progress towards attaining the desired end state, achieving objectives, and performing tasks. It also involves continuously monitoring and evaluating the operational environment to determine what changes might affect the conduct of operations and activities. Assessment is continuous; it precedes and guides every operations process activity and concludes each operation or phase of an activity.

b. The assessment process helps determine whether an objective is achievable or should be reconsidered. However, assessments are not easy. Single SC activities are rarely able to achieve an objective. More often, multiple activities executed over time are required for SC activities to make progress towards an objective. Also, causal relationships are often difficult to discern, making it difficult to determine the extent to which an SC activity influenced a partner country. For these reasons, it will usually be more practical to evaluate the performance of an SC activity by an Army organization rather than its effectiveness in achieving our objectives with a partner country.

5-4. Monitoring

Monitoring is a continuous observation of those conditions relevant to the current operation. Within the SC context, it provides focus to collect relevant information. Monitoring within the assessment process allows staffs to collect

relevant information, specifically that information about the current situation that can be compared to the forecasted situation described in the commander’s intent and concept of operations.

5-5. Evaluating

a. Evaluating uses criteria to judge progress toward desired conditions and determining why the current degree of progress exists. The staff analyzes relevant information collected through monitoring to evaluate the operation’s progress. Evaluating is using criteria to judge progress toward desired conditions and determining why a current degree of progress exists. Evaluation helps commanders determine what is working, what is not working, and gain insights into how to better accomplish the mission.

b. Measures of effectiveness (MOE) and measures of performance (MOP). Criteria in the form of MOE and MOP aid evaluation. MOE address whether the right activities are being done and attaining the desired end state, objective, or effect and MOE help determine if an activity is achieving its intended results. MOP help determine if an activity is completed properly. MOE and MOP require relevant information in the form of indicators for evaluation. Figure 5-1 illustrates general characteristics of MOEs, MOPs, and indicators.

Measures of Effectiveness	Measures of Performance	Indicators
Answers the Question: Are we doing the right things?	Answers the Question: Are we doing the right things?	Answers the Question: What is the status of this MOE or MOP
Measures Purpose accomplishment.	Measures task completion.	Measures raw data inputs to Inform MOEs and MOPs.
Measures why in the mission statement.	Measures what in the mission statement	Information used to make measuring what or why possible
No hierarchical relationship to MOPs.	No hierarchical relationship to MOEs	Subordinate to MOEs and MOPs.
Often formally tracked in formal assessment plans.	Often formally tracked in execution matrixes.	Often formally tracked in formal assessment plans.
Challenging to correctly choose.	Simple to correctly choose.	Challenging to correctly choose.

Figure 5-1. Assessment measures and indicators

(1) *Measures of effectiveness.* MOE are criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. MOE help to answer the question “Are we doing the right things?” In general, SC MOE measure changes (positive or negative) in a quantifiable indicator associated with the target audience of an SC activity. In SC operations, MOE are challenging because it is difficult to discern causal effects of SC activities; and, if there are causal effects, they are generally long term. SC operations can be hampered by shortsighted MOE. Staff and commanders should make an effort to ensure that MOE can reasonably exclude other causal explanations so that they provide a legitimate measure of the effectiveness of SC efforts. Examples of security cooperation MOEs for different focus areas are illustrated in figure 5-2.

	Combined Education	Combined Exercises	Military Contacts	Security Assistance
Operational Access	Alumni network leveraged to secure access to partner nation military base	Partner nation hosted combined exercise that involved U.S. forces	Partner nation agreed to consider access agreement with the U.S.	Partner nation agreed to provide operational access to U.S. forces (in return for SA)
Operational Capacity Building	U.S.-educated officer corps performed well in peacekeeping operations (PKO)	Partner nation army demonstrated improved capability (following exercise with U.S. forces)	Partner nation requested U.S. BPC assistance	Partner nation army demonstrated ability to operate and maintain U.S. provided Equipment during PKO
Suasion and Collaboration	U.S.-educated partner nation defense chief recommended participation in coalition operation with the U.S.	Partner nation endorsed establishment of a regional security organization (as a consequence of combined training with U.S.)	Tensions reduced along the border between partner nation and neighboring country	Partner nation military targeted international terrorist group (following the provision of SA)

Figure 5–2. Examples of security cooperation measures of effectiveness

(2) *Measures of performance.* A MOP is a criterion used to assess friendly actions that is tied to measuring task accomplishment. MOP help to answer the question “Are we doing things right?” A MOP confirms or denies that a task has been properly performed. In general, evaluating task accomplishment using MOP is relatively straight forward and often results in a yes or no answer. Examples of security cooperation MOPs for different focus areas are illustrated in figure 5–3.

	Combined Education	Combined Exercises	Military Contacts	Security Assistance
Operational Access	Increased number of courses that addressed access issues	Increased number of combined exercises hosted by partner nation in which U.S. forces participated	Increased number of senior leader and/or bilateral meetings that addressed access issues	SA Letter of Request signed in conjunction with access related discussions
Operational Capacity Building	Increased number of billets assigned to partner nation related to capacity-building objectives	Increased number of combined exercises that focused on capacity-building objectives	Increased number of bilateral engagements related to improving partner nation capacity	SA Letter of Offer and Acceptance signed that was related to capacity-building objective
Suasion and Collaboration	Increased number of partner nation students who were satisfied with course	Increased partner nation press coverage devoted to combined exercise	Increased number of bilateral engagements involving senior US and partner nation defense officials	Increased number of SA cases with which partner nation expressed satisfaction

Figure 5–3. Examples of security cooperation measures of performance

(3) *Indicators*. Indicators are items of information that provide insight into a measure of effectiveness or measure of performance. Indicators take the form of reports, surveys and polls, and information requirements. Indicators help to answer the question “What is the current status of this MOE or MOP?” A single indicator can inform multiple MOP and MOE. Example SC indicators for each SC focus area are in figure 5–3 in this publication.

5–6. Interaction of assessments with planning

Assessments must be integrated into the planning and executing phases of security cooperation. While planning is top-down, assessments are conducted bottom-up.

a. It is critical that planners and assessors are working together throughout the entire planning phase to ensure the appropriate MOEs, MOPs, and indicators are assigned to tasks (see fig 5–4). The MOEs of the tasks should reflect the desired effects that the tasks are developed to achieve, in order to ultimately achieve stated objectives and military end states. Without the proper MOEs, MOPs, and indicators, it will be difficult for commanders to accurately determine if the tasks accomplished their intended purpose.

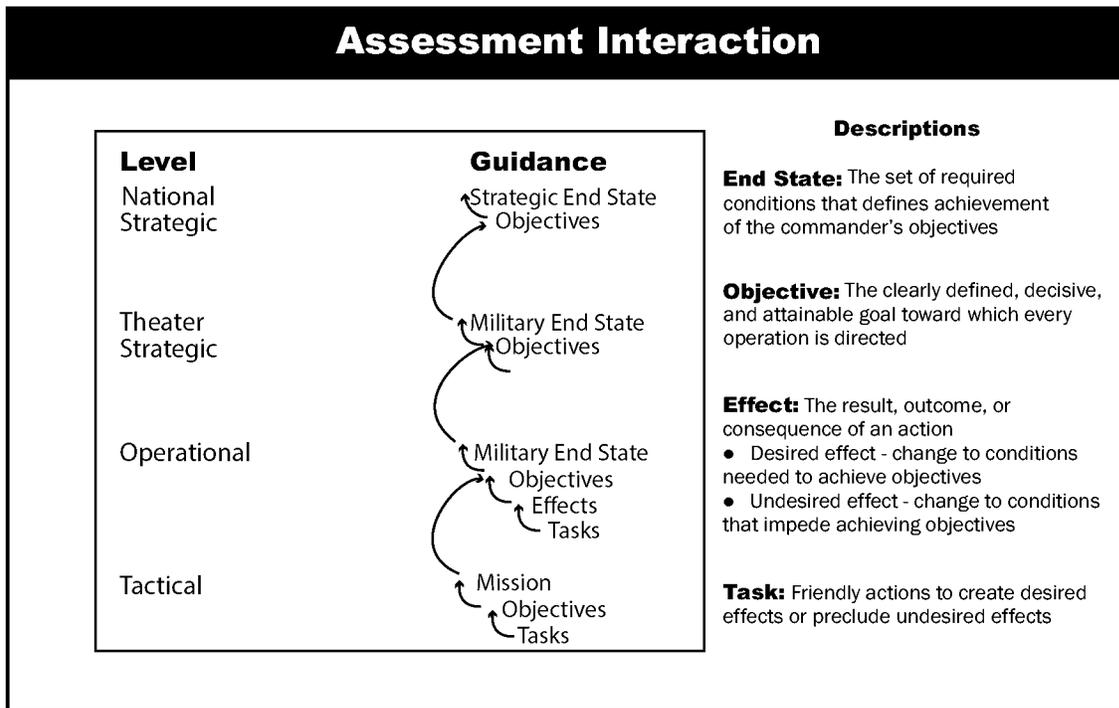


Figure 5–4. Assessment interaction

b. Assessments are a continuous process (see fig 5–5) of examining inputs, activities, outputs, outcomes, and the impact on objectives. As the assessments are being done, planners and assessors should be asking the following questions:

- (1) Has the objective been achieved?
- (2) If not, are we measuring the objective correctly?
- (3) If so, what are the impediments to achieving the objective?

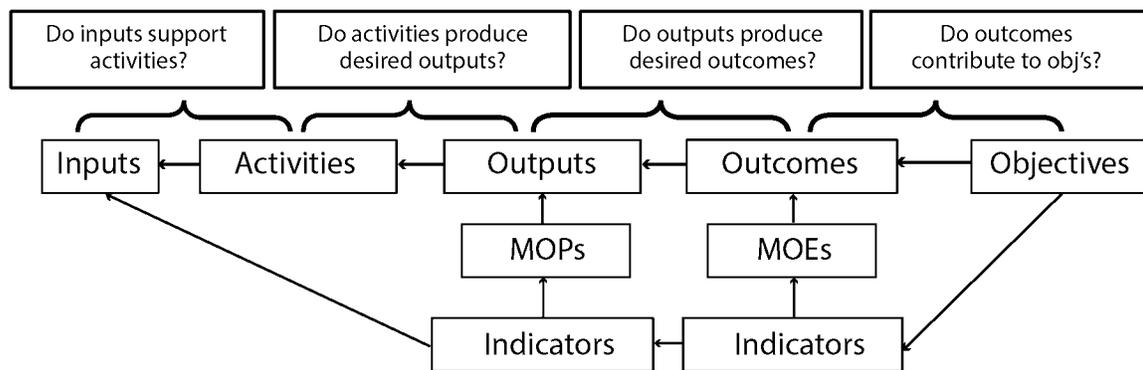


Figure 5-5. Assessment as a continuous process

5-7. Assessment roles and responsibilities

Assessments require a command-wide effort, with commander's buy-in and advocacy being critical for success. Assessors must have input from the appropriate subject matter experts from across the entire staff; for security cooperation, it may require close collaboration with members at the various U.S. country teams within embassies, other U.S. stakeholders at the GCC and other Army commands, and possibly the partner nation government and other multinational partners. It is important to delineate assessment responsibilities across several stakeholders in order to account for differing levels of organizational authority and expertise, and to maximize the level of objectivity into the assessment process. It is possible for an individual and/or staff section to have several different assessment roles and responsibilities. Some of the major roles are:

- a. Data collectors attend SC events and collect relevant information.
- b. Assessors perform formal assessments of programs and/or activities.
- c. Validators review the assessments and certify those assessments as legitimate.
- d. Assessment integrators aggregate assessments to determine what is being suggested collectively about SC plans and programs.
- e. Recommenders develop recommendations for the commander and staff, based on the assessment findings of SC plans, programs, and activities.

5-8. Security cooperation assessment considerations

a. Each command will have its own distinct factors for its respective operational environment to account for in its plans and assessments. There are however some general assessment considerations though that can be applied in all operating environments.

(1) Determining what is the appropriate balance of qualitative and quantitative assessments within the campaign plans and country plans. At the strategic and operational levels, assessments typically become more qualitative, and availability of hard data may drive the balance of quantitative assessments.

(2) Understanding how do theater campaign or country plan assessments leverage and integrate whole of government assessment efforts, in accordance with Presidential Policy Directive-23 (PPD-23) for Security Sector Assistance. Collaboration and partnership within an interagency context, using others' assessment products, sharing of data and information, involving the country team throughout the entire process (not just when information is needed) and leveraging LNOs within the command or geographic combatant command, are all ways to achieve a whole of government assessment approach.

(3) Determining the balance between the assessments of task achievements (inputs), progress toward intermediate military objectives (outputs), and progress toward theater strategic end states (outcomes).

(4) Having the assessment process and methodology account for the "lag time" (sometimes years vs. months) and causality between an effort or set of efforts (the cause) and the results achieved (the effect). It is important that causality linkages are not drawn in too short of a time period, and the command's expectations are properly calibrated in terms of when outcomes will actually be realized after a series of activities have taken place. This should not be understood as excluding the point of developing the capacities and capabilities of our partners.

(5) Determining the best way to leverage or shape subordinate elements and external stakeholders, in order to inform a holistic campaign or country assessment. Some ways this can be achieved is through commander endorsement of the assessment process, including assessment requirements in plans and orders, explain the importance of assessments, and involve everyone in the assessment process and findings.

b. In addition to the considerations listed above, it is important to remember that assessments serve members of the command and the commander. Commanders must ultimately provide guidance and provide buy-in to the methodology. Assessment offices will also need to ensure that they maintain flexibility in the assessment process and methodology. Finally, proper assessment training across all staff elements, extensive time and effort, and rigorous investment in assessment resources will all be needed in order to ensure success.

Chapter 6

Security Cooperation Execution

6-1. AR 11-31 security cooperation execution requirements

AR 11-31 specifies execution requirements with which all organizations must comply.

6-2. Army security cooperation programs

Descriptions of Army and DOD SC programs with which Army is engaged are listed below in alphabetical order. These program descriptions are also available through the OSD Partnership Strategy Security Cooperation Toolkit at <https://policyapps.osd.mil/sites/sctools/Pages/default.aspx>. To gain access to the Toolkit, send a request to SCToolsAdministrator@osd.mil. Include last name, first name, rank, organization, position, and the Electronic Data Interchange Personal Identifier number of your common access card. Army SC programs are described by six issue headings and numerous subordinate descriptors.

a. Program description.

- (1) Title.
- (2) Summary.
- (3) Geographic restrictions.
- (4) Executing forces. General purpose; special operating; civilian; nongovernmental.
- (5) Partner nation agencies. Foreign affairs; defense; interior; emergency services.
- (6) Organizations. African Union; European Union; NATO; United Nations; Economic Community of West African States; Major non-NATO ally; Organization for Security and Cooperation in Europe.

b. Funding.

- (1) Authority.
- (2) Funding source. National funds; reimbursable; grant; loan.
- (3) Appropriation.
- (4) Management decision package.
- (5) Program.

c. Tasks. Provide training; conduct a multinational exercise; provide supplies; provide education; provide construction; conduct mil-to-mil activity; conduct a multinational conference; provide/share information; conduct research and development; provide equipment; exchange personnel.

d. Purposes. Counter terrorism; disaster relief; stabilization & reconstruction; missile defense; coalition operations; counter narcotics; research & development; interoperability; port security; demining; counter WMD; maritime security; humanitarian assistance; counter insurgency; law enforcement; intelligence; defense institution building; peacekeeping.

e. Security cooperation focus areas. Operational capacity building; intelligence/information sharing; human capacity/human capital development; assurance/regional confidence building; institutional capacity/human capital development; international armaments cooperation; institutional capacity/security sector reform; international suasion & collaboration; combined operations capacity, interoperability, standardization; operational access/global freedom of action

f. Contact information. Army command; Directorate; Program office; Phone number; Web site

Table 6–1
American, British, Canadian, Australian and New Zealand Armies' Program

Title: American, British, Canadian, Australian and New Zealand Armies' Program

Summary: ABCA is a product-focused organization founded on deliberate analysis of interoperability gaps and the development of the solutions required by the ABCA Armies to close or mitigate those gaps. Each partner hosts an exercise every ten years. In 2008, the U.S. hosted "Cooperative Spirit" (CS 08), an Afghanistan-based counterinsurgency-focused combat training center rotation at the Joint Multinational Readiness Center in Hohenfels, Germany. CS 08 was conducted with a U.S. Stryker Brigade Combat Team Headquarters and was task-organized into battalion- and company-sized units from each ABCA army. In 2011, the U.S. Army participated in a Canadian hosted "proof of concept synthetic environment distributed event" and in 2014 the Australians hosted a "whole of government division-level exercise" that included a U.S. Army brigade headquarters.

Geographic restrictions: U.S., Great Britain, Canada, Australia and New Zealand

Executing forces: general purpose, civilian, nongovernmental

Partner nation agencies: N/A

Funding authority: National funds

Funding source: National funds

Appropriation: Operation & Maintenance, Army (OMA)

Management decision package: VRSI-Standardization & Interoperability Programs

Program: 0202214A

Tasks: provide education, conduct mil-to-mil activity, conduct a multinational conference, exchange personnel

Purpose: counter terrorism, disaster relief, stabilization and reconstruction, coalition operations, interoperability, humanitarian assistance, intelligence, peacekeeping

Security cooperation focus area: operational capacity building, intelligence/information sharing, human capacity/human capability development, institutional capacity/human capital development, international suasion and collaboration, combined operations capacity, interoperability, standardization

Contact information:

Army command: HQDA

Directorate: DCS, G–3/5/7

Program office: Department of the Army Management Office (Multinational Strategy and Programs Division)

Phone number: 703–693–1989

Web site: <http://www.abca-armies.org>

Table 6–2**Army International Visitors Program**

Title: Army International Visits Program**Summary:** Part of an overarching DOD program enabling over 6,000 official visits that directly support Army SC activities on an annual basis. Army level program management is required to ensure disclosures made during visits supporting SC efforts are made in accordance with Arms Export Control Act (22 USC 2751), the International Trafficking in Arms Regulation, National Disclosure Policy, DODD 5230.11, DODD 5230.20, and AR 380–10.**Geographic restrictions:** N/A**Executing forces:** general purpose, civilian, nongovernmental**Partner nation agencies:** defense**Organizations:** NATO, United Nations, Major non-NATO ally**Funding authority:** 10 USC**Funding source:** AR 380–10**Tasks:** provide training, conduct a multinational exercise, provide supplies, provide education, conduct mil-to-mil activity, conduct a multinational conference, provide/share information, conduct research & development, provide equipment, exchange personnel**Purpose:** counter terrorism, disaster relief, stabilization and reconstruction, missile defense, coalition operations, counter narcotics, research and development, interoperability, port security, demining, counter WMD, humanitarian assistance, counter insurgency, intelligence, defense institution building, peacekeeping**Security cooperation focus area:** operational capacity building, intelligence/information sharing, human capacity/human capability development, assurance/regional confidence building, institutional capacity/human capital development, international armaments cooperation, institutional capacity/security sector reform, international suasion & collaboration, combined operations capacity, interoperability, standardization, operational access/global freedom of action**Contact information:****Army command:** HQDA**Directorate:** DCS, G–2**Program office:** Department of the Army management Office (Foreign Disclosure Branch)**Phone number:** 703–695–1096/1981**Web site:** <http://www.dami/army.pentagon.mil/site/fd/>

Table 6-3
Army-to-Army Staff Talks

Title: Army-to-Army Staff Talks

Summary: An HQDA-level SC program conducted in support of Army and GCC SC objectives. Currently conducted with 18 partner armies, the program focuses on improving U.S. and partners' land forces capabilities; building personal and institutional relationships with our partner armies; and improving U.S. Army's ability to operate effectively with our partners.

Geographic restrictions: N/A

Executing forces: general purpose, civilian

Partner nation agencies: defense

Funding authority: 10 USC

Funding source: National funds

Appropriations: OMA

Management decision package: VRSI-Standardization & Interoperability Programs

Tasks: conduct mil-to-mil activity, provide/share information

Purpose: coalition operations, interoperability, defense institution building

Security cooperation focus area: operational capacity building, institutional capacity/human capital development, international suasion and collaboration, combined operations capacity, interoperability, standardization, operational access/global freedom of action

Contact information:

Army command: HQDA

Directorate: DCS, G-3/5/7

Program office: Department of the Army International Affairs Division

Phone number: 703-697-3874

Table 6–4**North Atlantic Treaty Organization Military Committee Land Standardization Program**

Title: North Atlantic Treaty Organization Military Committee Land Standardization Program

Summary: The mission of the Military Committee Land Standardization Program is to foster NATO military operational standardization initiatives within the Land area of responsibility, with the aim of achieving optimal interoperability of Alliance and, where appropriate, other military forces. However, as standardization is a voluntary process, agreements may also be based on majority decisions. Standardization is defined within NATO as the process of developing concepts, doctrines, procedures and designs to achieve and maintain the most effective levels of “compatibility, interchangeability and commonality” in the operational, procedural, materiel, technical, and administrative fields. The primary products of this process and NATO’s tools for the enhancement of interoperability are Standardization Agreements between member nations.

Geographic restrictions: N/A

Executing forces: general purpose and civilian

Partner nation agencies: defense

Organizations: NATO

Funding authority: 10 USC

Funding source: National funds in accordance with NATO, AR 34–1, and CJCSI 2700.01E

Appropriation: OMA

Management decision package: VRSI-Standardization and Interoperability Programs

Program: 1001004A – Multinational Force Commander Management and Mission Support

Tasks: provide training, conduct a multinational exercise, provide education, conduct a multinational conference, provide/share information

Purpose: counter terrorism, coalition operations, research & development, interoperability, counter insurgency, and peacekeeping

Security cooperation focus area: operational capacity building, international suasion & collaboration, combined operations capacity, interoperability, standardization, operational access/global freedom of action

Contact information:

Army command: HQDA

Directorate: DCS, G–3/5/7

Program office: Department of the Army Management Office (Multinational Strategy and Programs Division)

Phone number: 703–692–7797

Table 6-5
Weapons of Mass Destruction Nonproliferation Agreement Implementation

Title: Weapons of Mass Destruction Nonproliferation Agreement Implementation

Summary: Program provides funding to ACOMs, ASCCs, and DRUs to cover Army implementation costs for the following international arms control and nonproliferation treaties: the Chemical Weapons Convention, Biological Weapons Convention, New Strategic Arms Reduction Treaty, U.S.-International Atomic Energy Agency Safeguards Agreements, and the Intermediate Nuclear Forces Treaty.

Geographic restrictions: N/A

Executing forces: civilian and other

Partner nation agencies: foreign affairs and defense

Organizations: United Nations and other

Funding authority: 10 USC

Funding source: National funds in accordance with AR 525-92

Management decision package: VCWT-chemical and biological treaties and VTSM-strategic arms control treaties

Tasks: provide/share information, other

Purpose: counter WMD

Security cooperation focus area: assurance/regional confidence building, international suasion & collaboration

Contact information:

Army command: HQDA

Directorate: DCS, G-3/5/7

Program office: Department of the Army management Office (Combatting WMD and Proliferation Policy Division)

Phone number: 703-545-0926

Table 6-6
European Security Agreements

Title: European Security Agreements

Summary: Program provides funding to ACOMs, ASCCs, and DRUs, primarily U.S. Army Europe, to implement and comply with arms control treaties and confidence and security building measures, including the Treaty on Conventional Armed Forces in Europe, the Vienna Document 1999, the Global Exchange of Military Information, and the Open Skies Treaty.

Geographic restrictions: Europe

Executing forces: general purpose

Partner nation agencies: foreign affairs and defense

Funding authority: 10 USC

Funding source: National funds in accordance with AR 525-92

Management decision package: VTRE-Conventional Arms Control Treaties

Tasks: conduct a multinational exercise, conduct a multinational conference, conduct mil-to-mil activity, provide/share information, and other

Purpose: defense institution building

Security cooperation focus area: assurance/regional confidence building, international suasion and collaboration

Contact information:

Army command: HQDA

Directorate: Department of the Army Management Office (Combating WMD and Proliferation Policy Division)

Phone number: 703-545-0926

Table 6-7
Foreign Comparative Testing Program

Title: Foreign Comparative Testing Program

Summary: Provides funds at the service level to the sponsoring organizations to perform testing and evaluation of nondevelopmental items that have the potential to meet valid DOD requirements. The Foreign Comparative Testing Program Office at OSD reviews and prioritizes proposals from the different services and approves funding for the highest priority projects. Foreign comparative testing strives to get the best equipment in the world into the hands of U.S. Soldiers, more quickly and cheaply. Program Executive Officer-Program Managers, Armament Research, Development and Engineering Center/Lab Tech Directors, and GCCs submit proposals annually to the U.S. Army point of contact.

Geographic restrictions: N/A

Executing forces: civilians

Partner nation agencies: usually private companies

Tasks: conduct research and development

Purpose: research and development and interoperability

Security cooperation focus area: international armaments cooperation

Contact information:

Army command: Army Materiel Command

Directorate: Research, Development, and Engineering Command (RDECOM)

Phone number: 410-278-9131/9130

Table 6–8
Army Global Civil-Military Emergency Preparedness

Title: Army Global Civil-Military Emergency Preparedness

Type: HQDA G-3/5/7 Program

Summary: Upon request, provides strategic engagements with GEF designated critical and key partner countries/regions to improve civil military disaster preparedness capabilities. This is achieved by first conducting a rigorous initial capabilities assessment using the International Disaster Emergency Support tool suite I to establish partner country needs. With this baseline, a multi-year engagement plan is developed between the partner country and the USG (supported by the Army Global Civil-Military Emergency Preparedness Program Office through the ASCC) that provide individually tailored SA events providing specialized training and support designed to build and sustain needed capacity.

Geographic restrictions: N/A

Executing forces: general purpose, special operating, civilian, nongovernmental

Partner nation agencies: foreign affairs, defense, interior, emergency services

Organizations: African Union, NATO, United Nations, Economic Community of West African States, Major Non-NATO ally, Organization for Security and Cooperation in Europe

Funding authority: 10 USC; 22 USC

Funding source: Expires 1 Oct 2014

Appropriation: OMA/Research, development, test, and evaluation

Management decision package: XISQ-International Support, Other

Program: PE 121018

Tasks: provide training, conduct a multinational exercise, provide education, conduct mil-to-mil activity, conduct a multinational conference, provide/share information, provide equipment, exchange personnel

Purpose: disaster relief, stabilization and reconstruction, humanitarian assistance, defense institution building

Security cooperation focus area: operational capacity building, assurance/regional confidence building, institutional capacity/human capital development, international suasion and collaboration

Contact information:

Army command: HQDA

Directorate: DCS, G–3/5/7

Program office: Department of the Army Stability Operation Division (DAMO-SSO)

Phone number: 703–697–1511

Table 6–9
Center for Military History International Intern Program

Title: Center for Military History International History Program

Summary: Establish, maintain, and expand contacts between U.S. and international official military history institutions to increase historical understanding of allies and potential allies; to establish closer relations between the U.S., its allies and potential allies through multinational history conferences; and to engage in mutual publication efforts of conference results.

- Bilateral and Multilateral Exchanges
- Central European Conflict Studies Working Group
- International Conference of Military Historians

Geographic restrictions: N/A

Executing forces: general purpose, civilian

Partner nation agencies: defense

Organizations: European Union, NATO, Organization for Security and Cooperation in Europe

Funding authority: 10 USC

Funding source: National funds in accordance with AR 870–5

Appropriations: OMA

Management decision package: to be announced

Tasks: provide education, conduct mil-to-mil activity, conduct a multinational conference, provide/share information

Purpose: coalition operations, interoperability, and defense institution building

Security cooperation focus area: human capacity/human capability development, institutional capacity/security sector reform, international suasion & collaboration

Contact information:

Army command: U.S. Army Center of Military History

Directorate: Field Programs and Historical Services

Program office: Field and International Branch

Phone number: 202–685–2727

Web site: <http://www.history.army.mil/>

Table 6–10
Multilateral Interoperability Program

Title: Multilateral Interoperability Program

Summary: The Multilateral Interoperability Program seeks to achieve international interoperability through the automated exchange of information between Land Component Command and Control Information Systems of participating nations at all levels from corps to battle group, or the lowest appropriate level, in order to support multinational, combined, and Joint military operations. The Multilateral Interoperability Program as the international forum is the focal point for defining standards and specifications for interoperability of Command and Control Information Systems and fosters digitization amongst coalition units in support of contingency and combat operations at a Joint Standing Task Force. The Multilateral Interoperability Program as the national implementation effort focuses on development and integration of a Multilateral Interoperability Program compliant interface in accordance with the agreed specifications into the respective national Command and Control Information Systems for eventual test, validation, and deployment in conjunction with the corresponding implementations of our coalition partners.

Geographic restrictions: N/A

Executing forces: general purpose

Partner nation agencies: defense

Organizations: NATO, major non-NATO ally, ABCA, Partnership for Peace

Funding authority: 10 USC

Funding source: National funds

Appropriation: RDT&E/OPA–2040/2035

Management decision package: FPDF-Tactical Battle Command

Program: Strategic Mission Command

Tasks: conduct a multinational exercise, conduct mil-to-mil activity, conduct a multinational conference, provide/share information

Purpose: coalition operations and interoperability

Security cooperation focus area: intelligence/information sharing, combined operations capacity, interoperability, and standardization

Contact information:

Army command: Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA (ALT))

Directorate: Program Executive Office Command, Control, Communications – Tactical

Program office: Mission command

Phone number: 395–2990/732–539–1431 (cell) 443-405-2537 (cell)

Web site: <https://mipsite.lsec.dnd.ca> (Multilateral Interoperability Program site only)

Table 6–11
Cadet Culture and Language Immersion Deployments

Title: Cadet Culture and Language Immersion Deployments

Summary: Per the Army Culture and Foreign Language Strategy, the U.S. Army Cadet Command develops and implements pre-commissioning study abroad and summer cadet language and culture immersion training deployments by deploying senior Reserve Officers' Training Corps cadets to strategic overseas regions for the purpose of culture and language immersion in support of Department of the Army and ASCC SC strategies and objectives.

Geographic restrictions: N/A

Executing forces: U.S. Army Reserve Officers' Training Corps cadets and other

Partner nation agencies: defense

Funding authority: 10 USC

Funding source: National funds in accordance with AR 145–1

Management decision package: Senior Reserve Officer Training Corps (ROTC) Scholarships and Senior ROTC

Tasks: provide training, provide education, conduct mil-to-mil activity, exchange personnel

Purpose: interoperability and peacekeeping

Security cooperation focus area: operational capacity building, human capacity/human capability development, international suasion & collaboration, operational access/global freedom of action

Contact information:

Army command: TRADOC

Directorate: U.S. Army Cadet Command

Program office: DCS, G–3/5/7 (Cultural Understanding Language Program)

Phone number: 502–624–5404

Table 6–12
Foreign Area Officers In-Country Training

Title: Foreign Area Officers In-Country Training

Summary: In-country training focuses on developing the foundation for regional expertise through immersion, travel, research, and study. HQDA determines the locations for FAO in-country training sites in coordination with the CCDRs, U.S. Embassy Country Teams, and host-nations' officials. FAO in-country training sites are established based on anticipated needs for regional expertise, language capabilities, and engagement strategies of the region.

Geographic restrictions: N/A

Executing forces: general purpose

Partner nation agencies: foreign affairs, defense, interior, emergency services, and other

Funding authority: 10 USC

Funding source: National funds

Appropriation: 2020 Training; 0725 Housing

Management decision package: TFAO-Strategic Leadership Training

Program: FAO

Tasks: provide training, provide education, conduct mil-to-mil activity, and exchange personnel

Purpose: counter terrorism, disaster relief, stabilization & reconstruction, coalition operations, counter narcotics, interoperability, counter WMD, humanitarian assistance, counter insurgency, intelligence, defense institution building, and peacekeeping

Security cooperation focus area: intelligence/information sharing, human capacity/human capability development, assurance/regional confidence building, institutional capacity/human capital development, institutional capacity/security sector reform, international suasion & collaboration

Contact information:

Army command: HQDA

Directorate: DCS, G–3/5/7

Program office: Department of the Army Management Office (Strategic Leadership Division)

Phone number: 703–602–8125

Table 6–13**U.S. Army Schools of Other Nations Program**

Title: U.S. Army Schools of Other Nations Program

Summary: The U.S. Army Schools of Other Nations program (SON) is a HQDA SC program conducted with the ASCCs and designed to increase U.S. Army presence in partner nations and influence their future military leaders through attendance at a foreign military staff or senior service college. Successful completion of a SON course grants automatic military education level credit to the U.S. participants. In accordance with 10 USC, TAs are responsible to administratively support SON participants.

Geographic restrictions: N/A

Executing forces: general purpose and special operating

Partner nation agencies: defense

Funding authority: 10 USC

Funding source: National funds in accordance with AR 350–1 and NSDD 38

Appropriation: NDAA

Management decision package: TFAO-Strategic Leadership Training

Program: SON

Tasks: provide training, provide education, and conduct mil-to-mil activity

Purpose: interoperability

Security cooperation focus area: human capacity/human capability development, operational access/global freedom of action

Contact information:

Army command: HQDA

Directorate: DCS, G–3/5/7

Program office: Department of the Army Management Office (Security Sector Reform Division)

Phone number: 703–692–8218/8146

Web site: <https://hrc.army.mil> (SON opportunities are announced by Human Resources Command messages)

Table 6–14
Military Reserve Exchange Program

Title: Military Reserve Exchange Program

Summary: This program consists of a one-for-one personnel exchange between U.S. RC (Army National Guard, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard, and Air Force Reserve) and the RCs of Germany, Denmark and the United Kingdom. The Military Reserve Exchange Program provides Reserve Soldiers in participating countries training associated with mobilization duties, enhances their ability to work and communicate with host nation militaries, and increases interoperability between forces.

Geographic restrictions: N/A

Executing forces: other

Organizations: other

Funding authority: 10 USC

Funding source: other per DODD 1215.15, Germany, United Kingdom, and Denmark memorandum of understanding

Appropriation: Reserve Personnel Army 2070 and Operation and Maintenance, Army Reserve (OMAR) 2080

Management decision package: Reserve Pay and Allowances RC Sustainment Training (TRST) and operations and maintenance Army Reserve Surface OPTEMPO (ARP2)

Program: 9905

Tasks: provide training, provide education, and provide/share information

Purpose: coalition operations, interoperability, and defense institution building

Security cooperation focus area: operational capacity building

Contact information:

Army command: U.S. Army Reserve Command

Directorate: G–35

Web site: <http://ra/defense.gov/programs/readiness.training.mobilization/MilitaryReserveExchangeProgram.aspx>

Table 6–15
Administrative and Professionals Exchange Program

Title: Administrative and Professionals Exchange Program

Type: Personnel Exchange

Summary: : The Administrative and Professional Personnel Exchange Program outlined in AR 70-41 is a professional development program, which promotes multinational force compatibility and international cooperative research, development and acquisition by exchanging Army career and civilian professionals in fields such as administrative, logistics, finance, legal, planning, and quality assurance. A memorandum of understanding (MOU) is required prior to the U.S. or international partners submitting resumes for placement. Currently, there are MOUs with Australia, Germany, and the United Kingdom.

Geographic restrictions: none, but requires a MOU

Executing forces: civilian

Partner nation agencies: defense

Funding authority: 10 USC, Section 1082 of Public Law 104-201 (National Defense Authorization Act (NDAA) FY 1997).

Funding source: National funds

Tasks: exchange personnel

Purpose: research and development

Security cooperation focus area: international armaments cooperation

Contact information:

Army command: Deputy Assistant Secretary of the Army, Defense Exports and Cooperation (DASA (DE&C))

Directorate: Armaments Cooperation

Phone number: 703–545–0713

Table 6–16
Engineer and Scientist Exchange Program

Title: Engineer and Scientist Exchange Program

Summary: The Engineer and Scientist Exchange Program outlined in AR 70-41 is a professional development program that promotes international cooperation in military research, development, test and evaluation through the exchange of military and/or government civilian engineers and scientists. A Master MOU is required prior to the U.S. or foreign partner submitting resumes for placement, and there are currently master agreements with 17 countries. DASA (DE&C) screens U.S. candidates and facilitates international placements

Funding authority: 10 USC 1082, NDAA FY1997

Funding source: National funds

Tasks: : provide/share information, conduct research and development

Purpose: research and development

Security cooperation focus area: international armaments cooperation

Contact information:

Army command: DASA (DE&C)

Directorate: Armaments Cooperation

Phone number: 703–545–0713

Table 6–17
Foreign Liaison Officer Program

Title: Foreign Liaison Officer Program

Summary: HQDA program established to facilitate cooperation and mutual understanding between the U.S. Army and the armies of allied and friendly nations. Foreign liaison officers are foreign government military/civilian employees who are authorized by their government and certified by a Department of the Army command or agency in connection with programs, projects, or agreements of mutual interest.

Geographic restrictions: N/A

Executing forces: Other

Partner nation agencies: defense

Funding authority: 10 USC

Funding source: in accordance with AR 380–10

Tasks: provide training, conduct mil-to-mil activity, conduct research & development, provide equipment, and other

Purpose: counter terrorism, disaster relief, stabilization & reconstruction, missile defense, coalition operations, counter narcotics, research & development, interoperability, demining, humanitarian assistance, counter insurgency, intelligence, defense institution building, and peacekeeping

Security cooperation focus area: operational capacity building, intelligence/information sharing, assurance/regional confidence building, international armaments cooperation, international suasion & collaboration, combined operations capacity, interoperability, and standardization

Contact information:

Army command: HQDA

Directorate: DCS, G–2

Phone number: 703–695–9614

Table 6–18**U.S. Army Military Personnel Exchange Program**

Title: U.S. Army Military Personnel Exchange Program

Summary: The U.S. Army Military Personnel Exchange Program (MPEP) is a U.S. Army SC program conducted with and through the ASCCs. MPEP exchanges partner nation and U.S. Army Soldiers of similar qualifications and grades under auspices of an international agreement. The program supports the SC strategies and objectives of the GCC/ASCCs. ASCCs are responsible for providing 10 USC support to MPEPs

Geographic restrictions: N/A

Executing forces: general purpose

Partner nation agencies: defense

Funding authority: 10 USC 168; 10 USC 2608; NDAA FY 2010 Section 1207; National Security Decision Directive 38; DODD 5230.20; AR 614–10

Funding source: National funds

Appropriation: NDAA by FY

Tasks: provide training, conduct mil-to-mil activity, exchange personnel, other

Purpose: counter terrorism, stabilization & reconstruction, coalition operations, counter narcotics, research & development, interoperability, counter WMD, humanitarian assistance, intelligence, peacekeeping

Security cooperation focus area: operational capacity building, intelligence/information sharing, human capacity/human capability development, institutional capacity/human capital development, combined operations capacity, interoperability, standardization, operational access/global freedom of action

Contact information:

Army command: HQDA

Directorate: DCS, G–3/5/7

Program office: Department of the Army Management Office (Security Sector Reform Division)

Phone number: 703–545–0713

Table 6–19
Reciprocal Unit Exchange Program

Title: Reciprocal Unit Exchange Program

Summary: The Reciprocal Unit Exchange program is conducted under a formal memorandum of agreement between the U.S. Army and a respective foreign army. The program involves a small unit exchange between like units for 2-6 weeks and is based on reciprocity. The purpose of which is to enhance cooperation, improve interoperability and foster unit relationships with foreign military. FORSCOM funds U.S. units to participate in the program and foreign nations fund their own participants in the program.

Geographic restrictions: N/A

Executing forces: general purpose

Partner nation agencies: defense

Organizations: NATO and other

Funding authority: 10 USC

Funding source: National funds in accordance with AR 12–15

Appropriation: OMA

Tasks: conduct mil-to-mil activity, provide/share information, an exchange personnel

Purpose: interoperability

Security cooperation focus area: operational capacity building, combined operations capacity, interoperability, standardization

Contact information:

Army command: FORSCOM

Directorate: DCS, G–3/5/7 Training

Program office: Combined and Foreign Training

Table 6–20
Foreign Technology Assessment Support Program

Title: Foreign Technology Assessment Support Program

Summary: The Foreign Technology Assessment Support Program supports the identification and assessment of international technology solutions and accelerating the integration of international technology solutions into Army Research and Technology and acquisition programs supporting U.S. Army Future and Current Force and Joint and Coalition War fighter needs. The Foreign Technology Assessment Support Program supports promising technologies identified and assesses the relevance and utility to incorporate technologies with the highest potential into Army Research and Technology mission program. Foreign Technology Assessment Support Program projects are typically 12 months in duration. Research Development and Engineering Centers/Labs interested in pursuing Research and Technology described in a Technology Information Paper as Technology Readiness Levels 1-6 can complete for Foreign Technology Assessment Support Program funds.

Geographic restrictions: N/A

Executing forces: civilian

Partner nation agencies: defense establishments or other R&D organizations

Funding source: national funds

Tasks: other

Purpose: research and development

Security cooperation focus area: international armaments cooperation

Contact information:

Army command: DASA (R&T)

Directorate: Research and Technology

Table 6–21
Army War College International Fellows Program

Title: Army War College International Fellows Program

Summary: The Fellows program is a senior-level, Professional Military Education program providing opportunities for senior foreign military officers to study, research, and write on subjects of significance as well as their own security interests and those of allied nations. There are 40 seats available annually.

Geographic restrictions: N/A

Executing forces: general purpose, civilian, and other

Partner nation agencies: defense

Organizations: NATO and major non-NATO ally

Funding authority: 22 USC 2311 and 22 USC 2762

Funding source: International Military Education and Training program, and Foreign Military Sales (FMS)

Tasks: provide training, provide education, provide/share information, conduct research & development, exchange personnel

Purpose: research, interoperability, defense institution building

Security cooperation focus area: intelligence/information sharing, human capacity/human capability development, institutional capacity/human capital development

Contact information:

Army command: HQDA

Directorate: DCS, G–3/5/7

Program office: Army International Affairs Division

Phone number: 703–692–6844

Table 6–22
Command and General Staff College International Fellows Program

Title: Command and General Staff College International Fellows Program

Summary: The Fellows program provides opportunities for foreign officers to participate in the Command and General Staff Officers' Course and the School of Advanced Military Studies at the Command and General Staff College. It provides resident Professional Military Education and DOD Field Studies program activities to select International Military Students. In FY 2013 there were (134 participants in 3 separate classes. Seats are requested by the GCCs with ASCC input and then allocated by DCS, G-3/5/7 based on the Army Security Cooperation Plan, resulting in written invitations to CSA counterparts sent in the spring.

Geographic restrictions: N/A

Executing forces: general purpose

Funding authority: 22 USC

Funding source: National funds (Foreign Assistance Act of 1961/Arms Export Control Act)

Funding program: International Military Education and Training, FMS, Professional Military Exchange Program, and Counterterrorism Fellowship Program

Tasks: provide education

Purpose: counter terrorism and interoperability

Security cooperation focus area: human capacity/human capability development, institutional capacity/human capital development, international suasion & collaboration, combined operations capacity, interoperability, standardization

Contact information:

Army command: TRADOC/HQDA

Directorate: Security Assistance Training Field Activity/DCS, G–3/5/7

Program office: Department of the Army Management Office (Security Sector Reform Division)

Telephone: 703–692–6844

Table 6–23
Sergeants Major Academy International Fellows Program

Title: Sergeants Major Academy International Fellows Program

Summary: Fellows attend the Sergeants Major Academy courses, which provide opportunities for foreign Master Sergeant and Sergeant Major equivalents to participate with their U.S. counterparts to prepare for positions of responsibility throughout their defense establishments. There are 50 seats available annually. Seats are requested by the GCCs based on ASCC input and then allocated by G-3 based on the Army SC Plan, resulting in written invitations to CSA counterparts sent in the fall.

Geographic restrictions: N/A

Executing forces: general purpose

Partner nation agencies: defense

Funding authority: 22 USC

Funding source: National Funds in accordance with International Military Education and Training

Tasks: provide training and provide education

Purpose: interoperability and defense institution building

Security cooperation focus area: operational capacity building, human capacity/human capability development, institutional capacity/human capital development

Contact information:

Army command: HQDA

Directorate: DCS, G–3/5/7

Program office: Department of the Army Management Office (Security Sector Reform Division)

Telephone: 703–692–6844

Table 6–24
Institutional Training/Education of Foreign Military and Selected Civilians

Title: Institutional Training/Education of Foreign Military and Selected Civilians

Summary: TRADOC manages training requirements and facilitates execution in Army-managed (Army Training Requirements and Resources System), the continental U.S.-based training of approximately 9,000 foreign military students from 159 countries per year. The majority (70 percent) of students are funded by FMS cases, 20 percent attend under the DOS-managed International Military Education and Training program, and the remainder under various programs to include DOD-managed counter-narcotic authorities. In FY 2013, 11,240 international military students attended training in 22 TRADOC schools, 46 Army non-TRADOC activities, 19 non-Army DOD activities, and 19 contractor facilities.

Geographic restrictions: general purpose and civilian

Funding authority: 10 USC 1082 and 22 USC

Funding source: National funds, in accordance with DOD 5105.38M, AR 12–1, and AR 12–15

Tasks: provide training and provide education

Purpose: counter terrorism, disaster relief, missile defense, coalition operations, counter narcotics, interoperability, humanitarian assistance, counter insurgency, law enforcement, intelligence, defense institution building, and peacekeeping

Security cooperation focus area: operational capacity building, intelligence/information sharing, human capacity/human capital development, institutional capacity/human capital development, combined operations capacity, interoperability, and standardization

Contact information:

Army command: TRADOC

Directorate: Security Assistance Training Field Activity

Table 6–25
Chief of Staff of the Army Counterpart Visit Program

Title: Chief of Staff of the Army Counterpart Visit Program

Summary: CSA Counterpart Visits, home and away, are pinnacle events in a bilateral Army relationship. All visits by chiefs of foreign armies, who are invited, sponsored, and hosted by CSA use SA representational funds. Self-invite visits and CSA travel to visit counterparts are handled differently.

Geographic restrictions: Adhere to USG sanctions

Executing forces: other

Partner nation agencies: defense

Organizations: other

Funding authority: 10 USC

Funding source: National funds

Tasks: conduct mil-to-mil activity, provide/share information

Purpose: coalition operations, interoperability, defense institution building

Security cooperation focus area: operational capacity building, human capacity/human capability development, assurance/regional confidence building, institutional capacity/human capital development, institutional capacity/security sector reform, combined operations capacity, interoperability, standardization, operational access/global freedom of action

Contact information:

Army command: HQDA

Directorate: DCS, G–3/5/7 and DCS, G–2 (Foreign Liaison)

Program office: Department of the Army Management Office (Security Sector Reform Division) and Army Foreign Liaison Directorate

Phone number: 703–692–6844 and 703–692–1462

Table 6–26
Distinguished Foreign Visits

Title: Distinguished Foreign Visits

Summary: Allows Senior Army leadership to exert personal influence to further 10 USC responsibilities and support GCC and Army SC goals. Visits by senior foreign officials to U.S. Army counterparts, commands, and agencies are international high-level engagements that bolster relationships. They enable the Army to convey the appropriate Army strategic message. They also forward and support organizational goals and objectives, helping to shape the current and future security environment. The Kermit Roosevelt, a special Distinguished Foreign Visit conducted since 1945, includes a series of lectures held annually in the U.S. and the United Kingdom. All international visits will be conducted in accordance with AR 380-10.

Geographic restrictions: N/A

Executing forces: general purpose

Partner nation agencies: foreign affairs and defense

Funding authority: 10 USC

Appropriations: OMA

Tasks: provide education and conduct mil-to-mil activity

Purpose: research and development and interoperability

Security cooperation focus area: human capacity/human capital development, combined operations capacity, interoperability, standardization

Contact information:

Army command: HQDA

Directorate: DCS, G–2

Table 6–27**U.S. Army Medical Department International Programs and Global Health Engagement**

Title: U.S. Army Medical Department International Programs and Global Health Engagement

Summary: The U.S. Army Medical Command (MEDCOM) provides institutional support to GCC/ASCC Command Surgeon staffs in accomplishing SC/assistance and Global Health Engagement Activities within their respective areas of operation. The MEDCOM also provides support through the variety of DOD SA programs (to include FMS) implemented by Defense Security Cooperation Agency (DSCA) and the Army. In addition, the MEDCOM participates in the NATO and ABCA medical standardization activities, the various exchange programs, foreign liaison officer program and other Army programs intended to engage the international constituency. Finally, MEDCOM pursues initiatives in which the MEDCOM collaborates with international constituents to accomplish research and development goals to improve medical knowledge and care provided to U.S. forces.

Geographic restrictions: N/A

Executing forces: general purpose, civilian

Partner nation agencies: defense

Organizations: NATO and major non-NATO ally

Funding authority: 22 USC and 10 USC

Funding source: National funds

Appropriations: Defense Health Program

Tasks: provide training, provide supplies, provide education, conduct mil-to-mil activity, provide/share information, conduct research and development, provide equipment, exchange personnel

Purpose: disaster relief, coalition operations, research & development, interoperability, counter WMD, humanitarian assistance

Security cooperation focus area: operational capacity building, intelligence/information sharing, human capacity/human capability development, institutional capacity/human capital development, combined operations capacity, interoperability, standardization

Contact information:

Army command: MEDCOM/Office of the U.S. Army Surgeon General

Directorate: Healthcare Operations

Program office: International Programs (InternationalPrograms@otsg.amedd.army.mil)

Phone number: 703–681–8191

Web site: http://www.armymedicine.army.mil/hc/ip/intl_prgms.htm

Table 6–28**U.S. Army Corps of Engineers Interagency and International Services**

Title: U.S. Army Corps of Engineers Interagency and International Services

Summary: Customers of the reimbursable U.S. Army Corps of Engineers Interagency and International Services program are U.S. Agencies, U.S. firms, foreign governments, and international organizations. Services include technical assistance and training, planning, engineering, facility design, construction, emergency management, environmental, water resources, real estate, research and development, contract management, and capacity development.

Geographic restrictions: N/A

Executing forces: civilian and military

Partner nation agencies: foreign affairs, defense, emergency services, other

Organizations: Army, Combatant Commands, other DOD, Interagency, Partner Nations, International and Multilateral Organizations/Commissions, NGOs, academia, other

Funding authority: 10 USC, 22 USC, 33 USC 2323a, Section 607 of the Foreign Assistance Act (22 USC 2357), Economy in Government Act (31 U.S.C. 1535), Section. 318(c)(1), P.L. 101-640 [33 U.S.C. 2314a] for Technical Assistance to U.S. Private Firms Overseas, Federal Technology Transfer Act (15 U.S.C. 3710(a))

Funding source: reimbursable

Tasks: Deliver stakeholder-requested technical and engineering solutions, conduct engineering, IWRM, disaster risk management, environmental, and S and T engagements and exchanges (mil-mil, civ-mil, civ-civ), build partner capacity and resiliency, conduct research and development, information, technology, and personnel exchange, provide technical and engineering services in support of multinational exercises, forums and conferences, other

Security cooperation focus area: operational capacity building, intelligence/information sharing, human capacity/human capability development, institutional capacity/human capital development, international suasion & collaboration, combined operations capacity, interoperability, standardization, operational access/global freedom of action

Contact information:

Army command: U.S. Army Corps of Engineers

Program office: Interagency and International Services

Phone number: 202–761–5750

Web site: [http:// www.usace.army.mil/Missions/MilitaryMissions/InteragencyInternationalSupport.aspx](http://www.usace.army.mil/Missions/MilitaryMissions/InteragencyInternationalSupport.aspx)

Table 6–29**Western Hemisphere Institute for Security Cooperation**

Title: Western Hemisphere Institute for Security Cooperation

Summary: Western Hemisphere Institute for Security Cooperation (WHINSEC) is a DOD institute with the Secretary of the Army as the executive agent. WHINSEC provides professional education and training to military, law enforcement, and civilian personnel from countries in the Western Hemisphere. A subordinate component of Combined Arms Center and TRADOC, it supports the SC goals and strategies of U.S. Southern Command and U.S. Northern Command by offering 20 resident professional courses including the Army's Command and General Staff Officers' Course. Two courses are taught by Mobile Training Teams teach two courses in requesting countries. Training is conducted in Spanish. U.S. students are assigned as for all DOD schools, and international students attend through the same channels that bring all foreign students to DOD courses.

Geographic restrictions: N/A**Executing forces:** general purpose**Partner nation agencies:** defense and interior**Organizations:** Major non-NATO ally**Funding authority:** 10 USC 2166 and DODD 5111.12E**Funding source:** National funds, reimbursable, grant**Tasks:** provide training, provide education, conduct mil-to-mil activity, exchange personnel, other**Purpose:** counter terrorism, disaster relief, stabilization & reconstruction, coalition operations, counter narcotics, interoperability, humanitarian assistance, counter insurgency, law enforcement, intelligence, defense institution building, peacekeeping**Security cooperation focus area:** operational capacity building, human capacity/human capability development, institutional capacity/human capital development, international suasion & collaboration, combined operations capacity, interoperability, standardization**Contact information:****Army command:** TRADOC**Directorate:** Security Assistance Training Field Activity**Program office:** WHINSEC**Phone number:** 757–501–5047**Web site:** <https://www.benning.army.mil/tenant/whinsec>

Table 6–30
North Atlantic Treaty Organization Army Armaments Group

Title: North Atlantic Treaty Organization Army Armaments Group

Summary: The NATO Army Armaments Group is a subordinate body of the NATO Conference of National Armaments Directors responsible for collaboration in research, development and production of land forces materiel. It focuses on requirements definition and planning to identify areas for cooperative research, development and acquisition among member nations. DASA (DE&C) acts as the U.S. representative to the NATO Army Armaments Group and coordinates the activities of subordinate capability groups. This group includes the Nuclear, Biological and Chemical Defense Standardization Board to which U.S. Army Nuclear and Combating Weapons of Mass Destruction Agency is the U.S. representative.

Geographic restrictions: N/A

Executing forces: civilian

Partner nation agencies: defense

Organizations: NATO

Management decision package: Army Program Element (APE) 665801M76

Tasks: conduct a multinational conference, provide/share information, conduct research and development

Purpose: research and development and interoperability

Security cooperation focus area: international armaments cooperation, combined operations capacity, interoperability, and standardization

Contact information:

Army command: DASA (DE&C)

Directorate: Armaments Cooperation

Phone number: 703–545–0713

Table 6–31
Conference of European Armies

Title: Conference of European Armies

Summary: The Conference of European Armies is an annual conference hosted by CG U.S. Army Europe for the Chief of Staff of the US Army and 40+ European and Eurasian Land Force Commanders to discuss subjects of mutual interest in a frank and open forum. This conference allows bilateral engagements with select partners. A similar conference for senior noncommissioned officers is also held annually.

Geographic restrictions: U.S. European Command area of responsibility, U.S., Canada

Executing forces: general purpose

Partner nation agencies: defense

Organizations: European Union, NATO, Major Non-NATO ally

Funding authority: 10 USC

Funding source: 10 USC

Tasks: conduct a multinational conference, provide and/or share information

Purpose: coalition operations, counter narcotics, interoperability, counter WMD, counter insurgency, defense institution building, and peacekeeping

Security cooperation focus area: human capacity/human capability development, institutional capacity/security sector reform, international suasion & collaboration

Contact information:

Army command: U.S. European Command

Directorate: DCS, G–3/5/7

Program office: Security Cooperation Division

Phone number: 314–370–3465/6166

Table 6–32
African Land Forces Summit

Title: African Land Forces Summit

Summary: The African Land Forces Summit is a premier engagement opportunity that brings together land forces chiefs of staff from African nations and military leadership from the U.S. Army to discuss African Security Challenges. The African Land Forces Summit lays the foundation for additional events, such as the African Strategic Conference and the Pre-Theater Security Cooperation Conference, affording DOD and HQDA an opportunity to enhance Theater Security Cooperation engagement plans as directed by the Theater Campaign Plan and Theater Posture Plan. Commander United States Army Africa is the Officer Scheduling the Exercise, and the Officer Conducting the Exercise.

Geographic restrictions: African continent

Executing forces: general purpose

Partner nation agencies: defense

Funding authority: 10 USC

Funding source: National funds

Appropriation: 21 2 2020

Tasks: Conduct a Multinational Conference; Provide/Share Information

Purpose: Defense Institution Building

Security cooperation focus area: Institutional Capacity/Human Capital Development

Contact information:

Army command: U.S. Army Africa

Directorate: G–3 exercises

Phone number: DSN (312) 635–4532

Table 6–33**Border Commanders Conference**

Title: Border Commanders Conference

Summary: The Border Commanders Conference has been conducted between U.S. Army North and the Mexican Army since 1987. Operational level 3-star commanders meet annually to discuss and resolve issues that pertain to both sides along the U.S. southwestern border. CG Army North hosts the conference every other year with one of Mexico's three Military Region commands hosting on the odd year. Besides the three Military regions, the two Mexican Air Force Regions also attend as well as senior staff officers from the National Headquarters. U.S. representatives in attendance included CG U.S. Army North, CG Joint Task Force-North, Chief Air Force North, and The Adjutant Generals. During the last few years, the primary focus of discussions has been the ongoing war against the Transnational Criminal Organizations, and have at times included subject matter experts from Drug Enforcement Administration, Bureau of Alcohol, Tobacco and Firearms, Customs and Border Patrol, and Federal Bureau of Administration.

Geographic restrictions: Usually conducted within one of the ten border states (4 U.S. and 6 Mexican)

Executing forces: general purpose

Partner nation agencies: defense

Funding authority: 10 USC

Appropriation: Operations OM Maintenance

Tasks: conduct a multinational conference

Purpose: counter narcotics, interoperability, and law enforcement

Security cooperation focus area: operational capacity building, intelligence/information sharing, assurance/regional confidence building, combined operations capacity, interoperability, standardization

Contact information:

Army command: U.S. Army North

Directorate: DCS, G–3/5/7

Program office: Security Cooperation Division

Phone number: DSN 471–9207

Table 6–34
Senior National Representative (Army) Meetings

Title: Senior National Representative (Army) Meetings

Summary: A bilateral/multilateral forum for which senior level acquisition and armaments representatives focus on specific capabilities in the areas of science and technology, research, development and acquisition, interoperability and emergent issues of mutual interest to initiate/leverage cooperative programs/capability. DASA (DE&C), as the U.S. Senior National Representative (Army) Chair, coordinates U.S. Army issues to increase military capacity through interoperability, promotes cost-sharing and avoiding duplication on development, and facilitates access to best technology, thereby strengthening and creating enduring relationships. AR 70-41 provides additional information in support of these activities.

Geographic restrictions: Currently conducted with Sweden, Singapore, France, Germany, Italy, and the 5 Power

Executing forces: civilian

Partner nation agencies: defense

Program: APE 665801M76

Tasks: conduct mil-to-mil activity, conduct a multinational conference, provide/share information, conduct research & development, other

Purpose: research and development and interoperability

Security cooperation focus area: international armaments cooperation

Contact information:

Army command: DASA (DE&C)

Directorate: Armaments Cooperation

Phone number: 703–545–0713

Table 6–35
Center for Army Lessons Learned – International Engagements

Title: Center for Army Lessons Learned – International Engagements

Summary: Center for Army Lessons Learned does not have an Army International Security Cooperation program, but supports many other Army organization's Army International Security Cooperation programs by conducting Lessons Learned Seminars, Lessons Learned Courses, and Lessons Learned briefings, both within the continental U.S. and outside the continental U.S. This support is provided by Center for Army Lessons Learned, but funded by the requesting Agency/Command. In addition to the previous support, Center for Army Lessons Learned will assist Allied Nations with establishing their own Lessons Learned Centers, if tasked as part of an Agreed to Action resulting from Army Staff Talks or TRADOC Training and Doctrine Talks. These Agreed to Actions are funded by HQDA or TRADOC.

Geographic restrictions: N/A

Executing forces: general forces

Partner nation agencies: defense

Funding authority: 10 USC

Appropriations: OMA

Tasks: provide training, conduct mil-to-mil activity, conduct a multinational conference, provide/share information

Security cooperation focus area: cooperational capacity building, intelligence/information sharing, international suasion & collaboration

Contact information:

Army command: TRADOC

Directorate: Center for Army Lessons Learned

Phone number: 913–684–5159 or DSN 552–5159

Table 6–36
Training and Doctrine Talks

Title: Training and Doctrine Talks

Summary: The Training and Doctrine Talks purpose is to exchange information within mutually compatible core functions in order to enhance interoperability. Bilateral Teams of Reference specify details and frequency (typically held every 12 to 18 months). Training and Doctrine Talks yield actionable, agreed-to-actions assigned to TRADOC leads and are tracked quarterly. (TRADOC returned Executive Agency for CSA Bilateral Staff Talks to HQDA in 2004. To maintain close ties, Training and Doctrine Talks with Republic of Korea was established in 2005; France, Japan, and Singapore followed in 2007.)

Geographic restrictions: N/A

Executing forces: civilian and other

Partner nation agencies: defense

Organizations: other

Funding authority: 10 USC

Funding source: National Funds

Appropriation: OMA

Program: CG, TRADOC approved partnership activity

Tasks: conduct a multinational conference and provide/share information

Purpose: coalition operations, research & development, interoperability, counter insurgency, intelligence, defense institution building

Security cooperation focus area: operational capacity building, intelligence/information sharing, human capacity/human capability development, assurance/regional confidence building, institutional capacity/human capital development, combined operations capacity, interoperability, standardization

Contact information:

Army command: TRADOC

Directorate: Army Capabilities Integration Center

Program office: International Army Programs Directorate

Phone number: DSN 501–5327, CML 757–501–5326

Web site: <http://www.arcic.army.mil/home/index.aspx>

Table 6–37
International Technology Centers

Title: International Technology Centers

Summary: The nine International Technology Centers support the Army's goals of providing the best technology in the world to our Warfighters by leveraging the Science and Technology investment of our international partners. The International Technology Centers perform identification and evaluation of international technology programs to assess their potential impact on the Army's science and technology investment strategy. International Technology Center "technology finds" are submitted as technology information papers to various Army science and technology customers including the Army Research Laboratory, the Research Development and Engineering Centers of the RDECOM, the Rapid Equipping Force, and others for evaluation and consideration for further research and development.

Geographic restrictions:N/A

Executing forces: general purpose

Partner nation agencies: defense and other

Funding authority: 10 USC 2350a and 22 USC 2767

Program: PE–0601104A/H59

Tasks: conduct research and development

Purpose: research and development and interoperability

Security cooperation focus area: international armaments cooperation

Contact information:

Army command: Army Materiel Command

Directorate: RDECOM

Phone number: 410-278-9131/9130

Table 6–38
International Cooperative Research, Development and Acquisition

Title: International Cooperative Research, Development and Acquisition

Summary: International cooperative research, development and acquisition is a broad category of agreements and activities that promote interoperability, relationships and cooperative research, development, test, and evaluation efforts with international partners and allies. Information Exchange Program agreements allow for the exchange of research, development and technologies information to facilitate actual projects and relationships. A master Information Exchange Program MOU is required prior to entering into an Information Exchange Program. Developmental programs/projects encompass a range of formal cooperative efforts that contribute to the research, development and acquisition of defense technology, material, or systems, to include cooperative production and/or logistics.

Geographic restrictions: N/A

Executing forces: civilian

Partner nation agencies: defense

Funding authority: AR 70–41

Funding source: National funds

Tasks: provide/share information, conduct research & development

Purpose: research and development and interoperability

Security cooperation focus area: international armaments cooperation

Contact information:

Army command: DASA (DE&C)

Directorate: Armaments Cooperation

Phone number: 703–545–0713

Table 6–39
Army Cyber Security Engagement

Title: Army Cyber Security Engagement

Summary: Provide strategic engagements with GEF designated critical and key partner countries/regions, U.S. Strategic Command and U.S. Cyber Command (STRATCOM/CYBERCOM) designated partner countries/regions, and HQDA designated partner countries/organizations to enable information sharing, strengthen collective cyber security and interoperability. This will include individually tailored cyber SA events providing specialized training, information sharing and support designed to build and sustain needed capability and enhance interoperability with U.S. forces. Progress and impact of goals and objectives will be evaluated and reported to ensure accountability.

Geographic restrictions: N/A

Executing forces: general purpose, special operating, civilian, nongovernmental

Partner nation agencies: foreign affairs, defense, interior, emergency services

Funding authority: 10 USC; 22 USC

Funding source: National funds

Appropriation: OMA

Management decision package: XISQ

Tasks: providing training, conduct a multinational exercise, provide education, conduct mil to mil activity, conduct a multinational conference, provide/share information

Purpose: counter terrorism, stabilization and reconstruction, missile defense, coalition operations, interoperability, intelligence, defense institution building

Security cooperation focus area: operational capacity building, intelligence/information sharing, assurance/regional confidence building, institutional capacity/human capital development, international suasion and collaboration, combined operations capacity, interoperability, standardization, operational access/global freedom of action

Contact information:

Army command: U.S. Army Cyber Command/2nd Army, 8825 Beulah St, Fort Belvoir, VA 22060–5527

Directorate: G–5

Program office: Plans and Policy

Phone number: 703–428–4354/4774

Web site: <http://www.arcyber.army.mil/>

Email: <https://west.esps.disa.mil/Army/CMDS/ARCYBER/Home.aspx>

Table 6–40
Conference of American Armies

Title: Conference of American Armies

Summary: Currently the oldest Army to Army International Military Organization in the Western Hemisphere. It was formed in 1960 and designed to promote cohesion, improve hemispheric security, and strengthen Inter-American friendship on an Army-to-Army basis. The Conference of American Armies operates independently under its own by-laws approved by 20 Conference of American Armies member army commanders. The Conference of American Armies conducts a two-year cycle of Multilateral Specialized Conferences/Exercises hosted by different member armies which culminates in a Preparatory Conference to review the accomplishments of the past two year cycle and approve the agenda for the Army Commanders and a Conference of American Armies Commanders Conference conducted by the army hosting the Conference of American Armies Permanent Executive Secretariat for that cycle. The Army of Mexico has volunteered to host the Conference of American Armies Cycle (2012-2013) and the Army of Colombia will host Conference of American Armies Cycle (2014-2015).

Geographic restrictions: Western Hemisphere

Executing forces: general purpose

Partner nation agencies: defense

Organizations: United Nations, U.S. Southern Command, and U.S. Army South

Funding authority: 10 USC

Funding source: National funds

Management decision package: XIXQ – International Support Other

Tasks: conducts a multinational exercise, conduct mil-to-mil activity, conduct a multinational conference

Purpose: disaster relief, coalition operations, counter narcotics, interoperability, humanitarian assistance, and peacekeeping

Security cooperation focus area: operational capacity building, assurance/regional confidence building, international suasion & collaboration, combined operations capacity, interoperability, standardization

Contact information:

Army command: CSA HQDA as lead agent and CG, U.S. Army South as action agent

Directorate: DCS, G–3/5/7 and U.S. Army South Security Cooperation Division

Program office: U.S. Army South Security Cooperation Division – U.S. Army Liaison Officer Branch

Phone number: 210–295–6246/6699

Web site: <http://www.redcea.org>

Table 6–41
Security Cooperation Training Teams

Title: Security Cooperation Training Teams

Summary: Army or joint training and technical assistance teams (permanent change of station or temporary duty). Primarily deployed outside the continental U.S. in support of and funded primarily by foreign military sales cases in accordance with DOD 5105.38M, AR 12–15, and AR 12–7. Teams comprised of active/reserve military, DOD civilians, and contractors provide advice, training, and technical support on equipment, technology, doctrine/tactics, and weapons to USG-approved countries. In FY2010, 41 teams (28 permanent change of station, 13 temporary duty) made up of 398 personnel satisfied approved missions in 21 countries. Security assistance teams are requested by SC Officers in country in accordance with DOS-approved mission performance plans, endorsed by GCCs, approved by HQDA, and executed by Army Materiel Command and/or U.S. Army Security Assistance Command (USASAC) with assistance from the continental U.S.-based ACOMs and DRUs.

Geographic restrictions: N/A

Executing forces: general purpose, special operating, civilian, nongovernmental, and other

Partner nation agencies: foreign affairs, defense, emergency services, and other

Organizations: African Union, European Union, NATO, United Nations, Economic Community of West African States, Major non-NATO ally, Organization for Security and Cooperation in Europe, other

Funding authority: Arms Export Control Act, Foreign Assistance Act of 1961 (DOD 5105.38M, AR 12-15, AR 12-7)

Funding source: National funds, reimbursable, grant, loan, other

Appropriation: 10 USC and 22 USC

Tasks: provide training, conduct a multinational exercise, provide supplies, provide education, provide construction, conduct mil-to-mil activity, conduct a multinational conference, provide/share information, conduct research & development, provide equipment, exchange personnel, other

Purpose: counter terrorism, disaster relief, stabilization and reconstruction, missile defense, coalition operations, counter narcotics, interoperability, port security, demining, counter WMD, humanitarian assistance, maritime security, humanitarian assistance, counter insurgency, counter insurgency, intelligence, defense institution building, peacekeeping

Security cooperation focus area: operational capacity building, intelligence/information sharing, human capacity/human capability development, assurance/regional confidence building, institutional capacity/human capital development, institutional capacity/security sector reform, international suasion & collaboration, combined operations capacity, interoperability, standardization

Contact information:

Army command: U.S. Army Materiel Command

Directorate: USASAC

Program office: Security Training Management Organizations

Phone number: 910–432–7446

Web site: <http://www.usasac.army.mil/usasatmo.aspx>

Table 6–42**U.S. Military Academy International Programs**

Title: U.S. Military Academy International Programs

Summary: The U.S. Military Academy (USMA) Semester Abroad Program, Individual Advanced Development, and Cadet Troop Leader Training Programs. USMA's Study Abroad Programs allow approximately 700 cadets/year the opportunity to study and train in 58 countries. Opportunities range from military training with partner academics, athletic workshops, and academic programs that last from a few weeks to a full semester (with a civilian university or military academy). The full semester abroad programs allow over 100 cadets to travel to 12 countries and 22 universities. The program motivates USMA cadets towards language and cultural studies, which meet the intent of the Defense Language Transformation Roadmap.

Geographic restrictions: Based on restrictions as outlined in the Foreign Clearance Guide

Executing forces: other

Partner nation agencies: foreign affairs and defense

Funding authority: 10 USC

Funding source: National funds and reimbursable

Tasks: provide training, provide education, conduct mil-to-mil activity, other

Purpose: interoperability, defense institution building

Security cooperation focus area: operational capacity building, assurance/regional confidence building

Contact information:

Army command: USMA

Directorate: Office of the DEAN

Program office: International Intellectual Development Division

Phone number: 845–938–0210

Table 6–43**U.S. Military Academy International Cadet Program**

Title: U.S. Military Academy International Cadet Program

Summary: The USMA International Cadet Program is a 4-year cadetship for a foreign national to attend USMA. This program establishes ties with nations and forges one on one friendships at USMA. 10 USC 4344 limits the total number of 4-year international cadets to 60. USMA applies the same selection criteria to international cadets as it does for US cadets, however, it will usually select candidates from priority nations over candidates from non-priority nations. The program is funded in whole by the nations who send cadets unless the SECDEF waives the tuition.

Geographic restrictions: As determined by the Under Secretary of Defense for Policy

Organizations: other

Funding authority: 10 USC

Tasks: provide training, provide education

Purpose: interoperability and defense institution building

Security cooperation focus area: operational capacity building, assurance/regional confidence building

Contact information:

Army command: USMA

Directorate: Directorate of Admissions

Program office: International Admissions

Phone number: 845–938–5726

Web site: http://admissions.usma.edu/pros_cadets_inter.html

Table 6-44

U.S. Military Academy Foreign Academy Exchange Program

Title: U.S. Military Academy Foreign Academy Exchange Program

Summary: The Foreign Academy Exchange Program is the entry-level, cultural immersion experience for USMA cadets. Thirty participating nations host two USMA cadets in March, and then send two cadets back to USMA in April. Cadets visiting the U.S. attend classes at USMA, visit Washington, DC and New York City. GCCs contact USMA point of contact to request that a particular nation be invited to the Foreign Academy Exchange Program. Prior to contacting USMA, component must verify that the nation in their area of responsibility wishes to participate. USMA retains final decision authority.

Geographic restrictions: Based on restrictions as outlined in the Foreign Clearance Guide

Executing forces: general purpose, civilian, and other

Partner nation agencies: defense and other

Organizations: other

Funding authority: 10 USC

Funding source: National funds

Appropriation: OMA

Management decision package: USMA

Program: Foreign Academy Exchange Program

Tasks: provide education, conduct mil-to-mil activity, and other

Purpose: interoperability and defense institution building

Security cooperation focus area: operation capacity building and assurance/regional confidence building

Contact information:

Army command: USMA

Directorate: G-3

Program office: G-3 Security cooperation

Phone number: 845-938-4362

Table 6–45**Future Battlefield Annual Talks**

Title: Future Battlefield Annual Talks

Summary: Future Battlefield Annual Talks (FBAT) is a bilateral engagement conducted alternately between locations in the U.S. and Israel. The Talks are hosted by the CG, TRADOC and the Chief of Ground Forces, Israel Defense Force CG, TRADOC and the Chief of Ground Forces, Israel Defense Force, host the Talks. CG, TRADOC serves as U.S. Head of Delegation, which is comprised of selected Center of Excellence Commanders, school Commandants, briefers, and limited support personnel. The Israeli delegation is comparable. Neither a formal agreement or Neither a formal agreement nor terms of reference govern the FBAT. The FBAT emphasizes the importance of a long-standing strategic ally and facilitates the exchange of information on common challenges and lessons learned from current operations. The FBAT contributes to building key relationships, improving capabilities, and informing the work on the development of the future force.

Geographic restrictions: N/A Executing forces: civilian and other Partner nation agencies: defense Organizations: other other

Funding authority: 10 USC

Funding source: National funds

Appropriation: OMA USMA

Program: CG, TRADOC approved partnership activity

Tasks: conduct a multinational engagement and provide/share information

Purpose: coalition operations, research and development, interoperability, counter insurgency, intelligence, defense institution building

Security cooperation focus area: operational capacity building, intelligence/information sharing, human capacity/human capability development, assurance/regional confidence building, institutional capacity/human capital development, combined operations capacity, interoperability, standardization

Contact information:

Army command: TRADOC

Directorate: Army Capabilities Integration Center Program office

International Army Programs Directorate Phone number: DSN 501-5327, CML 757-501-5327

Web site: <http://www.arcic.army.mil>

Table 6–46**U.S. Army Training and Doctrine Command Liaison Officers**

Title: U.S. Army Training and Doctrine Command Liaison Officers

Summary: TRADOC has 17 LNOs of which 4 are located at ASCC. The LNOs, as representatives of CG TRADOC to partner nations and ASCCs, lead and facilitate the execution of security cooperation engagements, within TRADOC's core competencies and functions, to enhance institutional interoperability, in support of GEF, GCC Theater Campaign Plans, and Army Campaign Support Plan objectives and end states.

Geographic restrictions: Based on restrictions as outlined in the DOD Foreign Clearance Guide

Executing forces: general purpose

Partner nation agencies: defense

Funding authority: 10 USC 168 (Military-to-Military Contacts and Comparable Activities)

Funding source: NDAA by FY

Appropriation: OMA

Tasks: provide education, conduct mil-to-mil activity, and other

Purpose: interoperability and defense institution building

Security cooperation focus area: operational capacity/capability building; human capacity/human capital development; combined operations, capacity, interoperability, and standardization; institutional capacity/human capital development; international suasion/collaboration

Contact information:

Army command: TRADOC

Directorate: International Army Programs Directorate

Program office: Liaison and Exchange Division

Phone number: 757-501-5339

Table 6–47**United States Military Observer to United Nations Missions**

Title: United States Military Observer to United Nations Missions

Summary: In accordance with DOD Directive 5101.1, the DOD is the Executive Agent for providing U.S. Military personnel for participation in United Nations missions. U.S. Personnel assigned to UN mission serve as primary staff members at each associated UN Force Headquarters. These U.S. Military Observers have the capacity to conduct formal interagency interaction and cooperation with multinational forces, COCOM staff, Host Nation authorities, and U.S. Embassy contingents. Each CCMD has force protection and situational oversight of each U.S. Military Observer operating their area of responsibility. U.S. Military Observers have potential to serve as a responsive and equitable resource to enable the GCC's Security Cooperation Programs by providing information sharing and planning support in execution or synchronization of Humanitarian and Stability operations.

Geographic restrictions: Restricted to United Nations Mission in associated GCCs with assigned United States Military Observers

Executing forces: United States Military Observers

Partner nation agencies: United Nations

Organizations: OSD, HQDA, DCS, G-3/5/7, USMOG-W, PKSOI

Funding authority: 10 USC

Funding source: OMA

Tasks: provide/share information

Purpose: coalition operations, interoperability, and peacekeeping

Security cooperation focus area: Support to institutional capacity/ civil-sector capacity building, intelligence and information sharing

Contact information:

Army command: HQDA

Directorate: HQDA, G-33/OD

Program office: OSD Peacekeeping and Stability Operations

Phone number:703-545-7051

Appendix A References

Section I Required Publications

AR 11-31
Army Security Cooperation Policy (Cited in paras 1-1 , 3-3*b*.)

Section II Related Publications

A related publication is a source of additional information. The user does not have to read a related reference to understand this publication.

ADRP 1-02
Operational Terms and Military Symbols

ADRP 3-07
Stability

ADRP 5-0
The Operations Process

ADRP 6-0
Mission Command

AR 11-33
Army Lessons Learned Program

AR 12-1
Security Assistance, Training, and Export Policy

AR 12-7
Security Assistance Teams

AR 12-15
Joint Security Cooperation Education and Training

AR 25-30
The Army Publishing Program

AR 34-1
Multinational Force Interoperability

AR 70-41
International Cooperative Research, Development, and Acquisition

AR 145-1
Senior Reserve Officers' Training Corps Program: Organization, Administration, and Training

AR 525-29
Army Force Generation

AR 350-1
Army Training and Leader Development

AR 350-9
Overseas Deployment Training

AR 380–10

Foreign Disclosure and Contacts with Foreign Representatives

AR 525–29

Army Force Generation

AR 525–92

Army Arms Control Implementation Policy

AR 614–10

Army Military Personnel Exchange Program with Military Services of Other Nations

AR 870–5

Military History: Responsibilities, Policies, and Procedures

CJCSI 2700.01E

International Military Agreements for Rationalization, Standardization, and Interoperability Between The U.S., It's Allies, and Other Friendly Nations

DODI 1215.15

Military Reserve Exchange Program (MREP)

DODD 5105.65

Defense Security Cooperation Agency (DSCA)

DODD 5205.75

Department of Defense Operations at U.S. Embassies

DODD 5111.12E

Western Hemisphere Institute for Security Cooperation (WHINSEC)

DODD 5132.03

DOD Policy and Responsibilities Relating to Security Cooperation

DODD 5230.11

Disclosure of Classified Military Information to Foreign Governments and International Organizations

DODD 5230.20

Visits and Assignments of Foreign Nationals

FM 3–05.2

Foreign Internal Defense

JP 3–07

Stability Operations

JP 3–22

Foreign Internal Defense

JP 3–57

Civil-Military Operations

PL 87–195

Foreign Assistance Act of 1961

PL 90–629

Arms Export Control Act 1976

PL 96–465

Foreign Service Act of 1980

10 USC

Armed Forces

10 USC 127d

Allied forces participating in combined operations: authority to provide logistical support, supplies, and services

10 USC 166a(b)

Combatant commands: funding through the Chairman of Joint Chiefs of Staff

10 USC 168

Military-to-military contacts and comparable activities

10 USC 182

Center for Excellence in Disaster Management and Humanitarian Assistance

10 USC 184

Regional Centers for Security Studies

10 USC 401

Humanitarian and civic assistance provided in conjunction with military operations

10 USC 402

Transportation of humanitarian relief supplies to foreign countries

10 USC 404

Foreign disaster assistance

10 USC 1050

Latin American cooperation: payment of personnel expenses

10 USC 1050a

African cooperation: payment of personnel expenses

10 USC 1051

Multilateral, bilateral, or regional cooperation programs: assignments to improve education and training in information security

10 USC 1082

Contracts for health care: advisory committees

10 USC 2010

Participation of developing countries in combined exercises: payment of incremental expenses

10 USC 2011

Special operations forces: training with friendly foreign forces

10 USC 2166

Western Hemisphere Institute for Security Cooperation

10 USC 2249c

Regional Defense Combating Terrorism Fellowship Program: authority to use appropriated funds for costs associated with education and training of foreign officials

10 USC 2249d

Distribution to certain foreign personnel of education and training materials and information technology to enhance military interoperability with the armed forces

10 USC 2341

Authority to acquire logistic support, supplies, and services for elements of the Armed Services deployed outside the United States

10 USC 2350a

Cooperative research and development agreements: NATO organizations; allied and friendly foreign countries

10 USC 2557

Excess nonlethal supplies: availability for humanitarian relief, domestic emergency assistance, and homeless veterans assistance

10 USC 2561

Humanitarian assistance

10 USC 2608

Acceptance of contributions for defense programs, projects, and activities: Defense Cooperation Account

10 USC 2804

Contingency construction

10 USC 4344

Selection of persons from foreign countries

22 USC 2357

Furnishing of services and commodities

22 USC 2311

General authority

22 USC 2318

Special authority

22 USC 2321j

Authority to transfer excess defense articles

22 USC 2347

General authority

22 USC 2348

General authorization

22 USC 2357

Furnishing of services and commodities

33 USC 2323a

Interagency and international support authority

22 USC 2761

Sales from stocks

22 USC 2762

Procurement for cash sales

22 USC 2767

Authority of President to enter into cooperative projects with friendly foreign countries

22 USC 2769

Foreign military construction sales

31 USC 1341

Limitations on expending and obligating amounts

32 USC

National Guard

33 USC 2323a

Interagency and international support authority

Section III Prescribed Forms

This section contains no entries.

Section IV Referenced Forms

Except where otherwise indicated below, the following forms are available as follows: DA Forms are available on the APD Web site (<http://www.apd.army.mil>).

DA Form 2028

Recommended Changes to the Publications and Blank Forms

Appendix B Legal Restrictions and Authorities

B-1. Legal restrictions

a. 31 USC 1341, Anti-Deficiency Act. The ADA prohibits the Federal Government from entering into a contract that is not "fully funded," because doing so would obligate the government in the absence of an appropriation adequate to the needs of the contract. Expenditures must be reasonably related to the purpose for which the appropriation was made. Second, the expenditure must not be prohibited by law. Third, the expenditure must not fall specifically within the scope of some other category of appropriation. Fourth, if two appropriations permit the expenditure either may be used, but not in combination or interchangeably. Anti-Deficiency Act violations are reportable to Congress and carry civil and criminal penalties. For more information on this subject, refer to JP 3-22 or consult with a staff judge advocate

b. 22 USC 2378d [section 620M Foreign Assistance Act as revised by section 7034(k) of Public Law 112-74, 125 Stat. 1216 (2011)]. The Leahy Law, also referred to as the Leahy Amendment, prohibits the USG from providing assistance (including training) to the security forces of a foreign country if the DOS has credible information that the foreign country or its agents have committed gross human rights, unless the Secretary of State determines and reports that the government of such country is taking effective measures to bring the responsible members of the security forces to justice. There is a similar provision in the annual DOD Appropriation Acts [See section 8057 of Public Law 113-6, 127 Stat. 311 (2013)].

B-2. Authorities

SC planners must ensure that activities are conducted and associated funding is used in a manner consistent with the relevant legal authorities. The Army derives its authority to conduct SC primarily from various Titles of the USC.

a. 10 USC governs the U.S. Armed Forces. SC programs executed under this authority primarily consist of military-to-military contacts and other activities intended to build relationships and satisfy the Army's 10 USC responsibilities.

b. 22 USC governs foreign policy. A number of SA programs are authorized by this title; they are supervised and directed by the DOS. SA programs executed by the DOD are considered a subset of SC.

c. 32 USC governs the Army National Guard.

d. Other sections of USC can also apply. Army SC is considered the sum of the individual programs governed by these codes.

e. Funding for SC activities may be provided from the DOD budget (either as Operations and Maintenance funding for the Army or GCC or in a special appropriation like "Section 1206" funding or the Afghan Security Forces Fund), the State Department budget (primarily in the International Security Assistance account through foreign military financing or International Military Education and Training funds), or by the partner country (through the FMS process). Each type of funds has distinct statutory requirements for its use, and commanders and SC planners must take care to obey the law and use these funds only as intended. Select SC authorities are described below.

B-3. 10 United States Code security authorities

a. 10 USC 184. Authorizes specific forums for bilateral and multilateral research for military and civilian participants. Foreign participation may be paid for by foreign governments, other USG agencies, domestic or foreign foundations or charitable organizations, or by DOD if the SECDEF finds it is in the national security interest of the U.S. By law, there are five regional centers—

(1) George Marshall European Center for Security Studies, Germany.

- (2) Asia-Pacific Center for Security Studies, Hawaii.
 - (3) Center for Hemispheric Defense Studies, Washington DC.
 - (4) Africa Center for Strategic Studies, Washington DC.
 - (5) Near East South Asia Center for Strategic Studies, Washington DC.
- b. 10 USC 168.* Authorizes activities that encourage a democratic orientation of defense establishments and military forces of partner countries.
- c. 10 USC 2804.* Authorizes military construction in the interest of national security. Annual funding caps as specified in the NDAA apply. Requires fourteen day advance notice to the Congress prior to execution.
- d. 10 USC 1050.* Authorizes travel, subsistence, and special compensation of officers and students of Latin American partner countries and other expenses that the Secretary considers necessary for Latin American cooperation.
- e. 10 USC 1050a.* Authorizes travel, subsistence, and special compensation of officers and students of African countries and other expenses that the Secretary considers necessary for African cooperation.
- f. 10 USC 1051.* Authorizes conferences, seminars, or similar meetings generally conducted by CCDRs “in the national security interests of the U.S.”
- g. 10 USC 2010.* Authorizes the SECDEF, in coordination with DOS, to pay for incremental expenses by a developing country as a direct result of participation in combined exercises.
- h. 10 USC 2011.* Authorizes Special Operating Forces (SOF) training of foreign forces if the primary purpose of exercise is to train our SOF in learning to train foreign forces.
- i. 10 USC 2249c.* Authorizes the education and training of foreign military officers and civilians from defense and security ministries to enhance partners’ capacity to combat terrorism.
- j. 10 USC 166a(b).* Authorizes the Chairman of the Joint Chiefs of Staff to provide funds to CCDRs for combined exercises up to \$10M annually for each foreign country participation, up to \$20M annually for equipment with a unit cost less than \$250K, up to \$5M annually in military education and training of foreign military and related defense civilians, and the personnel expenses of defense personnel for bilateral or regional cooperation programs.
- k. 10 USC 2350a.* Authorizes the SECDEF to establish formal agreements with partner countries or organizations to conduct cooperative research and development projects on defense equipment and munitions. Such projects must contribute to the common conventional defense capabilities of the U.S. and the partner country or organization or the conventional defense capabilities of NATO and must involve cost-sharing among the participants.
- l. 10 USC 401, 10 USC 402, 10 USC 404, 10 USC 2557, and 10 USC 2561.* 10 USC 401 authorizes the following expenditures in conjunction with military operations: (1) medical, surgical, dental, and veterinary care provided in areas of a country that are rural or underserved, including education, training, and technical assistance; (2) construction of rudimentary surface transportation systems; (3) well-drilling and construction of basic sanitation systems; and (3) rudimentary construction and repair of public facilities. As allocated/approved by the DSCA, the following authorities provide for reimbursement for unit operations and maintenance expenditures incurred pursuant to assistance provided under the following statutes: 10 USC 401(7), Humanitarian Demining Assistance; 10 USC 402, Transportation of Humanitarian Relief Supplies to Foreign Countries (Denton Program); 10 USC 404, Foreign Disaster Assistance (for example, Tsunami, Pakistan earthquake); 10 USC 2557, and 10 USC 2561.
- m. 10 USC 127d.* Authorizes the SECDEF to provide logistic support, supplies, and services to Allied forces participating in a combined operation with the armed forces. Provision of such support, supplies, and services to the forces of an allied nation is limited to \$100M annually and may be made only with the concurrence of the Secretary of State.
- n. 10 USC 2166.* Authorizes education and training to eligible military, law enforcement, and civilian personnel of Western Hemisphere nations.
- o. 10 USC 2341–2350.* Authorizes logistics support, supplies, and services provided on a reciprocal basis with partner countries.
- p. Acquisition and Cross-Servicing Agreement-Enhanced (1202).* The original acquisition and cross-servicing agreement authority did not permit the exchange of weapons systems or major end items. The Enhanced Acquisition and Cross-Servicing Agreement (1202) fills this void by permitting loans of specific military equipment for personnel protection and survivability. Enhanced 1202 authority applies to countries participating with U.S. forces in combined operations in Iraq, Afghanistan or peacekeeping operation under the United Nations Charter or other international agreements.
- q. 10 USC 168, 10 USC 1051, and 10 USC 2010.* Authorizes support to the NATO’s Partnership for Peace program.
- r. 10 USC 168.* Provides for humanitarian assistance, training, and exercising with foreign security forces in the Asia-Pacific region.
- s. 10 USC 182.* Authorizes education, training, and research in civil-military operations, particularly operations that require international disaster management and humanitarian assistance and operations that require coordination between DOD and other USG agencies.
- t. 10 USC 2249d.* Permits the SECDEF with concurrence of Secretary of State to distribute learning content

electronically for the education and training of military and civilian personnel of a friendly foreign government in order to enhance capabilities for multinational operations, including joint exercises and coalition operations.

u. NDAA Section 1013 and 1014. Authorizes DOD to provide counter-narcotics assistance and training for foreign security forces.

v. NDAA Section 1203 (a new Title 10 training authority for FY14 through FY17). Authorizes the training of U.S. general purpose forces (GPF) with military and other security forces of friendly foreign countries. The Secretary of Defense approves the training with the concurrence of the Secretary of State. To the maximum extent possible, the training must support mission essential tasks, be with similar foreign units or organizations, and include elements that promote the observance of and respect for human rights, fundamental freedoms, and respect for legitimate civilian authority. Other security forces include national security forces that conduct border and maritime security, but does not include civilian police. The Service Secretaries or Combatant Commanders may pay, or authorize payment for, the incremental expenses incurred by a friendly foreign country, but the amount of foreign incremental expenses paid in any fiscal year may not exceed \$10M. There is no stated limit on training expenses for US forces. Army Service Component Commands will submit coordinated section 1203 training requests through their Combatant Commands to the Joint Staff for Secretary of Defense approval. Department of Defense implementation guidance TBP.

w. NDAA Section 1206. Currently, there is a cap of \$350 million on Section 1206 obligations per fiscal year for training and equipping of foreign military forces to conduct counter-terrorism or support U.S. stability operations. Up to \$75M can be used to support stability operations per NDAA FY2010. Funding must be approved by CCDRs, Ambassadors, DSCA, DOS Pol-Mil Bureau, and House and Senate Armed Services Committees. All funds must be obligated by the end of the next FY in which the funds were authorized.

x. NDAA Section 1207. Authorizes up to \$100M annually through FY2010 to bring civilian expertise to stabilization missions.

y. NDAA Section 1208 Authorizes up to \$40M annually through FY2013 (increase from \$35M to \$40M by NDAA FY2010) to permit SOF to pay and equip foreign forces or groups supporting the U.S. in combating terrorism.

z. Commanders' Emergency Response Program (also called Enhanced Combatant Commander Initiative Fund). Authorizes local commanders in Afghanistan (and others by exception) to respond to urgent humanitarian relief and reconstruction requirements within their areas of responsibility by carrying out programs that will immediately assist the indigenous population. The program was initially funded using money seized during operations in Iraq, but Congress began appropriating funds specifically for Commander's Emergency Response Program with the passing of the NDAA FY 2006. Detailed instructions for using Commander's Emergency Response Program funds can be found in DOD Financial Management Regulation Volume 12, Chapter 27, January 2009.

aa. Post 9/11 Supplemental Wartime Authorization and Appropriation. Every NDAA since 2001 has included supplemental authorizations. Temporary authorizations contained in NDAs for FY 2002 through FY2013 combined with supplemental or base budget appropriations bills, have authorized and appropriated operations and maintenance funds to train, equip, and provide related assistance to military or security forces of Iraq, Afghanistan, Pakistan, and specific other nations to enhance their capability to combat terrorism and to support U.S. military operations. These authorities include provision of equipment, supplies, services, training, and funding. They are in addition to other authorities that provide assistance to foreign nations. Examples include the Iraq Security Forces Fund, the Afghanistan Security Forces Fund, the Pakistan Counter-Insurgency Capabilities Fund, and the Coalition Support Fund.

B-4. 22 United States Code security authorities

a. 22 USC 2311. Authorizes the President to furnish nonreimbursable grant military assistance to friendly foreign countries or international organizations for the purchase of defense articles or services.

b. 22 USC 2761-22 USC 2762. Authorizes government-to-government sales of military materials, supplies or equipment from DOD stocks or through new procurement.

c. 22 USC 2767. Authority to enter into a cooperative project with NATO members, NATO organization and friendly foreign countries not members of NATO for research and development.

d. 22 USC 2318. Authorizes the President to provide USG-owned defense articles, services, and training (up to a specified threshold) to friendly foreign countries and international organizations at no cost during times of crisis.

e. 22 USC 2321j Authorizes the President to transfer certain defense articles designated as excess to USG requirements to eligible countries on a grant basis.—

f. 22 USC 2347. Authorizes the President to furnish military education and training on a reimbursable basis to military and civilian personnel of foreign countries. The education and training may be paid for with partner country funds or U.S. grant assistance.

g. 22 USC 2348. Authorizes assistance to friendly countries and international organizations, on such terms and conditions as the President may determine, for peacekeeping operations and other programs carried out in furtherance of the national security interests of the U.S.

h. 22 USC 2348. Authorizes training and equipment for 75,000 military troops for peacekeeping operations, focused on African Contingency Operations Training and Assistance.

i. 22 USC 2656i. Authorizes and appropriates \$315M through FY2010 for counternarcotics activities in South America.

B-5. Other authorities

Public Law 110-293 authorizes activities to protect and prevent foreign nation armed forces from HIV/AIDS. Tuberculosis and malaria were added to the authorizing legislation in FY2008.

B-6. More information

The Joint Center for International Security Force Assistance maintains a list of SC authorities and appropriations on NIPR network at <https://jcsifa.jcs.mil>.

Appendix C Overseas Partners

C-1. The United States country team

The country team in each U.S. embassy consists of key figures from the DOS and other agencies that work under the direction of the ambassador and meet regularly to share information and coordinate their actions. This practice has been followed since May 29, 1961, when President Kennedy wrote to all U.S. chiefs of mission saying, “You are in charge of the entire United States Diplomatic Mission and I shall expect you to supervise all of its operations. The Mission includes not only the personnel of the DOS and the Foreign Service, but also the representatives of all other United States agencies which have programs or activities in (your country).” The chief of mission has the discretionary authority to organize the country team as they see fit. When one is appointed, the Senior Defense Official to the country will be designated by a letter from OSD-P to the Chief of Mission for that country. Further, the defense attaché represents the DOD on the country team and serves as the advisor to the chief of mission on security and military matters. The defense attaché is a member of the Defense Attaché System under the management of the Defense Intelligence Agency. More information is available at <http://www.usdiplomacy.org/state/abroad/countryteam.php>.

C-2. United States Government

a. Bureau of Conflict Stabilization. The bureau improves the way the U.S. works in conflict and crisis countries giving priority where there is an opportunity to make a difference and in environments where there is a real sense of urgency. <http://www.state.gov/j/cso/>

b. Defense Security Cooperation Agency. The Defense Security Cooperation Agency (DSCA) was established by Congress as the Defense Security Assistance Agency in 1971. The organization took on its current name in 1998. Its purpose is to transfer defense materiel, training and services to allies and partner countries; to provide financial and technical assistance to those partner countries; and to promote military-to-military contacts. DSCA manages individual country programs, including the development of letters of offer and acceptance, and the subsequent delivery of defense articles and services to partner countries. DSCA operates under the direction, authority, and control of the Under Secretary of Defense for Policy. More information is available at <http://www.dsca.mil/>.

c. Foreign Emergency Support Team. The team was established in 1986 by the DOS as the U.S. Government’s interagency, on-call, short-notice team poised to respond to terrorist incidents worldwide. Led and trained by the DOS Operations Directorate of the Office of the Coordinator for Counterterrorism, its purpose is to provide round-the-clock advice and assistance to ambassadors and foreign governments facing crises. The team is comprised of seasoned experts from DOS, Federal Bureau of Investigation, DOD, Department of Energy, and the Intelligence Community. Once on the scene, Foreign Emergency Support Team members help Ambassadors assess the emergency, provide advice on how best to respond, and assist in managing consequence operations. More information is available at <http://www.state.gov/s/ct/about/c16664.htm>.

d. U.S. Agency for International Development. Established in 1961 by President Kennedy, U.S. Agency for International Development is an independent Federal Government agency that receives overall foreign policy guidance from the Secretary of State. U.S. Agency for International Development pursues long-term and equitable economic growth and advances U.S. foreign policy objectives by supporting economic growth; agriculture and trade; global health; and democracy, conflict prevention, and humanitarian assistance. As the agency responsible for disaster relief, U.S. Agency for International Development supports crisis prevention programs and provides emergency humanitarian assistance and food aid. U.S. Agency for International Development also helps nations emerging from natural disasters or internal conflicts address their special needs and return to the path of sustainable development. More information is available at <http://www.usaid.gov>.

C-3. Intergovernmental organizations

An intergovernmental organization is an organization created by a formal agreement (for example, a treaty) between

two or more governments. It may be established on a global, regional, or functional basis for wide-ranging or narrowly defined purposes or formed to protect and promote national interests shared by member states. Examples include the United Nations, the NATO, and the African Union.

a. ABCA Program. The program was established in 1947 between the Armies of the United States, Britain and Canada to capitalize on the close cooperation between the Allies during World War II. In 1963, Australia joined the organization, followed by New Zealand in March 2006. ABCA's purpose is to optimize interoperability in order to deliver success in coalition operations. Program guidance is provided by the ABCA Executive Council, made up of national representatives at the level of Vice Chief of Staff of the Army. That guidance is translated into interoperability objectives and the annual Program Plan of Tasks by the National Directors (the ABCA Board) made up of officers at the one-star level. The work of the organization is conducted by the multinational Program Office, based in Washington, DC, through capability groups, support groups, project teams, and information teams. More information is available at <http://www.abca-armies.org>.

b. African Union. The organization was established in 2002 as a successor to the Organization of African Unity. Its purpose is to bring about political, social, and economic integration; develop common African positions on issues; achieve peace and security; and promote good governance through reform of governmental institutions and the respect for human rights. Current membership stands at 53 countries. It has developed several governing institutions to include the Pan African Parliament and the African Court on Human and Peoples' Rights. More information is available at <http://www.africa-union.org/>.

c. Association of Southeast Asian Nations. The association was established in 1967 by five southeastern nations. Its purpose is to promote economic growth, social progress, cultural development, and develop conflict resolution strategies among the Association of Southeast Asian Nations and other countries. Current membership includes Indonesia, Malaysia, the Philippines, Singapore, Thailand, Brunei Darussalam, Vietnam, Lao People's Democratic Republic, Myanmar, and Cambodia. In 2003, Association of Southeast Asian Nations identified three "pillars" to assist in achieving its goals—the Association of Southeast Asian Nations Security Community, the Association of Southeast Asian Nations Economic Community, and the Association of Southeast Asian Nations Socio-Cultural Community. More information is available at <http://www.aseansec.org/>.

d. European Union. The European Union began in 1957 as the six-nation European Economic Community, transforming in 1992 into the European Union under the Treaty of Maastricht. Its purpose is to enhance political, economic and social cooperation. The European Union currently consists of 27 European countries forming a political and economic partnership. Its three major bodies are the European Parliament (representing the people of Europe), the Council of European Union (representing the governments of Europe), and the European Commission (representing the shared interests of the European Union). Among other issues, the European Union is involved with free trade, borderless internal travel, a common currency, and joint action on crime and terrorism. The European Union makes use of an extensive shared database that enables police forces and judicial officials to exchange information and track suspected criminals and terrorists. More information is available at http://europa.eu/index_en.htm.

e. International Criminal Police Organization. The organization was established in 1923 as the International Criminal Police Commission and adopted its telegraphic address as its common name in 1956. Its purpose is to provide assistance to those people and organizations committed to combating crime on a global basis. International Criminal Police Organization does so by acting as a liaison between the police forces of multiple nations to coordinate their efforts and facilitate the effective flow of information between them. International Criminal Police Organization membership consists of 186 countries under the direction of a General Assembly, Executive Committee, General Secretariat, and National Central Bureaus. The General Secretariat is located in Lyon, France, and maintains an around-the-clock operations center staffed by representatives from the member countries. Each member country maintains a National Central Bureau, which serves as the point of contact for international police issues and the exchange of information. The U.S. National Central Bureau is located in the Department of Justice and is staffed jointly by representatives of numerous U.S. law enforcement agencies. More information is available at <http://www.interpol.int/>.

f. International Monetary Fund. The fund was established in 1944 by 29 countries to stabilize exchange rates and assist the reconstruction of the world's international payment system. Based in Washington, DC, the International Monetary Fund's purpose is to oversee the global financial system by taking part in the macroeconomic policies of its current 186 member countries, in particular those with an impact on exchange rate and the balance of payments. It describes itself as "an organization of 187 countries (as of July 2010), working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty." It encourages cooperation among its members to ensure the secure functioning of the complex international banking systems. The International Monetary Fund promotes stability of international currencies and exchange protocols. It also works to stimulate international job growth through economic development and, when necessary, assistance to countries with severe debt and other financial threats. More information is available at <http://www.imf.org/external/index.htm>.

g. Organization of American States. The organization was established in 1948 by the International Union of American Republics as the principal regional forum for discussing the major issues and concerns facing member states. Its purpose is to achieve an order of peace and justice between the member states, to promote their solidarity, to strengthen their collaboration, and to defend their sovereignty, territorial integrity, and independence. The Organization

of American States' stated priorities are strengthening democracy, working for peace, defending human rights, fostering free trade, fighting the drugs trade, and promoting sustainable development. The Organization of American States has 35 member countries, 34 of which are active (Cuba's membership was suspended in 1962). Major policies and goals are outlined during the meeting of the General Assembly, which gathers annually at the foreign minister level. The Secretariat for Multidimensional Security is tasked with coordinating Organization of American States' actions against terrorism, illegal drugs, arms trafficking, antipersonnel mines, organized crime, gangs involved with criminal activity, WMD proliferation and other security threats. More information is available at <http://www.oas.org/>.

h. Organization for Security and Cooperation in Europe. The organization was founded in 1975 as the Conference on Security and Cooperation in Europe. The Conference on Security and Cooperation in Europe was transformed in 1995 into the Organization for Security Cooperation in Europe — an ad hoc security organization under the United Nations Charter (Chap. VIII). The Organization for Security Cooperation in Europe's purpose is to address the politico-military, economic-environmental, and human dimensions of conflict. Efforts include activities in arms control, confidence and security building measures, human rights, minority group integration, democratization, policing strategies, economic-environmental initiatives, and counterterrorism. Organization for Security Cooperation in Europe is the world's largest regional security organization. The membership consists of 56 countries from Europe, Central Asia, and North America. Organization for Security Cooperation in Europe operates 19 missions or field operations in Southeastern Europe, Eastern Europe, the Caucasus Region, and Central Asia. More information is available at <http://www.osce.org/>.

i. United Nations. The United Nations was established in 1945 at the end of World War II to maintain international peace and security. Its purpose is to prevent and remove the threat to peace, and suppress acts of aggression or other breaches of the peace, and to bring about by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or situations which might lead to a breach of the peace. The New York-based United Nations now consists of 193 countries (as of January 2014). There are 30 organizations that make up the United Nations system and work to address peacekeeping, humanitarian and other goals of the organization. More information is available at <http://www.un.org/english/>.

j. United Nations Department of Peacekeeping Operations. The department was established in 1992 when Boutros Boutros-Ghali took office as Secretary-General of the United Nations. Its purpose is to assist countries torn by conflict in creating the conditions for lasting peace. In addition to maintaining peace and security, peacekeepers are increasingly charged with assisting in political processes; reforming judicial systems; training law enforcement and police forces; disarming and reintegrating former combatants; and supporting the return of internally displaced persons and refugees. There are currently more than 122,500 military, police and civilian personnel serving on 15 peacekeeping operations and one special political mission, all led by the United Nations Department of Peacekeeping Operations. In recent years, the United Nations Peacekeeping Operations has undertaken operations of greater complexity that entail government institutional reform; security sector reform; human rights monitoring; and disarmament, demobilization, and reintegration programs involving former combatants. More information is available at <http://www.un.org/Depts/dpko/dpko/>.

k. United Nations Disaster Management Team. The United Nations Disaster Management Team concept was established in 1972 by the United Nations to facilitate information exchange and discussion of initiatives designed to mitigate the impact of catastrophic events. Its purpose is to provide effective and timely humanitarian assistance to people in need, in a way that facilitates preparedness, response, mitigation and rehabilitation. The United Nations Disaster Management Teams enable quick response to needs at national, regional and district levels; installation of long-term recovery programs and future preparedness; and provision of the necessary advice, technical resources and supplies to manage the crisis. In coordination with the HN, the United Nations Disaster Management Team operates through a Resident Coordinator who is tasked with establishing such a United Nations Disaster Management Team in each country that has a history of disasters or national emergencies. More information is available at <http://www.un.org/in/undmt/home.htm>.

l. United Nations Assistance Mission in Afghanistan. The program was established in 2002 by the United Nations Security Council as the hub for international efforts to assist the recovery of Afghanistan and is responsible for the promotion of peace and stability in Afghanistan. Its purpose is to lead the international community efforts in conjunction with the Government of Afghanistan in rebuilding the country and strengthening the foundations of peace and constitutional democracy. The United Nations Assistance Mission in Afghanistan functions under the direction and with the support of the United Nations Department of Peacekeeping Operations. It is guided by The Afghanistan Compact, a five-year plan to rebuild the country developed during the London Conference on Afghanistan in 2006. The United Nations Assistance Mission in Afghanistan offers political advice and assists in institutional reform (government ministries, rule of law, security, economic and social development), while employing Afghans in United Nations positions, building capacity across the elements of national governance, working human rights initiatives, and managing reconstruction programs. More information is available at <http://www.unama-afg.org/>.

m. United Nations Afghan New Beginnings Program. The program was established in 2003 by the United Nations at the Tokyo Donor Conference to tackle problems caused by numerous illegal armed groups in Afghanistan. Its purpose is to assist the government of Afghanistan in the disbandment, demobilization and reintegration of the Afghan military forces, thereby creating conditions to raise an ethnically balanced and professional Afghanistan National Army. Among

its efforts in Afghanistan, one of the most visible have been those involved with the disarmament, demobilization and reintegration of the Afghan military forces who operated under the direction of hundreds of war lords throughout the country. More information is available at <http://www.undpanbp.org/index.html>.

n. United Nations Development Program. The program was established in 1965 to work with nations on their own solutions to global and national development challenges. Its purpose is to provide expert advice, training, and grant support to developing countries, with increasing emphasis on assistance to the least developed countries. To accomplish the Millennium Development Goals and encourage global development, the United Nations Development Program focuses on poverty reduction, prevention of Human Immunodeficiency Virus (HIV)/AIDS, democratic governance, energy and environment, social development, and crisis prevention and recovery. The United Nations Development Program also encourages the protection of human rights and the empowerment of women in all of its programs. The United Nations Development Program emphasizes education and training, leadership skill development, institutional reform, accountability, and encouraging the inclusion of all stakeholders into the processes of governance. The United Nations Development Program is on the ground in 166 countries and has been in Afghanistan for more than 50 years. Since the Bonn Agreement of December 2001, the United Nations Development Program has provided Afghanistan some \$1.1 billion in aid. These funds have been spent on the elections for president and national assembly, disarmament, reconstruction, institutional reform, security sector reform (police), and rural development. More information is available at <http://www.undp.org/>.

o. United Nations Mine Action Coordination Center of Afghanistan. In 2002, the government of Afghanistan entrusted interim responsibility for mine action to the United Nations, via the United Nations Mine Action Coordination Center which is managed by the United Nations Mine Action Service. The Mine Action Coordination Center works closely with the Afghan Department of Mine Clearance to coordinate all mine action activities in Afghanistan. The Mine Action Coordination Center is also responsible for supporting the development of national capacity for mine action management to the government of Afghanistan. The Mine Action Coordination Center employs national personnel and international staff to coordinate and provide support to mine action operations through its headquarters in Kabul. Included under the Mine Action Coordination Center are the Area Mine Action Centres which are staffed entirely by Afghans and located in Kabul, Herat, Kandahar, Mazar Sharif, Kunduz, Gardez, and Jalalabad. More information is available at <http://www.unmaca.org.af>.

p. United Nations World Food Program. The program was established in 1963 to assist people who are unable to produce or obtain enough food for themselves and their families. Its purpose is to provide food aid to save lives in refugee or other emergency situations; improve the nutrition and quality of life of the most vulnerable people at critical times in their lives; and help build assets and promote the self-reliance of poor people and communities, particularly through labor intensive works programs. World Food Program food aid is also directed to fight micronutrient deficiencies, reduce child mortality, improve maternal health, and combat disease, including HIV and AIDS. The World Food Program supports some 90 million hungry people in 80 countries every year. Much of the effort is focused on the world's refugees and displaced persons. Over the years, the World Food Program has developed the capacity to react quickly to crises and is able to move into unstable situations to provide relief. More information is available at <http://www.wfp.org/english/>.

q. United Nations World Health Organization. The organization was established in 1948 to serve as the lead agency for coordinating and managing health issues within the United Nations System. The World Health Organization's purpose is to provide leadership on global health matters, shaping the health research agenda, setting norms and standards, articulating evidence-based policy options, providing technical support to countries, and monitoring and assessing health trends. The World Health Organization priorities for working in countries around the world are promoting general social, economic and governmental development; fostering health security; strengthening health systems; harnessing research and information flow; enhancing partnerships with host nation authorities and other intergovernmental organizations and nongovernmental organizations; and improving the performance of international and national healthcare systems. More information is available at <http://www.who.int/en/>.

r. World Bank. Conceived during World War II, the World Bank initially helped rebuild Europe after the war. Reconstruction has remained an important focus of the Bank's work, given the natural disasters, humanitarian emergencies, and post-conflict rehabilitation needs that affect developing and transition economies. Today, the Bank has sharpened its focus on poverty reduction as the overarching goal of all its work. Not a bank in the common sense, the World Bank is made up of two unique development institutions owned by 187 member countries—the International Bank for Reconstruction and Development and the International Development Association. Working through its subordinate institutions, the World Bank provides low-interest loans, interest-free credits and grants to developing countries for a wide array of purposes that include investments in education, health, public administration, infrastructure, financial and private sector development, agriculture and environmental and natural resource management. More information is available at <http://www.worldbank.org/>.

s. World Trade Organization. The organization was established in 1995, to supervise and liberalize international trade. Its purpose is to assist trade to flow as freely as possible while mitigating any negative consequences of that trade. Special attention is paid to social and environmental concerns. To accomplish its goals, the World Trade Organization performs three basic roles—a forum for negotiations; the keeper of the sets of rules that emerge from negotiations; and a venue for the settlement of trade disputes. Though a relatively young organization, it traces its roots

to the 1948 General Agreement on Tariffs and Trade and the 1986–1994 Uruguay international trade negotiations. More information is available at <http://www.wto.org/>.

C–4. Nongovernmental organizations

A nongovernmental organization is any nonprofit, voluntary citizens' group which is organized on a local, national or international level. Nongovernmental organizations perform a variety of service and humanitarian functions, bring citizen concerns to governments, advocate and monitor policies, and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environment or health. Others provide analysis and expertise, serve as early warning mechanisms, and help monitor and implement international agreements.

a. Africare. The organization was established in 1970 by former Peace Corps members to improve the quality of life in Africa. Its purpose is to address the areas of food security and agriculture, health and HIV/AIDS, water and sanitation, and emergency and humanitarian aid. This U.S.-based organization has three priority areas of concern—health (with particular focus on HIV/AIDS), food security and agriculture, and emergency response. Complementary activities include water resources development, environmental management, microenterprise development, and civil-society development and governance. More information is available at <http://www.africare.org/>.

b. Catholic Relief Services. The organization was founded in 1943 by the U.S. Catholic Bishops to “cherish, preserve and uphold the sacredness and dignity of all human life, foster charity and justice, and embody Catholic social and moral teaching.” Its purpose is to promote human development by responding to major emergencies; fighting disease and poverty; nurturing peaceful and just societies; and serving Catholics in the United States as they live their faith in solidarity with their brothers and sisters around the world. Catholic Relief Services' areas of emphasis are—disaster response, disease eradication, anti-poverty programs and society infrastructure building. Catholic Relief Services' efforts reach some 80 million people in more than 100 countries on five continents. Its operations and policies of inclusiveness are typical of religious-based nongovernmental organizations. More information is available at <http://www.crs.org/>.

c. Cooperative for Assistance and Relief Everywhere The organization was founded in 1945 to provide relief to survivors of World War II. Its purpose is to serve individuals and families in the poorest communities in the world. Cooperative for Assistance and Relief Everywhere's primary focus is on developing self-help skills, particularly by working through poor women. It is concerned with improving educational opportunities, providing access to clean water and sanitation, encouraging economic development, and protecting natural resources. Its efforts have expanded over the years, and the organization now has international member organizations based in Australia, Canada, Denmark, France, Japan, Netherlands, Norway, Austria, Thailand, and the United Kingdom. Its worldwide reach enables it to respond quickly to the needs of the survivors of war and natural disaster on a sustained basis. More information is available at <http://www.care.org/>

d. Doctors Without Borders /Médecins Sans Frontières. The organization was established in 1971 by French doctors and journalists in the aftermath of the Biafra secession, who believed that all people have the right to medical care regardless of race, religion, creed or political affiliation, and that the needs of these people outweigh respect for national borders. Its purpose is to assist people affected by armed conflict, epidemics, natural or man-made disasters, or exclusion from health care. Doctors Without Borders' decision to intervene in any country or crisis is based solely on an independent assessment of people's needs — not on political, economic, or religious interests. Doctors Without Borders does not take sides or intervene according to the demands of governments or warring parties. Doctors Without Borders is vocal in its public statements and reports on situations it encounters, communicating through what it calls “bearing witness and speaking out.” Most of its funding comes from private sources (U.S. funding is 100 percent private). More information is available at <http://www.doctorswithoutborders.org/>.

e. International Committee of the Red Cross The committee was established in 1863 in Geneva, Switzerland, as an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance. The International Committee of the Red Cross also endeavors to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles. In addition, it directs and coordinates international relief and works to promote and strengthen humanitarian law and universal humanitarian principles. The history of the International Committee of the Red Cross parallels the development of modern humanitarian law and the development of the rules of warfare. Today the International Committee of the Red Cross is a major presence in providing healthcare, economic security, and water and habitat assistance around the world. More information is available at <http://www.icrc.org/>.

f. Oxford Committee for Famine Relief. The Committee was established in Oxford, England in 1942 as the Oxford Committee for Famine Relief by a group of Quakers, social activists, and Oxford academics. The Oxford Committee for Famine Relief's purpose is to improve the human condition by alleviating poverty and providing relief to victims of war and natural disasters. The Oxford Committee for Famine Relief represents an alliance of 13 “like-minded organizations” operating in concert with some 3,000 local partners in more than 100 countries. Of particular note is the Oxford Committee for Famine Relief commitment to serve as a voice for the disadvantaged. It is very open about its goal to “raise public awareness” through international campaigns for fair trade, universal healthcare and education, agricultural reform, climate change, and arms control. It maintains offices in many of the world's major capitals and

specifically lobbies world leaders and intergovernmental organizations. It is also involved with policy research and policy initiatives. More information is available at <http://www.oxfam.org/>.

g. Refugees International. Based in Washington, DC, RI was established in 1979. Refugees International's purpose is to provide humanitarian assistance and protection for displaced persons around the world. The organization estimates that there are more than 34 million refugees and internally displaced persons in the world who are fleeing from the conditions of war and internal oppression. Refugees International also reports the existence of some 11 million stateless persons. In addition to the human cost, those conditions also contribute to international instability. Working with local governments, intergovernmental organizations and other nongovernmental organizations, Refugees International conducts 20–25 field missions every year to provide solutions to the plight of those displaced. Refugees International's basic services include providing food, water, shelter and protection from harm. More information is available at <http://www.refugeesinternational.org/>.

h. Save the Children. The organization was established in the U.S. in 1919 to improve the lives of children through better education, health care, and economic opportunities, as well as providing emergency aid in natural disasters, war, and other conflicts. Its purpose is to respond to war and natural disasters and to address the consequences of political, economic, and social upheaval. SC/USA defines its area of influence as encompassing more than 50 countries with some 37 million children and 24 million local parents, community members, local organizations and government agencies. It divides its focus among Africa, Asia, Latin America-Caribbean, and the Middle East and Eurasia. More information is available at <http://www.savethechildren.org/about/>.

i. World Vision U.S. The organization was established in the U.S. in 1977 and is an evangelical relief and development umbrella organization whose stated purpose is "to follow our Lord and Savior Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the Kingdom of God." World Vision U.S. operates within nearly 100 countries. Its efforts focus on children and the development of strong families by addressing the broad conditions of poverty and providing assistance in response to disasters. In Afghanistan and elsewhere, World Vision U.S. works to provide clean water, irrigation, health clinics, and pre- and post-natal care. Its earliest involvement in Afghanistan came in 1956 as it worked through the Kabul Christian Church. After the fall of the Taliban government, World Vision U.S. established a comprehensive program that began operating in 2002. More information is available at <http://site.worldvision.org/>.

j. World Association of Nongovernmental Organizations The World Association of Nongovernmental Organizations was established in 2000 by a "handful of international nongovernmental organizations and prominent visionaries." Its purpose is to provide the mechanism and support needed for nongovernmental organizations to connect, partner, share, inspire, and multiply their contributions to solve humanity's basic problems. By optimizing resources and sharing vital information, the World Association of Nongovernmental Organizations provides a means for non-governmental organizations to become more effective in completing their vital tasks. Beginning with 16 international nongovernmental organizations in 2000, the World Association of Nongovernmental Organizations currently has members from more than 140 countries. The World Association of Nongovernmental Organizations supports its membership with nongovernmental organization listings for networking, training seminars and conferences, and various publications that address issues of interest to their nongovernmental organization membership. More information is available at <http://www.wango.org/>.

k. Project HOPE, an acronym for Health Opportunities for People Everywhere, is an operational, non-profit, non-faith based international health, humanitarian assistance (HA), disaster relief (DR) and capacity building NGO. Registered in 1958, HQ in the U.S. Historical and cultural heritage derived from operating a U.S. Navy WWII/Korean hospital ship (*USS Consolation*), renamed the *SS HOPE*. Staffed with civilian volunteer health professionals, the *SS HOPE* completed 11 global voyages between 1960 and 1973, Top 4-star Charity Navigator rated; adheres to Sphere Humanitarian Charter. Program experience in 102 countries. DOD friendly; a proven, enduring and habitual partner supporting DOD annual CCMD HCA missions and real world Foreign humanitarian assistance/disaster relief (HADR) missions in support of Unified Combatant Commands 2005–2013. A volunteer and Gifts-in-Kind centric organization; employs 500 licensed volunteers a year from a pool of 7,000 credentialed volunteers. Core missions: HADR; Infectious Disease; Chronic Disease; Woman and Child's Health; and Health Systems Strengthening.

Appendix D

Education and Training

D–1. Purpose

This appendix provides information on SC-related education and training.

D–2. Army security cooperation training

a. Deputy Assistant Secretary of the Army for Defense Exports and Cooperation. Deputy Assistant Secretary of the Army for Defense Exports and Cooperation published the Army Security Cooperation Workforce (ASCW) Education, Training and Experience (ETandE) catalog. The catalog is an index of career development opportunities for Army

military and civilian personnel working in SC and security assistance fields, or who otherwise perform tasks and duties relating to foreign affairs. The catalog may be found at the link <https://apps.usasac.army.mil/FMSDOCS/>.

b. HQDA.

(1) Foreign area officers (FAOs). Functional Area 48, are the Army's regional experts and political-military advisors. They serve in a variety of positions, most of which oversee SC efforts. Initial training includes language, advanced civil schooling, Army intermediate leadership education, the FAO Orientation Course, and in-country training. SC-related training occurs throughout FAO training. More information is available on the web at <http://www.fao.army.mil>.

(2) Strategists, Functional Area 59, are the Army's strategic thinkers and practitioners. Strategists are educated and trained to lead multidisciplinary teams to think critically and then effectively articulate those thoughts in writing and presentation. Initial training includes intermediate leadership education, the Basic Strategic Arts Program, the Defense Strategy Course, and completion of a Masters Degree. Some strategists will also attend the Advanced Operations Course, Advanced Military Studies Program or Red Team Leader Course. More information is available by email at strategist@conus.army.mil.

c. TRADOC.

(1) Command and General Staff Officers' Course. A one-hour SC overview core curriculum lesson and two elective SC courses are offered to students attending resident course at the Command and General Staff College, Fort Leavenworth, Kansas. More information is available by phone at 913-684-3991 or DSN 552-3991.

(a) *A520 Security Cooperation (Classified)*. This course is an elective for U.S. students only attending resident course at Fort Leavenworth. It introduces SC programs, key organizations and their responsibilities, legislation, regulations, planning and policy. Students are required to access classified material in order to present research regarding a SC topic of their choice.

(b) *A521 Security Cooperation (Unclassified)*. This is an elective course available to international and U.S. students attending resident course at Fort Leavenworth. It covers the same topics as the classified course, but emphasizes SA. Students investigate SA programs and present unclassified research on SC efforts in a country or region.

(2) *U.S. Army Sergeants Major Academy*. The course includes a one-hour SC overview in the core curriculum lesson with some SC mention in four other lessons. No SC electives are offered.

(3) *U.S. Army War College*. The U.S. Army War College provides an appreciation and understanding of SC. Core courses, exercises, and select electives inform students about SC but do not train them to be SC professionals. More information is available by email at carl_atwc-asp@us.conus.army.mil

(4) *U.S. Army Peacekeeping and Stability Operations Institute*. The Peacekeeping and Stability Operations Institute provides SC-related instruction to civil affairs commands, National Guard units participating in the National Guard Bureau's State Partnership Program, brigade combat teams, units involved in economic development and counterinsurgency, and WHINSEC. More information is available on the Web at <https://The US Army Peacekeeping and Stability Operations Institute.army.mil/>.

d. U.S. Army Forces Command (FORSCOM). "Headquarters Department of the Army (HQDA) requires advise and assist as well as culture, regional expertise, and language familiarity training for all conventional forces supporting combatant command (CCMD) security cooperation (SC) requirements regardless of component or alignment. These training requirements are encapsulated in the Pre-Deployment Training Requirements in Support of the Combatant Commands, published with the annual Regionally Aligned Forces Mission Alignment Order. CCMDs provide their updated required advise and assist and culture, regional expertise and language familiarity training requirements on a semi-annual basis and an updated version of the Pre-Deployment Training Requirements in Support of the Combatant Commands is published as a FRAGO to the annual Regional Aligned Forces Mission Alignment Order."

e. U.S. Army John F. Kennedy Special Warfare Center and School. The John F. Kennedy Special Warfare Center and School offers a variety of courses with significant SC content. Some are available to conventional forces. More information is available on the web at <http://www.soc.mil/swcs/>.

(1) *Civil Affairs Soldiers*. Civil Affairs Soldiers form the nucleus of the Army's civil-military operations expertise for U.S. Army Special Operations Forces and conventional forces. Civil Affairs Soldiers and units focus on the civil component of the operational environment and interact closely with indigenous populations and institutions, inter-governmental organizations, nongovernmental organizations, or other governmental agencies. Civil Affairs core tasks include populace and resources control, foreign humanitarian assistance, civil information management, support to civil administration, and nation assistance.

(2) *Military Information Support Operations (formerly Psychological Operations)*. These Soldiers are the Army's experts in influence operations across the range of military operations for both SOF and conventional forces. They conduct peacetime operations and promote regional stability in areas where other U.S. military forces normally do not operate. Military Information Support Operations forces support SC by conveying selected information and indicators and advising on actions that influence the emotions, motives, objective reasoning, and, ultimately, the behavior of foreign audiences. They also train foreign organizations in multiple areas.

(3) *Special Forces Soldiers*. Special Forces Soldiers train indigenous populations and security forces. As a lead element of Army Special Operations Forces, Special Forces teams execute special operations missions to accomplish

United States Special Operations Command's core tasks. Special Forces Soldiers perform core tasks of unconventional warfare, foreign internal defense, direct action, special reconnaissance, counterterrorism, counterproliferation, and support to information operations, many of which apply directly to SC.

D-3. Navy security cooperation training

a. The Maritime Civil Affairs and Security Training Command trains personnel for positions in security force assistance detachments and Maritime Civil Affairs units. More information is available on the web at <http://mcast.navy.mil>.

b. The Expeditionary Training Group trains and certifies deploying staffs. More information is available on the Web at <http://www.navy.mil/local/necc/>.

D-4. Marine Corps security cooperation training

a. The Center for Advanced Operational Culture and Language offers regional and country specific operational culture courses. More information is available on the web at <http://www.tecom.usmc.mil/caocl/> or by phone at 703-432-1504.

b. The U.S. Marine Corps' Security Cooperation Education and Training Center offers a five-day SC planners course focused on component staff officers. The course's aim is to provide a functional working knowledge of SC guidance, policies, doctrine, planning, assessments, resources, tools, processes and procedures. More information is available on the web at <http://www.scetc.usmc.mil/>.

c. The U.S. Marine Corps Training and Advisory Group coordinates and synchronizes SC and security force assistance planning, prioritization, sourcing, and execution and provides training and advisor support to partner country security forces and conventional forces. Effective 1 October 2011, Marine Corps' Security Cooperation Education and Training Center and Training and Advisory Group combine to form the Marine Corps Security Cooperation Group. More information is available on the web at <http://www.marines.mil/unit/mctag/pages/welcome.aspx>.

d. The Marine Corps Command and Staff College offers a 20-hour SC elective based upon the course of instruction at the USMC SC Planners' Course. The elective is delivered through a combination of lecture and seminar. In lieu of the 20 hours of practical exercises conducted during the SC Planners' Course, students are required to develop one analytical paper on a SC topic of their own choosing and one group project (country-focused analysis briefing) assigned by the staff. More information is available on the web at <http://www.mcu.usmc.mil/Pages/CSC.aspx> or by phone at 888-279-1880.

D-5. Air Force security cooperation training

a. *Air Education and Training Command Air Advisor Academy*. The Air Education and Training Command's Air Advisor Academy plays a pivotal role in building global partnerships in support of CCDR campaign plans and Service-supported security assistance activities. The curriculum focuses on the dynamics of joint and combined operations as well as relationships involving domestic and international intergovernmental organizations and nongovernmental organizations. The courses provides general purpose air advisors the ability to assess, train, educate, advise, and assist partner countries in support of the national military strategy. This training enables Airmen to help partner countries develop/employ their aviation resources from the strategic through tactical levels of operations. More information is available by contacting the Air Advisor Academy at DSN 650-5540.

b. *Combat Aviation Advisors*. A combat aviation advisor is an Air Force member who is organized, trained, and equipped by Air Force Special Operations Command, and is initially trained through the Combat Aviation Advisor Mission Qualification Course. Combat aviation advisors can operate in permissive, uncertain, and hostile environments with minimal support, and a very small force footprint on politically sensitive taskings. More information is available by phone at DSN 579-2410.

c. *Building Partner Aviation Capacity Course*. The Building Partner Aviation Capacity Course is designed to expose partner country participants to the political, military, economic, social, information, and infrastructure benefits of aviation resources in the development and defense of the partner country. More information is available by email at usafsos.bpacc@hurlburt.af.mil, on the Web at www.afsoc.af.mil/usafsos, or by phone at 850-884-1881 or DSN 579-1881.

d. *U.S. Air Force Culture and Language Center*. The U.S. Air Force Culture and Language Center provides language, region, and culture expertise so that Airmen can communicate, build relations and negotiate in culturally complex environments. More information is available on the Web at www.culture.af.mil.

e. *USAF Steady-State Campaign Support Planners' Course*. This 5-day course provides training to support the development of USAF theater strategy, component campaign support plans, country plans, and event-level plans. USAF intends to launch this course in FY 14 at the Air Advisor Academy. The curriculum includes information on campaign planning, security cooperation planning, assessment, resourcing steady-state plans, and theater strategy. More information is available by email at afa5xx.workflow@pentagon.af.mil or by phone at DSN 223-2179.

D-6. Joint security cooperation training

a. *Defense Security Cooperation Agency*. DSCA provides SC training through the Defense Institute of Security

Assistance Management at Wright-Patterson Air Force Base, Ohio. The primary participants are DOD personnel assigned to security cooperation organizations (SCO) overseas and to the relevant staff sections of the GCCs. For a current, detailed listing and explanation of all Defense Institute of Security Assistance Management courses, refer to the Defense Institute of Security Assistance Management Web site at <http://www.disam.dsca.mil/pages/courses/onsite/catalog/schedule.aspx>.

(1) *Security Cooperation Familiarization Course*. This is a 90-minute online orientation on SC available to all personnel.

(2) *Security Cooperation Management Online Orientation Course (existing)*. This is a 40-hour, online, entry-level course designed primarily for personnel who are new to the SC field or who perform SC duties on a part-time basis. It provides an overview of the full range of SA activities, to include legislation, policy, the foreign military sales process, logistics, finance, and training management and limited other SC programs.

(3) *Security Cooperation Management Overseas Course*. This is a three-week in-residence course conducted at Wright-Patterson Air Force Base nine times a year with no quotas. The course provides a functional knowledge of SC and SA policies and procedures for DOD personnel with assignments to overseas SCOs, Defense Attache Offices, GCC staffs, and their Service component commands.

(4) *Security Cooperation Management Overseas Local Hire Course (under development)*. This two week, in-residence training will be conducted two times a year with no quotas beginning October 2011. The course will provide a functional knowledge of SC and SA policies and procedures for DOD locally engaged staff personnel with assignments to overseas SCOs.

(5) *Security Cooperation Management Overseas Desk Officer Course (under development)*. This one-week course will be conducted at each GCC to provide tailored Security Cooperation Management Overseas course instruction for the desk officers at the GCC and Service component commands beginning in 2012.

(6) *Security Cooperation Management Advanced Overseas Course (under development)*. This one-week course will be conducted at selected locations to support each GCC to provide advanced follow-on training to SCO personnel within first year of assignment after completing Security Cooperation Management Overseas in Residence Course. Course length will be one week. Plan for implementation after Security Cooperation Management Overseas is complete, Spring or Summer 2012 at the earliest.

b. Defense Acquisition University. The Defense Acquisition University offers the following courses for those engaged with international partners:

(1) PMT 202, Multinational Program Management.

(2) PMT 203, International Security and Technology Transfer/Control.

(3) PMT 304, Advanced International Management Workshop.

(4) CLI 001, CLI 002, CLI 003, International Armaments Cooperation.

(5) CLI 004, CLI 005, CLI 006, Information Exchange Program.

(6) DAU also offers an international certification as a specialized portion of Level III Acquisition Certification. More information is available on the Web at <http://icatalog.dau.mil/onlinecatalog/CareerLvl.aspx?lvl=3andcflid=9>.

c. The Center for Civil-Military Relations. The Center for Civil-Military Relations, located at the Naval Postgraduate School, Monterey, CA, provides graduate level education, both in-residence and in mobile team formats. Programs focus on six core competencies—defense and security decision making; defense institution building; civil-military response to terrorism; stability, security, transition and reconstruction; educational support to operational commanders and publications and research. The Center for Civil-Military Relations has extensive experience designing tailorable programs that are responsive and cost effective. More information is available on the Web at <http://www.ccmr.org/public/home.cfm> or by phone at 831-656-3171.

d. Defense Language Institute Foreign Language Center (DLIFLC). The DLIFLC provides full-time basic, intermediate, and advanced foreign language instruction at the Presidio of Monterey in 24 languages and three Arabic dialects, and an additional 65 languages through the DLI Washington contract program. Courses last between 26 and 64 weeks, depending on the difficulty of the language. DLIFLC offers language sustainment and enhancement training for professional linguists and pre-deployment training and foundational language instruction for General Purposes Forces (GPF) through 26 Language Training Detachments located world-wide. Additionally DLIFLC offers online self-study courses such as HeadStart2, Rapport, Cultural Orientation modules, language survival guides, and other materials that can be downloaded onto personal mobile devices for language and culture learning. More information is available on the Web at <http://www.dliflc.edu>.

e. Defense Language Institute, Field Support Modules. Field Support Modules are a series developed by the Defense Language Institute Foreign Language Center that aims to promote cultural awareness and raising understanding of the people and social customs inherent to various nations and providing language support for personnel entering a new theater of operation. More information is available on the Web at <http://fieldsupport.lingnet.org/>.

f. Joint Special Operations University. The Joint Special Operations University offers a variety of courses with

significant SC content and most are available to conventional forces. More information is available on the Web at <https://jsou.socom.mil/Pages/Courses.aspx>.

Appendix E

Security Cooperation and Foreign Disclosure Planning

E-1. Foreign disclosure; general

a. Foreign disclosure is conveying classified military information and/or controlled unclassified information, in any form or manner, to an authorized representative of a foreign government or international organization. Disclosures may be accomplished through oral, visual, or documentary modes. This sensitive and complicated field warrants expert oversight. Security cooperation personnel must strictly comply with the provisions outlined in AR 380-10. Consult your G-2 and/or security office for more details.

b. The HQDA Army Foreign Disclosure Branch maintains two Web sites that provide invaluable foreign disclosure related information to the Army security cooperation community. They are as follows:

(1) Army Foreign Disclosure Branch Web page <http://www.dami.army.pentagon.mil/site/fd/>. This site provides updates to policy, points of contact, and foreign disclosure training and educational products. Access to certain products or information requires common access card login through Army Knowledge Online.

(2) SENTRY Web site <http://acic.north-inscom.army.smil.mil/SENTRY>. This site, residing on the SIPR network, requires that users register and establish an account. SENTRY serves as the primary repository for foreign disclosure information that includes the following:

(a) Information on extended visitors (foreign liaison officers and MPEP).

(b) Organizational, program, or system disclosure policy/authority.

(c) DOD and Army Disclosure Policy and updates relating to operational developments and requirements.

(3) Army Foreign Disclosure Decision Support Guidance provides highlights from the Army Security Cooperation Strategy and Campaign Support Plan as well as specific foreign disclosure focus areas relating to stated country goals and objectives.

E-2. Foreign disclosure; specific

a. Foreign disclosure authorities vary from country to country by the category and the level of information that may be disclosed. Do not make assumptions on what these authorities might be at any one given time. Since the nature of our relationships with countries will change and evolve, so will the disclosure authorities. Always consult your foreign disclosure officer prior to affecting any disclosure of information not designated for public release.

b. All information residing on the internet has not been cleared for public release. In accordance with DODI 5230.29, "*Security and Policy Review of DOD Information for Public Release*", information intended for placement on web sites, or other publicly accessible computer servers, which are available to everyone, without access controls, requires review for public release if it meets certain criteria. (see Enclosure 3 of DODI 5230.29 for criteria). Information posted to a publicly accessible DOD internet sites that anyone can reach without access controls can be considered as available for public release. Information from other non-DOD sites requires a disclosure review prior to disclosure.

c. The authority to disclose classified military information (CMI) and/or controlled unclassified information (CUI) is never implied nor is this authority inherently conveyed to any individual by virtue of their position. Authority to disclose CMI and CUI must be formally delegated from HQDA, ODCS G-2 (DAMI-CDS) either by policy and/or by a delegation of disclosure authority letter.

d. While HQDA approves delegation disclosure authority letters, submission of them and their maintenance to ensure they support Army international objectives is a command/organizational responsibility.

e. When disclosure authority has been formally established, these authorities only initially apply to that information for which the organization is the proponent. Organizations may disclose information for which they are not the proponent only with the informed consent of the originator. SC planners should factor in the staffing and coordination requirements to obtain informed consent as they establish exercise and program goals and objectives. It is also a violation of National Disclosure Policy to convey the false impression (or permit the impression to exist) of the USG's willingness to share CUI and or CMI until a formal disclosure, determination has been made.

Glossary

Section I Abbreviations

ABCA

American, British, Canadian, Australian, and New Zealand Armies' Program

AC

Active Component

ACOM

Army command

ACSP

Army campaign support plan

ADRP

Army doctrine reference publication

AIDS

Acquired Immune Deficiency Syndrome

AMC

U.S. Army Materiel Command

ARFORGEN

Army Force Generation

AR

Army regulation

ARNG

Army National Guard

ARTIMS

Army Training Information Management System

ASCC

Army service component command

C2

command and control

CAC

common access card

CBA

cost benefit analysis

CCDR

combatant commander

CCMD

combatant command

CG

commanding general

CJCSI

Chairman of the Joint Chiefs of Staff Instruction

COIN

Counterinsurgency Center

CMI

classified military information

COM

command

CSA

Chief of Staff, Army

CUI

controlled unclassified information

DASA (DE&C)

Deputy Secretary of the Army for Defense Exports and Cooperation

DASA (R&T)

Deputy Secretary of the Army (Research and Technology)

DCS

Deputy Chief of Staff

DDL

delegation of disclosure authority letter

DOS

Department of State

DOD

Department of Defense

DODD

Department of Defense directive

DOTMLPF

doctrine, organization, training, material, leadership and education, personnel, and facilities

DRU

direct reporting unit

DSCA

Defense Security Cooperation Agency

DSN

defense switched network

FAO

foreign area officer

FBAT

Future Battlefield Annual Talks

FCC

functional combatant command

FM

field manual

FMS

foreign military sales

FORSCOM

U.S. Army Forces Command

FY

fiscal year

GCC

geographic combatant command

GEF

Guidance for Employment of the Force

GFM

Global Force Management

GFMAP

Global Force Management Allocation Plan

G-TSCMIS

Global Theater Security Cooperation Management Information System

HADR

humanitarian assistance/disaster relief

HIV

Human Immunodeficiency Virus

HQDA

Headquarters, Department of the Army

IMO

intermediate military objective

INSCOM

U.S. Army Intelligence and Security Command

JFP

joint force provider

JLLIS

Joint Lessons Learned Information System

LOE

line of effort

MDEP

management decision package

MEDCOM

U.S. Army Medical Command

MILDEP

military department

MOE

measures of effectiveness

MOP

measure of performance

MOU

memorandum of understanding

MPEP

Military Personnel Exchange Program

NATO

North Atlantic Treaty Organization

NDAA

National Defense Authorization Act

ODCS

Office, Deputy Chief of Staff

OMA

Operation and Maintenance, Army

OSD

Office of the Secretary of Defense

PKO

peacekeeping operations

PPD

presidential policy directive

RAF

regionally aligned forces

RC

Reserve Component

RDECOM

Research, Development, and Engineering Command

RFF

request for forces

RFR

rotational force requirements

ROTC

Reserve Officers Training Corps

SA

security assistance

SATMO

Security Assistance Training Management Organization

SC

security cooperation

SCD

security cooperation division

SCFA

security cooperation focus area

SCO

security cooperation organization or security cooperation officer

SECDEF

Secretary of Defense

SFA

security force assistance

SIPR

secure internet protocol router

SOF

special operations forces

SON

Schools of Other Nations

SSI

Headquarters, Department of the Army, DCS G-3/5- SSI (Army Multinational Strategy and Programs Division)

TDT

Training and Doctrine Talks

TRADOC

U.S. Army Training and Doctrine Command

USAF

U. S. Air Force

USARAF

U.S. Army Africa

USARCENT

U.S. Army Central

USAREUR

U.S. Army Europe

USARPAC

U.S. Army Pacific

USARSOC

U.S. Army Special Operations Command

USARSOUTH

U.S. Army South

USASAC

U.S. Army Security Assistance Command

USC

United States Code

USG

U.S. Government

USMA

U.S. Military Academy

USMC

U.S. Marine Corps

USN

U.S. Navy

USAFRICOM

U.S. Africa Command

USCENTCOM

U.S. Central Command

USEUCOM

U.S. European Command

USNORTHCOM

U.S. Northern Command

USPACOM

U.S. Pacific Command

USSOUTHCOM

U.S. Southern Command

VCWT

Chemical and biological treaties MDEP

VRSI

Standardization and Interoperability Programs MDEP

VTRE

Conventional Arms Control Treaties MDEP

WHINSEC

Western Hemisphere Institute for Security Cooperation

WMD

weapons of mass destruction

Section II**Terms****Acquisition and cross-servicing agreements**

These agreements negotiated on a bilateral basis with US allies or multinational organizations that allow U.S. forces to exchange most common types of support, including food, fuel, transportation, ammunition, and equipment. Authority to negotiate these agreements is usually delegated to the CCDR by the SECDEF. Authority to execute these agreements lies with the SECDEF, and may or may not be delegated. Governed by legal unforeseen emergencies, or exercises to correct logistic deficiencies that cannot be adequately corrected by national means. The support received or given is reimbursed under the conditions of the acquisition and cross-servicing agreement.

Activity

A function, mission, action, or collection of actions. (JP 3-0)

Alliance

The relationship that results from a formal agreement (for example, treaty) between two or more nations for broad, long-term objectives that further the common interests of the members. See also coalition; multinational.

Ambassador

A diplomatic agent of the highest rank accredited to a foreign government or sovereign as the resident representative of his own government; also called the Chief of Mission. In the U.S. system, the Ambassador is the personal representative of the President and reports to him through the Secretary of State.

Arms Export Control Act

The basic U.S. law providing the authority and general rules for the conduct of FMS and commercial sales of defense articles, defense services, and training. The Arms Export Control Act came into existence with the passage of the Foreign Military Sales Act of 1968. An amendment in the International Security Assistance and Arms Export Control Act of 1976 changed the name of the Foreign Military Sales Act to the Arms Export Control Act. Published as 22 USC 2751.

Attaché

A person attached to the embassy in a diplomatic status who is not normally a career member of the diplomatic service. In the U.S. system, attachés generally represent agencies other than the DOS such as the DOD, and others.

Assessment

The determination of the progress toward accomplishing a task, creating an effect, or achieving an objective. (JP 3-0).

Building partnerships

The ability to set the conditions for interaction with partner, competitor or adversary leaders, military forces, or relevant populations by developing and presenting information and conducting activities to affect their perceptions, will, behavior, and capabilities.

Building partner capacity

The outcome of comprehensive inter-organizational activities, programs, and engagements that enhance the ability of partners for security, governance, economic development, essential services, rule of law, and critical government functions.

Campaign plan

A Joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. See also campaign; campaign planning.

Campaign planning

The process whereby CCDRs and subordinate joint force commanders translate national or theater strategy into operational concepts through the development of an operation plan for a campaign. Campaign planning may begin during contingency planning when the actual threat, national guidance, and available resources become evident, but is normally not completed until after the President or SECDEF selects the course of action during crisis action planning. Campaign planning is conducted when contemplated military operations exceed the scope of a single major Joint operation. See also campaign; campaign plan.

Capability

The ability to execute a specified course of action. A capability may or may not be accompanied by an intention.

Capacity

The ability to maintain and employ a capability with sufficiency over time.

Chief of Mission

The principal officer (the ambassador) in charge of a diplomatic facility of the U.S., including any individual assigned to be temporarily in charge of such a facility. The chief of mission is the personal representative of the President to the country of accreditation. The chief of mission is responsible for the direction, coordination, and supervision of all USG executive branch employees in that country (except those under the command of a U.S. area military commander). The security of the diplomatic post is the chief of mission's direct responsibility.

Civil support

DOD support to U.S. or foreign civil authorities for domestic emergencies, and for designated law enforcement and other activities. See also military assistance to civil authorities.

Civil-military operations

The activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or

hostile operational area in order to facilitate military operations, to consolidate and achieve operational U.S. objectives. Civil-military operations may include performance by military forces of activities and functions normally the responsibility of the local, regional, or national government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. Civil-military operations may be performed by designated civil affairs, by other military forces, or by a combination of civil affairs and other forces.

Civil-Military Operations Center

An organization, normally comprised of civil affairs, established to plan and facilitate coordination of activities of the Armed Forces of the United States with indigenous populations and institutions, the private sector, intergovernmental organizations, nongovernmental organizations, multinational forces, and other governmental agencies in support of the Joint force commander.

Coalition

An ad hoc arrangement between two or more nations for common action. See also alliance; multinational.

Combat aviation advisors

A Combat Aviation Advisor is an Air Force member who is trained by the Air Force Special Operations Command Combat Aviation Advisor Mission Qualification Course and operates in permissive (noncombat) and non-permissive (combat) environments with a self-sustaining logistics trail.

Combat aviation advisory team

A special operations team specifically tailored to assess, advise, and train foreign aviation forces in air operations employment and sustainability. Teams support geographic combatant commanders throughout the operational continuum, primarily by facilitating the integration and interoperability of friendly and allied aviation forces supporting joint and multinational operations. Teams are specially trained and equipped to provide advisory assistance in the three interrelated areas of foreign internal defense, coalition support, and unconventional warfare.

Combatant command

A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the SECDEF and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities.

Combatant commander initiative fund

DOD funds made available in any FY to the commander of a combatant command for the Chairman of the Joint Chiefs of Staff to support force training, contingencies, selected operations, command and control, joint exercises (including activities of participating foreign countries), humanitarian and civil assistance, military education and training to military and related civilian personnel of foreign countries, personnel expenses of defense personnel for bilateral or regional cooperation programs, force protection and Joint warfighting capabilities. The law prescribes priority considerations and limitations.

Cooperative security location

A facility located outside the United State and U.S. territories with little or no permanent U.S. presence, maintained with periodic Service, contractor, or host-nation support. Cooperative security locations provide contingency access, logistic support, and rotational use by operating forces and are a focal point for SC activities.

Country cooperation plan

The combatant command's document for providing guidance for a cooperative approach to steady-state activities within the host country. It considers other USG departments and agencies as well as nongovernmental organizations with programs, projects, and activities in the host country. It informs and is informed by the US Embassy's Mission Strategic and Resource Plan, and U.S. Agency for International Development Country Development Cooperation Strategy (CDCS).

Country liaison officer

An officer or noncommissioned officer of a foreign military establishment selected by his or her government and attached to a MILDEP or DOD agency for the primary purpose of helping administer international military student from his or her home country. For administrative purposes, the Country Liaison Officer is considered in a student status. In State Department terms, the Country Liaison Officer is the Country Liaison Officer, similar to an MWR officer in the military.

Country team

The senior, in-country, U.S. coordinating and supervising body, headed by the chief of the U.S. diplomatic mission, and composed of the senior member of each represented U.S. department or agency, as desired by the chief of the U.S. diplomatic mission.

Defense Attaché Office

A DOD organization assigned to a U.S. diplomatic mission overseas for the purposes of overt gathering of military information, representing the DOD in the conduct of military liaison activities, and performing as a component of the U.S. country team. Several Defense Attaché Offices have been designated by the president as being responsible for SA functions in a host country.

Defense planning guidance

The DOD document that provides guidance in the form of goals, priorities, and objectives, including fiscal constraints, for the development of the program objective memorandums by the MILDEPs and defense agencies.

Defense Security Cooperation Agency

The agency that performs administrative management, program planning, and operations functions for U.S. military assistance programs at the DOD level under the policy direction of the Assistant Secretary of Defense (International Security Affairs).

Defense support of civil authorities

Civil support provided under the auspices of the National Response Plan.

Defense support to public diplomacy

Those activities and measures taken by the DOD components to support and facilitate public diplomacy efforts of the USG.

Defense Threat Reduction Agency

The DOD Combat Support Agency for countering WMD. DTRA programs address the entire spectrum of chemical, biological, radiological, nuclear and high yield explosive threats, and include basic science research and development, operational support to U.S. warfighters, and an in-house WMD think tank.

Department of State and U.S. Agency for International Development Strategic Plan

The plan by which the DOS and U.S. Agency for International Development Strategic Plan set forth the direction and priorities for both organizations, and presents how they will implement U.S. foreign policy and development assistance in the coming years.

Direct liaison authorized

That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Direct liaison authorized is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting direct liaison authorized informed. Direct liaison authorized is a coordination relationship, not an authority through which command may be exercised.

Disaster assistance response team

A rapidly deployable team provided by the U.S. Agency for International Development Office of U.S. Foreign Disaster Assistance in response to international disasters. A disaster assistance response team provides specialists, trained in a variety of disaster relief skills, to assist U.S. embassies and U.S. Agency for International Development missions with the management of USG response to disasters.

Doctrine

Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application. See also multinational doctrine; Joint doctrine; multi-Service doctrine.

End state

The set of required conditions that defines achievement of the commander's objectives.

Excess defense articles

Defense articles owned by the U.S. government which are neither procured in anticipation of military assistance or sales requirements, nor procured pursuant to a military assistance or sales order. Excess defense articles are items

(except construction equipment) which are in excess of the Approved Force Acquisition Objective and Approved Force Retention Stock of all DOD components at the time such articles are dropped from inventory by the supplying agency for delivery to countries or international organizations.

Exchange programs

Exchanges between U.S. military forces and those of other countries that promote mutual understanding and trust, enhance interoperability, and strengthen long-term relationships.

Expanded international military education and training

Training funded under the International Military Education and Training program for the following objectives: proper management of defense resources, improving military justice systems AR internationally recognized human rights, understanding the principle of civilian control of the military, and contributing to the cooperation between police and military forces for counternarcotics law enforcement (Foreign Assistance Act of 1961, Sec.541). Only courses found in the Expanded International Military Education and Training Handbook qualify for consideration in the Expanded International Military Education and Training portion of a country's training program.

Facility

A real property entity consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land.

Federal Acquisition Regulation

The primary regulation for use by federal executive agencies for the acquisition of supplies and services with appropriated funds. The document, published in 1984, consolidated the major procurement regulations of various departments and agencies. The intent of the Federal Acquisition Regulation is to standardize the content, decrease the volume of documents, and to achieve consistency throughout government. The principal agencies involved in putting together the Federal Acquisition Regulation were DOD, the General Services Administration, and the National Aeronautics and Space Administration, the three largest buyers. The Federal Acquisition Regulation is broader than just contracting and applies to all goods and services. It directs the defense program manager in many ways, including contract award procedures, acquisition planning, warranties, and establishing guidelines for competition. Besides the Federal Acquisition Regulation, each agency has its supplement to describe its own particular way of doing business. The DOD supplement is called DFARS.

Foreign Assistance Act of 1961

The basic law providing the authority and the general rules for the conduct of foreign assistance grant activities/ programs by the USG.

Foreign assistance

Assistance to foreign nations ranging from the sale of military equipment to donations of food and medical supplies to aid survivors of natural and manmade disasters. U.S. foreign assistance takes three forms: development assistance, humanitarian assistance, and SA. See also domestic emergencies; foreign disaster; foreign humanitarian assistance; SA.

Foreign disaster relief

Prompt aid that can be used to alleviate the suffering of foreign disaster victims. Normally it includes humanitarian services and transportation; the provision of food, clothing, medicine, beds, and bedding; temporary shelter and housing; the furnishing of medical materiel and medical and technical personnel; and making repairs to essential services. See also foreign disaster.

Foreign humanitarian assistance

DOD activities, normally in support of the U.S. Agency for International Development or DOS, conducted outside the U.S., its territories, and possessions to relieve or reduce human suffering, disease, hunger, or privation.

Foreign internal defense

Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security.

Foreign liaison officer

An official representative, either military or civilian, of a foreign government or international organization stationed in the U.S. normally for the purpose of managing or monitoring SA programs.

Foreign military sales

FMS is authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended. This assistance differs from the Military Assistance Program and the International Military Education and Training Program in that the recipient provides reimbursement for defense articles and services transferred.

Foreign nation support

Civil and/or military assistance rendered to a nation when operating outside its national boundaries during military operations based on agreements mutually concluded between nations or on behalf of intergovernmental organizations. Support may come from the nation in which forces are operating. Foreign nation support also may be from third party nations and include support or assistance, such as logistics, rendered outside the operational area.

Formal training (military)

Training (including special training) in an officially designated course. It is conducted or administered according to an approved program of instruction. This training generally leads to a specific skill in a certain military occupational specialty.

Global Peace Operations Initiative

A SC program established to help address major gaps in international peace operations support, including: (1) a shortage of capable peacekeepers; (2) limited national capabilities to train and sustain peacekeeping proficiencies; (3) a lack of mechanisms to help countries deploy to peace operations and provide logistics support for their troops in the field; and (4) a shortage of stability police units. The Global Peace Operations Initiative goals were presented at the 2004 G8 Sea Island Summit, where G8 Leaders committed to an Action Plan for “Expanding Global Capability for Peace Support Operations.” This plan includes commitments to: (1) train and, where appropriate, equip 75,000 military peace operations troops worldwide by 2010 (with an emphasis on Africa); (2) develop a transportation and logistics support arrangement to help deploy and sustain troops during peace operations; and (3) support an Italian initiative to establish an international training center to train stability police units to participate in peace operations. Other Global Peace Operations Initiative objectives include: coordinating capacity building efforts through G8 Africa and G8 Global clearinghouses, developing a deployment equipment program, and conducting sustainment/self-sufficiency activities.

Guidance for Employment of the Force

A DOD document that translates U.S. national, defense, and military strategy into DOD end states and priorities to guide the employment of DOD forces. The GEF incorporates guidance for SC, contingency planning, global posture, GFM, and nuclear weapons planning. To assist combatant commands with theater and functional planning, the GEF specifies planning requirements, the strategic context, prioritized end states, theater strategic assumptions, campaign planning priorities, additional planning requirements, and contingency planning requirements. The GEF also aims at improving interagency input into DOD planning, and where appropriate, the integration of DOD planning with that of other USG organizations.

Host country

A nation which permits, either by written agreement or official invitation, government representatives and/or agencies of another nation to operate, under specified conditions, within its borders.

Host nation

A nation which receives the forces and/or supplies of allied nations and/or NATO organizations to be located on, to operate in, or to transit through its territory. Also called HN.

Host-nation support

Civil and military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. Also called HNS. See also host nation.

Host-nation support agreement

Basic agreement normally concluded at government-to-government or government-to-CCDR level. These agreements may include general agreements, umbrella agreements, and memoranda of understanding.

Human rights

As defined in Section 116(a), Foreign Assistance Act of 1961 (22 USC 2151 et seq.), the term “internationally recognized human rights” includes: freedom from torture or other cruel, inhuman, or degrading treatment or punishment; prolonged detention without charges; disappearances due to abduction or clandestine detention and other flagrant denial of the rights to life, liberty, and the security of the person. Other internationally recognized human rights, as examined by the DOS in the annual Country Reports on Human Rights Practices for 199X, include: the right of self government; the right to be free of governmental violations of the integrity of the person; the right to enjoy civil

liberties, such as freedom of expression, assembly, religion, and movement, without discrimination based on race, ancestry, or sex; and the right to change one's government by peaceful means. Sec. 502B(2), Foreign Assistance Act of 1961 (22 USC 2151 et seq.), prohibits the provision of SA to "any county the government of which engages in a consistent pattern of gross violations of internationally recognized human rights."

Humanitarian and civic assistance

Assistance to the local populace provided by predominantly U.S. forces in conjunction with military operations and exercises. This assistance is specifically authorized by 10 USC 401, and funded under separate authorities.

Humanitarian assistance

Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Humanitarian assistance provided by U.S. forces is limited in scope and duration. The assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing humanitarian assistance.

Humanitarian demining assistance

Activities related to the furnishing of education, training, and technical assistance with respect to the detection and clearance of land mines and other explosive remnants of war.

Humanitarian mine action

Activities that strive to reduce the social, economic, and environmental impact of land mines, unexploded ordnance and small arms ammunition - also characterized as explosive remnants of war.

Indigenous populations and institutions

A generic term used to describe the civilian construct of an operational area to include its populations (legal citizens, legal and illegal immigrants, and all categories of dislocated civilians), governmental, tribal, commercial, and private organizations and entities.

Instruments of national power

All of the means available to the government in its pursuit of national objectives. They are expressed as diplomatic, economic, informational, and military.

Interagency

USG agencies and departments, including the DOD. See also interagency coordination.

Interagency coordination

Within the context of DOD involvement, the coordination that occurs between elements of DOD, and engaged USG agencies for the purpose of achieving an objective.

Intergovernmental organization

An organization created by a formal agreement (for example, a treaty) between two or more governments. It may be established on a global, regional, or functional basis for wide-ranging or narrowly defined purposes. Formed to protect and promote national interests shared by member states. Examples include the United Nations, the NATO, and the African Union.

Internal defense and development

The full range of measures taken by a nation to promote its growth and to protect itself from subversion, lawlessness, insurgency, terrorism, and other threats to its security. It focuses on building viable institutions (political, economic, social, and military) that respond to the needs of society.

International military education and training

Formal or informal instruction provided to foreign military students, units, and forces on a non-reimbursable (grant) basis by offices or employees of the U.S., contract technicians, and contractors. Instruction may include correspondence courses; technical, educational, or informational publications; and media of all kinds.

International narcotics activities

Those activities outside the U.S. which produce, transfer, or sell narcotics or other substances controlled 21 USC and sections 811 and 812.

Interoperability

The ability to operate in synergy in the execution of assigned tasks or the condition achieved among communications-electronics systems or items of communications-electronics equipment when information or services can be exchanged directly and satisfactorily between them and/or their users. The degree of interoperability should be defined when referring to specific cases.

Irregular warfare

A violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s). Irregular warfare favors indirect and asymmetric approaches, though it may employ the full range of military and other capacities, in order to erode an adversary's power, influence, and will.

Joint combined exchange training

A program conducted overseas to fulfill U.S. forces training requirements and at the same time exchange the sharing of skills between U.S. forces and host nation counterparts. Training activities are designed to improve U.S. and host nation capabilities.

Joint doctrine

Fundamental principles that guide the employment of U.S. military forces in coordinated action toward a common objective. Joint doctrine contained in joint publications also includes terms, tactics, techniques, and procedures. It is authoritative but requires judgment in application.

Joint force

A general term applied to a force composed of significant elements, assigned, or attached, of two or more MILDEPs operating under a single joint force commander.

Joint Security Assistance Training Regulation

The Joint military service regulation that prescribes policies, responsibilities, procedures, and administration for the education and training of international military students as authorized by SA legislation. It deals specifically with training under the International Military Education and Training and FMS programs and contains instructions on the DOD Informational Program.

Letter of offer and acceptance

U.S. DOD letter by which the U.S. government offers to sell to a foreign government or international organization U.S. defense articles and defense services pursuant to the Arms Export Control Act, as amended. The letter of acceptance lists the items and/or services, estimated costs, and the terms and conditions of sale; it also provides for the signature of an appropriate foreign government official to indicate acceptance.

Letter of request

The term used to identify a request from an eligible FMS participant country for the purchase of U.S. defense articles and services. The request may be in message or letter format.

Major defense equipment

Any item of significant military equipment on the U.S. Munitions List having a nonrecurring research and development cost of more than \$50 million or a total production cost of more than \$200 million. Also defined in Section 47 (6), Arms Export Control Act.

Measure of effectiveness

A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. (JP 3-0)

Measure of performance

A criterion used to assess friendly actions that is tied to measuring task accomplishment. (JP 3-0)

Military assistance advisory group

A Joint service group based overseas which primarily administers U.S. military assistance planning and programming in a host country. The term MAAG encompasses Joint U.S. Military Advisory Groups, Military Missions, Military Assistance Groups, U.S. Military Groups, and U.S. Military Representatives exercising responsibility within a U.S. Diplomatic Mission for SA and other related DOD matters. Defense Attachés are included only when specifically designated as having SA functions.

Military engagement

The routine contact and interaction between individuals or elements of the Armed Forces of the U.S. and those of another nation's armed forces, or foreign and domestic civilian authorities or agencies to build trust and confidence, share information, coordinate mutual activities, and maintain influence.

Mission strategic resource plan

The annual submission by a U.S. mission abroad to the DOS which summarizes mission foreign policy priorities, provides measures of progress towards select goals, establishes forward planning performance targets, reports on results achieved, and identifies DOS Operations and Foreign Assistance budget requests and U.S. Direct Hire position requirements related to the budget cycle. It is prepared utilizing a web-based software application by the interagency country team, and is the initial step in establishing an annual planning and budget formulation process and multiyear forecast for both State Operations and Foreign Assistance.

Mobile education team

A team of U.S. DOD personnel on temporary duty in a foreign country for the purpose of educating foreign personnel in resource management. Such teams are normally funded from Expanded International Military Education and Training program funds.

Mobile training team

A team consisting of one or more U.S. military or civilian personnel sent on temporary duty, often to a foreign nation, to give instruction. The mission of the team is to train indigenous personnel to operate, maintain, and employ weapons and support systems, or to develop a self-training capability in a particular skill. The SECDEF may direct a team to train either military or civilian indigenous personnel, depending upon host-nation requests.

Nation assistance

Civil or military assistance (other than Foreign Humanitarian Assistance) rendered to a nation by U.S. forces within that nation's territory during peacetime, crises or emergencies, or war, based on agreements mutually concluded between the U.S. and that nation.

National security strategy

A document approved by the President for developing, applying, and coordinating the instruments of national power to achieve objectives that contribute to national security.

National defense strategy

A document approved by the SECDEF for applying the Armed Forces of the U.S. in coordination with DOD agencies and other instruments of national power to achieve national security strategy objectives.

National military strategy

A document approved by the Chairman of the Joint Chiefs of Staff for distributing and applying military power to attain national security strategy and national defense strategy objectives.

Nongovernmental organization

A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society.

North Atlantic Treaty Organization

A collective security group that was established by the North Atlantic Treaty in 1949 to block the threat of military aggression in Europe by the Soviet Union. NATO united Western Europe and North America in a commitment of mutual security and collective Self-Defense. NATO members have used the organization as a framework for cooperation in military, political, economic, and social matters.

Peace building

Stability actions, predominately diplomatic and economic, that strengthen and rebuild governmental infrastructure and institutions in order to avoid a relapse into conflict.

Peace enforcement

Application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order.

Peace operations

A broad term that encompasses multi-agency and multinational crisis response and limited contingency operations involving all instruments of national power with military missions to contain conflict, redress the peace, and shape the environment to support reconciliation and rebuilding and facilitate the transition to legitimate governance. Peace operations include peacekeeping, peace enforcement, peacemaking, peacebuilding, and conflict prevention efforts.

Peacekeeping

Military operations undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (cease fire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement. See also peace building; peace enforcement; peacemaking; peace operations.

Peacemaking

The process of diplomacy, mediation, negotiation, or other forms of peaceful settlements that arranges an end to a dispute and resolves issues that led to it. See also peace building; peace enforcement; peacekeeping; peace operations.

Preventive diplomacy

Diplomatic actions taken in advance of a predictable crisis to prevent or limit violence.

Regional Centers for Security Studies

DOD regional institution that are operated, and designated for the study of security issues relating to a specified geographic region of the world and serve as forums for bilateral and multilateral research, communication, and exchange of ideas involving military and civilian participants. The DOD RCSSs are The George C. Marshall European Center for Security Studies, established in 1993 and located in Garmisch-Partenkirchen, Germany; The Asia-Pacific Center for Security Studies, established in 1995 and located in Honolulu, Hawaii; The Center for Hemispheric Defense Studies, established in 1997 and located in Washington, D.C.; The Africa Center for Strategic Studies, established in 1999 and located in Washington, DC; and The Near East South Asia Center for Strategic Studies, established in 2000 and located in Washington, DC.

Security assistance

A group of programs authorized by the Foreign Assistance Act of 1961 of 1961, as amended, and the Arms Export Control Act of 1976, as amended, or other related statutes by which the U.S. provides defense articles, military training, and other defense-related services, by grant, loan, credit, or cash sales in furtherance of national policies and objectives. SA is an element of SC funded and authorized by DOS to be administered in DOD by DSCA.

Security Assistance Management Manual

A manual published by the DSCA under authority of DOD Directive 5105.38. It sets forth the responsibilities, policies, and procedures governing the administration of SA within the DOD.

Security assistance network

The SAN is a database warehouse that contains international military student data from all the services. Other information stored on the SAN includes the material articles of services listing, student statuses from the international military student office at the training activity, and activity information. Information stored on the SAN is shared with the desktop application known as the Training Management System, the application that SAOs use to manage their caseload. A user identification and password are required for initial access to all systems and can be obtained by request to DASA (DE&C).

Security cooperation

All DOD interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to a host nation. Also called SC. See also SA.

Security cooperation activity

Military activity that involves other nations and is intended to shape the operational environment in peacetime. Activities include programs and exercises that the U.S. military conducts with other nations to improve mutual understanding and improve interoperability with treaty partners or potential multinational partners. They are designed to support a CCDR's theater strategy as articulated in the theater SC plan.

Security cooperation organization

All DOD elements located in a foreign country with assigned responsibilities for carrying out SA and/or cooperation management functions. It includes military assistance advisory groups, military missions and groups, offices of defense

and military cooperation, liaison groups, and defense attach personnel designated to perform SA and/or cooperation functions. Also see SCO.

Security cooperation planning

The subset of joint strategic planning conducted to support the DOD's SC program. This planning supports a CCDR's theater strategy. See also SC.

Security force assistance

The DOD activities that contribute to unified action by the USG to support the development of the capacity and capability of foreign security forces and their supporting institutions.

Security sector assistance

The set of policies, programs and activities the U.S. uses to engage with partners and help shape their policies and actions; help partners build and sustain capacity for security, safety and justice; and enable partners to help address common security challenges.

Security sector reform

The set of policies, plans, programs, and activities that a government undertakes to improve the way it provides safety, security, and justice. Also called Security Sector Reform.

Shape

Shape phase missions, task, and actions are those that are designed to dissuade or deter adversaries and assure friends, as well as set conditions for the contingency plan and are generally conducted through SC activities. Joint and multinational operations and various interagency activities occur routinely during the shape phase. Shape activities are executed continuously with the intent to enhance international legitimacy and gain multinational cooperation by shaping perceptions and influencing adversaries' and allies' behavior; developing allied and friendly military capabilities for self-defense and multinational operations; improving information exchange and intelligence sharing; providing U.S. forces with peacetime and contingency access; and mitigating conditions that could lead to a crisis.

Stability operations

An overarching term encompassing various military missions, tasks, and activities conducted outside the U.S. in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief.

State Partnership Program

A SC program executed through the National Guard Bureau which strives to improve military interoperability between the U.S. and partner country forces, demonstrate military subordination to civil authorities, demonstrate military support to civil authorities, assist with the development of democratic institutions, foster open market economies to help develop stability, and project and represent U.S. humanitarian values.

Status of forces agreement

An agreement that defines the legal position of a visiting military force deployed in the territory of a friendly state. Agreements delineating the status of visiting military forces may be bilateral or multilateral. Provisions pertaining to the status of visiting forces may be set forth in a separate agreement, or they may form a part of a more comprehensive agreement. These provisions describe how the authorities of a visiting force may control members of that force and the amenability of the force or its members to the local law or to the authority of local officials.

Strategic communication

Focused USG efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of USG interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power.

Strategic end states

Broadly expressed conditions designed to guide DOD's employment of the force in pursuit of NSS and NDS aims. Strategic end states assist planners in determining how to apply resources (forces, time, funding and level of effort). In most cases, strategic end states reflect long term goals that cannot be achieved during the life of the 2010 GEF or a single campaign plan. Additionally, most end states exceed a command's capability to achieve alone and can only be achieved through integrated USG effort.

Strategy

A prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives.

Theater campaign plan

A plan developed by GCCs that focuses on the command's steady-state activities, which include operations, SC, and other activities designed to achieve theater strategic end-states.

Threat reduction cooperation

Activities undertaken with the consent and cooperation of host nation authorities in a permissive environment to enhance physical security, and to reduce, dismantle, redirect, and/or improve protection of a state's existing weapons of mass destruction program, stockpiles, and capabilities.

Unified action

The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort.

Weapons of mass destruction

Weapons capable of a high order of destruction and/or of being used in such a manner as to destroy large numbers of people. WMD can be high explosives or nuclear, chemical, biological, and radiological weapons, but exclude the means of transporting or propelling the weapon where such means is a separable and divisible part of the weapon.

Section III**Special Abbreviations and Terms**

UNCLASSIFIED

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