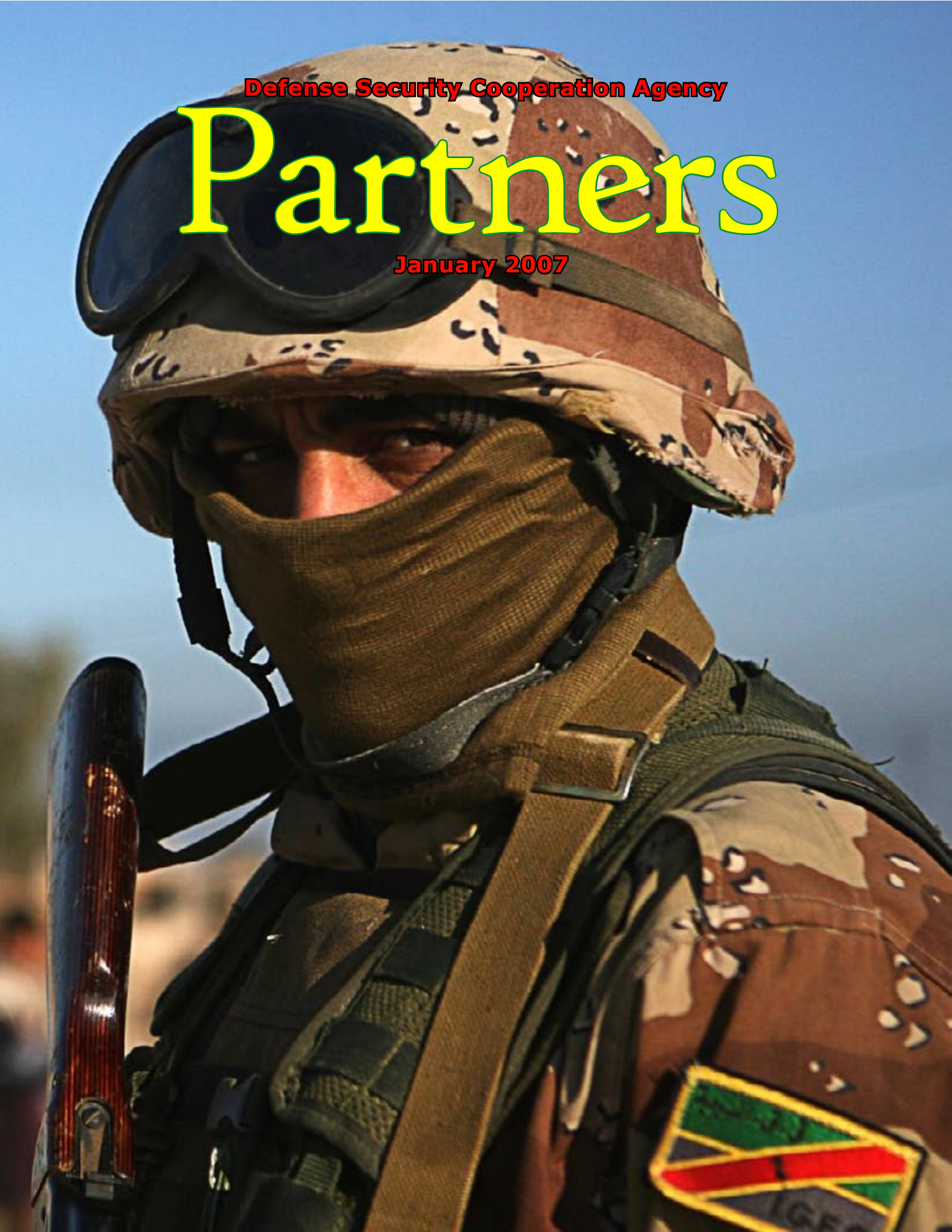


Defense Security Cooperation Agency

Partners

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ON THE COVER:

A U.S.-trained Iraqi soldier monitors crowd activity outside of Baghdad. The U.S. Army's 1st Infantry Division, based at Fort Riley, Kan., is now responsible for training U.S. advisors for service in Iraq. A total of about 5,000 U.S. advisors are now assigned to training or mentoring duties with Iraqi army or police units. Army officials say ongoing training of Iraqi security forces is "conditions-based" and keyed on improving the readiness and professionalism of those forces. A year ago, there were two trained Iraqi army divisions and a couple of brigades. Today, there are 10 Iraqi army divisions and about 36 brigades. (DoD Photo)

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From the Director

The last six months have been extremely busy at DSCA headquarters. We closed out the books for FY06, moved numerous congressional notifications, reconciled accounts, transitioned into the National Security Personnel System (NSPS) and assessed the impact of new budget and legislative authorities. Even with this, we continue to seek every opportunity to improve the way we conduct our day-to-day business throughout the security cooperation community.

On Aug. 1, the new FMS surcharge rate of 3.8 percent went into effect. The DSCA team worked diligently through the summer to ensure that this transition was implemented as smoothly as possible. They continue to offer assistance to the entire security cooperation community—foreign customers, the security cooperation workforce and, U.S. industry—to help the community understand the surcharge changes and how they affect each constituency.

Foreign military sales are robust. By the end of the fiscal year we notified some \$40 billion in major arms sales and accepted cases valued at approximately \$20.9 billion. This reflects some pent-up demand from the prior year, as well as increased demand from coalition and other partners around the world for new equipment, major upgrades and ongoing support of existing systems.

In mid-August, the Under Secretary of Defense for Policy announced a major restructuring of his office. Under the new structure, Policy will encompass five Assistant Secretaries of Defense. As of Dec. 11, DSCA aligned under a new Assistant Secretary for Global Security Affairs. However, our relationship with the Under Secretary of Defense for Policy goes unchanged. The restructuring of

Policy will better position the DoD to tackle the global challenges we face today. Although the organizational changes officially began on Oct. 1 with a realignment of several regional offices, it will take several more months before the moves are fully implemented.

As we learn more, we will provide updates on how these changes impact DSCA operations.

On Oct. 1, DSCA officially became part of the National Security Personnel System (NSPS). As most of you are aware, we are among the more than 66,000 Department of Defense employees transitioning into NSPS between October 2006 and January 2007.

NSPS will certainly impact the way employees are compensated, promoted and rewarded. It will change a number of practices relating to raises, bonuses, salaries and job objectives.

We recently began the process of consolidating our FMS case writing at Wright-Patterson Air Force Base in Ohio. By bringing case writers doing similar work together, we will gain greater consistency in Letters of Offer and Acceptance (LOA) development. This move allows DSCA to standardize case writing, which will ultimately save the agency money and contribute to greater efficiencies in case management. We spend about \$3 million annually to write, amend and modify LOAs. This new way of doing business is expected to save about \$1.2 million each year.

These are just a handful of the some of the important issues affecting the

security cooperation community. None of these projects or programs would get off the ground if not for the hard work and dedication of all of you.

Thanks for your commitment.

Let's continue working toward efficient processes and programs that make security cooperation more effective in the days, months and years ahead.



DSCA Says Farewell to Gloria Davis at Arlington

Family and friends gathered at Arlington Cemetery on Dec. 22 to say farewell to Maj. Gloria Davis who died in a non-combat related incident while serving in Iraq recently. Davis, a native of Missouri, had 18 years of military service and will be remembered as a true soldier and active community member who sought to make a difference in the lives of others. She leaves behind a son, Damien Thomas, a daughter Candace Thomas and a six-year-old granddaughter all of whom live in the area. The security cooperation community is deeply saddened by the loss and our hearts go out to the family and others who knew her.



Members of the Afghan Army convene its first courts martial under the new Military Courts Law and Justice Code system.



A DAY IN COURT

Afghan Army Puts Legal System Into Action

BY CAPT. CHRIS MARTIN
DEFENSE INSTITUTE OF INTERNATIONAL LEGAL STUDIES

One of the key attributes of an effective military organization is a solid foundation of discipline. Building this foundation requires excellent leadership, training and organizational structure. A fair and comprehensive justice system provides a mechanism for correcting and addressing misconduct within the ranks.

Recently, members of the Defense Institute of International Legal Studies (DIILS) witnessed two years of hard work come to fruition when the Afghan National Army (ANA) convened its first courts martial under the new Military Courts Law and Justice Code system.

The accused was an officer in the 201st Corps charged with being absent without leave (AWOL) from his unit for a period of eight months.

A three-judge panel sentenced the officer, who admitted to leaving his post,

to one year in confinement. “The courts martial is a major milestone in the ongoing development of the Afghan Army. This landmark decision by the court shows that the Army’s justice system will hold soldiers accountable for their misconduct, but is also fair and equitable,” said Brig. Gen. Shir Mohammad, Chief of the Afghan National Army Legal Corps.

Prior to the development of the current military justice system, the Afghan military legal system was loosely based on a Soviet-style that did not afford the accused many rights.

“While it is important to maintain discipline, it is also important to ensure that the accused has certain rights, such as the right to defense counsel, the right to remain silent and not incriminate oneself, and the right to know the charges they are accused of prior to trial. Under the new justice system, ANA soldiers are afforded

all these rights,” said Mohammad.

The development of a justice system required two distinct steps. The first was to develop the military courts. The Basic Court, where cases are initially heard and tried, is found at each of the Army’s six corps.

This court has been established on the basis of fairness and equity. A soldier found guilty in the Basic Court has the right to appeal his case to the Court of Military Appeals if he believes the court made an unjust finding or sentence. The case may be further appealed to the Afghan Supreme Court – the nation’s highest judicial authority.

The next step was to develop a military justice code. This code, passed in December 2005, consists of two parts; the Military Criminal Procedures Code, which outlines how a court martial and other legal proceedings are performed; and

a Military Crimes Code that defines punitive offenses and their punishments. This new code is secular and not based on Sharia law (Islamic).

In December 2005, the first judges were appointed to the court and over several months more judges, prosecutors and defense counsels have been appointed. All judges have legal degrees and all lawyers attend training at their units so they can adequately perform their duties.

A DIILS Army Country Manager has been in Afghanistan full time since January to help complete the transition to the new system.

To prepare for upcoming cases, a DIILS team worked with the judges to conduct mock trials during April and May. These important practice sessions allowed the Afghan soldiers to hone their skills, so that they could quickly set the standard for the new Afghan Army justice system.

The final phase in the legal reform process will be to build actual courtrooms. Even though a courts martial can be held anywhere, it is important that the court display the proper honor, decorum and respect commensurate with the formality and gravity of the proceedings.

“It is our responsibility to make sure that all soldiers are held to a higher standard,” said Mohammad. “With our new court martial system, soldiers are given a fair defense and the right to present their side if they are accused of wrong doing.”

Another new aspect of the Afghan Army justice system is the implementation of non-judicial punishment. This form of punishment allows a commander to dispose of minor infractions without having to go through the court martial process.

“Soldiers are still held accountable for their actions and are often awarded a lesser punishment, commensurate with the offense. This is a great day for the ANA because we have now taken the first step in establishing discipline and justice in the Army,” said Mohammad.



An Afghan Army lawyer presents his case before the military court.

Botswanans Train on Legal Counterterrorism Trends



**By Capt. Chris O'Donnell
Defense Institute of International
Legal Studies**

A Defense Institute of International Legal Studies (DIILS) team traveled to Gabarone, Botswana in mid-May for a seminar on the legal aspects of combating terrorism.

The seminar was part of a continuing effort to develop long-term relationships designed to enhance DoD Security Cooperation initiatives in the region.

Major Andrew Overfield, the Defense Attache (DAT) in Botswana, worked with DIILS during a previous assignment to Nigeria. It was his past experience with DIILS which motivated him to invite a team to

this country south of the Sahara desert.

The missions of the DIILS team was to educate the Botswanans on current legal trends regarding counterterrorism; and have them consider how these legal trends affect their country's future response.

While drafting their national counterterrorism policy, officials were concerned about the military's proper role in the fight against terrorism in Botswana.

As a result of these concerns, discussions quickly focused on the Law of Armed Conflict and how it relates to "the fight." Discussions also focused on who is, and who is not, a lawful target.

By C. E. Taylor

THE PENTAGON

Weaving Policies Into Military Action



It's said that one could spend a lifetime pacing the Pentagon halls and never truly understand the full complexity of the maze of departments, divisions or offices scattered throughout its rough and sober corridors. Writers have spent decades attempting to capture just how the web of defense experts weave policies into actions carried out by military commanders around the world.

While many citizens may be casually aware of the challenges faced by patriotic men and women in uniform, brief glimpses into the Defense Department's daily operations hardly yield an understanding of how defense policies evolve into strategies that spiral toward cohesive military action.

On the surface it appears as if one person, the secretary of defense, wields a magical wand, conjuring up solutions to national security concerns; but in truth, he is shadowed by a host of intellectual advisors whose knowledge and expertise is relied upon in

the shaping and coordination of strategic defense policies and ideas.

Few argue the importance of both policy and strategy in today's security environment. However, in a circuitous world of conflicting priorities, where DoD is wedged between an array of prevailing threats and a catalogue of emerging possibilities, the assistant secretary of defense for international security affairs must rely on the expertise of well-educated "dream teams" to develop, integrate and oversee the execution of policies, strategies and programs that support US

national security interests.

Headed by uniquely qualified deputy assistant secretaries, each team under the international security affairs umbrella, possesses a wealth of knowledge and experience. These staffs assist with the development of national security policies and strategies; develop plans for military relations and security cooperation; and provide oversight during program implementation. They spend endless hours evaluating the effectiveness of global defense activities, all in an effort to protect the security of the United States.

In this edition, *Partners*

sat down with the deputy assistant secretary of defense (DASD) for African Affairs to get an understanding of how her team tackles the current and emerging concerns of Africa. With more than 15 years of experience with Sub-Saharan Africa, Theresa Whelan is a key advisor to the secretary of defense when it comes to the African content.

Accompanied by a team of talented and knowledgeable military and civilian action officers, Whelan's office is the gateway for all African-defense related information flowing throughout the Pentagon.

“If the secretary of defense has a question about what we are doing in Africa, it comes here. It doesn’t go anywhere else in this building.” --Theresa Whelan



As Deputy Assistant Secretary of Defense (DASD) for African Affairs, Theresa Whelan works with Department of State representatives, Congress and the Combatant Commanders to develop and implement effective defense initiatives.

Whether it’s advising the secretary of defense, meeting with African heads of state, discussing issues with the State Department or speaking with members of Capitol Hill, Deputy Assistant Secretary of Defense (DASD) for African Affairs, Theresa Whelan’s pursuit of cooperation both domestically and internationally has earned her respect as the “go to” source for Africa and US defense related matters.

Q1. Describe what your office does within the Office of the Under Secretary Defense for Policy OSD(P)?

A1. Our primary output is policy within the department of defense as it relates to the US government. However, what we do is not entirely related to DoD internal processes. It’s related to all United States Government activities and US national security. We deal with a broad range of actors, not just with the Pentagon’s internal leadership. Most of what we do is produce memos, policies, thoughts and recommendations on how the US government should act in order to advance its national security interests both domestically and internationally. The office and the office of my counterparts are the first stops for any foreign policy requests that come into this building (the Pentagon). If the secretary of defense has a question about what we are doing in Africa, it comes here. It doesn’t go anywhere else in this building. It doesn’t go to the combatant commanders, because the questions are normally strategic or policy related and not operational in nature. OSD policy serves as the SecDef’s resource of in-depth knowledge for a whole myriad of issues he must know in order to serve in his role as the President’s principal advisor on issues of national security.

Q2. How long does it take for policy to become action?

A2. If you have a crisis with Americans in danger somewhere overseas, for example Liberia or more recently, Lebanon, a policy decision can be translated into action pretty fast. But if you don’t have a top-down decision or an immediate crisis that’s driving action, then it often takes time, particularly if resources are required.

For example, it took nearly two years to work the inter-agency process to develop the Trans Sahara Counter Terrorism Initiative (TSCTI). It began at the European Command (EUCOM) as a good idea to continue and expand a small border-security training program that we had for several militaries in the Sahel region of Africa. However, EUCOM didn’t have sufficient resources (people or money) or authorities to do this sort of thing on its own. Sure, parts of this could have been executed at some level with small projects and efforts within the combat command authorities, but the authorities and the resources required to fully implement a large-scale train and equip program of the sort EUCOM was contemplating are only available in Washington. So EUCOM needed support from OSD and the Joint Staff and then needed us to help them get support from the State Dept., NSC and especially OMB.

Q3 What happens when a program like TSCTI impacts on other agencies?

A3. If a program potentially impacts on the equities of other agencies within the US government, we have to get involved with the interagency process and that can be cumbersome. Within the State Department alone, we had to get at least half-a-dozen different bureaus on board in order to get TSCTI up to, then, Secretary Powell for approval. Then, the program concept had to be put in front of the Deputies Committee to get their endorsement. Without a Deputies endorsement it would have been almost impossible to get OMB to establish a line in the foreign assistance budget for this. In these kinds of cases, OSD Policy becomes the advocate for programs and policies on behalf of the combatant commanders in the field. Their (the combatant commander's) mission is to execute. But if, on the execution end, they have a great idea they want to become policy, they have to get us to move it forward. We helped the European Command champion the TSCTI. Ultimately we succeeded. So TSCTI represents a program that started at the action officer level and turned into a formally approved, line item budgeted U.S. government program.

Q4. What's your relationship like with the Combatant Commands (CoComs) with so much distance between them and Washington?

A4. Actually, these days we can use technology, like Video Teleconferences (VTCs), to close the distance, which helps tremendously with communication and in turn helps with our overall working relationship. That said, differences in our respective missions and our geographic responsibilities sometimes cause us to approach an issue from different angles. For example, the CoComs are confined by their Area of Responsibility (AOR) boundaries and so they generally think about Africa in terms of those boundaries. We have responsibility for all of sub-Saharan Africa, but not for North Africa, so we think in terms of our boundaries. This can create the occasional disconnect on priorities. Also, there are issues related



Whelan manages a small team of military and civilians who coordinate and develop African policy for the defense department.

to authorities. The CoComs have certain authorities and resources that have been delegated to them, but any authorities (relating to Africa) that have not been delegated to them, requiring SecDef approval, ultimately end up coming through this office before they get to the SecDef. For the most part we try to support the CoCom because we usually agree with what they are trying to do, but there are occasions when a CoCom, or a CoCom component, who is focused on an operational requirement, may want to do something that would not be consistent with the current USG policy for a particular African country or region. In that case, we have to recommend against whatever it is they want to do. Normally, though, we can avoid those issues through good communication. That's why we try to have weekly VTCs with our CoCom partners and the Joint Staff. Beyond that, we try to stay in regular touch with the Defense Attaché Officers and Office of Defense Cooperation personnel in our embassies in Africa, so that we know their issues, challenges and concerns. I'm also very aware of the potential problem of becoming disconnected from reality by being here in Washington. Of course, there are likely people in the field who think we are already disconnected. I try to reduce that problem by making sure my office is staffed with people who have extensive experience working in the field in Africa. For example, I have four military billets in my office. Each of them has served one or more tours as a Defense

Attaché or Security Assistant Officer in Africa.

They understand how things work at the operational command-level and the embassy-level. Three of the four are actually Army Africa Foreign Area Officers. Also, three of the five civilians, on my staff, have lived and worked in Africa. If I added it up, I'd have nearly 100 man-years of experience working African security issues in this office. So these folks do know the realities on the ground and they also keep current by traveling to the region. So we try our best to avoid having this "ivory tower" problem.

Q5. What is your relationship with the State Department and other foreign governments?

A5. We engage foreign militaries and ministries quite often. I do a lot of representational work with defense counterparts in Africa on behalf of OSD. We also try to maintain regular contact with the African embassies and military attachés here Washington. Beyond our regular interaction with the Africans, we also have good regular working relationships with European counterparts who work on African issues. As for State, on any given day, the bulk of our interagency dialog is back and forth with the State Department.

Q6. What are some of the challenging aspects of working with folks outside of the Pentagon?

A6. I think there are two major challenges: one, getting people to understand the importance of military and security relationships as an important cornerstone of our foreign policy. Second, getting the resources to execute our overall security strategy. The only time we get people to understand the importance of our relationships with other states is when there is a crisis. Initially when we looked at TSCTI, we did not have an immediate problem, but the factors that could lead to a problem were present and we wanted to address them before they became a problem.

It was an uphill battle. It is generally difficult to make the case for new security cooperation initiatives, particularly if the focus of the initiative is long term and not on an immediate threat. Training militaries has a very negative connotation for some people. It's sometimes hard to get people to understand that if you're concerned about human rights and the rule of law, it is much better to have trained militaries than untrained ones. Untrained, unprofessional militaries are the most frequent abusers of human rights. The other problem we have is convincing people, especially some of the members of Congress, that supporting our security cooperation programs with other countries actually helps promote U.S. security. Unfortunately, our security cooperation programs are often seen as "give away" programs. So when it comes time to trim the US budget, the first thing that gets cut is the foreign assistance programs and in particular military assistance. We need to try to help people understand that dealing effectively with the security challenges we face around the world today requires that we have capable and competent



Whelan chats with an employee during her daily routine.

international partners, including in Africa. We won't have those partnerships in Africa if we are not willing to help those countries develop and improve their security forces' capabilities.

Q7. What about Capitol Hill?

A7. There is a small but dedicated group of folks on Capitol Hill who follow what we do closely. There are Africa advocates on Capitol Hill, but they become interested in security issues in Africa when it impacts on humanitarian and economic development issues. We try to be as open and up-front as possible with the staffers and members on the Hill about what we are trying to accomplish on the security front in Africa. They hold the purse strings so if they don't understand what we're doing and why, they are likely to

hold back funding.

They also want to make sure they are getting a "return on investment" from the taxpayer dollars we do spend in Africa. We understand that and do the best we can to show how we are benefiting from these expenditures. There is an American tendency, though, to want things to be accomplished and problems to be fixed quickly. Unfortunately nothing happens quickly in Africa. "Return on investment" in Africa happens after sustaining engagement over a long period. It doesn't have to be massive amounts of money.

What you want to do is have a modest, but long-term, sustained program of support and assistance that focuses on building sustainable capacity in Africa. I do think we have made progress in getting the staff and Members to understand the current versus the future impact of our programs. No, we don't win every battle, but we have made tremendous progress with the Hill.

Whelan says trying to get others to understand the value and importance of what DoD does with security cooperation programs and policy initiatives can be difficult. It requires continuous education about current and future programs and how they support the US national security strategy.

She says the key is to stay connected. Her office must stay connected with the combatant commanders, state and federal agencies, members of congress and foreign governments. She believes strong connections ease the way to greater understanding and support, which ultimately lead to a successful policy initiative.

110th Congress Convenes, Year-long CRA Anticipated

By Neil Hedlund
and
Lorna Jons

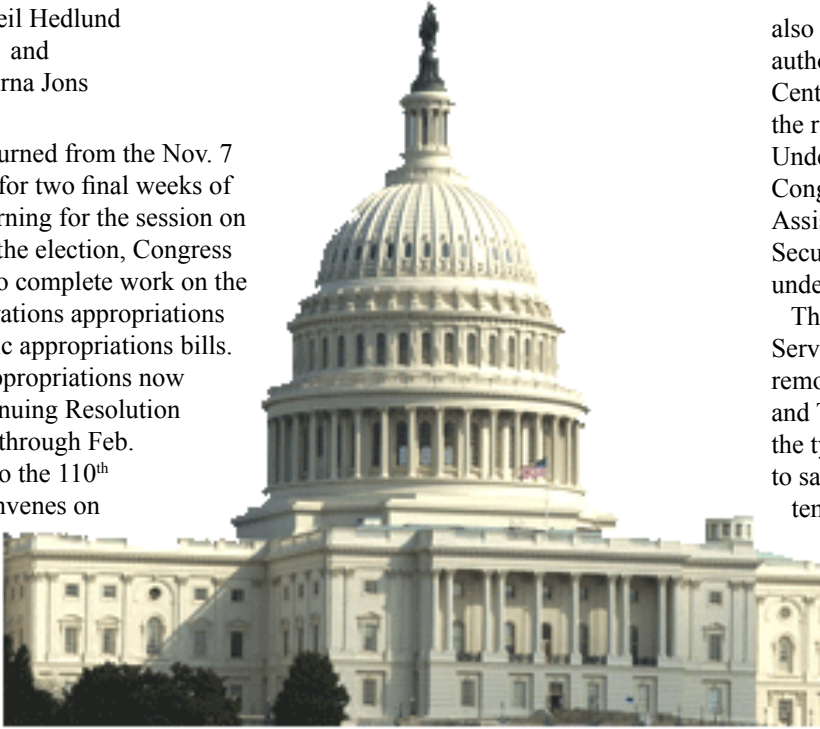
Congress returned from the Nov. 7 mid-term elections for two final weeks of action before adjourning for the session on Dec. 9. Following the election, Congress abandoned efforts to complete work on the FY07 Foreign Operations appropriations bill and the domestic appropriations bills. These unfinished appropriations now remain under Continuing Resolution

Authority (CRA) through Feb. 15 and will be left to the 110th Congress which convenes on

Jan. 4. Earlier in the session, Congress passed the FY06 Emergency Supplemental Appropriations Act, as well as the FY07 Defense Authorization and Appropriations Acts. Highlights of the FY06 Supplemental, the FY07 Defense bills, and the unfinished FY07 Foreign Operations bills follow.

FY06 Emergency Supplemental Appropriations Act

On June 15 the President signed the \$94.5B FY06 Emergency Supplemental Appropriations Act (P.L. 109-234). Accounts of interest include the Afghanistan Security Forces Fund (\$1.908B), Iraq Security Forces Fund (\$3.007B), Commander's Emergency Response Program (\$423M), Economic Support Fund (\$1.686B), Peacekeeping Operations (\$178M, including \$57M for GPOI), Overseas Humanitarian, Disaster and Civic Aid (\$60M), and DSCA-Coalition Support (\$740M). The DSCA-Coalition Support funds can be used to reimburse Pakistan, Jordan, and other key cooperating nations for logistic, military or other support provided to U.S. military operations. The Supplemental



also included \$107.7M of International Narcotics Control and Law Enforcement funding with authority to transfer up to \$13M to Foreign Military Financing (FMF) for procurement of a maritime patrol aircraft for the Colombian Navy.

FY07 National Defense Authorization Act

House and Senate conferees completed work in late September and both bodies passed the conference report for the FY07 National Defense Authorization Act on Sep. 29. On Oct. 17 the President signed the Act (P.L. 109-364) which includes numerous provisions related to security cooperation. The Act provides funding authorizations for DSCA's Operation and Maintenance, Defense-wide account (\$140.5M) and the Overseas Humanitarian, Disaster and Civic Aid account (\$63.2M). Also, the Regional Defense Counterterrorism Fellowship Program was retitled the Regional Defense Combating Terrorism Fellowship Program and its authorization was increased to \$25M annually. The legislation

also consolidates and standardizes the authorities relating to the DoD Regional Centers for Security Studies. As part of the reorganization of the Office of the Under Secretary of Defense for Policy, Congress authorized one additional Assistant Secretary of Defense (Global Security Affairs) that DSCA will fall under.

The Act also amends the American Servicemembers' Protection Act to remove International Military Education and Training (IMET) funding from the types of military assistance subject to sanctions under ASPA, and grants temporary authority to use Acquisition and Cross-Servicing Agreements (ACSAs) to lend certain military equipment to foreign forces in Iraq and Afghanistan for personnel protection and survivability. Authority to build the capacity of foreign military forces (section 1206 "train and equip" program)

was also increased to \$300M annually and the authority was extended to the end of FY08. The Act also authorizes the Iraq Freedom Fund (\$50M), the Iraq Security Forces Fund (\$1.734B), and the Afghanistan Security Forces Fund (\$1.446B). Regarding ship transfers, the Act amends Title 10 to allow substitution of a vessel of the same class and with virtually identical capabilities for one that had been authorized in law for transfer to a foreign nation. The Act also requires an annual report on foreign military and direct commercial sales of significant military equipment in excess of \$2M manufactured in the U.S.

FY07 Defense Appropriations Act

The FY07 Defense Appropriations Act was also wrapped up in late September, just prior to the end of the fiscal year. The House and Senate passed the conference report on Sep. 29 and President Bush signed the Act the following day (P.L. 109-289). The Act appropriates Operations and Maintenance-Defense-



Wide funds for DSCA (\$140.5M), Overseas Humanitarian, Disaster, and Civic Aid (\$63.204M), the Regional Defense Counterterrorism Fellowship Program (\$20M), and the new Asia-Pacific Regional Initiative Program (\$10M). While the earlier House-passed version of this bill removed the annual F-22A export prohibition, the final Act retains this prohibition against the use of any DoD funds for the approval or license for the sale of the F-22A to any foreign government. The \$70B of emergency supplemental funding included in the Act for Iraq and Afghanistan operations includes \$900M for Coalition Support, \$1.5B for the Afghanistan Security Forces Fund, \$1.7B for the Iraq Security Forces Fund, and \$500M for the Commander's Emergency Response Program.

FY07 Foreign Operations—Yearlong CRA?

The House passed its version of the FY07 Foreign Operations bill (HR 5522) on June 9, but the Senate never brought its bill to the floor. Consequently, Foreign Operations programs remain under a

CRA through Feb. 15 and will be the responsibility of the new Congress, which will likely pass a yearlong CRA for all unfinished appropriations bills. The incoming Democratic Appropriations Committee chairman, Rep. David Obey and Sen. Robert Byrd, announced on Dec. 11 that they intend to adopt a CRA for the remainder of FY07 that would be based upon FY06 enacted levels but with some adjustments for high priority areas. It's unclear whether Foreign Operations will be held at the FY06 enacted funding levels or whether Congress may use the FY07 House and Senate bills as a framework.

Should the new Congress choose to use the existing House and Senate bills, the following summarizes areas of interest. Overall, the Senate bill provides more funding for military assistance as it fully funds the President's request of \$88.9M for IMET and provides \$4.668B for FMF while the House provides \$88.M and \$4.455B respectively. Regarding IMET, each house provides many report language recommendations and the House bill once again prohibits all IMET for Saudi Arabia.

Both bills include FMF earmarks for Israel (\$2.34B) and Egypt (\$1.3B), but the Senate earmarks \$206M for Jordan while the House earmarks \$216M. The House bill also earmarks \$90M for Colombia while the Senate includes numerous FMF earmarks for Asian countries including the Philippines (\$30M), Indonesia (\$10M), Mongolia (\$4M), Thailand (\$1.3M), Cambodia (\$1M), Fiji (\$500K), and Tonga (\$250K). Also, the Senate recommends a new program to replace the Global Peacekeeping Operations Initiative (GPOI), the Combatant Commanders Initiative Fund (CCIF), to be funded with \$100M of FMF. Because the Senate Appropriations Committee's FMF recommendation has been increased to support the new CCIF/GPOI program, no funding is provided for GPOI under Peacekeeping Operations.

NATO Steps Up for Critical Role in Afghanistan

By Anne Fugate

Marshall Center Public Affairs

NATO is playing an increasingly important role in the global struggle against terrorism as a key component of the international community's engagement in Afghanistan, according to U.S. Undersecretary of Defense for Policy, Ambassador Eric S. Edelman.

Edelman made his comments during a presentation to more than 150 government and military leaders from 35 countries attending the Program in Advanced Security Studies (PASS) at the George C. Marshall European Center for Security Studies.

"Increasingly, we see NATO engaged in the counter-insurgency struggle in Afghanistan. With the transition to Stage 4 command arrangements, which took place earlier this month [October], we now have the NATO International Security Assistance Force (ISAF) formally

commanding most of the forces in Afghanistan," Edelman said.

NATO's ISAF assumed control of Afghanistan's eastern provinces from U.S.-

led coalition forces Oct. 5. Ten thousand additional coalition troops moved under NATO command in this Stage 4 expansion, bringing the total of ISAF troops in Afghanistan to 31,000.

Afghanistan was the top item on the agenda during the recent Riga summit held in the Czech Republic.

Edelman said, "This is the largest endeavor that the alliance has undertaken, largest deployment, most important deployment, I would argue, and it is one in which many of our NATO members have found themselves involved in some very serious military engagements."

NATO's involvement in Afghanistan also formed the background for several other summit topics, including the development of mechanisms for dealing with non-NATO partners and



US Army (USA) Soldiers from the Combined Joint Task Force 76 (CJTF76) Quick Reaction Force (QRF) compare weapons, like this FNMI 5.56 mm M249 Squad Automatic Weapon (SAW), with their Portuguese counterparts in the International Security Assistance Force (ISAF), near Kabul, Afghanistan (AFG), in support of Operation ENDURING FREEDOM.

the development of special operations capabilities.

"The development of special operations capabilities [I think] is particularly important because of the on-going global war on terror and the circumstances the alliance finds itself in now in Afghanistan," Edelman said.

Edelman noted that the alliance is committed to a continued open door to new members.

"We have a number of countries, particularly in southeastern Europe, who remain, and I think will remain, credible candidates for NATO membership in the future," Edelman told the Marshall Center PASS participants, many of who represent countries working towards NATO membership.

Edelman said the United States is committed to working with its NATO allies and will continue to push for

development of greater member capabilities.

"NATO is increasingly having to look at developing its own capability for expeditionary operations to help bring greater stability and security to countries that might otherwise become a haven or host for terrorist forces, as Afghanistan was before December of 2001," Edelman said.

"We continue to believe the alliance remains crucial for the future, not only for Europe, but for security more broadly in the world because of its tremendous capabilities."

Africa Center Opens Annex in Ethiopia

Defense Department Establishes Permanent Presence in Africa

By Nitza Solá-Rotger
Africa Center for Strategic Studies

In September 2006, the Africa Center for Strategic Studies (ACSS) established a permanent presence on the African continent. The Department of Defense's Washington-based regional center opened its first annex on the U.S. Embassy premises in Addis Ababa, Ethiopia.

This on-the-ground presence allows the Africa Center to support US security interests in the region by strengthening relationships with governments, regional and sub-regional organizations, civil society, Non-Government Organizations (NGOs), U.S. missions in the sub-region, leading academic institutions, and Africa Center community chapters.

"Having a permanent presence on the continent will facilitate our access to key actors in the security arena. It will be an effective way to engage in continuous dialogue and exchanges with African leaders towards the resolution of security challenges," said General (ret.) Carlton W. Fulford, director of the Africa Center for Strategic Studies.

Fulford said the partnership multiplying power of this initiative is tremendous – not only will it bring the Africa Center closer to Africans from different countries, but also closer to U.S. missions in the region.

He said this expanded circle of influence will increase U.S. awareness of African priorities and concerns as well as provide Africans with a better understanding of U.S. policy.

Officials say Addis Ababa, site of the African Union (AU) headquarters, is an ideal location for the first annex. Its proximity to other East African regional and sub-regional organizations and the accessibility to main regional destinations were important considerations.

Initially staffed by four people, including two U.S. General Schedule (GS) and two locally hired employees, the annex supports U.S. goals and objectives relating to the AU and other regional organizations. It's also responsible for program-support activities. The staff facilitates and coordinates Africa Center activities and programs with U.S. embassies, host nation government officials and vendors. The objective is to enhance the Africa Center's ability to conduct major programs on the continent, reducing the necessity to deploy personnel from the United States. This initiative has an annual budget of approximately \$700,000.

Another main mission of the Addis annex is to strengthen relations with key leaders and maintain networks with community chapter programs. These ties enable the Africa Center to advance common policy objectives as well as support African governments and sub-regional organizations in developing relevant capacity.

DoD hopes that a presence in Addis Ababa will keep the Africa Center better informed of developing African security issues while ensuring that Africa Center programs effectively address both U.S. and African concerns. The annex's mission is coordinated with the Office of the Secretary of Defense, the

Combatant Commands, and the Department of State, both in Washington and through the U.S. Missions in the region. The Africa Center also plans to open annexes in West, Southern and Northern Africa.

The Africa Center for Strategic Studies supports U.S. policy by bringing civilian and military leaders together for informed debates on current security challenges facing Africa and the international community. For more information about the Africa Center, visit www.africacenter.org.



Unique among African countries, the ancient Ethiopian monarchy maintained its freedom from colonial rule with the exception of the 1936-41 Italian occupation during World War II. In 1974, a military junta, the Derg, deposed Emperor Haile Selassie (who had ruled since 1930) and established a socialist state. Torn by bloody coups, uprisings, wide-scale drought, and massive refugee problems, the regime was finally toppled in 1991 by a coalition of rebel forces, the Ethiopian People's Revolutionary Democratic Front (EPRDF). A constitution was adopted in 1994, and Ethiopia's first multiparty elections were held in 1995. A border war with Eritrea late in the 1990's ended with a peace treaty in December 2000. Final demarcation of the boundary is currently on hold due to Ethiopian objections to an international commission's finding requiring it to surrender territory considered sensitive to Ethiopia.

CIA World Fact Book

Marshall Center Professor Selected as Czech Republic Defense Minister

By Joseph Ferrare
Marshall Center Public Affairs

Dr. Jiří Šedivý, a professor of Central European Security Studies at the Marshall Center's College of



International and Security Studies, was asked by Czech Republic Prime Minister-designate Mirek Topolánek in early September to consider returning to his country to

assume the position of Minister of Defense. Šedivý was officially appointed Sept. 4 along with the rest of the new government.

"We will surely miss Dr. Šedivý at the Marshall Center," said Center Director Dr. John P. Rose. "His academic skills are superb and his understanding of current international defense and security issues is outstanding. He relates very well to the young leaders from throughout North America, Europe and Eurasia who study at the Marshall Center. He has a love and passion to teach, mentor and work with students. This is a great move

for the Czech Republic and we at the Marshall Center are proud that Dr. Šedivý was part of our team," Rose said.

"I loved being in the Marshall Center and was honored and inspired working (there)," Šedivý said in a farewell message to the Center's leadership.

"I...decided to accept the honor in order to serve my country. ... (A)mong other things, I will have a unique opportunity to test the security sector theories that I was lecturing on in the Marshall Center."

Šedivý's background in international security studies goes well beyond his 2-plus years at the Marshall Center. He is a graduate of Charles University, Prague, where he earned a doctorate in Political Science, as well as King's College London, where he earned a master's degree in War Studies. Šedivý specialized in international security, international politics, international relations theory, and war studies while teaching at the Marshall Center.

Kriendler Addresses Audiences on Riga Summit

By Joseph Ferrare
Marshall Center Public Affairs

Interest in NATO in the Czech Republic during weeks leading up to the Riga summit was high, and a visit by John Kriendler, Professor of NATO and European Security Issues at the George C. Marshall European Center for Security Studies found many interested audiences.

The visit began with a high-profile panel discussion on the Riga Summit and went on to feature lectures, interviews and meetings with national security officials.

The U.S. Embassy invited Kriendler to Prague for a four-day visit that ended November 16. The highlight of his stay was the Prague Security Studies Conference, "NATO Summit in Riga: What can we expect?" Participants at the conference included Czech officials, parliamentarians, diplomats and journalists.

"The conference was useful and interesting, and it was an honor to speak on a panel with the Minister of Foreign Affairs of the Czech Republic and the Deputy State Secretary of Defense of Latvia," Kriendler said.

Kriendler followed up his conference appearance with lectures at three universities and one security studies institute in four cities, lecturing and holding discussions with an estimated



Marshall Center Professor John Kriendler (left) meets with the outgoing head of the Czech Republic's Senate Committee on Foreign Affairs, Defense and Security, Senator Josef Jarab, during a recent trip to Prague.

140 students. He also met separately with the head of the Senate Committee on Foreign Affairs Defense and Security, the Director of the International Political Science Institute in Brno, Czech diplomats from the Security Policy Division and the Diplomatic Academy, the NATO Press and liaison officer for the Czech Republic, U.S. Embassy officials and the director of

the NATO Information Center.

During his visit Kriendler also had to meet with Czech Minister of Defense, Dr. Jiří Šedivý, who until a few months ago was a faculty colleague at the Marshall Center. Kriendler said his relationship with the Czech Republic goes back even further than his friendship with Šedivý.

DSCA Becomes Executive Agent for New Global Center for Security Cooperation Initiative

By Vickie Hoy

Naval Postgraduate School

The Defense Security Cooperation Agency became the executive agent of the newly formed Global Center for Security Cooperation (GCSC) in October.

The center was established by the Department of Defense (DoD) to coordinate, and integrate selected DoD international education and training providers under office of the secretary of defense policy guidance.

Located at the Naval Postgraduate

School in Monterey, CA, the GCSC will support the five Regional Centers for Security Studies (RCSS) consisting of the Africa Center for Strategic Studies, the Center for Hemispheric Defense Studies, the Near East South Asia Center for Strategic Studies, the George C. Marshall European Center for Security Studies, the Asia-Pacific Center for Security Studies and other DoD institutions.

The GCSC will address a need, highlighted in the 2006 Quadrennial Defense Review (QDR), to develop more

efficient means to disseminate OSD policy; and enhance the awareness of available DoD international education and training resources at the RCSS's and other specialized education and training programs.

The QDR is a part of the continuum of transformation in the defense department designed to chart the department's way ahead for the next 20 years as it confronts current and future challenges and continues its transformation for the 21st century.

Asia Pacific Center Director Visits Pakistan, Bangladesh

By Mary Markovinic

APCSS

Asia Pacific Center for Security Studies (APCSS) Director, retired Army Lt. Gen. Ed Smith visited Pakistan and Bangladesh in September to discuss upcoming events and opportunities as well as get feedback on APCSS programs.

Smith said, "Many obvious and some not so obvious security-sector challenges impact both Pakistan and Bangladesh directly and indirectly. Having the opportunity to discuss them firsthand, in country, with key officials has helped APCSS analyze how it can best assist in its in-residence and outreach educational and leader development programs."

According to Lt. Col. John Gasner, chief of the APCSS alumni and outreach branch, "Everyone praised APCSS' new strategic direction, including the ideas of reducing course lengths; broadening the prospective pool of course participants to include NGOs and media personnel; adding the Security, Stability, Transitions and Reconstruction course; and most of all, expanding the APCSS mission to include outreach education."

In Pakistan, the director met with key members of the U.S. embassy country team, principal host-nation

government officials and leaders of various educational institutions and think tanks, all of whom enthusiastically supported APCSS and its programs. Pakistani officials encouraged APCSS to present an outreach event in Pakistan, recommending several possible topics for discussion, including border control and integrating national and international security priorities.

According to Gasner, "We will study the possibility of providing such an outreach event probably in support of the Near East South Asia (NESA) Center."

Smith and Gasner also met with APCSS and NESA alumni for a roundtable discussion and reception. "The alumni are enthusiastic about forming a joint alumni association," said Gasner.

In Bangladesh, representatives from the Ministries of Foreign Affairs and Defense energetically supported APCSS and its programs. Both expressed desire for enhanced cooperation with APCSS, including faculty visits and in-country seminars and workshops.

They also visited educational and research organizations such as the National Defense College and the Bangladesh Institute of International and Strategic Studies (BISS) to discuss

Coming & Going

ACSS Director Retires

On August 31, General (Ret.) Carlton W. Fulford completed his three-year term as director of the Africa Center for Strategic Studies. During his tenure, the Africa Center experienced tremendous growth and change. Fulford coordinated the organization's expansion, an increase in the number and scope of academic and outreach programs, and the establishment of a permanent presence on the continent with the opening of the Addis Ababa annex. He joined the Africa Center in September 2003.

Business Director Departs

Keith Webster left his position as Principal Director Business Operations for the Defense Security Cooperation Agency at the beginning of the year to become the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation, Assistant Secretary of the Army (Acquisition, Logistics & Technology), Headquarters in Washington.

future collaborations.

Smith met with APCSS alumni for a roundtable discussion and reception during which he and U.S. Ambassador Patricia Butenis inaugurated the Bangladesh APCSS Alumni Association.

DSCA Job Announcement

Principal Director for Business Operations



Salary Range: 111,676.00 - 168,000.00 USD per year

Open Period: Thursday, January 18, 2007

to Tuesday, February 20, 2007

Series & Grade: ES-0501-00/00

Position Information: Full-Time Permanent

Duty Locations: 1 vacancy - Alexandria, Arlington & Falls Church, VA

Who May Be Considered:

Applications will be accepted from all qualified persons.

Job Summary:

The Defense Security Cooperation Agency leads, directs and manages security cooperation programs and resources to support national security objectives that build relationships that promote U.S. interests, build allied and partner capacities for self-defense and coalition operations in the global war on terrorism, and promote peacetime and contingency access for U.S. forces.

Key Requirements:

- U.S. Citizenship
- Designated and/or Random Drug Testing required.
- Background and/or Security Investigation required.

Major Duties:

As Principal Director for Business Operations for the Defense Security Cooperation Agency (DSCA), the incumbent is the senior manager for all Agency financial matters relating to budgeting, financial management, acquisition and related fiscal matters; preparation and analysis of reports required by the Arms Export Control Act and the Foreign Assistance Act of 1961; and development and publication of the annual budgets submitted to the Congress. Specifically, the incumbent: manages the budget and financial execution of DSCA's security cooperation programs, including the foreign military sales trust fund and the foreign military financing account; provides authoritative advice, guidance and decisions on security assistance matters to the Director, DSCA and the leadership of the military departments and the Defense Agencies; develops and implements procedures and policies for the management of the Agency's program to acquire services and equipment; establishes programs and procedures for fiscal control of funds appropriated and otherwise made available for security cooperation purposes; and oversees the analysis and evaluation of various lending instruments including federally guaranteed loans and direct government loans.

TECHNICAL QUALIFICATIONS: (Failure to meet any one of the technical qualifications disqualifies an applicant.)

1. Knowledge of comptroller functions, demonstrating progressively responsible and significant experiences in management of large and complex financial programs.
2. Knowledge of the Federal budget process, with particular emphasis on the international security assistance portion of the International Affairs function (150) and the interfaces to the national defense function (050).
3. Skills in analyzing complex financial issues, and preparing substantial financial presentations to a variety of audiences.
4. Knowledge of security assistance comptroller activities as circumscribed by the Arms Export Control Act, the Foreign Assistance Act of 1961, and appropriations legislation.
5. Knowledge of policies and procedures for professional work involving the procurement of equipment and services.

For more information, contact: Executive & Political Personnel

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