



UNITED STATES  
**A**FRICA  
COMMAND

*The First Three Years ...*



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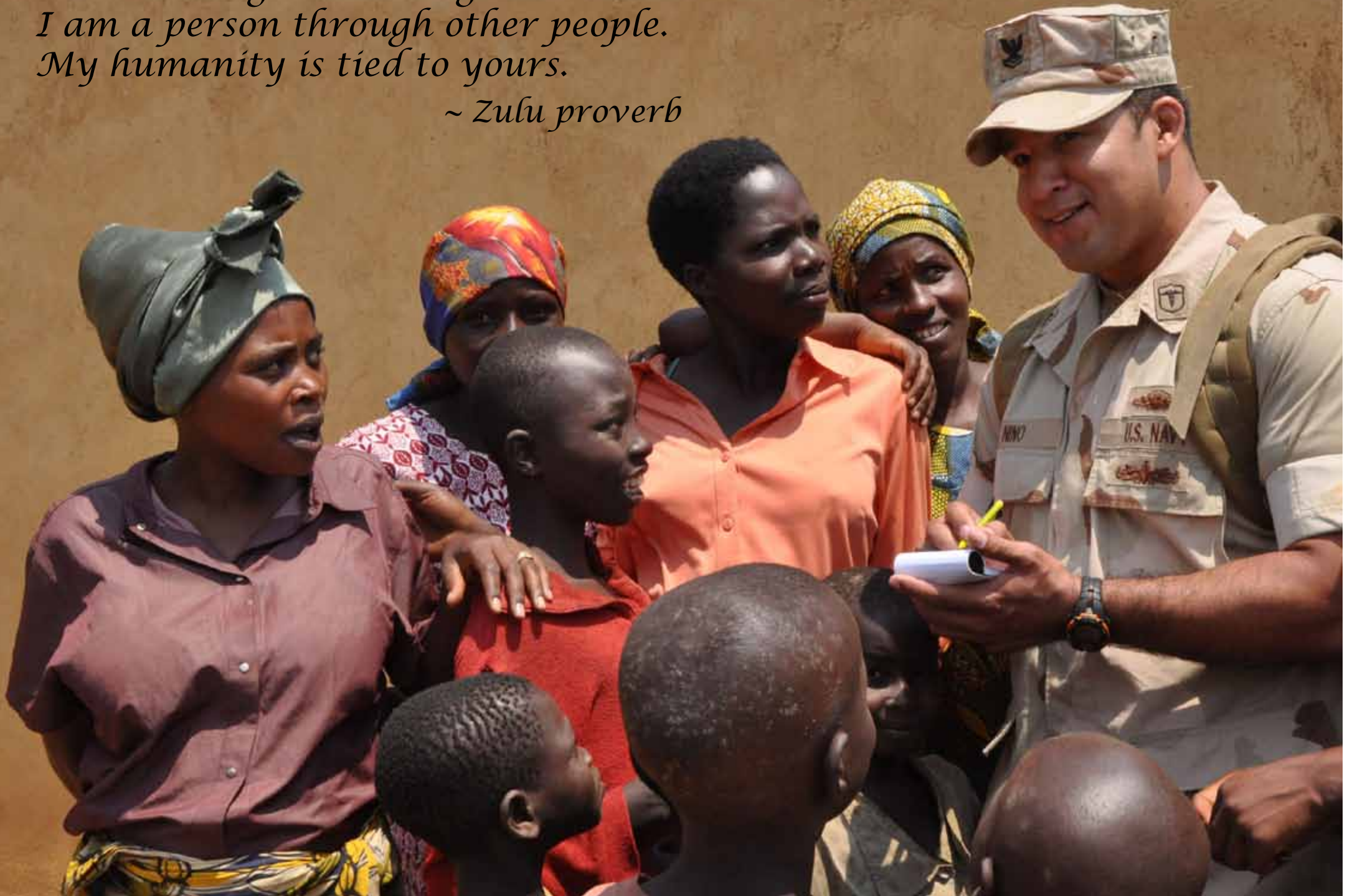
By the U.S. Africa Command Public Affairs Office

Headquarters U.S. Africa Command  
Kelley Barracks  
Stuttgart, Germany - March 2011



*“Umuntu Ngumuntu Ngamantu”  
I am a person through other people.  
My humanity is tied to yours.*

*~ Zulu proverb*



*All protocols observed*  
~ *African diplomatic tradition*

**United States Africa Command  
The First Three Years ...**

**By the U.S. Africa Command Public Affairs Staff**

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**Photo page iii (Umntu Ngumuntu Ngamantu) by U.S. Navy Senior Chief Petty Officer Jon E. McMillan**

**Photo page iv General William Ward portrait used with permission of Steve Barrett**

**Photo page 16 of Kelley Barracks in 1958 used with permission of Walter Elkins**

**Photo page 33 of General William Ward testifying before Congress, used  
with permission of David Hume Kennerly**

**Photo page 98 of Men fishing in the port city of Lagos, Nigeria, by Robin Croft**

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## Foreword

This command is focused on the future. However, every once in a while it does not hurt to pause for a moment, to survey our surroundings, to reflect on what brought us to this point, and to assess whether we are still on course toward our long-term goals. That is the spirit of this book.

It has been a great privilege and honor to be the first commander of United States Africa Command. The idea of creating a U.S. military headquarters for Africa was under discussion for nearly a decade before the formal planning process began that led to U.S. Africa Command. There has since been much discussion and some debate as to why the command was created at this specific time in our nation's history. From my perspective, it was recognition of Africa's importance in our globalized world.

I have asked my staff, as we go about our work, to look at the footprints we leave behind. Are we proud of our accomplishments? Or do we hope the wind and rain will quickly wash them away? I've done my best to make a lasting difference. But only time can be the final judge of our words and deeds.

I am confident that in the years to come, people will see an Africa that is secure, stable, and developed in ways meaningful to its people and our global society. I am equally confident that U.S. Africa Command has made and will make positive contributions in this important endeavor.

**General William "Kip" Ward**  
**First commander of U.S. Africa Command**  
**October 2007-March 2011**



# AFRICOM

*“United States Africa Command, in concert with other U.S. government agencies and international partners, conducts sustained security engagements through military-to-military programs, military-sponsored activities, and other military operations as directed to promote a stable and secure African environment in support of U.S. foreign policy.”*

*~ U.S. Africa Command Mission Statement,  
approved May 2008*

# U.S. AFRICA COMMAND

## The First Three Years ...

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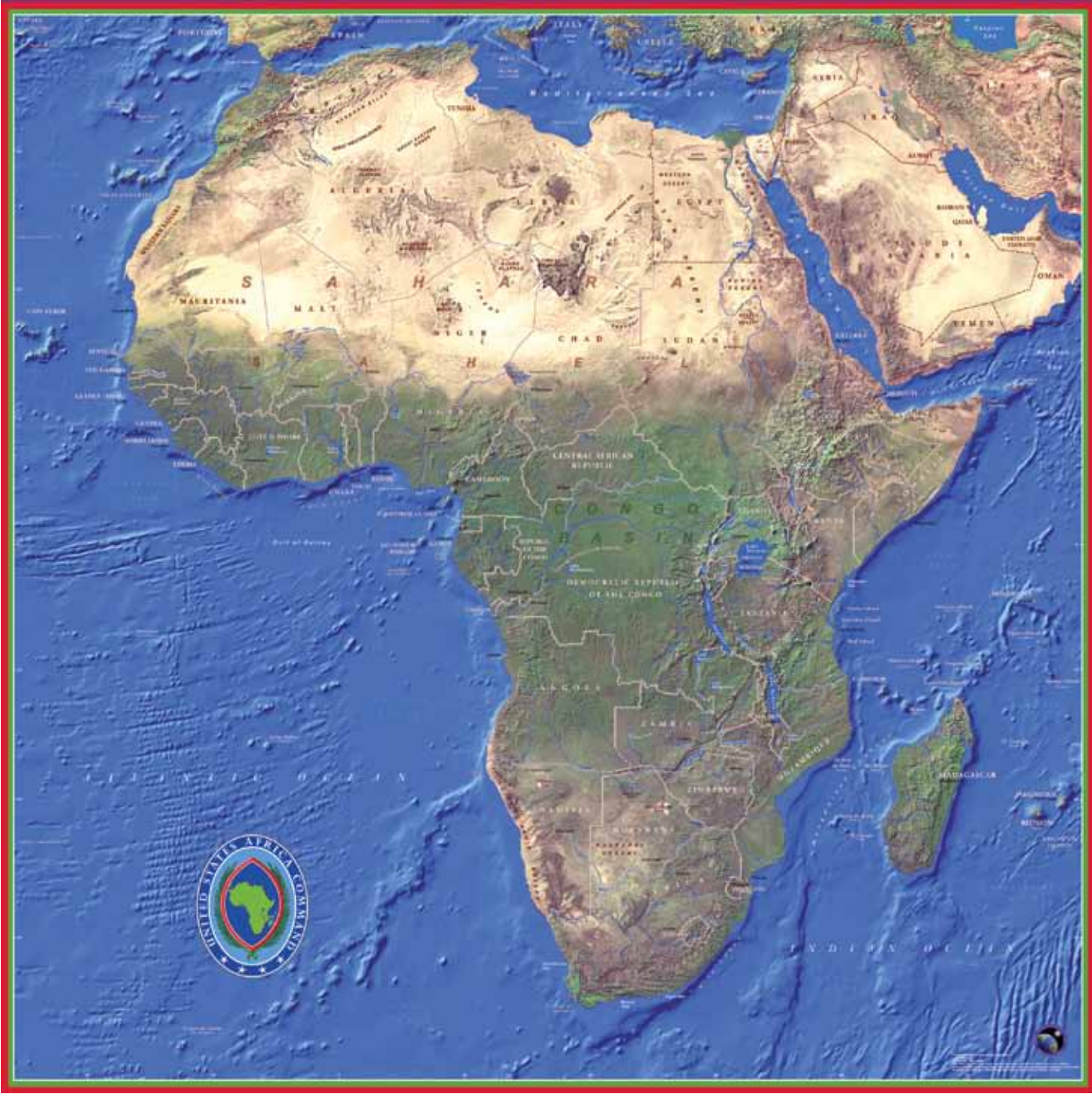
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# BEGINNINGS ... BEFORE AFRICOM

The U.S. military has worked in and with Africa for decades. Often, that work was reactive, episodic, and without long-term strategy.

# U.S. Africa Command: A Journey of Decades

The U.S. Africa Command was a concept long in the making prior to the February 2007 announcement of its creation.

Beginning with Morocco -- which in 1787 became the first nation to establish diplomatic relations with the newly independent United States -- U.S. strategic and defense interests have included Africa. However, before 2007, defense engagement with the continent of Africa was viewed as an extension of geo-political environments elsewhere, and therefore not a priority in its own right. The command's establishment was partly a recognition of the growing unsuitability of this approach, as well as the realization that long-term U.S. security objectives would be better served through a dedicated geographic combatant command exercising sustained security engagement with the nations and regional organizations of Africa.

The U.S. military certainly has not been a stranger in Africa, although throughout U.S. history the vast majority of military activities were comparatively small-scale, shorter-term in duration, and limited in their objectives. Some of the earliest U.S. military actions were against Barbary pirates along the North African coast in 1801-05, and again in 1815. In the early and mid-1800s, U.S. ships sometimes took part in anti-slavery patrols off the west coast of the

African continent. In 1912, the U.S. Army assigned an African American officer and other U.S. soldiers to train a Liberian border force.

The onset of World War II saw northern Africa serve as a battleground of the European theater. Tens of thousands of U.S. troops fought against German-led Axis powers in Morocco, Algeria and Tunisia. Today the graves of 2,841 Americans are honored at the North Africa American Cemetery and Memorial in the ancient city of Carthage.

After World War II, U.S. military engagement with Africa was principally viewed through a Cold War lens. U.S. troops were stationed in Morocco (including Nouasseur Air Base near Casablanca, Rabat Salé Air Base, and Port Lyautey, north of Rabat, until the early 1960s) and Libya (Wheelus Air Base near Tripoli until 1970), where they focused on dissuading Soviet threats.

Discussions began in the 1980s and 1990s about creating an organization focused solely on military relations with the nations of Africa. This was spurred in part by the U.S. Defense Department's 1983 Unified Command Plan, which assigned responsibility for military-to-military relations with African countries. But the initial organization was a patchwork, with Africa split between initially four, and later three, U.S. regional headquarters. The newly created





U.S. Central Command was assigned to work with Horn of Africa nations; U.S. European Command was assigned with the majority of African nations; U.S. Pacific Command was assigned with the island nations in the Indian Ocean (and, for a time U.S. Atlantic Command worked with island nations in the Atlantic). However, none of these headquarters had Africa as a primary or even secondary focus. Consequently engagements tended to be episodic, reactive, short-term, and limited in their objectives.

With the end of the Cold War in 1989-91 and the subsequent uncertainty and localized conflicts that followed, the U.S. found itself intervening in a number of African crises.

In the early 1990s, U.S. troops took part in evacuations of American Embassies in Liberia, Somalia, Zaire (now the Democratic Republic of Congo), and Sierra Leone. In 1992, U.S. military aircraft transported thousands of Angolans as part of wider United Nation support to that nation's first elections. In Somalia, widespread famine led to a large-scale U.S. deployment in late 1992. Initially sent to guard humanitarian

**14th CENTURY KING** - This bronze image of a ruler of the kingdom of Ife, in modern-day Nigeria, was created in the 1300s and today is one of the prized masterpieces in the British Museum in London. Arts and culture have flourished for thousands of years across Africa, a continent of 1 billion people, more than 1,000 languages and more than 50 nations, each with its own distinct history. (AFRICOM photo by Vince Crawley)

**U.S. SUPPORT  
TO ECOMOG 1997 -  
Malian troops  
disembark at Roberts  
International Airport  
outside Monrovia in  
1997 after being  
transported by a  
U.S. Air Force C-130  
Hercules aircraft  
home-based in  
Germany. The U.S.  
military provided  
transport and some  
logistical support  
for an Economic  
Community Military  
Observation Group  
(ECOMOG) mission  
in which West Africa  
states deployed  
approximately 600  
peacekeepers to  
Liberia.  
(U.S. Air Force photo  
by Staff Sergeant  
Paul R. Caron)**



shipments, the U.S. and U.N. missions controversially evolved into the use of force to intervene in hopes of reducing Somalia's inter-clan conflict. The U.S. role in Somalia is widely associated with the October 1993 battle in Mogadishu that killed 18 U.S. soldiers

and hundreds of Somalis, resulting in a U.S. withdrawal. However, Operation Provide Relief, the U.S. military humanitarian airlift to Somalia, also saved an estimated 100,000 to 200,000 lives.

Even as international forces were

withdrawing from Somalia, the nation of Rwanda erupted into ethnic violence and the genocidal murder of up to 1 million people. When hundreds of thousands of ethnic Hutu fled to the neighboring Lake Kivu region in former Zaire, widespread cholera led to the



brief deployment of a EUCOM task force in the summer of 1994 that brought fresh water into overcrowded refugee camps.

These served to demonstrate the shortcoming of previous U.S. approaches to African military engagement. Somalia and Rwanda led to ever-widen discussion of the appropriate role for the U.S. military in Africa. American public opinion was hesitant to repeat any Somalia-scale U.S. involvement, but the massive death toll of the Rwandan genocide highlighted the moral consequences of inaction. African leaders were grappling with the same issues, and their discussions centered on finding African-led security solutions. The Organization of African Unity, a precursor to today's African Union, continued to evolve as an organization increasingly seeking to play a meaningful role in African security and stability.

In 1997, U.S. special operations troops began training African peacekeepers as part of a U.S. Department of State program called the African Crisis Response Initiative (ACRI). ACRI emphasized Africa's role in addressing regional security, but offered U.S. and international training and logistics assistance. Senegal and Uganda were the first nations to participate. Since then, the program has evolved into the Department of State's African Contingency Operations Training Assistance (ACOTA) program. Between ACRI and ACOTA, the U.S. has trained approximately 200,000 African peacekeepers from close to two dozen nations.

Along with peacekeeper training, the year 1997 also saw the beginning of military academic discussion on the importance of Africa and the creation of a U.S. Africa command.



**FLOODS IN 2000** - The flooded Limpopo River in March 2000 winds through southern Mozambique. Floodwaters drove 1 million people from their homes. The U.S. military and neighboring countries, such as South Africa, deployed helicopters and troops to help with emergency services and to assist in humanitarian relief deliveries. (U.S. Air Force photo by Technical Sergeant Cary Humphries)

**MOZAMBIQUE (below)** - During the Mozambique floods of March 2000, U.S. Air Force personnel assist local workers in preparing pallets of humanitarian aid for airlift delivery at the international airport in Maputo, Mozambique. Senior Airman Jad Aoun and Technical Sergeant Dennis Washington were air transportation specialists from Ramstein Air Base, Germany. In the years that followed, the U.S. military worked to help the Mozambique military build the capability to better respond to natural disasters. As a result, during devastating floods of 2007 the Mozambique military was able to respond to the crisis with much less outside assistance. (U.S. Air Force photo by Staff Sergeant Ken Bergmann)



“DoD [the Department of Defense] must have a regional or sub-unified command that can provide a full-time focus on Africa,” Dr. C. William Fox, a military physician and lieutenant colonel, wrote in a widely circulated study. “DoD can no longer afford simply to wait and react to the next crisis in Africa. A regional command separate from the U.S. European Command or the U.S. Central Command should be established to evaluate, plan and execute regional military exercises and operations.” Fox’s monograph, titled

“Military Medical Operations in Sub-Saharan Africa: The DoD ‘Point of the Spear’ for a New Century,” was selected as a “Distinguished Essay” in a 1997 Chairman of the Joint Chiefs of Staff writing competition. Fox went on to retire as a brigadier general.

In 1998, the U.S. Air Force Academy published a 70-page study by Army Colonel Dan Henk, titled “Uncharted Paths, Uncertain Vision: U.S. Military Involvements in Sub-Saharan Africa in the Wake of the Cold War.” Henk, too, recommended a unified command focused on Africa. “Largely as an accident of Cold War history, different parts of Africa fall within the area of responsibility of four separate



**PARTNERS** - In November 2001, South African military personnel and U.S. Marines walk along a beach near Laaiplek, South Africa, after a training exercise. Following the end of apartheid and with democratic elections in 1994, the South African National Defence Force built strong working relationships with U.S. military counterparts. (U.S. Navy photo by Petty Officer 1st Class Tina M. Ackerman)

unified commands,” he wrote. “ ... This situation practically guarantees that policy implementation will take very different forms in differing unified commands. The situation makes it difficult to rationalize U.S. military involvements in regional/subregional organizations. There should be one unified command for Africa and its surrounding islands.”

Through the mid-1990s, EUCOM and the Defense Department, encouraged by the House International Relations Committee of the U.S.

Congress, explored ways to create an Africa security studies institute. This military academic institution would be comparable to regional defense centers focused on areas such as Europe, Asia, and Latin America. In March 1998, President Bill Clinton made a major trip to sub-Saharan Africa to discuss promoting U.S.-Africa partnership based on mutual respect and mutual interest. During the visit, he mentioned the establishment of a security studies center for Africa, patterned after EUCOM’s George C. Marshall European Center for Security Studies in Germany. In March 1999, the Pentagon formally established the Africa Center for Strategic Studies (ACSS) in the Washington, D.C., area. The



center hosts academic programs of African and international students and security professionals “to identify and resolve security challenges in ways that promote civil-military cooperation, respect for democratic values, and safeguard human rights,” according to the ACSS mission statement.

In 2000, *Parameters*, the journal of the U.S. Army War College, published an article explicitly calling for the creation of a U.S. command for Africa, titled, “A CINC for Sub-Saharan Africa?

Rethinking the Unified Command Plan” (the acronym CINC referred to “commander in chief,” the former title of four-star regional military commanders). The author, Commander Richard Catoire, focused his essay on the idea of creating an AFRICOM-like organization. “U.S. policy alone cannot solve Africa’s many problems, nor even necessarily secure all of America’s



**PEACEKEEPER TRAINING IN WEST AFRICA** - In July 2001, a U.S. special operations soldier reviews platoon-level procedures as part of Operation Focus Relief, which helped prepare troops from three West African nations for peacekeeping in Sierra Leone, in Sokoto, Nigeria. From August 2000 to December 2001, elements of the 3rd Special Forces Group deployed to western Africa to train units from Nigeria, Ghana and Senegal to conduct peace-enforcement operations in Sierra Leone. The initiative was announced to the Nigerian National Assembly by President Bill Clinton in August 2000 and typified the growing U.S. security partnership with Africa in the 1990s and early 2000s. (U.S. Atlantic Fleet photo by Petty Officer 1st Class Jim Hampshire)

regional interests there,” Catoire wrote, “but a unified command with exclusive responsibility for Sub-Saharan Africa would provide many advantages. It would bring the constant attention of senior U.S. military planners to African security issues and facilitate long-term, coherent programs to shape the regional environment.”

The September 2001 terrorist attacks in the United States led to a reassessment of U.S. security worldwide, including in Africa, which already had been the scene of two deadly U.S. Embassy terror bombings in 1998, in Kenya and Tanzania. In early 2002, CENTCOM deployed Combined Joint Task Force-Horn of Africa to Camp Lemonnier, a former French base in Djibouti. In the trans-Saharan region, EUCOM expanded special operations training with local militaries in support of State Department programs that sought to counter violent ideologies, first under the 2002 Pan-Sahel Initiative, then the 2005 Trans-Saharan Counter-Terrorism Partnership.

Discussion of a possible Africa command moved from scholarly journals to the mainstream news media. “No AFRICOM Yet,” noted a 2002 Voice of America story, outlining the creation of a U.S.-based NORTHCOM. “Africa Command? Time Might Be Right for Its Creation,” read a U.S.

magazine headline in 2004. Within Africa, decades of colonial legacy meant that media discussions were largely against any U.S. military presence. However, in mid-2004, a Nigerian newspaper columnist wrote an editorial called, "The Long Overdue U.S. Africa Command" that pointed out regional benefits such an organization might bring.

By 2006, the EUCOM commander noted that members of the EUCOM staff in Stuttgart, Germany, were spending more than half their time focused on Africa issues. Discussions for a possible Africa command moved from the academic to the policy arena. In 2002, the Organization of African Unity was formally superseded by the African Union, with a stronger mandate for promoting peace and security among member states. In its growing coordination with the AU, the EUCOM staff increasingly found itself working with CENTCOM nations, including Ethiopia, where the AU was seated.

In July 2006, former Defense Secretary Donald Rumsfeld attended a routine briefing on potential changes to the Unified Command Plan. He directed that EUCOM form a planning team to advise on requirements for establishing a new command

arrangement for U.S. military interests on the African continent. Pre-decisional discussions included whether to include Horn of Africa nations into the new command, and how to best organize the command to support non-military agencies of the U.S. government working in Africa. Internal documents sometimes used the term USAFCOM while others used AFRICOM. At the time, EUCOM's deputy commander was General William Ward, who the following summer would be nominated as the first commander of U.S. Africa Command. "It's okay if it doesn't look like other COCOMs [combatant commands]," Ward told planners, according to the minutes of an August 25, 2006, meeting. He stressed looking for "innovative processes" rather than a traditional military headquarters structure. The EUCOM team's deadline was September 15.

The ongoing study for the command was mentioned by Rumsfeld and then Chairman of the Joint Chiefs General Peter Pace at a Pentagon Town Hall meeting September 22, 2006. Rumsfeld and Pace noted it was unclear whether the study would recommend a separate command or a sub-unified command.

Rumsfeld was soon briefed

that the EUCOM team recommended creating a separate command with a non-traditional structure, focused on traditional military tasks as well as an emphasis on non-combat military roles such as capacity building and theater security cooperation. The planners recommended integrating staff members from non-military agencies of the federal government into the command, not as liaisons but as actual staff members, to provide more effective military support to non-defense agencies of the U.S. government. In an initiative that would later haunt AFRICOM, the EUCOM planners strongly recommended having a portion of the command's offices located within Africa, with personnel accompanied by their families, as a way to demonstrate long-term U.S. commitment to Africa's security and stability.

In late October 2006, Rumsfeld approved the creation of an interagency Implementation Planning Team in Washington, D.C., that included representatives of the U.S. Department of State, the U.S. Agency for International Development (USAID), and other federal agencies working in Africa. This team worked through November and outlined the AFRICOM command structure, to include





**ARRIVING IN DJIBOUTI, 2003 -** A U.S. civil affairs team in February 2003 meets with village leaders in Doua, Djibouti, to discuss concerns they might have with U.S. personnel moving into the nearby Camp Lemonnier, a vacant French base. The U.S. military began to establish a presence in Djibouti in late 2002 and early 2003 as part of Combined Joint Task Force - Horn of Africa. Pictured are Sergeant First Class Steven Ruscitto (right) and Sergeant Joseph Kilmer, 354th Civil Affairs Brigade, meeting with Ali Waberi Asowe, villiage chief of Grand Doua, as well as an interpreter (in white shirt). (U.S. Air Force photo by Staff Sergeant Cherie A. Thurlby)

recommending a non-military deputy, and half-military, half-civilian staff. In early December 2006, after Rumsfeld announced he would resign as secretary of defense, he forwarded the AFRICOM

recommendation to then-President George W. Bush, who on December 15 approved the creation of a separate command for Africa.

On February 6, 2007, the new

defense secretary, Robert Gates, publicly announced to the Senate Armed Services Committee that President Bush had given authority to create the new Africa Command.



“The president,” Gates testified, “has decided to stand up a new, unified combatant command, Africa Command, to oversee security cooperation, building partnership capability, defense support to nonmilitary missions, and, if directed, military operations on the African continent. This command will enable us to have a more effective and integrated approach than the current arrangement of dividing Africa between Central Command and European Command, an outdated arrangement left over from the Cold War.”

Gates added, “This department [Department of Defense] will consult closely with the Congress and work with our European and African allies to implement this effort.”

The same day, the White House issued a statement by President Bush, who emphasized, “This new command will strengthen our security cooperation with Africa and create new opportunities to bolster the capabilities of our partners in Africa. Africa Command will enhance our efforts to bring peace and security to the people of Africa and promote our common goals of development, health, education, democracy, and economic growth in Africa.” The White



**A member of a U.S. Army water purification team kneels on top of water truck, preparing to draw water from Lake Kivu, then chlorinate the water and transport it to the Kibumba refugee camp near Goma, Zaire, (now the Democratic Republic of Congo) in December 1994. (U.S. Air Force photo by Master Sergeant Rose Reynolds)**

House announcement also contained a reference to the U.S. interest in having AFRICOM offices in proximity to African regional leaders. “We will be consulting with African leaders to seek their thoughts on how Africa Command can respond to security challenges and opportunities in Africa,” the announcement said. “We will also work closely with our African partners to determine an appropriate location for the new command in Africa.”

Throughout 2006, U.S. news media

widely reported on the behind-the-scenes planning to create AFRICOM. Still, the February 2007 public announcement caught many African leaders and opinion leaders by surprise. News media, public figures and political commentators began wide discussion and speculation about the embryonic command. Much debate focused on potential locations in Africa for the command. This, in turn, was often interpreted as a quest for basing locations for numerous U.S. combat units. Consultation visits were misinterpreted as hunts for basing, and several public figures made strong statements rejecting basing rights for U.S. combat troops. Shortly after the command was activated in October 2007, Ward and his



staff made the decision to postpone the headquarters location question indefinitely because it distracted from the primary mission of the command, which was to build relationships and sustained programs.

Ward's first visit as commander of AFRICOM was to the African Union in Addis Ababa, Ethiopia, on November 8, 2007. "The United States is linked to Africa by history, culture, economics, and a respect for human dignity," Ward told African Union reporters during a news conference. "Africa and its island nations comprise a continent full of promise and unlimited potential. My goal as commander of U.S. AFRICOM is to build an enduring organization -- our efforts are committed to sustained and focused engagement that benefits both the citizens of the countries of Africa and the United States."

The issue of basing and headquarters location continues to persist in discussions about AFRICOM, and likely will linger for years to come.

During his address to the Ghanaian Parliament in June 2009, President Barack Obama spoke at length about U.S. partnership in Africa.

"We welcome the steps that are being taken by organizations like the African Union and ECOWAS to better



**RWANDA CRISIS - Refugees from Rwanda's bitter civil war gather with makeshift containers to carry clean drinking water, chlorinated and transported by the U.S. military in 1994 in Goma, Zaire (now the Democratic Republic of Congo). (U.S. Air Force photo by Master Sergeant Rose Reynolds)**

resolve conflicts, to keep the peace, and support those in need. And we encourage the vision of a strong, regional security architecture that can bring effective, transnational forces to bear when needed. America has a responsibility to work with you as a partner to advance this vision, not just with words, but with support that strengthens African capacity," President Obama said.

"... And that's why we stand ready to partner through diplomacy and technical assistance and logistical support," he continued, adding, "... And let me be clear: Our Africa Command is focused not on establishing a foothold in the continent, but on confronting these common challenges to advance the security of America, Africa, and the world."



*“Africa’s most valuable resource is not its oil, it’s not its diamonds; it is the talent and creativity of its people.”*

*~ President George W. Bush  
February 2008*

**OPERATION FOCUS  
RELIEF 2001**  
-- Deputy Chief of  
Mission to Senegal  
Terence P. McCulley  
and Senegalese Army  
Chief of Staff (for ground  
forces) General Ndiaye  
review Senegalese and  
U.S. units at the  
opening ceremony of  
peacekeeper training in  
June 2001. Known as  
Operation Focus Relief,  
from late 2000 though  
late summer 2001, U.S.  
special operations  
troops trained with seven  
West African battalions -  
from Nigeria, Ghana and  
Senegal - as preparation  
for West African support  
the UN Mission in Sierra  
Leone. (Photo courtesy  
of U.S. Embassy Dakar)





**AFRICAN SKY - U.S. Navy Petty Officer 2nd Class Shane T. McCoy was the 1999 Military Photographer of the Year, and his portfolio included this image, titled "African Sky." A South African paratrooper walks in the twilight through II MEF Marine Forces Unitas camp in Saint Helena Bay, South Africa in November 1999. U.S. troops were in South Africa as part of the West African Training Cruise. (U.S.Navy photo by Petty Officer 2nd Class Shane T. McCoy)**





**MEDFLAG 1988 IN GABON - The U.S. military has a long history of joint training with African partners. Here U.S. and Gabonese military medical personnel participate in MEDFLAG 88, a medical training exercise in August 1988 in Leconi, Gabon. U.S. Army, Navy, and Air Force personnel based in Germany, Italy and the U.S. took part. The exercise included practicing to assist during a mass-casualty situation, followed by civic action and preventive health visits to the local community. (Department of Defense photo by Sergeant Paul Tubridy)**





**1991 WEST AFRICA TRAINING CRUISE (above left)** - Several officers from West African nations speak with Commander T. M. Hayes, left, commanding officer of the USS Barnstable County (LST-1197), during its journey from Brazil to the Congo at the start of the 1991 West Africa Training Cruise in November 1991. (U.S. Navy photo by Petty Officer 1st Class Michael D. P. Flynn)



**U.N. WITHDRAWAL FROM SOMALIA (above)** - In January 1995, personnel from the 16th Special Operations Squadron set up temporary tents as their operations center at an airport in East Africa. U.S. Air Force aircraft brought in material and equipment to support the withdrawal of United Nations peacekeepers from Mogadishu, Somalia. (U.S. Air Force photo by Airman First Class R. S. Mallard)

**SOUTH AFRICANS IN BULGARIA NATO EXERCISE (left)** - Linking Bulgaria to South Africa during Combined Endeavor 2004, Republic of South Africa Corporal MPumelelo Walton Mahote, left, contractor Andre Van Heerden, center, and Sergeant Lekalalala Matome communicate with Pretoria, Republic of South Africa, over a high frequency radio from Camp Sarafovo in Bulgaria, May 2004. Combined Endeavor 2004 was a U.S. European Command-sponsored exercise, designed to identify and document command, control, communications and computer interoperability between North Atlantic Treaty Organization and Partnership for Peace nations. (U.S. Air Force photo by Staff Sergeant Karen Silcott)



# Brief history of Kelley Barracks

Kelley Barracks' military history began in 1937, when the German military purchased nursery land from the city of Moehringen for 50 Reichspfennig per square meter.



Lieutenant General James Maurice "Jumpin' Jim" Gavin, who at the time was U.S. Army's Chief of Research and Development, inspects the troops at Kelley Barracks on June 5, 1956.

Construction of the kaserne began in January 1938. The purchase was a contentious one, as the land was rich and highly valued and the German military did not pay the amount requested. The military did, however, agree not to cut more than 20 percent of the wooded area, which resulted in the unique beauty of the post as it is today.

The first contingent of troops of the 5th Air Signal Unit occupied temporary quarters in April. Helenen Kaserne officially opened on May 7, 1938, with a parade, fireworks, dancing and an open house. The kaserne (barracks) housed command and staff, and five companies of the Air Signal Regiment, whose mission was to construct and maintain airstrips and aircraft communications. The 5th Air Signal moved to France in 1940. Elements of Air Signal occupied the kaserne



Jayhawk Theatre at Kelley Barracks in 1956.

throughout the war years, and the kaserne ultimately housed 2,500 soldiers. Headquarters Air Region V reoccupied the kaserne in 1944 when the headquarters returned from Paris. The Headquarters remained until April 1945 when it moved east toward Ulm to escape the advancing French Army.

The kaserne became an American installation on December 5, 1945, and was then referred to as the Stuttgart Post. The 7700th Troop Information and Education Group was the first U.S. unit to occupy the post in August 1947. A constabulary unit took over the installation in February 1948 and remained until 1951.



The VII Corps Headquarters Building in 1958 at Kelley Barracks. Today, that drive-through arch is no longer there and the AFRICOM Headquarters is the building on the right of the photo. (Photo courtesy of Walter Elkins)

Not until after the arrival of VII Corps in November 1951, was the kaserne renamed Kelley Barracks in honor of Staff Sergeant Jonah E. Kelley, a VII Corps infantryman (311th Infantry, 78th), on May 1952, who was posthumously awarded the Medal of Honor for heroism in World War II.

The kaserne underwent major construction projects in the 1950s.

Some of the projects included construction of family housing, the theater and the gym.

Other units at Kelley Barracks included the 84th Army Band, a military policy platoon, a Special Troops Battalion, a signal detachment, an Air Force Air Support Operations Center, and the headquarters of the 14th Military Police Group.

VII Corps Headquarters was inactivated in 1992. Kelley Barracks was then the headquarters of the 6th Area Support Group which changed its designation to U.S. Army Garrison Stuttgart. The garrison headquarters was relocated to Panzer Barracks in 2007 to make way for the new U.S. Africa Command.

The AFRICOM Transition Team







commenced work at Kelly Barracks on February 1, 2007. AFRICOM stood up on Kelley Barracks as a sub-unified command on October 1, 2007.

Since the arrival of AFRICOM, Kelley Barracks has undergone even more major renovations of the office areas, family quarters and Kelley Club; and construction of a Child Development Center and AAFES Shoppette.

*Most of the information presented here was based on a paper titled "Brief History of Kelley Barracks", a compilation from the U.S. European Command's Command History archives dated January 13, 2004.*



**ABOVE:** The wooden Africa map made by Michael Quantrell, the Kelley Barracks craft shop manager, was placed at the command's headquarters on April 15, 2009. The wooden map took more than 125 hours to finish incorporating 20 different kinds of wood. (AFRICOM photo by Vincent Crawley)

**OPPOSITE PAGE:** AFRICOM Headquarters at Kelley Barracks. (AFRICOM photo by Staff Sergeant Claude Dixon)





**KELLEY BARRACKS - Hikers, a bicyclist and a roller-blader pass outside Kelley Barracks on a Sunday afternoon in early 2011. The installation sits beside farm fields and orchards on the edge of Stuttgart-Moehringen, Germany. In the background of the photo, administrative offices from Germany's Daimler Corporation are a neighborhood landmark. (AFRICOM photo by Vince Crawley)**





**COLD WAR MEMORIAL (left)** - A segment of fortified East German fencing and a piece of the Berlin Wall stand inside the front gate of Kelley Barracks (the Kelley Hotel is in the background). The Cold War artifacts serve as a memorial to the role the U.S. military played in the peaceful reunification of Europe. After decades of tension, East Germany opened its borders in November 1989, setting the course of a wave of democratic revolutions across Central Europe. (AFRICOM photo by Vince Crawley)



**MEMORIAL TO FREEDOM (right)** - A memorial to the U.S. Army's VII Corps is a prominent landmark on Kelley Barracks. From the late 1940s through 1990, VII Corps was responsible for defending southern Germany. The text on the memorial says, "Commemorating four generations of VII soldiers and their contributions to world freedom." The memorial also provides information on Staff Sergeant Jonah E. Kelley, posthumously awarded the Medal of Honor for his valor in World War II. (AFRICOM photo by Vince Crawley)



## SEAL UNITED STATES AFRICA COMMAND



### Description

On a light blue oval edged white, two palm fronds Proper crossed at base supporting a red oval-shaped shield coming to a point at the top and bottom, surmounted by a blue shield edged white bearing the green landmasses of Africa, all within a blue oval designation band edged white, with the inscription '**UNITED STATES AFRICA COMMAND**' around the top of designation band, in white and displaying in base four white stars.

### Symbolism

Light blue denotes the Department of Defense and total military readiness. The palm fronds indicate Africa's hope to achieve unity on the continent and to build a partnership throughout the world. The red oval shield suggests the capacity of the **USAFRICOM's** involvement to enhance national security, to stop the growth of terrorism and to promote peace in Africa. Green denotes prosperity. The landmasses of Africa signify the command's potential challenges to strengthen democracy, economic growth and future for the people of Africa. The stars represent the grade of the military leadership of the unified command.





The AFRICOM insignia was designed by Colonel Brian Perry



**MARITIME PARTNERS** - A Togolese defender-class patrol boat comes alongside the guided-missile frigate USS Robert G. Bradley (FFG 49) as part of visit, board, search and seizure training with U.S. and Togolese sailors during Africa Partnership Station West in the Gulf of Guinea in February 2011. (U.S. Navy photo by Ensign Sean J. McMahon)

# AFRICOM INTO ACTION

As we build U.S. Africa Command, we want to talk to people about what the U.S. military is doing in Africa. Just as importantly, I want everyone on the staff to also listen and learn. In the weeks and months ahead, I have told the staff to focus on a few important points:

1. We are building the team. We have the opportunity, vision, and determination to redefine how the U.S. military cooperates with and complements the efforts of its U.S., international, and nongovernmental partners in Africa.
2. AFRICOM will add value and do no harm to the collective and substantial ongoing efforts on the Continent.
3. AFRICOM seeks to build partnerships to enable the work of Africans in providing for their own security. Our intent is to build mutual trust, respect, and confidence with our partners on the Continent and our international friends.

I realize the U.S. military plays only a very small role in the international, inter generational work taking place on the Continent and its island nations. But we want our work to matter, and we want to do our work well. Years from now we want Africans and Americans to be able to say AFRICOM made a difference — a positive difference.

~ General William “Kip” Ward  
December 2007









**MEDICAL OUTREACH (above)** - U.S. Air Force Senior Airman Alicia Mangan takes the temperature of a young boy in July 2008, in a village outside of Bamako, Mali. U.S. service members traveled to four villages administering treatment, as part of a multinational medical training exercise called MEDFLAG 08. In addition to treating thousands of patients, the medical team provided training for doctors, medics, and nurses and vaccinated livestock in the region. (U.S. Air Force photo by Senior Airman Justin Weaver)

**NURSING STUDENTS (left)** - Nursing students of the Dire Dawa, Ethiopia, Arts Medical College go home-to-home distributing doses of deworming medications during the second phase of a Medical Civic Action Program in October 2010. With assistance from the U.S. Army Civil Affairs Battalion Specialty Team, Combined Joint Task Force - Horn of Africa, the nursing students administered medications to more than 900 children in seven villages in the Shinile Zone (Woreda) of Dire Dawa. (U.S. Air Force photo by Staff Sergeant Kathrine McDowell)

**DENTAL OUTREACH (opposite page)** - Africa Partnership Staton Nashville treated dental patients in April 2009 in Limbre, Cameroon. Lieutenant Commander Shay Razmi examines a patient amid a group of people waiting to be seen. (U.S. Navy photo by Petty Officer 3rd Class Matthew Bookwalter)



# The stand up of AFRICOM's Transition Team

The Department of Defense (DoD), and the Office of the Chairman Joint Chiefs of Staff (JCS) sent a message titled "Unified Command Plan (UCP) 2007" to the U.S. European Command (EUCOM).

In essence, the August 18, 2006, message instructed EUCOM to assist in the stand-up of a new combatant command, to be called U.S. Africa Command.

The initiative spent the next four months working its way through the DoD chain of command, leading to presidential approval and a decision to create an AFRICOM Transition Team at Kelley Barracks in Stuttgart, Germany.

On Friday, January 5, 2007, at 3:11 p.m. a planning team met at EUCOM Headquarters, Patch Barracks, to discuss the stand-up of AFRICOM.

Those gathered were excited and positive about the start up. They were a small group of military officers from the various services. They didn't know it, but they would make up the core of the new command.

"By 1 February 2007, have Kelley Barracks Building 3306 ready for occupation by 60 members of the AFRICOM transition team..." said Marine Major General William Catto, the EUCOM chief of staff.

"Move out old furniture, perform general cleanup and painting, move in used (but good condition) furniture," the general ordered the garrison commander and his deputy and representative from the EUCOM's staff. "Provide computer and network printer access for each person. Get a telephone for each person. Provide access and office space in the Kelley."

"Make access available to the building for the above

tasks," he demanded, then continued, "Some form of advance party will stand up and assign 'faces to spaces,' ideally before 1 February." He paused, then continued, "The Property Book Officer, Purchase Card holder, building custodian, security manager, will be assigned. Sufficient safes will be available."

He went on to say to the assembled officers, "The office of the Secretary of Defense and the folks working the new command's initial planning team in Washington, D.C., will be asking for a personnel contribution to the transition team in Stuttgart which is scheduled to arrive in Stuttgart during Feb '06.

"My assumption," he continued, "is that any name we place on the transition team will likely become a permanent member of the new command. Also, as professionals, we need to do our best to make EUCOM and AFRICOM successful in the long term."

He emphasized that his direction to EUCOM's senior leadership was to "nominate officers that it hurts EUCOM to lose, but the loss must not cripple their directorate; in the near term, officers and civilian professionals with military personnel and installation experience will be the most useful to the new command as they stand up/establish themselves at Kelley."

He added, "Comptroller experience will be helpful and intelligence requirements and command and control will be critical for the stand up and transition."

He ended the meeting abruptly by saying, "I'd like to see a principal from the J-1, J-2, J-4, J-6, and Comptroller on Tuesday afternoon to discuss requirements. The operations



**AFRICOM Transition Team as of October 1, 2007**





**U.S. Africa Command staff at senior leader off-site conference in Mainz, Germany, 2008**

and planning folks will be required, but later in the calendar year.”

The general’s final words were to, “prep the spaces just like we would want them prepared if we were to move in

there.”

Weeks later, as it turned out, Building 3306’s occupants intended to stay where they were, and so only the attic was cleared for the new team.

The transition team's Colonel David Miller spoke to those gathered. His voice started low but picked up in tempo and resonated throughout the attic area.

"The establishment of a new geographic combatant command for Africa with initial operational capability on 1 October 2007 and full operational capability on 30 September 2008 brings many challenges," Miller said. "One of those challenges will be to effectively transfer existing missions, activities, programs, and exercises from U.S. European Command, U.S. Central Command and U.S. Pacific Command to USAFRICOM with minimal degradation in mission accomplishment.

"We must – throughout the transfer process – demonstrate to our African partners that USAFRICOM is an organization that will effectively address both U.S. and African interests.

"Key planning principles and considerations are that USAFRICOM will not accept responsibility for a mission unless it has adequate capacity to effectively execute it and the transfer is mutually agreed to by the losing combatant command commander and the commander, USAFRICOM. The end result will be minimal or no degradation in mission accomplishment/effectiveness through the transfer process."

"Any transfer must be acceptable; that is, the intended benefit of transferring prior to FOC [the date of full unified combatant command status] must not exceed the potential cost or risk. Cost or risk could come in the form of lack of unity of command, unclear lines of command-and-control,

complicated reporting procedures, and a potential degradation of established relationships within the AOR (area of operation)."

He said not to expect that AFRICOM would reach the approved manpower requirement until the 2nd quarter of fiscal year 2008 at the earliest.

He then read from a letter: "This new command will strengthen our security cooperation with Africa and help to create new opportunities to bolster the capabilities of our partners in Africa.

Africa Command will enhance our efforts to help bring peace and security to the people of Africa and promote our common goals of development, health, education, democracy, and economic growth

in Africa. Signed, President George Bush, February 7, 2007."

The team then went to work to establish U.S. Africa Command.

*By Brian D. Perry Sr.*

*Retired Army Colonel Perry was a member of AFRICOM's Transition Team*







**Left to right, Chairman of the Joint Chiefs of Staff Admiral Mike Mullen; Henrietta H. Fore, administrator of the U.S. Agency for International Development and director of U.S. Foreign Assistance; Defense Secretary Robert M. Gates; flag bearer; U.S. Africa Command Commander General William E. Ward; and AFRICOM Command Sergeant Major Mark S. Ripka stand together after the unfurling of the flag during the AFRICOM Unified Command Activation ceremony in the Pentagon Conference Center, Washington, D.C., October 1, 2008. (Department of Defense photo by Petty Officer 2nd Class Molly A. Burgess)**



General William E. Ward, AFRICOM commander, salutes the color guard during the command's establishment ceremony at Kelley Barracks. AFRICOM was officially established October 1, 2008. (AFRICOM photo by Staff Sergeant Samuel Bendet)



*“Our children may learn about the heroes of the past. Our task is to make ourselves the architects of the future.”*

*~ Jomo Kenyatta,  
first president of Kenya*



U.S. Africa Command's two deputies to the commander, Vice Admiral Robert T. Moeller and Ambassador Mary Carlin Yates, speak with reporters on the steps of the Presidency in Ougadougou, Burkina Faso, following a meeting with President Blaise Compaore, chairman of the Economic Community of West African States, on November 28, 2007. (AFRICOM photo)



General William "Kip" Ward, commander of AFRICOM, testifies before the Senate Armed Services Committee on March 9, 2010, in Washington, D.C. (Photo courtesy of David Hume Kennerly)



Africa Union speaker Brigadier General Jean De Martha Jaotody at AFRICOM's establishment ceremony October 17, 2008, at Kelley Barracks. AFRICOM was activated October 1. (AFRICOM photo by Michael J. Morris)



**HONORING FALLEN AMERICANS IN CARTHAGE - Abdallah Lagahre, a Tunisian stone mason, refreshes gold leaf lettering on the grave stone of Medal of Honor recipient Private Nicholas Minue on May 28, 2010, at the North Africa American Cemetery in the ancient city of Carthage outside of Tunis, Tunisia. Workers were preparing for the Memorial Day weekend to honor fallen American service members. Most of the 2,841 Americans buried in Tunisia lost their lives in World War II's North Africa Campaign. Another 3,724 names are on the cemetery's Wall of the Missing. (AFRICOM photo by Vince Crawley)**



# 'It was chaotic, stressful and exciting'

At first, the U.S. Africa Command staff was small enough to gather around a single table. Then to fill a single room, then a conference room. Then a small theater. Then, as the anniversaries stopped being measured by months and instead were marked by years, the staff grew too large to fit inside the largest building on Kelley Barracks, a full-size sports gymnasium with stadium seating.

While much of the outside world seemed to think that AFRICOM was like some kind of mythological Athena -- springing from its creator fully formed and armed for battle -- the truth was far more mundane. The first commander, General William "Kip" Ward, would quip that he was having a good day when his computers worked, and making a phone call, the right person answered. Or, if that failed, that he could walk to an office and find that its occupants had not moved since his previous visit. During one of his first news conferences -- with a team of South African journalists two weeks after the command was activated in October 2007 -- nearby jackhammers suddenly drowned out

everyone's voices. "We're a command under construction," he quipped after someone hurriedly stopped the din.

Many arrived excited. Not a few were bewildered. The enthusiasm of creating something new collided with realities of a growing bureaucracy and its effects on human imperfection. The earliest civilians to be hired were asked to sign memos agreeing, if asked, to relocate to Africa. Others, finding themselves involuntarily transferred across town from U.S. European Command, couldn't leave AFRICOM soon enough.

Still, many arrived with a passion for the mission of AFRICOM. "An African proverb says: When the right hand washes the left, and the left hand washes the right, both hands will become cleaner! So let it be with the partnership of Africa with the United States AFRICOM," wrote Vic Folarin, a Nigerian-born Air Force colonel who was the command's first senior medical officer.

Major General Michael Snodgrass, the first chief of staff, spoke movingly of having fired weapons in combat and that he vastly preferred

AFRICOM's mission of seeking to prevent or mitigate conflict.

The integration of personnel from other agencies -- one of the command's hallmarks -- proved complicated. How would salaries be paid? How would German diplomatic clearances be handled? How many should there be? U.S. Agency for International Development began sending people within days of the command's announcement in February 2007, and others soon followed, giving the military an invaluable understanding of into the U.S. government works in Africa.

"I have been asked many times, 'Isn't this the militarization of foreign policy?'" AFRICOM's first civilian deputy, Ambassador Mary C. Yates, would tell reporters, then answer, "I would say it is the exact opposite." Once, she added that AFRICOM represents a "foreign-policy-ization" of the military," by helping the military to better understand its role in support of foreign policy in Africa. Over and over again in his staff meetings, AFRICOM's Ward would ask his subordinates, "Has this been coordinated with the



**Major General Michael Snodgrass, the first AFRICOM chief of staff, meets with West African journalists at Kelley Barracks in December 2009. (AFRICOM photo by Vincent Crawley)**

Embassy? Has this been cleared by the Embassy?"

Just as the first wave of confusion began to sort itself out, the summer of 2008 brought the first significant influx of personnel, who found an organization still in the throes of putting itself together.

Senior Master Sergeant Ruel Rafi was excited and a little hesitant about getting orders to AFRICOM. "I had read about it," said Rafi. "There were tidbits of information. ... I knew that the operation was to support its partners in Africa, but that was about it. I didn't really know exactly how we were to carry out or execute our mission over there."

The 23-year Air Force veteran knew he was coming to a somewhat chaotic assignment, because the position he was slotted for kept changing.

"So I said, alright, I'm just going to show up. Whatever

they do with me I'll be fine, Rafi said. "I don't think the infrastructure was ready, the garrison was ready, or the command itself was ready." He felt the confusion was partly due to the large surge of personnel arriving in support of October 1, 2008, the date AFRICOM formally took responsibility for the work of the U.S. military in Africa.

"There was confusion, but manageable confusion," said Rafi, who had arrived on August 14, 2008. "You just soldier on."

When Rafi arrived, he was senior enlisted advisor for Snodgrass, the first chief of staff. Later he would become the first sergeant for the commandant, who handles administrative functions for the command's personnel and facilities.

"In the beginning the learning curve was so high," said Rafi. "I managed to climb that and march on. ... In the beginning I was burnt out. Wondering what I got myself into. But it worked. To me, it was chaotic, stressful and exciting."

Maha Whitherington, a civilian employee who was deputy chief of protocol, arrived at Kelley Barracks on August 4, 2007.

"We shared computers. I didn't have a phone. We really didn't have a staff," Whitherington recalled. "We had to establish all that. There was so much pride in doing that. Just seeing all that growing."

With a steady stream of Washington officials and international visitors curious about AFRICOM, the protocol office had to rely on assistance from nearby EUCOM.

"It was a challenge," Whitherington said. "But it was a challenge full of pride."





**OVER MOROCCO - A Royal Moroccan Air Force F-5 jet approaches the refueling basket in May 2009 during a refueling mission in support of Exercise African Lion 2009. Throughout the exercise, Marines with Marine Aerial Refueler Transport Squadron 234 worked with Moroccan C-130 pilots, aircrew and mechanics to conduct aerial refueling, low-level flight and other training. (U.S. Marine Corps photo by Sergeant Rocco DeFilippis)**



**MARITIME SECURITY - A rigid hull inflatable boat is lowered into the water for a visit, board, search and seizure exercise in July 2009 with the USS Arleigh Burke's (DDG 51) and South African Navy corvette SAS Amatola (F 145). (U.S. Navy photo by Petty Officer 2nd Class David Holmes)**



**MUD BATH - An African Cape Buffalo takes a mud bath near Nairobi, Kenya, in November 2008. The mud bath serves as a barrier against horseflies and other insects. (AFRICOM photo by Staff Sergeant Samuel Bendet)**





**LINKING AFRICAN MILITARIES** - Service members from 25 African nations and AFRICOM stand in formation during a ceremony in Libreville, Gabon, for exercise Africa Endeavor in October 2009. Africa Endeavor is an annual, AFRICOM-sponsored initiative to assist African militaries in improving their communications capabilities. (AFRICOM photo by Staff Sergeant Samara Scott)



**COMMANDER'S SPEAKERS SERIES - AFRICOM staff and community members crowd into the Kelley Theater to hear Harvard's Kenyan-born Professor Calestous Juma deliver a presentation on security and development in Africa in May 2009. Juma's visit marked the inauguration of the Commander's Speakers Series, which regularly invites international academics and opinion leaders to visit the command's headquarters. Juma expressed optimism for Africa's future, noting significant economic growth and democratization rates in recent years. The speakers program helps to increase awareness of Africa-related issues among staff with an emphasis on adding African voices to command discussions. (AFRICOM photo by Vince Crawley)**







**PEDIATRIC WARD - Armed Forces of Liberia (AFL) and U.S. Navy Seabees from Naval Mobile Construction Battalion (NMCB) 3 load dirt and debris into an AFL truck for removal from a building site at Redemption Hospital in Monrovia, Liberia, in September 2009. The personnel were building a pediatric ward and laundry facility as part of Africa Partnership Station. (U.S. Navy photo by Petty Officer 1st Class Dan Meaney)**



# The AFRICOM Approach

## *Partnership - Security - Stability*

**THE U.S. MILITARY'S WORK** in Africa reminds Command Sergeant Major Mark Ripka, who served as U.S. Africa Command's first senior enlisted leader, of the bamboo story.

The story goes, in the first year a bamboo-type plant is sowed, watered and fertilized – and nothing happens. During the second year, more water and fertilizer -- still nothing. The third year, you keep watering and fertilize it, and still nothing happens.

Onlookers are anything but optimistic. "Why do you keep going back there?" they ask. "Can't you see nothing is happening?" "You're wasting fertilizer." "You're wasting water."

Yet, this particular variety of plant may take five to seven years to come to fruition. Quietly, it has been growing a root structure under the ground that nobody can see. And in that seventh year, it suddenly grows 70 to 90 feet in one season.

"It's kind of like what we're doing in Africa," Ripka explained, summing up his three-plus years of nearly constant engagements in Africa as he worked one-on-one with his counterparts in dozens of nations.

"People want to conduct an activity and they want to see a difference right away," he said. "We have to understand that what we're doing in Africa, we're not going to be able to realize right away. And it may be years from now for you to see the difference that we're making. But we have to be satisfied knowing that you're growing the root structure and knowing we're doing the right thing for our African partners."

**RIPKA**, who has been to more than 33 African countries, sees steady -- if not always rapid -- progress. He said it's important not to sacrifice sustainability for speed.

"It's about a measured pace -- and at their pace -- where our activities can be sustained over the long term," said Ripka.

Still, he acknowledges that many people are uncomfortable with the ambiguity of a long-term approach.

"You have to have confidence in what you're doing this year will be able to be sustained next year," he said. "This is a complies environment! In too many cases

Ripka has found that Africans are 'process oriented' and Americans are 'output oriented.' That sometimes puts us at a disadvantage in our engagements."

Part of the complexity comes from the way AFRICOM's programs are resourced within the U.S. government. With the command's focus on security cooperation programs, much of the funding is a mixture from multiple sources, overseen by different agencies and U.S. congressional committees. For instance, the Department of Defense controls so-called Title 10 funds, referring to the part of the U.S. Code governs Department of Defense spending. However, the Department of State controls foreign assistance funds under Title 22 of the U.S. Code, which AFRICOM also oversees the execution of funds to carry out its mission in close coordination with U.S. Department of State.

This often requires military people to take a step back in order to see the bigger picture and understand that their military work is in support of foreign



**UNFURLING THE COLORS -** Command Sergeant Major Mark Ripka unfurls the AFRICOM banner during the command's establishment ceremony October 17, 2008, at Kelley Barracks AFRICOM was activated October 1. The ceremony was attended by U.S., African and German dignitaries, including remarks by representatives from the African Union, the U.S. Agency for International Development and the U.S. Department of State. (AFRICOM photo by Petty Officer 1st Class Dan Lapierre)

policy goals“ In many cases, Ripka said, “those activities that we do in Africa and other parts of the world, we do on behalf of the State Department. We all need to understand that. The Department of Defense often enables or supports diplomacy and development

activities, we’re not always in the lead.”

**RIPKA SAID** he learns from people all the time. He listens and learns.

The command’s senior enlisted leader turned to a piece of paper taped on a sideboard near his desk.

“In Africa,” said Ripka, “lesson

number one: ‘Personal relationships are crucial.’ Everything is personal in Africa, and this means being on the ground in Africa among Africans.

“One of the things that we said in the very beginning of this organization when we stood it up is, you’ve got



to listen and learn,” said Ripka. “In Africa, listening is golden. Listen, listen, listen. Talk is cheap; listening is golden!”

AFRICOM and those who conduct its activities do so for the long term, not for short rotations or arbitrary timelines, said Ripka.

“Nothing happens quickly in Africa,” he said. “Much will go wrong. Commitment and perseverance are essential.”

Images and visual communication can be more powerful than verbal messages, he noted, especially if those images convey respect.

“Understand that actions speak louder than words. The image of America in much of Africa is that of a 20-something year old Peace Corps volunteer who lives among the Africans, learns their language, earns a little bit, but is eager to learn. And so for us, it’s all about listening and learning in Africa. If you do that, you show great respect and great deference for those in Africa; and you’ll be successful.”

“**GENERAL WARD** had confidence in me,” said Ripka. “Following his



**Command Sergeant Major Mark Ripka, the senior enlisted leader for AFRICOM, speaks to students and instructors at the Uganda People’s Defence Force Noncommissioned Officer Academy in Jinja, Uganda, on April 11, 2008. (AFRICOM photo by Vince Crawley)**

guidance and intent we were able to accomplish many things during our engagements in Africa.”

One of those activities Ripka focused on was warrant officer and non-commissioned officer leadership development. Noncommissioned officers and petty officers are integral to the U.S. and many other militaries. They are given increasing levels of responsibility in managing and leading an organization’s daily operations. In the U.S. system, warrant officers fall between commissioned and noncommissioned officers and serve as

technical leaders in specialized fields. However, in the militaries of many other nations, warrant officers fill experienced supervisory positions that are similar to those filled by senior noncommissioned officers within the U.S. military.

**ACROSS** Africa, many militaries follow leadership structures that echo their former colonial powers, and so use warrant officers in roles that Americans would consider to be

senior NCO duties. Under the British model, a Warrant Officer Class One is somewhat equivalent to an E-9, the most senior enlisted grade in the U.S. military, and a Warrant Officer Class Two would be comparable to a senior U.S. enlisted member in the E-8 grade. In many of Africa’s French-speaking countries, personnel holding these levels of responsibility are called adjutants, adjutants-chef, and adjutants-major.

For many years in African countries, most U.S. military educational and development resources were focused on

African commissioned officers. However, it was discovered over a period of time that this approach really did not always help to improve the entire force or formation.

**TODAY**, more and more countries are shifting resources to developing warrant officer and noncommissioned officer leadership capacity -- what Ripka calls "the life blood of an organization."

American military officers have spent generations insisting NCOs are the solid, integral "backbone" of the U.S. armed forces. But Ripka is insistent in his choice of words and images.

"I call it the life blood of an organization," Ripka said, "not the backbone, because in the operating environment today -- and our Africans are understanding this too, that you not only need warrant officers and noncommissioned officers to be the physical people that they are, but you also need them to be very intelligent. They need to be able to operate within the commander's guidance and intent as well."

By focusing additional resources to develop warrant officers and noncommissioned officers, an organization finds itself building capability and capacity across the entire rank structure.

"What we found out," Ripka said using a pyramid diagram, "and what our African partners somewhat agreed with us on, is once you started to put some here [on warrant officers and noncommissioned officers] you improve not only the top but you also improve the bottom -- what we could call a junior enlisted, but most of our African partners call them 'other ranks.'"

**AS THE COMMAND SERGEANT MAJOR** presents his message about NCOs and warrant officers, he emphasizes that the U.S. military is not trying to offer U.S.-centric solutions.

"It really is 'A Way,' " said Ripka. "It's not 'The Way.'"

I always reinforce this. ... Our way is not the way, it is just a way. ... It's just another data point as they begin to look at how to meet the requirements of their changing operating environment and grow their warrant officers and noncommissioned officers, and in fact, officers. As they grow their leaders of the future, we offer them a model, a construct, on how to do that."

During his tenure at AFRICOM, Ripka gave his "A Way" presentation in about 30 African countries -- more than half the total. It's been given to members of parliament and senators, to African chiefs of defense, their general officers, and, of course, to many warrant-officer and noncommissioned-officer audiences as well.

**HIS PRESENTATION** includes a formula to illustrate his point:

*Improving warrant officer and NCO capacity = Ways x Means x 3Will.*

"People ask me all the time, 'Why do you use multiplication? Why can't you just use addition?'" Ripka said. "If you used addition, you could add 2 ways and 2 means and zero will, and you'd still have a positive number. If you used multiplication, you can have 2 ways times 2 means, and if you don't have the will to do it, then you have no improving warrant officer capability and capacity. Because zero times anything is zero."

And, of course, "Will" counts three times anything else, because the desire to improve an organization is far more important than methods or financial resources.

"The formulas -- for some reason they love it," Ripka said. "I think it is a wonderful experience to be able to share with them 'a way,' not 'the way.' They tell us this all the time. They say, 'We really appreciate you saying that it's not



Command Sergeant Major Mark S. Ripka, AFRICOM's senior enlisted leader, and the Ghanaian Force Sergeant Major Adu Yaw share a laugh following an Africa Center for Strategic Studies Alumni breakfast welcoming General Ward to Ghana on February 9, 2011. (AFRICOM photo by Colonel Franklin Childress)



the way and the only way.’ It is just a perspective, a way of how you can improve warrant officer and noncommissioned officer capability and capacity.”

That’s why he said he is optimistic with those nations that voice a desire to continue building capable, accountable militaries.

“Is it going to happen today?,” Ripka asked. “Nope. Is it going to happen tomorrow? Nope. It’ll take years in order to happen. And this is not about trying to make them a clone of the U.S. military. They’re not U.S. noncommissioned officers or warrant officers. ... Our operating environment is much different than the African operating environment.

**ANOTHER SUCCESS** for the early years of AFRICOM was getting NCO and warrant officers recognized and integrated into other Defense Department initiatives in Africa.

For example, in August of 2010 the Africa Center for Strategic Studies (ACSS) for the first time hosted the African Joint Defense and Warrant Officers Symposium in Washington, D.C.

For more than a decade, ACSS has provided seminars and courses for African officers and senior civilian government officials. “For the first time ACSS sponsored a very good program for joint and defense warrant officers,” Ripka said of the 2010 event. “And it was a tremendous success for

our African Partners. ACSS realized that African warrant officers' intelligence and experience provided another perspective to the discussion."

**AFRICOM ALSO LAUNCHED** a professional reading program aimed at NCOs and warrant officers.

"We always get comments when we do senior leader engagements in Africa, how appreciative they are of the professional reading series that we electronically distribute," Ripka said.

"The tactical aide-memoire program that we have is pretty unique," Ripka said, referring to pocket-sized waterproof printed documents that serve as memory aids. The TAM initiative started in early 2008, when Ripka and his boss, General William "Kip" Ward, were visiting Botswana. Ripka was talking to a Warrant Officer Class Two who, to demonstrate a point, reached into his pocket and pulled out an old graphic training aid that was given to him in 1985 or '86. The warrant officer had received it from a member of the 3rd Special Forces Group who had trained the Botswana Defence Force.

"He pulled this out and said, 'Sergeant Major, I still use this graphic training aid today,'" Ripka said. "It was the same graphic training aid that we got

when we were in Ranger school, and all the other schools that we went to. It's the old infantry leader's reference card. It has operations orders and warning orders and patrol orders and troop leading procedures."

The pocket-sized document had been helping to guide a Botswanan soldier for more than two decades.

"Our mission statement says sustained security engagement," Ripka said, quoting AFRICOM's mission. "That doesn't mean that we need to be in that country 24 hours a day, every day of the week. It means that we are still with that person. ... The 3rd Special Forces Group that trained that Warrant Officer Class Two back in 1985 or 1986 is still with that person, because he's still pulling out that tactical aide-memoire and using it today. That is sustained security engagement. You don't have to be with them. All of our tactical aide-memoires also include leadership traits and principles, so we reinforce that as well."

The AFRICOM team also developed a page on the [www.africom.mil](http://www.africom.mil) website, the "Warrant Officer and Non-commissioned Officer Resources Download Center," that includes professional readings and the tactical aide-memoires, which are translated into several differ-

ent languages and can be downloaded by military professionals across Africa.

**"WE'RE STILL BUILDING** this organization and we are not there," Ripka recalled during his final days with AFRICOM. "This is a journey. This is not a destination. And there's much more work to do as we continue to listen and learn and understand the perspectives of Africans if we're truly going to assist them."

Turning again to the posting taped near his desk he read the words: "'Personal relationships are crucial; everything is personal.' And this means being on the ground in Africa among Africans, number one. Number two, 'Listen, listen, listen. Talk is cheap; listening is golden.' Lesson number three, 'It's for the long term, not short rotations or arbitrary timelines. Nothing happens quickly in Africa. Much will go wrong. Commitment and perseverance are essential.' And number four, 'Understand that actions speak louder than words.' The image of America in much of Africa is that of the 20-year-old Peace Corps volunteer who lives among the Africans, learns their language, earns a little, and is eager to learn."

And, perhaps above all else, it is an image of patience and seeking to nurture mutual respect.



# ‘What people who know more than me have said ...’

*Guidance followed by Command Sergeant Major Mark Ripka, U.S. Africa Command's first senior enlisted leader:*

1. Personal relationships are crucial. Everything is personal and this means being on the ground in Africa among Africans. Relationships matter ... can't surge TRUST
2. Listen, listen, listen ... talk is cheap. Listening is golden.
3. It's for the long term, not short rotations or arbitrary timelines. Nothing happens quickly in Africa. Much will go wrong. Commitment and perseverance are essential.
4. Understand that actions speak louder than words. The image of America in much of Africa is that of the 20-year-old Peace Corps volunteer who lives among the Africans, learns their language, earns a little, and is eager to learn.

Partnership and trust only happen if it is true partnership. You cannot act like the mentor or leader, or get frustrated that you are not. Do not presume; do not prefer your opinion over others.

Train for Africa engagements, not on things, concepts.

Do fewer Battle Drills and a lot more language training. Learn the language and you'll build trust faster.

What you're doing you can't always measure ... focus on building human capacity in all we do. Human capacity is the "glue" that will sustain all other activities (Institutional Capacity Building and Operational Capacity Building)!!

The African leader said they didn't have fuel to go to training, so I said, ok, we're walking, you coming? They did.

It seems all the smart people work for the US; no wonder there aren't enough to go around for our African partners. "Ego and arrogance" are not successful characteristics in Africa.

You have to listen, learn and adjust every day. All too often, the only way to stay on a plan is to realize you can't stay on a plan.

History didn't start with you. Recognize and understand the contributions from those who have gone before you.

Even though we develop relationships and come to know many people, when we walk into a room in Africa even though we may know everyone in the room, we seldom if ever really understand the 2nd and 3rd level of relationships of those in the room — who's married to whom, who's aligned with whom, etc.

In many parts of Africa, 'process' is more important than 'output.' This makes sense, since everything in Africa is about relationships, relationships, relationships. However, this is antithesis to U.S. thinking. If our efforts are to ever be sustained over the long term we must focus more on 'process.' It's okay to start with a U.S. manual or doctrine as a point of reference, but we must assist the partner nation military to create an output to meet their suitability and affordability parameters.

There are no panaceas and few quick fixes.

Don't believe the good or bad hype. Be careful of facts and skeptical of data.

Don't generalize about Africa.

Every country in Africa is not each country in Africa.

Sustainability is always a critical part to all of our activities.

Don't judge by one snap-shot; look at the reel or the 1,000 pictures over time.



**SUPPORTING DARFUR PEACEKEEPERS** - Loadmasters from Travis Air Force Base, California, secure a DAF vehicle and water holding tanks onboard a U.S. Air Force C-17 military cargo aircraft in January 2009. This was the first load of five airlifts to transport Rwandan peacekeeping equipment from Kigali, Rwanda, to Al Fashir in the Darfur region of Sudan, in support of the United Nations-African Union Mission in Darfur. (AFRICOM photo by Staff Sergeant Samuel Bendet)



# AFRICA TODAY

*“AFRICOM represents yet another important step in modernizing our defense arrangements in light of 21st century realities. It is, at its heart, a different kind of command with a different orientation, one that we hope and expect will institutionalize a lasting security relationship with Africa, a vast region of growing importance in the globe. The focus is on the three Ds: defense, diplomacy and development. On the defense side, AFRICOM’s mission is not to wage war, but to prevent it; not to show United States military presence, but to enhance the security forces of our partners.”*

*~ Secretary of Defense Robert Gates  
October 1, 2008, the Pentagon  
operational activation  
of U.S. Africa Command*



**PATROLLING LAKE KIVU** Major Theo Bahizi of the Rwanda Defence Forces patrols Lake Kivu in Gisenyi, Rwanda, January 8, 2009. The maritime regiment is responsible for search and rescue, protection of government key installations (such as the floating methane gas plant), and countering smuggling and drug trafficking. (AFRICOM photo by Staff Sergeant Samuel Bendet)



**WATER SURVIVAL -**  
Senegalese marine biologists participate in water survival training with John LaFargue, a National Oceanic and Atmospheric Administration (NOAA) fisheries logistical trainer, February 5, 2009, in Dakar, Senegal. Africa Partnership Station and NOAA partnered to host a water survival workshop to advance the art and science of maritime operations. (U.S. Navy photo by Petty Officer 2nd Class David Holmes)







**BLACK BOX SEARCH -**  
A U.S. Navy diver plunges into Lake Victoria to search for human remains and the flight-data recorder of a Soviet-era IL-76 cargo plane that crashed after take-off in March 2009 near Entebbe, Uganda, en route to Somalia. All 11 people on board were killed, including Burundian and Uganda peacekeepers, and the Russian and Ukrainian crew. The U.S. government-contract plane was carrying personnel, tents and water purification gear for the African Union Mission in Somalia. (U.S. Navy Photo by Chief Petty Officer Cory Drake)



# Interagency cooperation

The U.S. military plays a supporting role to U.S. foreign policy in Africa, and nearly everything U.S. AFRICOM does in Africa is closely coordinated with U.S. ambassadors, embassies, U.S. country teams, and the Department of State Bureau for African Affairs.

Because of this emphasis on coordination, the command was created with a unique organizational structure that reflects the talents, expertise and capabilities across the U.S. government. Thus, AFRICOM was the first regional command to integrate from its inception staff members from other U.S. government entities, such as the Departments of State, Treasury, Commerce and Homeland Security and the U.S. Agency for International Development (US-AID). These members serve not only as liaisons and advisors but as integrated members of the AFRICOM staff, serving in positions of leadership and responsibility alongside members of the armed forces and civilian employees of the Department of Defense.

Interagency personnel bring invaluable expertise to help the command ensure its plans and activities complement those of other U.S. government



**INTER-AGENCY COORDINATION** - Senior military and diplomatic officials attend the annual AFRICOM Theater Security Cooperation Conference at Ramstein Air Base, Germany, November 1010. The weeklong conference brought together 600 stakeholders from U.S. embassies in Africa, other U.S. government agencies, and the U.S. military to coordinate programs in Africa. From left to right: Vice Admiral Joe Leidig, AFRICOM's deputy to the commander for military operations; Ambassador Vicki Huddleston, deputy assistant secretary for Africa in the office of the Secretary of Defense; Ambassador Tony Holmes, AFRICOM's deputy to the commander for civil-military activities; and Ambassador Richard Roth, U.S. State Department, senior advisor to the assistant secretary for Africa affairs and to the Bureau of African Affairs; and Raja Jandhyala, deputy assistant administrator, U.S. Agency for International Development's Bureau for Africa. (AFRICOM photo by Michael Morris)

programs and fit within the context of U.S. foreign policy.

Three years after being established, the command had four Senior Foreign Service officers in key positions as well as more than 30 personnel from 13 U.S. government departments and agencies serving in leadership, management and staff positions. The most senior is a career State Department official serving as the deputy to the commander for civil-military activities.

AFRICOM supports the U.S. Department of State in the achievement of U.S. foreign policy objectives in Africa. Also, where appropriate, AFRICOM provides personnel and logistical support to State Department-funded activities. Command personnel work closely with U.S. embassies in Africa to coordinate training programs to improve our African partners' security capacity.

This integration was not without growing pains as non-defense personnel tried to make sense of the military culture and vice versa. On the other hand, inter-agency staff members come from organizations and backgrounds that have included decades in Africa, and they bring perspectives and insights that allow the AFRICOM staff to better understand how the military can closely coordinate its work in support of foreign policy without



**SECURITY COOPERATION OFFICES - Botswana Defence Force soldiers, assisted by Lieutenant Colonel Wyatt, chief of the AFRICOM Office of Security Cooperation (OSC) in Botswana, unload textbooks donated by the U.S. Naval War College in Gaborone in July 2009. The books, covering a variety of military and geopolitical subject matter, were delivered to help improve the availability of study and research materials for students at the college. AFRICOM programs are coordinated locally by OSC's, usually one- or two-person offices within U.S. embassies. (U.S. Army Photo by Major Jeff Schroeder)**

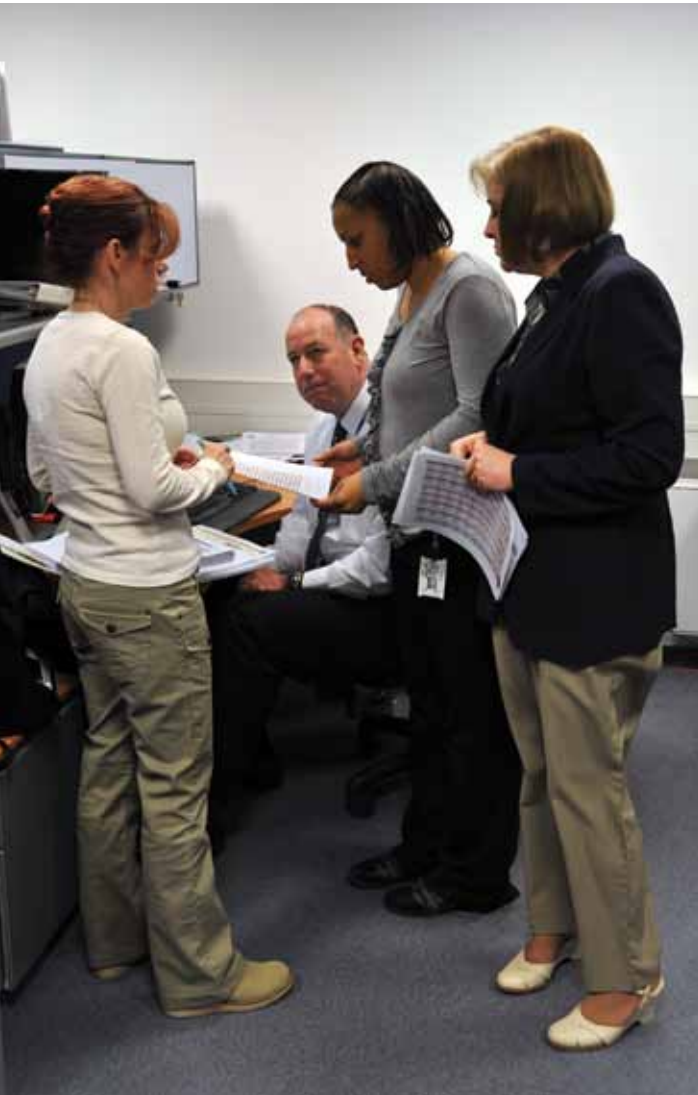
disrupting non-military programs and activities.

The USAID representative serving as the command's Humanitarian Branch chief received the American Foreign Service Association's prestigious Rivkin Award for Constructive Dissent for her

contribution to the design of AFRICOM programs in the Democratic Republic of Congo. Also, an advisor from the USAID Office of Foreign Disaster Assistance has played a key role in educating command on appropriate disaster responses on the continent.



# Directorate of Resources



Managing the personnel and financial resources for AFRICOM is the goal of the Resources Directorate. From left, Crystal Haverlak, financial management analyst, Robert Tuttle, budget officer, Nikesha Jackson, budget analyst, and Jennifer Knight, comptroller, discuss a financial report. (AFRICOM photo by Staff Sergeant Claude Dixon)

The mission of the Resources Directorate is to identify, obtain and manage the resources necessary for AFRICOM to accomplish its mission, incorporating and synchronizing the Resource Management processes.

The directorate works to strengthen AFRICOM's mission capability through effective synchronization and efficient implementation of an integrated command resourcing program. The directorate identifies and advocates for current and future resource requirements; maximizes opportunities to provide the full range of Human Resource services; conducts comprehensive capabilities-based strategic analysis; manages efficient execution of financial programs, and supports the well-being of assigned personnel and their families.

To that end, the directorate has been key in the maturation of the command's manpower structure, working to guarantee AFRICOM's manpower requirements were understood by the Joint Staff, Services, and Office of the Secretary of Defense throughout the year, specifically during the Joint Manpower Validation Process.

Resources Directorate effectively established and guided AFRICOM's inaugural strategic capabilities and assessments

process. As the command's lead for the Planning, Programming, Budgeting and Execution (PPBE) process, the Resources Directorate ensured the development and articulated the resource requirements necessary to alleviate capability gap shortfalls. This includes developing the command's Program Budget Review, and combatant command Integrated Priorities List.

The directorate also plays a key role as AFRICOM's coordinator to the Joint staff Functional Capabilities Board and Joint Requirements Oversight Council, coordinator for the command's input to the Quadrennial Defense Review, and manager and facilitator for participation in the combatant command Senior Warfighter Forums. In addition to leading AFRICOM's involvement in the various elements of the PPBE, Resources Directorate spearheaded the command's strategic assessments process.

The directorate's leadership and innovation resulted in the ground-breaking development of an assessments tool that has become the combatant commands, resulting in the collection of more than 6,500 elements of data from 53 African nations leading to the first strategic assessment of AFRICOM's Theater Campaign Plan.



*“For to be free is not merely to cast off one’s chains, but to live in a way that respects and enhances the freedom of others.”*

*~ Nelson Mandela*

**UNITY WALK -** Flags of African nations fly overhead as staff and family members of AFRICOM take part in a Unity Walk on February 26, 2010, to mark the end of Black History Month. The Unity Walk took place at installations throughout the Stuttgart military community and was meant to recognize the importance of peaceful marches attended by Americans of all ethnicities during the Civil Rights movement of the 1950s and 1960s. (AFRICOM photo by Staff Sergeant Amanda McCarty)



# Directorate of Strategy, Plans and Programs

Strategy, Plans and Programs (SPP) is the lead directorate for developing AFRICOM's strategy; and theater, regional, country and contingency plans. SPP leads partner engagement, security cooperation and counter-narcotics activities.

The directorate works in concert with interagency partners, such as the U.S. Department of State and other government agencies, to ensure AFRICOM's plans and activities directly support U.S. foreign policy objectives.

By designing and implementing military-to-military programs, military-sponsored activities, and other military operations that promote stability and security, SPP helps protect the lives of U.S. citizens abroad and at home and promotes U.S. national security interests.

AFRICOM uses these military-to-military programs to strengthen key relationships and familiarize partners with U.S. military techniques, tactics, and procedures they can employ to address a broad range of security challenges, including conducting peacekeeping operations and countering terrorism.

Today the mil-to-mil program is the cornerstone of AFRICOM's engagement activities.

The SPP contributes to the development and implementation of the U.S. National Security Strategy, National Defense Strategy, and National Military Strategy. From this guidance, the directorate drafts both the command's Theater Strategy and Theater Strategic Plan.

As AFRICOM's primary interface with U.S. strategic planning, SPP reviews, analyzes and assesses U.S. national

strategy, policy, goals and objectives pertaining to AFRICOM's area of responsibility. SPP also drafts the Commander's Congressional Posture Statement for presentation to the House and Senate Armed Services committees.

The directorate develops and manages Theater Security Cooperation (TSC) programs based on strategic guidance and priorities, and conducts liaison with African organizations, security assistance offices, and foreign-service employees serving as TSC program managers.

Humanitarian efforts are also a primary mission of AFRICOM. Through SPP's Humanitarian and Health Activities Branch and its Humanitarian Mine Action Branch, SPP with interagency and civilian efforts to improve its partners' ability to respond to natural and man-made disasters and health crises.

The Humanitarian Mine Action program provides AFRICOM the capability to manage and carry out Humanitarian Mine Action and Explosive Remnants of War assistance, reducing civilian casualties from landmines and unexploded ordnance.

The Directorate conducts "Train-the-Trainer" missions to build AFRICOM's partners' anti-mine capabilities and support broader U.S. and international efforts to eliminate landmines and other explosive remnants of war.

The SPP directorate improves military-to-military and civilian-to-military relationships with African nations. SPP's efforts regarding these key humanitarian programs enhance regional and internal stability by building public confidence in the ability of African nations to meet the needs of their people.

**ECO-DOME (opposite page) - Volunteers of Combined Joint Task Force-Horn of Africa and the 418th Civil Affairs Battalion Charlie Company construct an Eco-Dome prototype at Camp Lemonnier, Djibouti, August 27, 2010. The Eco-Dome was engineered by the California Institute of Earth Art and Architecture to provide a comfortable, economical and sustainable solution for impoverished and natural disaster stricken-areas. The design allows the structure to be resistant to earthquakes as well as fire, flood and hurricanes. (U.S. Air Force photo by Staff Sergeant Kathrine McDowell)**





# Intelligence and Knowledge Development

Military intelligence is an essential capability for all professional militaries. The ability to collect, analyze, and synthesize information is key to developing effective military plans. U.S. Africa Command differs from a traditional military headquarters in that AFRICOM is focused not on combat but on security cooperation programs that promote long-term stability. Thus, instead of a traditional military intelligence directorate, AFRICOM's Directorate for Intelligence and Knowledge Development emphasizes developing an understanding of Africa's security factors, and sharing that knowledge widely with others, to include African partner nations and regional organizations.

The Directorate for Intelligence and Knowledge Development's Intelligence Security Cooperation and Engagement Division (IKD-SC) serves as the primary conduit for the command's intelligence activities with African partner countries.

To implement AFRICOM's comprehensive intelligence strategy, IKD-SC develops relationships with senior African intelligence and defense personnel through two programs; the Senior Intelligence Officer Visit Program and the Director of Military Intelligence Conference.

During senior intelligence officer visits, African military intelligence directors receive an orientation to AFRICOM, the mission and organization of the Intelligence and Knowledge Development Directorate. These senior officers also have an opportunity to discuss intelligence-related concerns or challenges.

The Director of Military Intelligence Conference provides a forum for African military intelligence directors to meet and discuss matters of regional importance with their foreign counterparts, and to develop common regional intelligence priorities.

*“To lack intelligence  
is to be in the ring blindfolded.”*

*~ General Davide M. Shoup  
former Commandant of the Marine Corps*

To conduct worthwhile intelligence engagement activities and meet partner country requirements, IKD-SC solicits objectives that support both AFRICOM and African partner nation missions, working through de-

fense attaché offices across Africa.

The division dedicates substantial resources to this effort, liaising with both defense attaché and security cooperation offices to ensure information sharing, operational support and intelligence training requirements are gathered and addressed.

As these requirements emerge, IKD-SC seeks to provide the appropriate training to meet African partners' objectives. A key component of this effort is the development of regional basic and advanced intelligence courses for partner country intelligence officers and non-commissioned officers. These courses provide intelligence professionals with the foundational training considered to be core to the intelligence discipline.

In addition to teaching professional intelligence skills, it promotes relationships among the intelligence communities that encourage greater cooperation in the future.



**MORNING CONTRASTS - Traditional fishermen row along the Niger River while heavy morning traffic crosses a city bridge during a February 2008 visit to Bamako, Mali, by General William “Kip” Ward, first commander of AFRICOM. “Our common goal,” he said during the visit “is to enhance the capacity of Africans to care for their stability so that development can take place and Africans can prosper.” (AFRICOM photo by Jaime L. Wood)**



# Directorate of Operations and Logistics

Logistics is often considered to have originated in the military's need to supply themselves with arms, ammunition and rations as they moved from their base to a forward position. In ancient Greek, Roman and Byzantine empires, military officers with the title 'Logistikas' were responsible for financial and supply distribution matters.

Today the 'Logistikas' of U.S. Africa Command are at the Operations and Logistics Directorate (OPLOG). OPLOG provides oversight to the planning and execution of logistical and operational activities, as well as force protection, information operations support and standing joint force headquarters capability to the command.

OPLOG also monitors, coordinates and conducts all current military operations within the AFRICOM area of operations. By teaming with peer combatant commanders, subordinate commanders and joint staff leadership, OPLOG resources and executes time-sensitive, real-world operations and innovative Theater Security Cooperation projects.

OPLOG's Medical Division developed a way to source medications



**UNMANNED AIRCRAFT** - As part of a proof-of-concept demonstration, a U.S. MQ-9 Unmanned Aircraft System Reaper taxis at the Mahe International Airport in Seychelles in November 2009. The unarmed demonstration was to determine the feasibility of using unmanned aerial systems in support of border-related and maritime security initiatives in and around the Indian Ocean. (AFRICOM photo by Major Eric Hilliard)

locally in Africa for sustained treatment regimens, using local pharmaceutical businesses, complementing other U.S. government/non-government organizations' efforts.

The Logistics Support Division teams with U.S. interagency and U.N. logistics providers in Africa, to reduce

overall cost and enable Operation Olympic Chase.

Deployment and Distribution Operations Center developed multinational airlift solutions supporting Exercise Flintlock, with more than 1,000 multinational personnel from Africa and Europe.



*“Do good  
because of  
tomorrow”*

*~ Ghanaian  
proverb*

**FLOATING DOCK** - In the waters off Monrovia, Liberia, U.S. Navy and Marine Corps personnel construct the Improved Navy Lighterage System (INLS) during an exercise in March 2008. The INLS is a redesign of a floating dock system originally used during World War II. System pieces can lock together to create ferries, causeway piers, or roll-on, roll-off discharge facilities to transport cargo and equipment from ship to shore while leaving a minimal footprint, allowing the Navy to respond in areas without developed port facilities. (U.S. Navy photo by Petty Officer 2nd Class Elizabeth Merriam.)



# C4 Systems Directorate

The Directorate of Command, Control, Communications and Computer Systems (C4S) develops and directs strategy, plans and programs to deliver world-class information and computer services to meet the evolving needs of the command, components, coalition and inter-agency partners.

Coalition Division develops and implements capabilities to enhance bilateral, multilateral, coalition and multinational forces C4 capabilities; plans for and conducts integration of current and future theater C4 systems; and defines, plans, and implements related partner nation peace support capacity building networks.

The C4S Capabilities and Assurance Division develops and documents Enterprise Architecture, the overall C4 strategy and essential functional plans. It researches



**AFRICAN UNION PEACEKEEPING - Master Sergeant Eugene Holiday, AFRICOM C4 Systems, provides an overview of a Harris 5800-series radio to Burundi Armed Forces Colonel Jean Berchmans Mbazumutima, during an African Union Command, Control, Communications, and Information Systems (AU C3IS) program in Entebbe, Uganda, in December 2009. (AFRICOM photo by Patrick Ganne)**

emerging and evolving Information Technologies (IT) and capabilities to enhance joint, international and multinational forces C4 Information Assurance (IA) capabilities. It also provides daily IA support to the AFRICOM headquarters

and plans for and conducts IA integration of current and future theater C4 systems.

Operations and Plans Division provides contingency, crisis and exercise C4 planning and implementation while facilitating C4 interoperability within AFRICOM's theater of

operations. The US Africa Command Theater Network Operations (NetOps) Control Center (TNCC) leads, prioritizes and directs C4 resources to optimize support for commander's assigned missions and operations. It advises the commander of the ability of the Theater Information Grid (TIG) to support current and future operations. It also exercises OPCON over all Theater C4 systems and networks operated by forces assigned to the commander. In addition, it maintains direct interface with, provides policy advice to, and defines war fighter requirements to higher headquarters. It provides staff leads for all military and commercial satellite communications (SATCOM), SATCOM ground entry points, and other special interest circuits and networks that traverse the AFRICOM AOR. It



**LINKING THE AFRICAN UNION** - In the African Union's Peace Support Operations Center, communications experts Arthur Kelly, AFRICOM C4 Systems, and Staff Sergeant John Wanyama, senior non-commissioned officer for communications for the African Union's Peace Support Operations Division, receive satellite updates August 17, 2010, from a military exercise in Ghana, approximately 4,300 kilometers (2,700 miles) away. AFRICOM coordinated a continent-wide military communications exercise, Africa Endeavor 2010, based in Ghana, that for the first time included a satellite link-up with the African Union in Addis Ababa, the capital of Ethiopia. (AFRICOM photo by Vince Crawley)

performs Satellite Data Base (SDB) program management.

The Enterprise Services Division researches emerging and evolving Information Technologies and provides daily communications and IT support to AFRICOM headquarters.

The Knowledge Management Team provides direction and support for organizational and individual knowledge and information sharing, with emphasis on organization culture and process-related issues. Knowledge management is a critical and core competency throughout the staff supporting the effective and efficient accomplishment of AFRICOM missions, functions, activities, and tasks.



# Directorate of Outreach

The Directorate of Outreach establishes and nurtures lines of communication and partnership with organizations, entities and audiences who share an interest in African security and can contribute to the effectiveness of AFRICOM in achieving its security objectives.

Outreach has two divisions: Strategic Communication and Partnership. The Partnership Division is the starting point or “front door” for organizations seeking to work together in ways that help achieve common goals related to security and stability in the African environment. On the other hand, every member of AFRICOM is a strategic communicator. “SC looks to inform the analysis, planning, execution, and assessment of all operations, activities and communication by incorporating an understanding of perception effects” using a “whole-of-government” approach.

AFRICOM is the only U.S. Defense Department regional command with a dedicated Outreach Directorate. This reflects the uniqueness of the organization and its emphasis on working with African, interagency and multinational partners to achieve common goals. Led



**MARITIME SECURITY** - More than 170 participants attended the Conference on Maritime Safety and Security: Towards Economic Prosperity, held in Stuttgart, Germany, in October 2010. Attendees included representatives of the African Union Commission, nearly 20 African nations, the U.S. government, and nongovernmental representatives. (AFRICOM photo by Staff Sergeant Claude Dixon)

by a U.S. State Department senior foreign service officer with a deputy from the Department of Defense, the Outreach Directorate exemplifies AFRICOM’s interagency approach.

The following are significant events and accomplishments from within the Outreach Directorate:

- Perception research in Angola,

Mozambique, Cameroon, Uganda, and Ghana

- Exercise Africa Endeavor, Ghana
- Africa Partnership Station Planning Conferences, Gabon and Tanzania
- Exercise Flintlock, Burkina Faso
- Exercise MEDFLAG, Democratic Republic of Congo
- Exercise Natural Fire, Uganda

- Pandemic Influenza  
Tabletop Exercises in  
Kenya, Ghana and Uganda
- ACSS Outreach Programs
- Africa Command  
Academic Symposium
- African Conference of  
Commandants
- Nigerian National Defense  
College Visit
- Kenyan Defense Staff  
College
- Kenyan National Defense  
College
- Ugandan Command and  
Staff College
- NESAC Conference / NESAC  
Symposium
- African Strategic Studies  
Association Engagement/  
Conferences
- Public/Private Academic  
Institution Engagement/  
Visits
- Senior Leader Engagement  
conferences/visits

**CARSON VISIT - General William "Kip" Ward, commander of AFRICOM, thanks Ambassador Johnnie Carson, assistant secretary of state for African affairs, after addressing command members in October 2010. (AFRICOM photo by Staff Sergeant Claude Dixon)**





# Joint Force Development & Readiness Directorate

Joint Force Development and Readiness Directorate (JFD) was originally designated as the Joint Training and Exercise Division (JTED) within the Strategy, Plans and Programs division. After an internal review, JTED was stood down, and the Joint Force Development and Readiness Directorate with commensurate resources and responsibilities was established to incorporate all staff functions required to support joint training requirements, including responsibility for the Defense Readiness Reporting System and the Joint Lessons Learned program, as well as training and exercise assessment.

An overview of the responsibility of the JFD is to conduct the joint training of assigned forces by documenting combatant command joint training requirements derived from the development of a command Joint Mission Essential Task List (JMETL) with associated conditions and standards,

and command assessment of current capability, developing operational plans using Universal Joint Task List tasks to provide direct connectivity to JMETL development and mission training requirements, and training assigned headquarters staffs designated to perform as a Joint Task Force or functional component headquarters staff. Further, by providing joint training programs for the headquarters staff.

Our mission is to support and assist the commander by enhancing joint force development (within the context of joint doctrine and operational plans) and assessing joint force capabilities for the headquarters staff and designated service component headquarters primarily through the execution of the Chairman, Joint Chiefs of Staff exercise training and education program; and the assessment of each in order to improve AFRICOM's capability and capacity to achieve its strategic goals.

## Commander's Action Group

The Commander's Action Group (CAG) provides executive communication, and corporate and historical archiving support to the commander to help inform command positions, initiatives and activities.

The CAG provides executive communication, research and analysis, and special project and trip support when commissioned by the commander. The CAG also provides support to the command deputies, command senior

leader, command senior enlisted leader and chief of staff.

Executive communication products include but are not limited to commander speeches and remarks, presentations, journal articles for publication, "white" papers and research papers, blog entries, and commander's correspondence in the form of internal memos or external messages.

Some of the CAG's significant activities and accomplishments:

- Helped craft the mission for AFRICOM, the commander's vision, the commander's original themes and messages as well as drafted the Commander's Intent 2010.
- Co-chaired with the Command Sergeant Major's office, the staff coordination and execution of the AFRICOM Unified Command Ceremony.
- Helped prepare the commander for posture hearings and three separate hearings on the command.



**STANDING TOGETHER -**  
A Zambian soldier and a U.S. Marine stand at attention in formation as they receive instructions during exercise Africa Endeavor 2009, an annual AFRICOM sponsored communications initiative. Africa Endeavor 2009 was held in Gabon from September 28 through October 8. Nearly 200 personnel from 26 African nations and three international organizations took part in the exercise. (AFRICOM photo by Eric Elliott)





**MEDIC TRAINING - U.S. Navy Chief Hospital Corpsman Chris Maurer observes as a Sao Tome soldier practices inserting an IV into his vein during a training exercise in January 2008 in Sao Tome and Principe. The training was part of the Navy's Africa Partnership Station, a multi-national initiative to share the latest training and techniques to maritime professionals in West and Central Africa. (U.S Navy photo by Petty Officer 3rd Class Eddie Harrison)**

# Office of the Foreign Policy Advisor

The Office of Foreign Policy Advisor provides foreign policy advice and counsel to the commander and others within the command and when applicable, its components, on political, economic and security issues pertaining to Africa.

The Foreign Policy Advisor office:

- Communicates authoritative U.S. foreign policy guidance to the staff.
- Reviews and shapes command positions on crisis and contingency operations.
- Coordinates with U.S. ambassadors, diplomatic missions and other civilian organizations in support of command's missions, programs, activities and exercises.
- Coordinates with the U.S. State Department to facilitate understanding of issues, requirements and concerns.
- Represents and speaks on behalf of the command in diplomatic and civilian forums.
- Reviews all correspondence on behalf of the commander with foreign nations and U.S. ambassadors.
- Chairs the Command Collaborative Forum.
- Travels with the commander to provide policy advice and support during engagements with foreign dignitaries and officials.
- Ensures command activities are consistent with U.S. foreign policy objectives in Africa.

# Office of the Command Surgeon

AFRICOM's medical team synchronizes with partners to preserve the health of the force, support ongoing activities, and build partner military medical capacity resulting in a stable and secure African environment.

The AFRICOM's Office of the Command Surgeon (SPS-SG) works in close coordination with the Operations and Logistics Directorate's Medical Division and subordinate command surgeons. It ensures that the provision of joint Health Service Support and Force Health Protection initiatives to provide health care for civilians, allied/coalition military personnel and detainees are executed per applicable agreements.

The SPS-SG delivers broad guidance and a general concept of medical operations to component surgeons,

coordinates collaborative joint medical planning to achieve unity of effort in operations between component commands, services, Department of Defense agencies, non-government organizations IGO, and HN and allied partners as appropriate.

In the Africa theater of operations SPS-SG optimizes standardization and interoperability of medical capabilities and materiel.

Lastly, SPS-SG fosters and maintains active collaboration with governmental, academic, military and business representatives with medical and/or development equities within the area-of-operation.



# Command Chaplain

Most people familiar with military chaplains instantly think of how their activities are generally defined in terms of conducting worship services, providing counseling, conducting marriage retreat, and so forth.

At the unified command level, chaplains have a somewhat different role. While chaplains do counsel, make hospital visits, and help the installation chaplain perform worship services, with AF-RICOM the focus is on the ways they can contribute to the command's mission in Africa. The outlook is outwardly operational rather than locally clerical.

The U.S. Africa Command Chaplain Division mission is to assist host nations when called upon in the following areas:

**Military-to-Military Engagements:** Assisting the leadership of existing and emerging military chaplaincies in profes-



**ORPHANAGE VISIT - U.S. Air Force Chaplain (Lieutenant Colonel) David Terrinoni, assigned to Combined Joint Task Force - Horn of Africa, plays a game with an Ethiopian child during a visit to an orphanage in Awasa, Ethiopia, December 31, 2010. (Combined Joint Task Force - Horn of Africa photo)**

sionalizing their respective Chaplain Corps under the umbrella of Theater Security Cooperation.

**HIV/AIDS:** Helping chaplaincies deal with the HIV/AIDS epidemic by creating courses for spiritual and ethical counseling -- in some countries, more than 30 percent of military personnel are

HIV positive.

**Religious Leader Dialogue:** When invited, and in partnership with our U.S. embassy country teams, engage religious leaders throughout Africa to create opportunities for dialogue for the purpose of enhanced mutual trust and understanding.

# Office of the Inspector General

Enhancing the readiness, war fighting and mission capabilities of the command is the guiding philosophy behind the Inspector General (IG) concept. This philosophy traces its roots back to the American Revolution as General George Washington faced the challenge of professionalizing the Continental Army.

The IG's responsibility to the AFRICOM commander is no different. The IG enhances the readiness, and mission capabilities of the unified command through a number of activities under the commander's direction to include inspections, assistance and investigations.

In June 2009 the AFRICOM IG embarked upon the first inspection visits to the command's Offices of Security Cooperation in Africa. Over the course of two years, the inspection team visited security assistance activities in Morocco, Uganda, Tanzania, the Democratic Republic of the Congo, Ethiopia, Botswana, South Africa, Nigeria, Djibouti, Tunisia, Senegal, Liberia, Gabon and Mali. As expected, the men and women supporting the command in these countries were found to be performing extraordinary work. The inspection teams



**IG SEMINAR - Members of the Ethiopian National Defense Force participate in an Inspector General Inspections Seminar at the Defense Industry Training Institute in Addis Ababa, Ethiopia, June 2010. The seminar was led by a team from the AFRICOM's IG offices and Combined Joint Task Force - Horn of Africa with the support of the U.S. Embassy Addis Ababa's Office of Security Cooperation. (AFRICOM photo by Anthony B. Dunn)**

highlighted exceptional performers and best practices while identifying resource and administrative shortfalls to the headquarters staff.

The commander has also directed the Inspector General's office to promote the IG philosophy with our African partners in our efforts to mutually promote their security and stability. While the U.S. Inspector General concept is not necessarily the ideal construct for every African partner, we find we have experiences that assist the efforts of our

friends. In March 2010 AFRICOM hosted its inaugural Inspector General conference in Accra, Ghana. This conference was attended by 21 partner nations. Many of the attending nations understood the usefulness of an independent, impartial and objective command activity and invited us to present the U.S. Inspector General concept to wider audiences within their respective militaries.

Accordingly, our IG personnel traveled throughout the continent to discuss ways to build professional military organizations that earn the trust and respect of the people and governments they serve.

Following up on the suggestions of partner nations, AFRICOM planned to host several regional Inspector General workshops in 2011. In March 2011, the first workshop was scheduled to focus on East Africa and the Inspector General challenges that are common to that region, including those associated with predeployment assessments, multinational peacekeeping and deployed operations. This will also be an opportunity for the Inspectors General from the region to discuss their challenges and share their expertise.



# Office of the Legal Counsel

The Office of the Legal Counsel was established in June 2007 as part of the Command's Transition Team.

The office's staff scope of activities has increased since it began. As of January 2011, there are more than 20 permanent personnel working in the office, including 17 senior military and civilian attorneys. The office is specially designed and structured for a U.S. Combatant Command (COCOM) legal office so that it may effectively support the Command's mission.

During its first three years of supporting the Transition Team, Sub-Unified Command, and AFRICOM, the office has focused on a myriad of complex and unique issues associated with the rapid stand up and maturation of AFRICOM. The Legal Counsel has addressed such matters as integration of interagency personnel into the Command; status protection issues both in Germany and Africa; mission transfers between three other COCOMs (U.S. Central Command, U.S. European Command and U.S. Pacific Command); legal engagement planning, priori-



**FOUNDATION** - Participants sign in for the Africa Military Legal Conference at the Kofi Annan International Peacekeeping Training Center in Accra, Ghana, May 18-20, 2010. Representatives from 15 African nations, Canada and the United States attended the conference hosted by AFRICOM's Office of the Legal Counsel.

tization and execution; and helping to set the proper moral tone in the Command through an active Command Ethics Program.

Beginning in 2010, legal engagements have been the office's number one overall priority. The office's Engagements Division has been establishing itself to become a "one-stop-shop" for all Department of Defense legal engagements for the Command. For example, the office hosted its first Africa Military Legal Conference at Kofi Annan International Peace-

keeping Training Center in Accra, Ghana, from May 18th to the 21st. In addition, the Command's first Legal Engagements Plan was signed and released on October 1, 2009, and a revised Legal Engagements Plan was signed and released on December 1, 2010.

Based upon its successes during its first three years, the Office of the Legal Counsel has demonstrated that it is well-positioned to effectively support the Command as it continues to mature and develop in the coming years.



**CONFERENCE - AFRICOM's Office of the Legal Counsel hosted its first Africa Military Legal Conference May 18-20, 2010, at the Kofi Annan International Peacekeeping Training Center in Accra, Ghana. Representatives from 15 African nations, Canada and the United States attended.**





**INTERVIEWING SKILLS - Ghanaian 1st Lieutenant Hilda Asiedu (right) interviews fellow members of the Ghana Armed Forces during a hands-on exercise in May 2008 as part of a Public Affairs Workshop in Accra, Ghana. The North Dakota National Guard Public Affairs Office provided the weeklong workshop as part of the State Partnership Program. (Photo courtesy North Dakota National Guard)**

# Office of Public Affairs

The First Amendment of the U.S. Constitution ensures a free press in support of U.S. democracy. The role of the Office of Public Affairs is to provide accurate and timely information to the American people, Department of Defense (DoD) members and their families, and other U.S. government agencies, as well as African and international publics, about AFRICOM and the work and activities of the U.S. military in Africa.

The Office of Public Affairs responds to queries from U.S. and international news media, coordinates news conferences and media interviews for the commander and staff, and coordinates closely with U.S. embassies and other U.S. government and DoD public affairs offices to ensure that information provided to the public is factual and accurately depicts the U.S. military's role in



**AFRICAN PRESS** - Nigerian Navy Commander Enoch Bello speaks to media about Africa Partnership Station in March 2009 during a port visit to Lagos, Nigeria. Bello was among the international crew on the U.S.-flagged APS Nashville, which fostered international maritime safety and security cooperation among African nations. (U.S. Navy photo by Petty Officer 3rd Class Matthew Bookwalter)

support of U.S. foreign policy in Africa.

The Office of Public Affairs manages the command's public information website, [www.africom.mil](http://www.africom.mil), to include writing or editing articles, news releases, and transcripts, as well as taking or selecting photographs, and producing informational videos. The Public Affairs team also interacts directly with the international public via social media

networks and interactive websites. The command Graphics Team's visual communications experts tell the AFRICOM story in imagery, creating posters, brochures, and other visual communication products in support of command-sponsored conferences, seminars and other activities.

Finally, the Office of Public Affairs works closely with offices and planning staffs throughout the command to ensure that public affairs requirements and public perception considerations are integrated into all of AFRICOM's plans and activities.

Public Affairs personnel serve as journalists, broadcasters, and media specialists; they develop expertise in regional issues, international organizations and intergovernmental affairs. They arrange special events both at AFRICOM headquarters and throughout Africa, and serve as the releasing authority for information for the AFRICOM commander.



**MEDIA  
ROUNDTABLE**  
- Denis Nkwebo, one of a group of journalists and academics from Cameroon, asks a question of General William Ward during a roundtable in Ward's office in Stuttgart, Germany, in September 2009. AFRICOM officials have met with hundreds of African and international journalists, including dozens of media visits to the command's headquarters. (AFRICOM photo by Petty Officer 1st Class Daniel P. Lapierre)



**SCHOOL SUPPLIES (opposite page)** - A child holds a packet of school supplies at the Tongoni Primary School in Tanga, Tanzania, November 2, 2009. Teachers, local government officials and U.S. sailors assigned to Maritime Civil Affairs Team 214, Combined Joint Task Force-Horn of Africa, distributed the school supplies that were provided by People to People International. (U.S. Navy photo by Petty Officer 1st Class Jonathan Kulp)









**SIGN OF THANKS** - A student holds a drawing of an American flag out of a classroom window at the Nioumanilima Primary School in the East Africa island nation of Camoros, November 23, 2009. Service members from Combined Joint Task Force - Horn of Africa and representatives of the U.S. Embassy joined local officials in dedicating the newly renovated school. (CJTF-HOA photo by Petty Officer 1st Class Jonathan Kulp)

# AFRICOM'S COMPONENT COMMANDS

The U.S. military can be an effective long-term partner in Africa, because we share the same goal of an Africa that is secure, stable and developed in ways meaningful to its people and our global society. Our men and women in uniform bring capabilities to help the Africans achieve their security goals while demonstrating how pride in one's service can make a difference in how the people of a nation feel toward their military, their government, and each other, especially in places where ethnic tensions remain a factor.

The U.S. military can serve as an example of the value added by a professional force. Our Servicemembers include people of many ethnicities, of many major religions, with origins from around the world. They represent the remarkable diversity of our nation. They are also versatile, able to serve as facilitators, trainers, role models, even cultural ambassadors in uniform.



# U.S. Army Africa

On October 1, 2009, U.S. Army Africa, formerly the U.S. Army Southern European Task Force, became the Army Service Component Command for AFRICOM. U.S. Army Africa provides effective support to AFRICOM by synchronizing all Army activity in Africa, and leveraging joint, interagency, intergovernmental and multinational



relationships.

The establishment of U.S. Army Africa demonstrates the Department of Defense and Army dedication

to putting stability missions on par with major combat operations and illustrates a comprehensive approach to working with partners in Africa. Through collaboration and coordination with civilian partners U.S. Army Africa enables AFRICOM to more effectively advance American objectives for self-sustaining African security and stability.

Based in Vicenza, Italy, U.S. Army Africa embodies the U.S. Army's commitment to the full spectrum of military operations. In support of U.S. government efforts to promote peace and stability in Africa, U.S. Army Africa works with African land forces and regional security

**Ugandan Brigadier General Silver Kayemba, the chief of training and operations for the Ugandan People's Defence Force, receives a briefing from U.S. Army Africa personnel (U.S. Army Africa photo)**





organizations to:

- Help African partner nations strengthen their land force capacity and encourage the development of professionalism that promotes respect for legitimate civilian authorities and international humanitarian law.
- Become a trusted and reliable partner for African land forces, other U.S. governmental agencies, the security institutions of U.S. Allies, and international organizations working in Africa.
- Integrate and employ military capabilities to prevent or mitigate the effects of conflict or respond to crises in Africa.

Major exercises such as Natural Fire, Africa Endeavor and MEDFLAG demonstrate a multinational military approach involving numerous partner nations in Africa and build capabilities in humani-



**STUDYING MALARIA** - Simba Mobagi (right), a lab technician at Rachuonyo district hospital in Kenya, discusses his techniques for accurate diagnosis of malaria and the average number of positive cases per day with U.S. Army Major Eric Wagar who examines a blood sample through a microscope. (U.S. Army Africa photo)

tarian and civic assistance, disaster relief and regional security.

The African Land Forces Summit was a premiere engagement opportunity that connected land forces chiefs of staff from more than half of the nations in Africa with

military leaders from the U.S. Army to discuss topics based on the theme of “Adapting Land Forces to 21st Century Security Challenges.”

Senior leader engagements, military-to-military events, supporting medical research in Kenya, and sup-

porting Operation Enduring Freedom-Trans Sahara and Operation Enduring Freedom-Horn of Africa exemplify signs of progress with partner nations in Africa, and illustrate much more is achievable.

Even as the U.S. recognizes the growing importance of Africa, wars in Afghanistan and Iraq continue to require the Army to address its other global commitments. However, with a modest investment of resources, U.S. Army Africa delivers low-cost, well-coordinated, and sustained security engagement as part of a collective effort to achieve transformational change in Africa. As U.S. Army Africa moves forward, it promises to be a key partner in helping Africans provide for their own security in ways that benefit America, Africa and the world.



# U.S. Naval Forces Europe - Africa

The U.S. Naval Forces Europe-Naval Forces Africa (NAVEUR-NAVAF)-6TH FLEET team's area of operations covers more than 100 countries and more than 30 percent of the world's land mass.

NAVEUR-NAVAF operates from bases in Rota Spain; Sigonella, Sicily; Souda Bay, Crete; and is headquartered in the ancient and strategically located maritime port city of



Naples, Italy.

NAVAF's primary mission is to improve the maritime security capability and capacity of its African partners. Beyond Africa Partnership Station, law enforcement operations, and Theater Security Cooperation activities, NAVAF is working to enhance maritime security by focusing on the development of maritime domain awareness, trained professionals, maritime infrastructure, response capabilities, regional integration, and a comprehensive approach for planning



**MARITIME SECURITY** - African sailors use a fire hose to spray an approaching vessel in an attempt to thwart it and its crew from coming alongside during a force protection training in April 2010. The training event was part of Africa Partnership Station West aboard the Whidbey Island-class amphibious dock-landing ship USS Gunston Hall. (U.S. Navy photo by Petty Officer 1st Class Gary Keen)

and execution. These capabilities help improve maritime security and contribute to development and stability by allowing NAVAF partners to take advantage of the resources in their exclusive economic zones.

NAVAF supports the creation of an environment where all African countries take a proactive interest in their own maritime security and in the overall security of the region. NAVAF utilizes maritime engagement

activities to build trust, mutual cooperation, and respect in order to protect U.S. interests, reduce demand for U.S. resources, and ensure reliable and open access to ports, territorial waters, and other resources required for conducting sustained maritime operations.

The command includes carrier strike groups, marine expeditionary units, support ships, land based patrol aircraft, and the Navy's most advanced command and control ship, USS Mount Whitney.

The NAVEUR-NAVAF-6TH FLEET team brings together a robust organization to handle operations, intelligence, logistics, policy, resources, strategy and future operations. It has



**EXERCISE OBANGAME** - Military personnel from Cameroon, Equatorial Guinea, Gabon, Nigeria, Republic of Congo and the United States conduct multinational maritime interdiction training during Obangame 2010 the first multinational exercise in the Gulf of Guinea, in February 2010. (U.S. Navy photo by Petty Officer 1st Class Gary Keen)

the personnel to harvest and represent the strength of the nation's diversity. With its partners, NAVEUR-NAVAF is

meeting the challenges of the changing world and continues to advance the art and science of maritime operations.



# U.S. Air Forces Africa

The 17th Air Force, Ramstein Air Base, Germany, serves as the air and space component to U.S. Africa Command. In this capacity, Seventeenth Air Force is referred to as U.S. Air Forces Africa (AFAFRICA).

AFAFRICA conducts sustained security engagement and operations as directed to promote air safety, security and development on the African continent. Through its Theater Security Cooperation events, AFAFRICA carries out U.S. AFRICOM's policy of seeking long-term partnership with the African Union and regional organizations as well

as individual nations on the continent. AFAFRICA works with other U.S. government agencies, to include the State Department

and the U.S. Agency for International Development, to assist its African partners in developing national and regional security institution capabilities that promote security

and stability and facilitate development. Through this interagency synergy, AFAFRICA is able to strengthen existing relationships and expand its network of partners on the continent.

AFAFRICA is responsible for conducting Air Force, joint



**BOTSWANA AIR WING - U.S. Air Force Colonel Ty Thomas talks to Botswana Defence Force officers Captain Maitseo Pelaelo (left), Major M. Muzola (center), and Major S. Rammika (right) during a visit to Botswana in early October 2008. Botswana's Air Wing includes U.S.-built C-130 cargo aircraft. The visit was part of a theater security cooperation event which allowed U.S. and Botswana airmen to share knowledge and participate in discussions geared toward building airlift capacity of the Botswana Defence Force. (U.S. Air Force photo by Staff Sergeant Marcus Maier)**

and combined air and space operations in the AFRICOM's area of operation. To fulfill these responsibilities AFAFRICA employs a full spectrum of capabilities, to include intra-theater airlift assets. AFAFRICA oversees Air Force assets, one forward operating location, and civil and military engagements in the AFRICOM area of responsibility.

The 449th Air Expeditionary Group, Camp Lemonnier, Djibouti, is an AFAFRICA Forward Operation Location and provides combat search and rescue for the Combined Joint Task Force -- Horn of Africa. It is comprised of HC-130Ps from the 81st Expeditionary Rescue Squadron, and pararescuemen from the 82nd Expeditionary Rescue Squadron.

The 404th Air Expeditionary



**C-130 TOUR - Members of the Uganda People's Defence Force receive a briefing on the C-130 transport aircraft from Staff Sergeant Josh Woolrich during a theater security cooperation event in August 2009 at Entebbe Air Base, Uganda. (U.S. Air Force photo by Major Paula Kurtz)**

Group is co-located with AFAFRICA at Ramstein. During contingency operations, the group forward-deploys to facilitate air and support operations for varied missions on the continent, ranging from humanitarian airlift to presidential support. The 404th AEG deployed to Rwanda in January 2009 to provide airlift for peacekeeping equipment in support of the United Nations African Union Mission in Darfur. In July 2009, the 404th

AEG deployed to Ghana to provide aerial port and aircraft maintenance teams, along with forward communications, early warning and air domain safety and security elements for U.S. President Barack Obama's visit.

The establishment of the North Atlantic Treaty Organization in 1949 increased U.S. Air Forces in Europe's

responsibilities and resulted in the designation and activation of Headquarters Seventeenth Air Force on 25 April 1953 at Rabat, Morocco. The unit was inactivated at Sembach Air Base, West Germany on 30 September 1996.

Seventeenth Air Force was reactivated at Ramstein on 1 October 2008 to serve as the air component for the newly established combatant command, AFRICOM.



# U.S. Marine Corps Forces Africa

The primary focus of the U.S. Marine Corps Forces Africa (MARFORAF) is engagement — through theater security cooperation activities — bringing U.S. Marine Corps competencies to the table in support of AFRICOM.

MARFORAF, located in Stuttgart, Germany, is responsible for coordinating Marine Corps-related operations and exercises on the continent, including civil affairs missions



and military-to-military training exercises intended to promote broader stability.

The command seeks to improve partners' capabilities to provide logistical support, employ military police and exercise command and control over deployed forces.

MARFORAF conducts military-to-military events to familiarize African partners with nearly every facet of military operations and procedures, including use of unmanned aerial vehicles, tactics, and medical skills.



**MOTIVATION** - An Armed Forces for the Defense of Mozambique (FADM) soldier receives encouragement from two U.S. Marines with 2nd Battalion, 25th Marine Regiment, during a Marine Combat Fitness Test in Moamba, Mozambique, in August 2010. The FADM soldiers ran the fitness test as a part of Exercise Shared Accord 2010, an annual bi-lateral field training exercise aimed at small unit infantry and staff training with AFRICOM partner nations. (U.S. military photo by Corporal Cullen J. Tiernan)



A Mozambican soldier chants during the closing ceremony of Exercise Shared Accord in August 2010 in Moamba. The joint exercise sought to increase Mozambique's capacity to carry out peace and stability operations.  
(U.S. Marine Corps photo by Lance Corporal Jad Sleiman)



Lance Corporal Craig D. Thomas of Grand Forks, N.D., observes a Moroccan soldier disassemble an M240G machine gun in May 2009. Thomas, a military policeman with Military Police Company, Headquarters Battalion, 4th Marine Division, participated in the annual Exercise African Lion. The combined U.S.-Moroccan exercise is designed to improve interoperability and mutual understanding of each nation's tactics, techniques and procedures.  
(U.S. Marine Corps photo by Master Sergeant Grady T. Fontana)

The color guard presents the colors during the activation ceremony of U.S. Marine Corps Forces Africa at Stuttgart on November 14, 2008.



Major General Kenneth Glueck, Operations and Logistics director for AFRICOM (left center) leads a contingent of Marines on a run marking the 235th birthday of the U.S. Marine Corps at Kelley Barracks November 10, 2010.  
(AFRICOM photo by Staff Sergeant Claude Dixon)



# Special Operations Command Africa

Special Operations Command Africa (SOCAFRICA), a subordinate unified command of U.S. Africa Command, was established October 1, 2008, as the Theater Special Operations Command for Africa.

SOCAFRICA, headquartered at Kelley Barracks, Stuttgart, Germany, leads, plans, coordinates and, as directed, executes the full spectrum of Special Operations in support of U.S. government departments



and agencies, partner nations, and other organizations as part of an integrated theater strategy in order to promote regional stability, combat terrorism, and advance U.S. strategic objectives in the AFRICOM's area of responsibility.

The command has operational control for Army, Navy, Marine and Air Force Special Operations Forces (SOF) which deploy for the execution of training and operational missions.

The primary focus of the command

is on SOF missions that develop African Partner capacity, provide assistance and support theater security cooperation objectives. SOCAFRICA has three subordinate units to help it accomplish its missions and objectives:

Joint Special Operations Task Force-Trans Sahara (JSOTF-TS) is SOCAFRICA's command and control element for all Department of Defense activities conducted in North and West Africa as part of the Trans-Sahara Counter Terrorism Partnership. Additionally, JSOTF-TS plans, coordinates and executes the annual Flintlock exercise, AFRICOM's premier multinational SOF exercise on the continent.

Special Operations Command and Control Element-Horn of Africa (SOCCE-HOA) focuses on planning, coordinating, synchronizing, and command and control of Special



Senegalese soldiers exit a U.S. Air Force Special Operations Command CV-22 Osprey during exercise Flintlock in Bamako, Mali, in November 2008. (Photo by AFRICOM Public Affairs)

Operations in support of the Commander, Combined Joint Task Force-Horn of Africa (CJTF-HOA) to promote regional stability, prevent conflict, combat violent extremist

organizations and advance U.S. strategic objectives within Eastern Africa.

Joint Special Operations Air Component-Africa (JSOAC-Africa) provides a scalable, flexible organization that executes command and control of all theater Special Operations Forces air, actions, and activities.

Since its establishment, SOCAFRICA has conducted numerous activities and operations in support of AFRICOM missions and command objectives:

- SOCAFRICA supported and staffed the first-ever and subsequent deployments of the AFRICOM Survey and Assessment Team (ASAT) to African countries in support of American Embassy planning for potential contingencies. The ASAT, liaisons with the U.S. Department of State and military personnel, conduct assessments and provide information to develop or refine plans for potential military operations in the designated crisis countries.
- SOCAFRICA conducts the annual Flintlock exercise executed by JSOTF-TS. Flintlock is a Chairman of the Joint Chiefs of Staff directed and AFRICOM sponsored SOF exercise focused on military interoperability and capacity-building for U.S., European Partner Nations and select units in Northern and Western Africa.
- SOCAFRICA led the planning and coordination of Operation Olympic Chase, the U.S. government effort to train and equip approximately 1,000 soldiers of a



**Malian soldiers stand in formation during the closing ceremony of Exercise Flintlock in Bamako, Mali, November 20, 2008. (AFRICOM photo by Staff Sergeant Samuel Bendet)**

Democratic Republic of Congo light infantry battalion. The eight-month operation was conducted at the request of the DRC government in order to increase the capacity of the FARDC to conduct effective internal security operations as a part of a rapid reaction force plan.

- SOCAFRICA participated in the South Africa National Defence Force Exercise Monastery.



# Combined Joint Task Force - Horn of Africa

Combined Joint Task Force – Horn of Africa (CJTF-HOA) builds and strengthens partnerships to contribute to security and stability in East Africa; to prevent conflict and protect United States and coalition interests.

CJTF-HOA's efforts, as part of a comprehensive whole-of-government approach, are aimed at increasing African partner nations' capacity to maintain a stable environment, with

an effective government that provides a degree of economic and social advancement for its citizens. An Africa that is stable, participates in free and fair markets, and contributes to global economic development is good for the United States as well as the rest of the world. Long-term stability is a vital interest of all nations.

Through an indirect approach that focuses on populations, security capacity and basic human needs to

counter violent extremism, CJTF-HOA operations build and call upon enduring regional partnerships to prevent conflict. The task force conducts civil-military operations, military-to-military engagements, key leader engagements, provides enabling support and uses outreach communications to support and enable security and stability.

CJTF-HOA was established at Camp Lejeune, N.C., on Oct. 19, 2002. In November 2002, service members embarked on a 28-day training cruise aboard USS Mount Whitney, and arrived in the Horn of Africa on Dec. 8, 2002. CJTF-HOA operated from the USS Mount Whitney until May 13, 2003, when the mission transitioned ashore to Camp Lemonnier in Djibouti City, Djibouti. Since then, CJTF-HOA personnel have used civil military operations as the cornerstone to countering violent extremism and building partner nation and regional security capacity. Working closely with US government agencies, particularly US State Department and US Agency for International Development, CJTF-HOA

has supported development by building and renovating numerous schools, clinics and hospitals, conducting Medical Civil Action (MEDCAP) and Veterinary Civil Action (VETCAP) projects, and supporting water resource development and waste management.

On 1 October 2008 CJTF-HOA fell under the command of US AFRICOM

Service members from all branches of the US Armed Forces, civilian employees and representatives of coalition and partner countries serve on behalf of CJTF-HOA. The task force, along with coalition and other US defense components, provide support to regional organizations to help foster cooperation, enhance collective peace-keeping, improve humanitarian assistance and support civil-military operations. The CJTF-HOA areas of responsibility include the countries of Kenya, Somalia, Ethiopia, Sudan, Eritrea, Djibouti, and Seychelles. The CJTF-HOA areas of interest include Yemen, Tanzania, Mauritius, Madagascar, Mozambique, Burundi, Rwanda, Comoros, Chad, the Democratic Republic of the Congo, and Uganda.







# Operation Enduring Freedom Trans-Sahara

Operation Enduring Freedom Trans-Sahara (OEF-TS) provides military support to the Trans-Sahara Counter Terrorism Partnership (TSCTP) program. OEF-TS focuses on overall security and regional cooperation rather than solely on counterterrorism. The OEF-TS partnership includes the U.S. and 10 African countries: Algeria, Burkina Faso, Morocco, Tunisia, Chad, Mali, Mauritania, Niger, Nigeria, and Senegal.

TSCTP is the Department of State-led interagency initiative to assist governments and populations in the Trans-Sahara region in confronting or countering extremist ideology and terrorism. The initiative is an integrated, multi-year approach that draws resources and expertise from multiple agencies in the U.S. government, including the Department of State, U.S. Agency for International Development, and the Department of Defense.

OEF-TS supports TSCTP by forming relationships of peace, security, and cooperation among Trans-Sahara Nations. OEF-TS fosters collaboration and communication among participating countries. Furthermore, OEF-TS strengthens coun-



**FLINTLOCK 11 - U.S. Army Brigadier General Christopher K. Haas, commander of Special Operations Command Africa, performs a pass and review of multinational troops with Colonel Saliou Ndiaye (Right), Senegalese Army Chief of Staff, during the Exercise Flintlock 11 opening ceremony in February 2011 in Thies, Senegal. The exercise was conducted by SOCAFRICA's Joint Special Operations Task Force-Trans Sahara. (AFRICOM photo by U.S. Army Sergeant Jennifer T. Marquis)**

terterrorism and border security, promotes democratic governance, reinforces bilateral military ties, and enhances development and institution building.

U.S. Africa Command, through OEF-TS, provides training, equipment, assistance and advice to partner nation armed forces. This training, equipment and assistance to partner nations includes:

- Military information sharing

- Communications systems interoperability
- Joint, combined, and multinational exercises enhancing cooperation
- Programs to counter extremist ideology
- Sustaining regional operations
- Building upon mutual military professionalism and accountability
- Airlift and logistical support
- Ground and aviation training and maintenance support

OEF-TS extends previous efforts to train and equip company-sized rapid reaction forces to help stem the flow of illicit arms, goods, and people, and to preclude extremists from establishing sanctuaries. Under the program, U.S. service members provide training, equip-

ment and logistical capability to specific units to meet United Nations peace operations standards. U.S. forces also provide mentorship on military leadership and responsibility, and exemplify democratic ideals of civilian control of the military.

OEF-TS also provides military support to public diplomacy, information programs, humanitarian assistance, and infrastructure development.



**CV-22 OSPREY - A Malian soldier takes a defensive position while a U.S. Air Force Special Operations Command CV-22 Osprey departs a landing zone in Bamako, Mali, during Exercise Flintlock in 2008. The annual Flintlock multinational exercises include African, U.S. and European militaries, and foster security partnerships and cooperation throughout the trans-Sahara region. (Photo by Flintlock Public Affairs)**



# Africa Partnership Station

Africa Partnership Station (APS) is more a concept than any specific ship or "station."

With its international partners, APS is a series of activities designed to build maritime safety and security in Africa



working together with African and other international partners.

Not all navy activities around Africa are considered part of APS. Instead, APS conducts events which embody the spirit of cooperation and partnership to help build African Maritime Safety and Security capability and capacity. APS responds to specific requests for assistance that benefits African partners, the international community as well as the United States. APS is in line with the mission of the U.S. Africa Command. It seeks to bring partnerships into action through cooperation among many different nations and organizations, and promotes maritime governance around Africa. Whether ships are pulling into ports and working with the host



**HANDS-ON TRAINING** - Senegalese sailors receive hands-on training from U.S. Navy Electrician's Mate 1st Class James Lamberson while Lieutenant Commander Fru Fon Clement, a Cameroon naval officer embarked with the Africa Partnership Station international staff, translates during basic approach drills in Dakar, Senegal, in November 2007. (U.S. Navy photo by Petty Officer 3rd Class R.J. Stratchko)

nation to address maritime issues, or countries partnering in law enforcement operations, these events fall within the scope of APS. APS is inspired by the belief that effective maritime

safety and security will contribute to economic prosperity and security on land. To address each of these issues successfully, partners must work together with a common purpose.



**NAVIGATION** - Ensign Michael Manaskie from Virginia Beach, Virginia, shows Tanzanian Navy Corporal Charles Mtono, left, Togolese navy Chief Petty Officer Kouessan Kpomgbe, and Tanzanian Navy Corporal Majengo Sylvanus how to use a nautical navigation chart aboard the amphibious dock landing ship USS Gunston Hall (LSD 44). Gunston Hall was in Dakar, Senegal, in April 2010 in support of Africa Partnership Station. (U.S. Navy photo by Petty Officer\ 1st Class Gary Keen)

There is a relationship between security of the sea, the ability of countries to govern their waters, and a country's prosperity, stability and peace. The oceans of the world are a common bond between the economies and countries of the world. Seventy percent of the world

is water, 80 percent of the people live on or near the coastline and 90 percent of the world's commerce is transported on the ocean. So it is essential for global security that the seas are secure. Individual nations cannot combat maritime problems and crimes alone and APS is a

direct response to the growing international interest in developing maritime partnerships.

This project is about enabling African nations' militaries to stand on their own. APS's goal is to empower African nations to stop maritime crime and the movement of illegal goods at sea on their own. APS, with African nations, are working together to create a set of shared goals, including improving maritime security which will help ensure African coastal nations are better able to protect their own resources and citizens.

The idea for APS began in 2006 during a series of maritime conferences in West and Central Africa when African leaders stated their desire to improve the ability of African countries to govern their waters and create a stable maritime environment. The first official APS mission deployed in November 2007 for six months.

To date, APS visits have trained thousands of military personnel in skills such as seamanship, search and rescue operations, law enforcement, medical readiness, environmental stewardship and small boat maintenance.



# ENGAGING AFRICA

In our daily dialogue and meetings with African counterparts, they tell us that their security priorities include:

- The development of capable, accountable military forces that perform professionally and with integrity;
- Effective, legitimate, and professional security institutions at national and regional levels;
- A collective ability to dissuade, deter, and defeat transnational threats;
- Increased African leadership and participation in international peacekeeping.





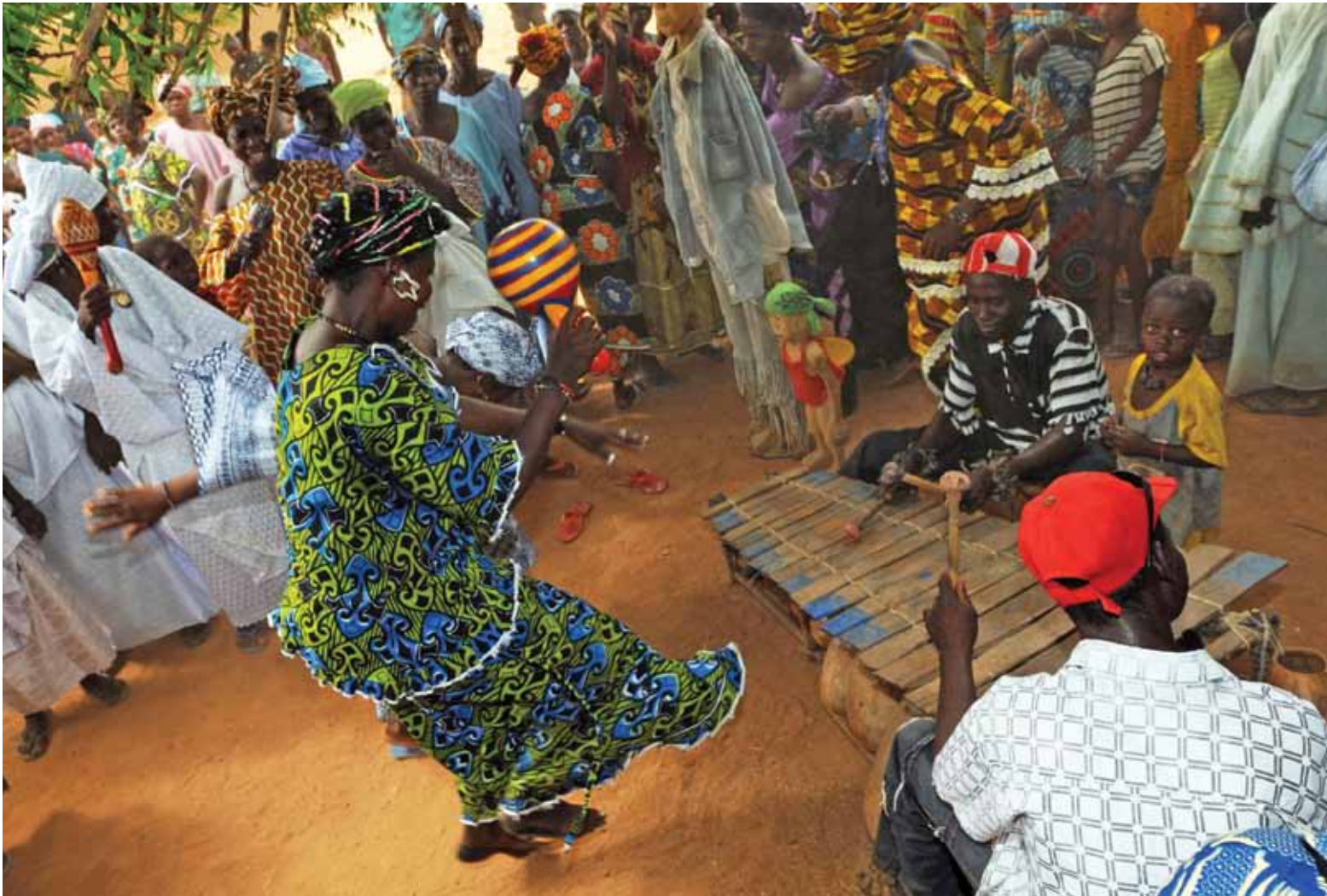


**LOCAL CULTURE -** Gunnery Sergeant James Moore and Arthur Kelly, AFRICOM C4 Systems, taste goat, sheep and beef in injera bread during a meal at Yod Abyssinia, a restaurant in Addis Ababa, Ethiopia, in October 2010. Moore and Kelly were working in Ethiopia to support the African Union and its African Standby Force command post exercise, named Amani Africa. (AFRICOM photo by Staff Sergeant Amanda McCarty)



*“We were made to enjoy music, to enjoy beautiful sunsets, to enjoy looking at the billows of the sea and to be thrilled with a rose that is bedecked with dew... Human beings are actually created for the transcendent, for the sublime, for the beautiful, for the truthful ... and all of us are given the task of trying to make this world a little more hospitable to these beautiful things.”*

*~ Desmond Tutu*



**MEDICAL VISIT - Residents of the Jiwoyo Community, Mali, dance as part of a celebration welcoming U.S. health care providers who visited their village as part of a Medical Civil Action Program. (U.S. Army photo by Master Sergeant Donald Sparks)**





More than 300 children at the Colin Powell Centre at the Theatre de Verdure de Pekine in Senegal listen to U.S. Petty Officer 2nd Class Justin Strauss, a member of U.S. Naval Forces Europe Band's Five Star Brass Quintet, in April 2010. The band was embarked aboard USS Gunston Hall (LSD 44) as part of Africa Partnership Station West. (U.S. Navy photo by Petty Officer 1st Class Gary Keen)





**AEROSPACE EXPO** - Soldiers with the New York Army National Guard unload an OH-58 Kiowa in September 2010 at Air Force Base Ysterplaat in Cape Town, South Africa from a U.S. Air Force C-5 Galaxy. The service members took part in the African Aerospace Defence Exposition 2010. (U.S. Army photo by Chief Warrant Officer 3 Aaron Teichner)



**DJIBOUTI SCHOOL** - Service members with Naval Mobile Construction Battalion (NMCB) 7 remove debris from Ecole 5, a five-classroom school in Djibouti on June 30, 2010. NMCB-7 is operating out of Camp Lemonnier, Djibouti. (U.S. Navy photo by Chief Petty Officer 2nd Class Nathan Laird)



**INTERNATIONAL SOCCER** - Children in Negad, Djibouti, play soccer with U.S. Marines from Combined Joint Task Force-Horn of Africa in May 2008. (U.S. Air Force photo by Technical Sergeant Jeremy T. Lock)



**ECOWAS VISIT** - Dr. Mohammed Ibn Chambas, executive secretary for the Economic Community of West African States (ECOWAS) greets U.S. AFRICOM's two deputies, Vice Admiral Robert T. Moeller and Ambassador Mary Carlin Yates (beside Moeller), and the U.S. Embassy's Charge D'Affairs Lisa Piascik, in a November 2007 visit to ECOWAS headquarters in Nigeria. Yates and Moeller also visited Burkina Faso and Djibouti to talk about AFRICOM. (AFRICOM photo)



*“ Education, particularly higher education, will take Africa into the mainstream of globalization.”*

*~ John Kofi Agyekum Kufuor  
former president of the 4th Republic of Ghana  
and Chairperson of the African Union*

**TWO-YEAR  
SCHOOL PROJECT -  
Ifere Compound  
students sing the  
Comorian National  
Anthem at the  
Hamramba school  
dedication in Moroni,  
Comoros, in May 2010. U.S.  
Navy Mobile  
Construction Battalions  
and Comorian military  
engineers completed the  
two-year project.  
(U.S. Navy photo by  
Petty Officer 2nd Class  
Joshua Bruns)**





**SUSTAINABLE ENERGY** - Master Gunnery Sergeant Rowan Dickson locks down a solar panel in a power generating module for a test of the Expeditionary Forward Operating Base system during a testing and evaluation phase of Exercise African Lion 2010 at Tan Tan, Morocco, in May 19, 2010. The new environmentally-friendly energy system would enable deployed troops to purify water, light their tents and power their equipment through solar energy. It was tested in conjunction with African Lion, a AFRICOM-sponsored exercise involving more than 700 people. (U.S. Marine Forces Africa photo)







**REBUILDING LIBERIA COAST GUARD BASE (above)** - U.S. Navy personnel and equipment from Naval Mobile Construction Battalion Three in Rota, Spain, are transported to shore in Monrovia, Liberia by amphibious landing craft attached to the Dutch Africa Partnership Station platform HNLMS Johan de Witt (L 801), in October 2009. The Seabees were in Monrovia to rebuild the Liberian Coast Guard base that was destroyed in the country's civil war. (U.S. Marine Corps photo by Gunnery Sergeant Michael Maschmeier)

**HEALTH CLINIC (opposite page)** - Schoolchildren in Masaika, Tanzania, parade past the newly renovated Masaika Health Clinic during a dedication ceremony in the Pangani District of Tanzania in October 2009. The renovation project was sponsored by Combined Joint Task Force-Horn of Africa and AFRICOM. The clinic serves more than 1,800 people. (CJTF-HOA photo by Petty Officer 1st Class Jonathan Kulp)

*“I see Africa as a fundamental part of our interconnected world -- as partners with America on behalf of the future we want for all of our children. That partnership must be grounded in mutual responsibility and mutual respect. ... We must start from the simple premise that Africa's future is up to Africans.”*

*~ President Barack Obama  
July 2009, address to  
Ghanaian Parliament*





**PERSONNEL RECOVERY TRAINING** - Pararescuemen from the U.S. Air Force's 82nd Expeditionary Rescue Squadron wait for a Marine Corps CH-53E helicopter from Marine Heavy Helicopter Squadron (HMH) 461 to land during a training exercise near Camp Lemonnier, Djibouti, in May 2009. The routine training afforded the joint tactical recovery team an opportunity to recover simulated isolated personnel in an austere location. (U.S. Air Force photo by Staff Sergeant Joseph L. Swafford Jr.)



**VOCATIONAL CENTER - A member of the Muungano Women's Group tests a new sewing machine after the dedication of a vocational training center in Matadoni, Kenya, in January 2011. The training center will teach young girls and women sewing and catering skills. (CJTF-HOA photo)**

*“It always seems impossible until it's done.”*

*- Nelson Mandela*



**SCHOOL FOR THE HANDICAPPED - Mujahi Adamu, a student at the Tudun Maliki Special Education School in Kano, uses sign language to thank Ambassador J. Anthony Holmes, AFRICOM deputy to the commander for civil-military activities, for U.S. assistance in renovating the Nigerian school he attends with nearly 1,000 other students who are either deaf, blind or mute. The January 2011 commissioning ceremony marked the completion of an \$84,000 humanitarian assistance project that renovated some of the school's buildings, and new construction that reduced overcrowding and improved sanitation conditions. (Photo by Idika U. Onyukwu, U.S. Embassy Abuja)**



*“If we have  
no peace, it  
is because  
we have  
forgotten  
that we  
belong to  
each other.”*

*~ Mother  
Teresa*



**MARITIME LAW ENFORCEMENT - A French ATL3 Atlantique Maritime Patrol Aircraft flies over a Namibia-flagged vessel off the coast of Senegal in September 2010. The Atlantique was part of African Maritime Law Enforcement Partnership (AMLEP) program providing an over-the-horizon tactical picture to U.S. Coast Guard Cutter Mohawk (WMEC 913). AMLEP enables African partners to build maritime security capacity and improve management of their maritime environment through real-world combined law enforcement operations. (AFRICOM photo by Lieutenant Commander James Stockman)**



**SHOE DISTRIBUTION - Tanzania People's Defence Force Captain Mgalla distributes shoes to children in Muheza Village, Tanzania, November 3, 2009. Mgalla is a liaison officer working with Maritime Civil Affairs Team 214. The shoes were donated from church groups in the United States and provided to MCAT 214 by Combined Joint Task Force-Horn of Africa's Chaplain Department. (CJTF-HOA photo by Petty Officer 1st Class Jonathan Kulp)**





**GENOCIDE MEMORIAL - Major General William B. Garrett III (center), U.S. Army Africa commanding general, and Command Sergeant Major Gary Bronson (right), U.S. Army Africa command sergeant major, pause for a moment of silence after placing a wreath on the site of a mass grave for genocide victims at the Kigali Memorial Center during a visit to Rwanda in October 2009. “When we learn from our past, it ensures a better future for all, and Rwanda is living proof of that,” said Garrett. (U.S. Army Africa photo)**





**MODEL UNIT EXPERIMENT - Charlie Company of the newly designated 391st Commando Battalion parades before Congolese and U.S. dignitaries at the conclusion of training by U.S. Special Operations Command Africa at Camp Base, Kisangani, Democratic Republic of Congo, in September 2010. The DRC seeks to build a model professional military unit that adheres to international standards and human rights. (U.S. Air Force photo by Senior Airman Christine Clark)**





**AFRICA ENDEAVOR COMMUNICATIONS EXERCISE - Namibian Staff Sergeant Puteho Sanlwasa (left) and Zambian Major Derek Mwendafyo (center) explain the high frequency radio testing to Ambassador Anthony Holmes (right), AFRICOM's deputy to the commander for civil-military activities during exercise Africa Endeavor at the Gabonese Army Camp Baraka, Gabon, October 8, 2009. Africa Endeavor is an annual AFRICOM-sponsored initiative designed to assist African militaries to improve their communications capabilities. (U.S. Air Force photo by Staff Sergeant Samara Scott)**





*“Instruction in youth  
is like engraving in stone.”  
~ Moroccan saying*



**MEDICAL EXERCISE IN DRC** - Members of the 814th Area Support Medical Company, North Dakota National Guard, sort through medical supplies in preparation for MEDFLAG 10, a joint medical exercise focused on humanitarian assistance in September 2010 in Kinshasa, Democratic Republic of Congo. (U.S. Army Africa photo)

**LIBERIA SECURITY SECTOR REFORM** - Private Claudius Fannoh, Armed Forces of Liberia, participates in a field training exercise at Camp Sandee S. Ware in Careysburg District, Liberia, in March 2009. The exercise, part of the Liberian Security Sector Reform, emphasized platoon-level decision making and helped to prepare these soldiers to meet Army Readiness Training Evaluation Program standards. The Liberian Sector Reform, a U.S. led initiative, assists in the rebuilding of the Armed Forces of Liberia by providing training and equipment. (U.S. Marine Corps photo by Sergeant Elsa Portillo)





**PEACEKEEPING TRAINING** - Private Ghislain Tokpovi of the Beninese Army practices baton strikes during peacekeeping training during Shared Accord in Bembereke, Benin in June 2009. (Marine Corps photo by Lance Corporal Jad Sleiman)



**AFRICA FREEDOM DAY** - A soldier presents arms in respect to Zambia's President Rupiah Banda May 25, 2010, Africa Freedom Day, during a ceremony to celebrate independence and honor freedom fighters in Lusaka, Zambia. (AFRICOM photo by Staff Sergeant Amanda McCarty)

*“It is important to nurture any new ideas and initiatives which can make a difference for Africa.”*

*~ Wangari Maathai  
2004 Nobel Peace Prize recipient  
Kenyan environmental and political activist*



**COMOROS SCHOOLHOUSE** - General William E. Ward, AFRICOM commander, meets Seabees from Combined Joint Task Force - Horn of Africa, who built a six-classroom schoolhouse in Moroni, Comoros, as part of a U.S. military humanitarian civic assistance project in January 2009. Ward and AFRICOM Command Sergeant Major Mark Ripka (right) thanked the Seabees for their work. “You’re here to help in an area that makes the greatest difference for the children,” Ward told the Seabees. (AFRICOM photo by Staff Sergeant Lesley Waters)





**MEDICAL TRAINING - Senegalese Army Sergeant Sidy Niang tests an intravenous catheter with Chief Petty Officer Carl Holzhauser of the USS Gunston Hall (LSD 44), during a tactical combat casualty care training course in April 2010 in Dakar, Senegal. The training took place at the Ouakam Military Hospital for 26 members of the Senegalese Armed Forces as part of Africa Partnership Station West 2010. (U.S. Navy photo by Petty Officer 1st Class Gary Keen)**





**U.S. AIR FORCE MUSLIM CHAPLAIN - U.S. Air Force chaplain (Captain) Walid Habash leads a sunset prayer for several Muslim Djiboutians who work on Camp Lemonnier, Djibouti, in April 2010. He arrived that morning in preparation of several planned religious leadership engagement through several countries in East Africa. (U.S. Air Force photo by Technical Sergeant Shad Eidson)**





Nana Ekow Akon, chief of the Takoradi fishing community in Ghana, speaks with AFRICOM's civilian deputy, Ambassador Mary C. Yates, in March 2009. Yates visited West Africa to discuss international cooperation in illegal fishing, counter-narcotics and illicit trafficking. (AFRICOM photo by Vince Crawley)

*“Where there has been racial hatred, it must be ended. Where there has been tribal animosity, it will be finished. We must not dwell upon the bitterness of the past. I have known my share of suffering but I am not anxious to remember it now. Rather let us look to the future . . .”*

*~ Jomo Kenyatta,  
first president of Kenya*



Boatswain's Mate 2nd Class Daniel Mendoza (right) assigned to Maritime Civil Affairs and Security Training Command's Security Force Assistance Detachment, discusses harbor navigation with Lieutenant Alfred Mohahmed, an officer in Sierra Leone's army. (U.S. Navy photo by Petty Officer 1st Class Jeffery Tilghman Williams)



Major Jason P. Smith, convoy commander and amphibious assault officer, takes time away from his duties to play with Liberian children during a convoy to deliver humanitarian supplies in Monrovia, Liberia. (U.S. Marine Corps photo by Sergeant Rocco C. DeFilippis)





**VETCAP IN TANZANIA - A boy herds cattle that have been just been examined and treated by service members from the 360th Civil Affairs Brigade Functional Specialty Team in cooperation with Tanga animal healthcare professionals during a Veterinary Civic Action Project in a rural village of Tanga, Tanzania, in August 2009. This was the final phase of Operation Honest Talon, a three-phase veterinary civil affairs program, sponsored through the collaborative efforts of Combined Joint Task Force-Horn of Africa, the Tanzanian government, and the U.S Embassy in Tanzania. (CJTF-HOA photo by Petty Officer 1st Class Jonathan Kulp)**





*“We must use time wisely and forever realize that the time is always ripe to do right.”*

*~ Nelson Mandela*



**PROJECT HANDCLASP (above)** - Petty Officer 2nd Class Howard T. LeRoy (foreground) and Ensign Michael P. Deasey of High Speed Vessel Swift (HSV 2) carry medical supplies ashore to resupply Ngola village—a small, remote settlement on the Ogooue River in Gabon in August 2009. The Project Handclasp delivery is part of Africa Partnership Station Swift’s mission in the Gulf of Guinea. (U.S. Navy photo by Petty Officer 1st Class Dan Meaney)

**VETERINARY TEAM (right)** - U.S. Army Staff Sergeant Anthony J. Ciotti administers de-worming medicine to a goat in Daboya, Ghana, in June 2008. The five-member veterinary team provided treatment to thousands of livestock to improve the health of the animals and the quality of life for Ghanaians. (U.S. Marine Corps photo by Master Sergeant Donald E. Preston)





**AU COMMUNICATIONS TRAINING** - One of eight training participants receives a certificate from El Ghassim Wane, head of the Conflict Management Division, African Union (AU) Peace and Security Department in June 2008, in Addis Ababa, Ethiopia, for the successful completion of an advanced training class for a communications system called the Very Small Aperture Terminal satellite systems. AFRICOM staff conducted the one-week training program to improve communication capabilities between AU headquarters and forces in the field. (U.S. Department of State photo courtesy of U.S. Mission to the African Union)





**LIBERIA HEADLINES** - A daily news chalk board in Monrovia, Liberia, displays headlines on the trial of former Liberian president Charles Taylor at the International Criminal Court in The Hague, Netherlands. Boards such as this are a main source of news in Monrovia, where many people do not have the financial resources to purchase daily papers. This news edition from May 24, 2008, featured the testimony of Moses Blah, former vice president under Taylor, who denied knowledge of Taylor's participation in alleged crimes. (AFRICOM photo by Lieutenant Colonel Terry VandenDolder)





**SOUTH AFRICA WATERS (above) - USS San Juan is maneuvered into place at the Simonstown Naval Base outside Cape Town, South Africa, in November 2009. During the visit, the crew of San Juan worked with the South African Navy submarine force on a series of first-ever at-sea engagements and maritime security activities. (U.S. Consulate Cape Town photo by Mark Canning)**

**SOUTH AFRICA SUBS (right) - USS San Juan (center), accompanied by two South African submarines, the SAS Charlotte Maxeke and the SAS Queen Modjadji1, sails into False Bay, South Africa, in November 2009. (U.S. Consulate Cape Town photo by Mark Canning)**







**MILITARY HIV/AIDS CONFERENCE** - Nearly 300 participants of the International Military HIV/AIDS Conference in Arusha, Tanzania, stand for the entrance of Tanzanian President Jakaya Mrisho Kikwete (center, left) in April 2010. Representatives of 60 national militaries, the U.S. Department of Defense, AF-RICOM, and non-governmental organizations attended to develop a joint strategy for combating this global pandemic. The conference was co-hosted by the Tanzania People's Defence Forces and the DoD. (AFRICOM photo by Danielle Skinner)





**PROTECTING FISHING WATERS (above)** - Fishing boats return to harbor with the day's catch in the twin towns of Sekondi-Takoradi, Ghana, in March 2009. AFRICOM works with international partners to help African maritime forces patrol against illegal commercial fishing. (AFRICOM photo by Vince Crawley)

**MARITIME RESCUE (right)** - African and U.S. servicemembers practice rescue procedures during a small boat class in October 2009. The training was part of maritime safety courses attended by 31 African maritime professionals from Senegal and Sierra Leone aboard the Africa Partnership Station platform HNLMS Johan de Witt (L 801). Johan de Witt, a Royal Dutch Naval vessel, was the first European-led APS platform and was augmented by staff from Belgium, Portugal and the United States. (U.S. Navy photo by Chief Petty Officer Jason Morris)

**ALL HANDS MEETING (opposite page)** - General William "Kip" Ward presents awards to AFRICOM personnel at the Kelley Gym during an All Hands on February 24, 2011. (AFRICOM photo by Staff Sergeant Claude Dixon)









*“Do a little  
bit of good  
wherever you  
are; it’s those  
little bits of  
good put  
together  
that  
overwhelm  
the world”*

*~ Desmond  
Tutu*



**WORKING SIDE BY SIDE - Staff Sergeant Thierry Joel Bibalou of the Gabonese Gendarmerie (right) and Captain Amanda Krbec from U.S. Africa Command (center) treat a patient for illness during Africa Endeavor 2009 at Gabonese Army Camp Baraka, Gabon, in October 2009. (U.S. Air Force photo by Staff Sergeant Samara Scott)**

*“My last words are reserved for General Ward our host on the ground. We like to use this opportunity to pay tribute to him for this manner in which he has made the establishment of Africa Command acceptable to Africa. Something that was not always evident when the US made the proposal to establish the Command. I believe that General Ward’s own personal qualities contributed to the turn around and we thank him for this immense contribution to helping tackle Africa’s many serious security problems. The hosting of this Conference is an example of what I am talking about. We do wish him the very best now and in the future.”*

**Closing Remarks by Ambassador John K. Shinkaiye  
Chief of Staff  
African Union Commission  
“Maritime Safety and Security Towards  
Economic Prosperity Conference”  
Thursday, October 14, 2010,  
Millennium Hotel  
Stuttgart, Germany**





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