

Defense Security Cooperation Agency  
Arlington, Virginia 22202  
January 1, 2010

## DSCA CAMPAIGN SUPPORT PLAN 2010

### 1. Situation

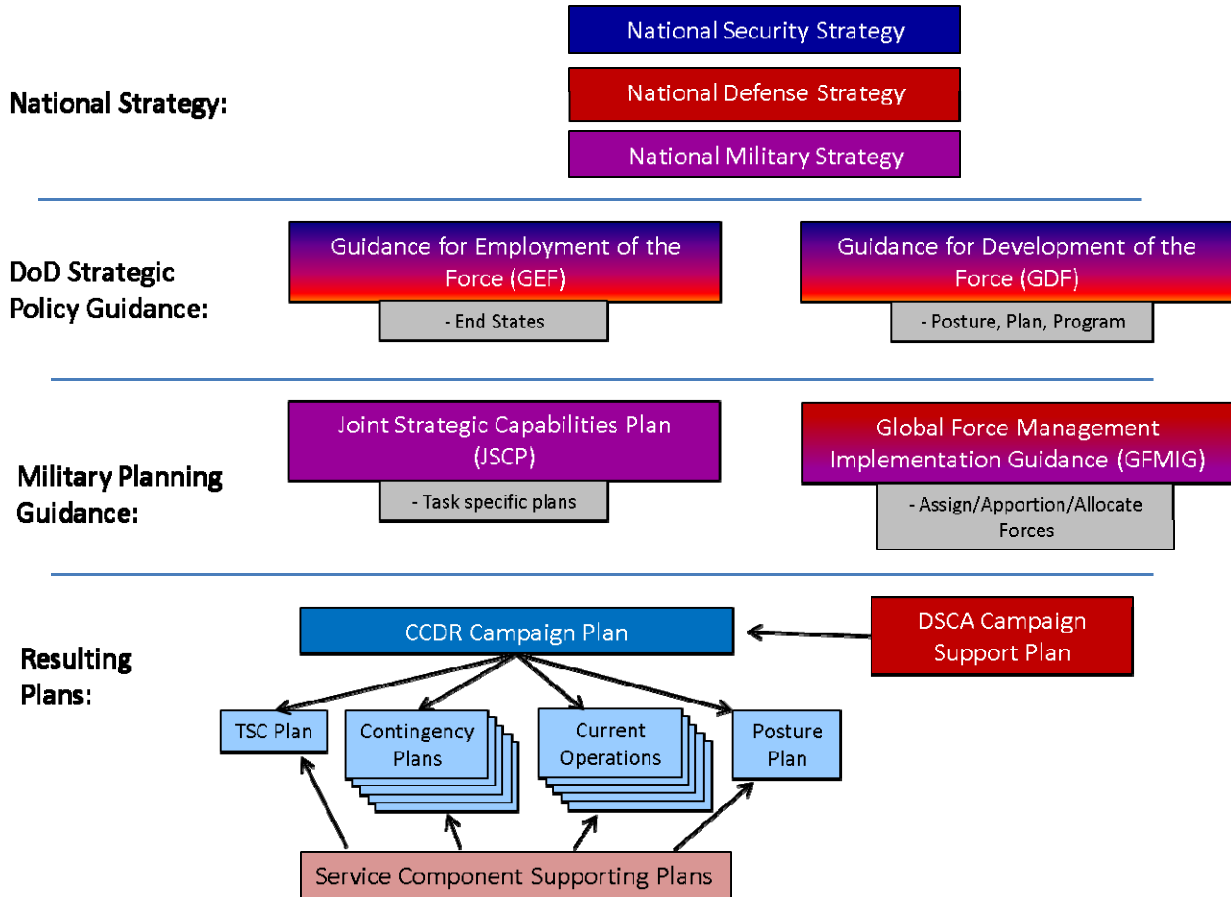
#### A. Purpose and Scope

1) This inaugural Campaign Support Plan (CSP) serves as a vehicle for describing the programs and activities the Defense Security Cooperation Agency (DSCA) conducts in support of Combatant Commander (CCDR) campaign plans. The CSP provides transparency of DSCA's activities to allow CCDRs to better account for and leverage them to achieve Guidance for Employment of the Force (GEF) end states and CCDR strategic objectives. This CSP is descriptive in nature - intended to establish a baseline CSP while allowing further development and refinement of CCDR campaign plans and the GEF's campaign support plan guidance. Future CSPs will serve to better manage DSCA's activities and improve the linkage of requirements to resources.

2) Relationship of the DSCA Strategic Plan to the CSP. The DSCA Strategic Plan provides the overall mission, vision, goals and objectives for the agency. The CSP nests under the Strategic Plan and articulates in more detail how the agency accomplishes the goals and objectives directly linked to implementing GEF and Joint Strategic Capabilities Plan (JSCP) guidance, as well as supporting CCDR campaign plans. The CSP also serves as a valuable tool for communicating DSCA capabilities to CCDRs, the Joint Staff, the Office of the Secretary of Defense (OSD), and other agencies.

B. Strategic Environment. The National Defense Strategy (NDS) 2008 describes the strategic environment as a spectrum of challenges, including violent transnational extremist networks, hostile states armed with weapons of mass destruction, rising regional powers, natural and pandemic disasters, and a growing competition for resources. This environment is further complicated by the interaction of powerful strategic trends moving at unprecedented speed and scale of change. Climate, demographic, and environmental challenges, along with globalization and increasing economic interdependence create a future environment with tremendous uncertainty and risks. Ensuring U.S. security in this environment requires long-term, innovative international approaches. Senior leader views reflected in U.S. strategic guidance documents emphasize an approach to dealing with these challenges that focuses on international cooperation and building and expanding partnerships and alliances.

C. Strategic Guidance. The figure below depicts the relationships of major strategic documents that inform DSCA’s activities. Following the figure are highlights of the documents pertinent to DSCA’s mission.



1) National Defense Strategy 2008. The NDS serves as the Department’s capstone document and informs the National Military Strategy (NMS). The NDS identifies five key objectives to provide enduring security for the U.S.: Defend the Homeland, Win the Long War, Promote Security, Deter Conflict, and Win our Nation’s Wars. The means by which the Department will achieve its objectives recognizes that U.S. security cannot be assured in isolation from the security and stability of the broader international system. The U.S. will achieve the NDS objectives by shaping the choices of key states, preventing adversaries from acquiring or using Weapons of Mass Destruction (WMD), strengthening and expanding alliances and partnerships, securing U.S. strategic access and retaining freedom of action, and integrating and unifying our efforts. Of critical importance to DSCA and its mission is the NDS’ guidance to continue working to expand the portfolio of security cooperation and partnership capacity building tools, tools deemed essential to successfully implementing the NDS.

2) Guidance for Employment of the Force (GEF) and Joint Strategic Capabilities Plan (JSCP). The GEF consolidates and integrates DoD planning guidance related to operations and other military activities into a single, overarching document. It replaces guidance previously promulgated through the Contingency Planning Guidance (CPG), Security Cooperation Guidance (SCG), Policy Guidance for the Employment of Nuclear Weapons (NUWEP), and various policy memoranda related to global force management and global defense posture. The GEF provides strategic policy guidance and the JSCP, its companion document, provides the CJCS's implementing guidance and formally tasks the development of specific campaign, campaign support, and contingency plans.

The GEF transitions DoD planning from a contingency-centric approach to a strategy-centric approach by initiating planning from the perspective of achieving broad theater or functional end states instead of from the context of particular contingencies. The centerpiece of the GEF is the requirement for CCDRs to develop campaign plans that integrate and synchronize the "steady-state" activities and operations a CCDR must perform to achieve the regional or functional end states specified in the GEF. The GEF's emphasis on "steady-state" activities to achieve end states and objectives reflects the centrality of security cooperation activities in our national strategic guidance documents.

The GEF provides prioritization guidance to inform resource allocation by DoD components. It lists theater and functional end states in priority order to assist CCDRs and others in determining how to apply resources. The GEF also lists critical and key supporting partners for each end state. Critical partners are a deliberately select group of countries or organizations that directly receive U.S. security cooperation resources because their collaboration or assistance is essential to achieving a regional or functional end state (critical partners are equivalent to the "Tier 1 Priority Partnerships" identified in previous SCG documents). Key supporting partners are the countries or organizations that assist a command in working with critical partners or organizations to achieve one or more of the command's strategic end states. They are key supporting partners because they are militarily competent and can complement or supplement U.S. capabilities.

### 3) CCDR Campaign Plans

a) Global Campaign Plans. Global Campaign Plans are developed when activities must be coordinated and conducted across multiple CCDR areas of responsibility to achieve GEF end states. Global Campaign Plans establish the strategic and operational framework for the overall campaign. Supporting commands develop subordinate campaign plans consistent with the guidance contained in the Global Campaign Plan. The CCDR assigned as the Global Synchronizer in the JSCP is responsible for writing the Global Campaign Plan and

directing the coordinated planning efforts of DoD components to integrate global activities and operations in support of the campaign.

b) Theater Campaign Plans. Theater Campaign Plans implement the CCDR's Theater Strategy and provide a comprehensive framework to integrate security cooperation activities, contingency plan "Phase 0" shaping activities, and ongoing operations. The CCDR's strategy and campaign plan should be designed to contribute to achieving GEF end states and serve as the integrating framework that informs and synchronizes all subordinate and supporting planning and operations. The campaign plan is the primary vehicle for designing, organizing, integrating and executing security cooperation activities. Theater Security Cooperation Plans tasked under previous SCG documents are now fully incorporated within Theater Campaign Plans and there are no longer any stand alone theater security cooperation plans.

c) Strategic and Intermediate Military Objectives. The GEF end states are strategic in nature and designed to support broader U.S. Government foreign policy. They usually reflect longer-term goals that cannot be achieved in the near or mid-term, and many may exceed the CCDR's capability to achieve alone. Thus the GEF tasks CCDRs to "establish achievable, intermediate military objectives that directly and materially contribute to the achievement of the longer-term campaign end states" provided in the GEF. The GEF and JSCP provide CCDRs with great latitude in how they may construct their campaign plans to achieve end states and objectives. The initial CCDR campaign plans reflect varied approaches, particularly in terms of intermediate military objectives (IMO), which range from broad theater objectives to country specific ones. DSCA will need to monitor campaign plan development, particularly the refinement of IMOs and country plans, and remain flexible to provide adequate support to CCDRs.

#### D. Assumptions

1) There will be no significant changes to the authorities that govern security cooperation activities and programs over the next year.

2) DSCA funding and resources will not significantly change over the next year.

E. Legal Considerations. Security cooperation programs are governed by U.S. statute. The primary laws of concern are the Arms Export Control Act (AECA) (as amended), the Foreign Assistance Act (FAA) (as amended), and various sections of Titles 10 and 22 of the U.S. Code. Annex C lists the pertinent authorities for specific programs and activities.

2. Mission. DSCA leads, resources, and educates the Defense Security Cooperation community to shape, refine, and execute security cooperation programs and activities in support of Combatant Commander campaign plans.

3. Execution

A. Concept of Operations. DSCA will focus its activities in support of CCDR campaign plans along four lines of effort (LOEs)<sup>1</sup>. These LOEs reflect the unique nature of DSCA's mission in that much of what the agency does, while not directly in response to CCDR campaign plans, clearly supports the security cooperation aspects of those plans. The four LOEs are:

1) LOE 1. DSCA supports CCDR efforts to build partner capacity and strengthen defense relationships by effectively managing and improving the overall execution of security cooperation programs at the department level.

2) LOE 2. DSCA effectively plans, programs, and manages resources for the security cooperation community to support efficient security cooperation program execution by CCDRs.

3) LOE 3. DSCA supports CCDR efforts to promote civilian control of the military, strong defense relationships, and rule of law by effective management and execution of security cooperation education and training programs, and complementary initiatives.

4) LOE 4. DSCA supports CCDR campaign plan development and execution by offering consistent, timely, and insightful security cooperation program advice and technical assistance.

B. Director's Intent

1) Purpose. DSCA supports CCDRs in achieving their campaign plan objectives through flexible and responsive assistance that ranges from providing technical advice and expertise during campaign plan development to innovative security cooperation solutions to urgent requirements throughout campaign plan execution.

---

<sup>1</sup> Lines of Effort (LOEs) link multiple tasks with similar purposes to focus efforts toward accomplishing one's mission. LOEs are not sequential in nature and success in one LOE reinforces successes in the other LOEs. LOEs are important in helping to visualize how DSCA's capabilities will support the wide ranging requirements of CCDR Campaign Plans.

2) Objectives. DSCA will:

a) Improve security cooperation processes and implementation policies that address CCDR requirements and facilitate CCDR efforts to achieve GEF end states and campaign plan objectives.

b) Advocate and communicate DoD's Security Cooperation agenda to improve DoD's ability to resource and conduct security cooperation programs and activities essential to achieving CCDR campaign plan objectives.

c) Leverage current security cooperation IT systems to provide responsive support to CCDRs, while simultaneously developing the Security Cooperation Enterprise Solution (SCES).

d) Support CCDR development and execution of partner country training and education by providing for Executive Agent administration, program management and implementation guidance for the Regional Centers, Defense Institute of International Legal Studies (DIILS), Defense Institute of Security Assistance Management (DISAM), the Humanitarian Demining Training Center and other assigned programs; and providing DoD-wide program management and implementation guidance for International Military Education & Training (IMET) and Expanded-IMET (E-IMET) Programs.

e) Deliver high quality, time-sensitive products and policy advice to CCDRs in support of their campaign plan development and execution.

3) End State. DSCA successfully supports CCDRs' efforts to achieve GEF end states and campaign plan objectives through the effective management and execution of security cooperation processes and programs.

C. Tasks

1) Operations Directorate

a) Upon request, provide CCDRs with country specific security cooperation program advice and information during campaign plan development and execution, to include assisting COCOM planners in determining which programs are available and best suited to support campaign plan objectives.

b) Monitor, review, and staff Letters of Request (LORs) and Letters of Offer and Acceptance (LOAs) to support the transfer of defense articles and services that best serve Partner Nation defense needs and U.S. interests.

c) Evaluate inputs from Security Cooperation Organizations (SCOs) and CCDRs on future Foreign Military Financing (FMF) and IMET budgets and provide recommendations that take into consideration GEF priorities and CCDR campaign plan objectives.

d) Participate in Combatant Command conferences that address the entire range of security cooperation issues, providing advice and technical expertise.

e) Assist SCOs and Combatant Commands with the implementation of two-year training plans and annual Security Cooperation Education and Training Working Groups (SCETWG) and monitor country execution of IMET and E-IMET programs.

f) Conduct periodic, multi-Service Security Assistance Management Reviews with Partner Nations to ensure effective and efficient execution of security assistance programs.

## 2) Strategy Directorate

a) Coordinate Security Cooperation Steering Group meetings, an executive-level forum established to discuss strategic issues relating to security cooperation.

b) Develop, write, and disseminate security cooperation policy and procedures that are responsive to changing environments and CCDR efforts to execute their campaign plans.

c) Support effective implementation and execution of security cooperation programs providing advice and policy guidance on security cooperation issues.

d) Use SCO and CCDR inputs to develop a coordinated DoD FMF/IMET budget request that adequately sources security cooperation programs, and provide that request to DoS.

e) Coordinate with CCDRs during their campaign plan development to promote the inclusion of information in campaign plans that will facilitate DSCA's ability to best support campaign plan execution.

f) Lead DSCA and the security cooperation community's efforts to determine requirements for the Security Cooperation Enterprise Solution (SCES).

3) Programs Directorate

a) Establish policies for the implementation of International Training and Education programs (to include IMET) and monitor execution to ensure compliance with the law and DoS direction.

b) Conduct End Use Monitoring (EUM) compliance visits and Regional Forums with Geographic CCDRs to promulgate EUM policy and enhance the program's effectiveness.

c) Oversee the execution of designated funds for various building partner capacity programs via the Foreign Military Sales (FMS) process.

d) Develop comprehensive training and education programs in counterterrorism, to include the Combating Terrorism Fellowship Program (CTFP) to support CCDR campaign plan objectives.

e) Consistent with OUSD(P) policy guidance, GEF priorities, and CCDR campaign plan objectives; provide program, budget, and financial management of resources to support operations at the Regional Centers, the Global Center, and DIILS.

f) Consistent with OUSD(P) policy guidance, GEF priorities and CCDR campaign plan objectives; provide effective direction, supervision and oversight of DoD humanitarian mine action and humanitarian assistance programs.

g) Consistent with OUSD(P) policy guidance, GEF priorities, and CCDR campaign plan objectives; provide program, budget, and financial management of resources to support the Warsaw Initiative Fund.

h) Manage the OUSD(P) approval process for DoD participation in international trade shows and publish policy guidance to the appropriate CCDRs to assist in the planning, coordination, and execution of DoD participation.

i) Act as the inter-agency synchronizer and facilitator for preparing large, emerging, joint or complex weapons systems for foreign sales.



j) Provide weapons systems technical and doctrinal subject matter expertise.

k) Manage the OSD approval process for the Excess Defense Article Program.

l) Manage the OSD approval process for the Leasing of Defense Articles.

m) Manage the granting of waivers for reductions of Nonrecurring Cost (NC) recoupment changes and the authority for approving pro rata NC recoupment charges for major defense equipment.

#### 4) Business Operations Directorate

a) Provide management oversight of SCOs to effectively support CCDR in-country efforts.

b) Effectively manage and execute security assistance funding to support the timely execution of security cooperation programs.

c) Manage security cooperation customer funds and assist customers in FMS and other security cooperation program specific financial matters, to include resolving financial issues between the U.S. Government and customers.

d) Host periodic Financial Management Reviews to support effective management of FMS programs.

e) Process AECA 36(b) Congressional Notifications to support timely execution of security cooperation programs.

f) Formulate and implement financial policies and procedures related to security cooperation programs and missions managed, executed, and overseen by DSCA and provide advice on security cooperation financial issues.

#### 5) Information Technology Directorate

a) Maintain, operate and enhance existing legacy information systems to support DSCA and other using organizations worldwide. Leverage these systems to provide

responsive support to CCDRs in both planning and monitoring the security cooperation activities which occur within or benefit customer organizations within their areas of responsibility (AOR).

b) Through periodic contact with systems users, determine the optimal usage of the current systems and address shortfalls. Incorporate shortfalls which cannot be addressed in the current systems into ongoing new development efforts.

6) Office of General Counsel. Provide legal opinions and advisory counsel to DSCA on all aspects of agency functions.

7) Legislative and Public Affairs. As the focal point for day-to-day contact with Congress, members of the media, and the general public on security cooperation matters, serve as the lead advocate for DoD's security cooperation agenda.

8) Office of the Chief Performance Officer. Provide oversight management of the establishment and review of DSCA, subordinate commands and Security Assistance and Security Cooperation community performance from high-level objectives to operational metrics.

9) Defense Institute of Security Assistance Management (DISAM)

a) Develop a professional security cooperation workforce and build partner capacity through education and career development programs.

b) Provide research, consultation, and information services to the security cooperation community and international partners.

c) Develop and maintain selected IT programs for the security cooperation community and international partners while rationalizing responsibility for current IT systems with the DSCA IT Directorate.

10) Defense Institute of International Legal Studies (DIILS)

a) Develop and provide high quality and timely legal education and training programs which enhance the building of partner nation defense capacity pursuant to CCDR campaign plan objectives and country plans.

b) Ensure that select programs promote the rule of law, to include encouraging disciplined and accountable military operations in accordance with international

human rights and/or law of armed conflict standards, and respect for civilian control of the military.

c) Conduct targeted and professional legal education and training programs to meet Congressional requirements as directed by OSD, and support DoS funded security cooperation programs. Ensure that programs are coordinated and integrated with CCDR objectives and plans.

D. Security cooperation programs and resources. Annex C contains detailed information on those security cooperation programs and activities in which DSCA directly participates. The annex provides a description of each program or activity, applicable authorities and guidance documents, an explanation of DSCA directorate roles, and DSCA points of contact.

E. Coordinating instructions

1) Directorates do not have to write separate Directorate plans for both the DSCA Strategic Plan and CSP. Because the CSP tasks are a subset of the DSCA Strategic Plan objectives, Directorates should write one plan that addresses the requirements of both the CSP and Strategic Plan.

2) Assessment. DSCA will assess its support to CCDRs through the continual review and monitoring of its organizational performance and not via a specific assessment of this CSP. This approach acknowledges that much of what the agency does, while not in response to campaign plans, directly or indirectly supports CCDR security cooperation efforts.

4. Administration and Logistics. This CSP is effective upon signature and issuance and remains in effect until the next CSP is signed. The CSP will be reviewed annually for updates and new guidance issued as necessary.

5. Command and Control. DoDD 5132.03, DoD Policy and Responsibilities Relating to Security Cooperation and DoDD 5105.65, Defense Security Cooperation Agency (DSCA), prescribe the Agency's responsibilities, functions, authorities, and relationships.

<original signed>  
Jeffrey A. Wieringa  
Vice Admiral  
Director

Annexes:

A – Task Organization

C – Operations

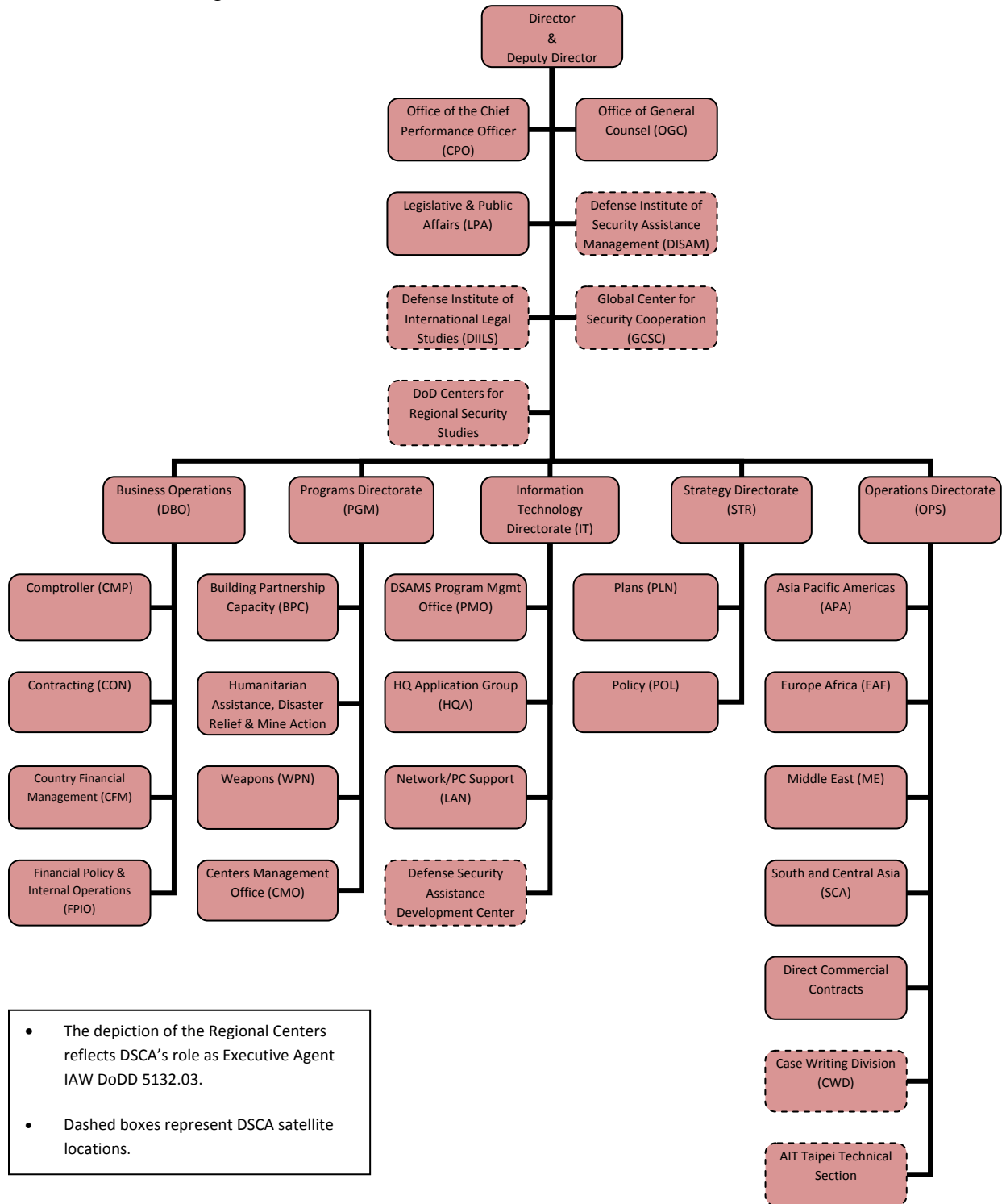
    Appendix 1 – Title 10 and other DoD Authorities

    Appendix 2 – Title 22 and other DoS and DoD Authorities

    Appendix 3 – Other DSCA Activities

References

Annex A – Task Organization



- The depiction of the Regional Centers reflects DSCA's role as Executive Agent IAW DoDD 5132.03.
- Dashed boxes represent DSCA satellite locations.

## Annex C – Operations

1. Appendices 1 and 2 provide detailed information to the security cooperation community on the role DSCA plays in supporting, managing, and/or executing specific programs. These appendices provide program descriptions, list associated authorities and guidance documents, identify specific roles for DSCA directorates, list DSCA points of contact, and show how each program supports GEF security cooperation focus areas. The GEF security cooperation focus areas are designed to link CCDR security cooperation activities to the achievement of campaign plan end states. The eight GEF security cooperation focus areas are:

A. Operational Access and Global Freedom of Action. This category focuses on gaining unfettered access to and freedom of action in all operational environments, realigning the U.S. global defense posture, gaining host nation support in key countries, and supporting larger U.S. political and commercial freedom of action and access needs. Typically, attaining operational access requires considerable precursor activity such as high-level visits, political military negotiations and bilateral exercises to set the conditions for success.

B. Operational Capacity and Capability Building. This category focuses on improving the capabilities and performance of U.S. partners by building usable, relevant and enduring capabilities to improve a partner's ability to provide for its own security needs, contributing to regional initiatives, participating effectively in coalition operations, and reducing the burden on – and risk to – U.S. forces.

C. Interoperability with U.S. Forces/Support to U.S. Capabilities. This category focuses on developing command and control, operational and technical capabilities; doctrine; and tactics, techniques and procedures with partner nations so that the United States and partner forces can operate effectively and interchangeably in designated combined operations.

D. Intelligence and Information Sharing. This category concentrates on the specific kinds of intelligence or information the United States seeks from or wishes to share with a partner or partners.

E. Assurance and Regional Confidence Building. This category focuses on activities that assure allies and partners and enhance regional security and stability by reducing the potential for inter- or intra-state conflict. This category also focuses on expanding the community of like-minded states.

F. Defense/Security Sector Reform. This category focuses on efforts to assist allies with transforming their defense/security establishments in such a way that they become publicly accountable, well-managed and subject to the rule of law.

G. International Defense Technology Collaboration. This category focuses on engaging in armaments cooperation activities with friendly and allied nations to build partnership capability and to achieve military operation interoperability objectives. Armaments cooperation increases operational effectiveness, reduces DoD's costs of developing and producing weapon systems, provides access to the best technologies worldwide, strengthens alliance relationships, and bolsters the domestic and allied defense industrial bases.

H. International Suasion and Collaboration. This category focuses on activities that develop positive political-military relationships with key security influencers; offset counterproductive political and military influence in key regions and international organizations; and reinforce with partners the congruence of U.S. policy objectives and activities. In multilateral relationships, building positive relationships with the institutions themselves and strengthening their ability to contribute to international stability is as important as fostering individual partnerships with key countries. Toward these ends, the United States will work with countries that are regional leaders, or exert a strong influence within multilateral institutions, and leverage the clout of regional institutions.

2. Appendix 3 provides information on several additional activities managed by DSCA.

Appendix 1 – Title 10 and other DoD Authorities

Appendix 2 – Title 22 and other DoS and DoD Authorities

Appendix 3 – Other DSCA Activities

## Annex C, Appendix 1 – Title 10 and other DoD Authorities

Acquisition & Cross Servicing Agreements.....	C-1-2
Acquisition & Cross Servicing Agreements – Significant Military Equipment.....	C-1-3
Afghanistan Security Forces Fund.....	C-1-4
Aviation Leadership Program.....	C-1-5
Bi-Lateral Meetings.....	C-1-6
Build Capacity of the Pakistan Frontier Corps.....	C-1-7
Coalition Support Funds.....	C-1-8
Combating Terrorism Fellowship Program.....	C-1-9
DoD Counterdrug Program.....	C-1-10
Defense Institution Reform.....	C-1-11
Global Lift & Sustain.....	C-1-12
Global Train and Equip (1206).....	C-1-13
U.S. DoD HIV/AIDS Prevention Program (DHAPP).....	C-1-15
Humanitarian Civic Assistance.....	C-1-16
International Air & Trade Shows.....	C-1-17
Iraq Security Forces Funds.....	C-1-18
Overseas Humanitarian, Disaster, and Civic Aid (OHDACA).....	C-1-19
Pakistan Counterinsurgency Fund.....	C-1-20
Security and Stabilization Assistance (1207).....	C-1-21



<b>Acquisition &amp; Cross Servicing Agreements</b>
<b>Program Description</b>
<p>ACSAs provide logistics support, supplies, and services on a reciprocal basis to foreign military forces, NATO, or other organizations as set out in law. ACSAs must not circumvent Foreign Military Sales or other established processes. There is an annual fiscal year dollar ceiling, except during a period of active hostilities involving the armed forces or when used to support contingencies, humanitarian and foreign disaster assistance efforts. The peacetime ceilings do not apply to petroleum, oil, and lubricants (POL) agreements. Flexible reimbursement, to include: cash, replacement-in-kind, or exchange of supplies or services of equal value. ACSAs cannot be used to provide Significant Military Equipment, with the exception of ammunition. Currently 95 agreements exist and 71 other countries are “ACSA eligible.”</p> <p>Lead: The Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD(AT&amp;L)) Office of International Cooperation (IC) is the lead office and the SecDef, in consultation with the SecState, designates countries eligible for agreements. The Chairman of the Joint Chiefs of Staff (CJCS) authorizes Geographic Combatant Commanders (GCCs) to negotiate and implement the ACSA agreement.</p>
<b>Authorities</b>
10 U.S.C. §§ 2341-2350
<b>Guidance Documents</b>
DoDD 2010.9, Acquisition & Cross Servicing Agreements; DoD 5105.38-M (SAMM)
<b>DSCA Roles</b>
The Operations Directorate coordinates with the Joint Staff, GCCs, and partner countries to help determine the proper source of needed defense goods and services. This includes identifying when an ACSA is the most effective means of procuring defense goods and services.
<b>Security Cooperation Focus Areas</b>
<input type="checkbox"/> Operational Access & Global Freedom of Action <input checked="" type="checkbox"/> Operational Capacity & Capability Building <input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input type="checkbox"/> Assurance & Confidence Building <input type="checkbox"/> Defense Sector Reform <input type="checkbox"/> International Defense Technology Collaboration <input type="checkbox"/> International Suasion & Collaboration
<b>DSCA POCs</b>
For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, <a href="mailto:tiffany.hawthorne@dsc.mil">tiffany.hawthorne@dsc.mil</a> .

<b>Acquisition &amp; Cross Servicing Agreements - Significant Military Equipment</b>
--

<b>Program Description</b>
----------------------------

Congress has granted temporary authority to extend and expand ACSAs to lend military equipment for personnel protection and survivability. The temporary authority includes nations participating in combined operations with the U.S. in peacekeeping operations under U.N. Charter or another international agreement. This authority is extended to September 30, 2011.

Section 1204 amended section 1202 to add a requirement for semi-annual reports on equipment not returned to the U.S. with a description of the terms of disposition of the equipment provided to the foreign forces. Additionally, the report should state the percentage of equipment provided to the foreign forces under the authority of this section that is not returned to the U.S.

Lead: The Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD(AT&L)) Office of International Cooperation (IC) is the lead office and the SecDef, in consultation with the SecState, designates countries eligible for agreements. The Chairman of the Joint Chiefs of Staff (CJCS) authorizes Geographic Combatant Commanders (GCCs) to negotiate and implement the ACSA agreement.

<b>Authorities</b>
--------------------

P.L. 110-417 section 1204 National Defense Authorization Act, 2009 extends P.L. 109-364 section 1202 National Defense Authorization Act, 2007 to September 30, 2011.

<b>Guidance Documents</b>
---------------------------

DoDD 2010.9, Acquisition & Cross Servicing Agreements; DoD 5105.38-M (SAMM)

<b>DSCA Roles</b>
-------------------

The Operations Directorate coordinates with the Joint Staff, GCCs, and partner countries to help determine the proper source of needed defense goods and services. This includes identifying when an ACSA is the most effective means of procuring defense goods and services.

<b>Security Cooperation Focus Areas</b>
---

- Operational Access & Global Freedom of Action
- Operational Capacity & Capability Building
- Interoperability with U.S. Forces/Support to U.S. Capabilities
- Intelligence & Information Sharing
- Assurance & Confidence Building
- Defense Sector Reform
- International Defense Technology Collaboration
- International Suasion & Collaboration

<b>DSCA POCs</b>
------------------

For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, [tiffany.hawthorne@dsc.mil](mailto:tiffany.hawthorne@dsc.mil).

## Afghanistan Security Forces Fund

### Program Description

The Afghanistan Security Forces Fund (ASFF) allows SecDef, with the concurrence of SecState, to transfer DoD Operations and Maintenance funds to the Commander, Combined Security Transition Command – Afghanistan (CSTC-A), to provide equipment, supplies, services, training, facility and infrastructure repair, renovation, construction, and funding to the security forces of Afghanistan.

Congress requires the SecDef to submit to the Congressional Defense Committees a report summarizing the details of any obligation or transfer of funds from the ASFF during a fiscal year quarter. This quarterly report is due no later than 30 days after the end of each fiscal year quarter.

Leads: Deputy Under Secretary of Defense Policy Integration & Chief of Staff (DUSD(PI&CoS)); CENTCOM; Combined Security Transition Command-Afghanistan; Office of the Under Secretary of Defense for Comptroller; DSCA executes

### Authorities

P.L. 111-32, Supplemental Appropriations Act (FY2009), available until September 30, 2010; P.L. 110-252, chapters 1 and 2, Supplemental Appropriations Act (FY2009 Bridge), available until September 30, 2009; P.L. 110-417 section 1506 National Defense Authorization Act, 2009.

### Guidance Documents

DoD 5105.38-M (SAMM), DSCA policy guidance on LOA case preparation, DoD Financial Management Regulation 7000.14-R, ASFF supplemental and overseas contingency operations appropriations, local procurement guidance, 22 Code of Federal Regulations (CFR) Parts 120 - 130, policy issued by DoD, DoS, and DHS (Bureau of Customs and Border Protection).

### DSCA Roles

Policy Division (Strategy Directorate) issues the guidance and instructions for LOA case preparation. Policy Division is also the DSCA lead for coordinating with DoS, DHS (Customs and Border Protection), and within DoD for policies and issues regarding the export of ASFF materiel.

The Country Program Director (Operations Directorate) coordinates with CSTC-A, the Joint Staff, and CENTCOM to assist in determining the requirements for defense goods and services. After funding is approved, the CPD works closely with CSTC-A, the OSD Comptroller, and DSCA's Business Operations Directorate to obligate funds before they expire.

The Country Financial Management Division (CFM) (Business Operations Directorate) provides overall financial management of the funds. The Comptroller (Business Operations Directorate) receives funding from the U.S. Army and reviews all uses of funding on ASFF pseudo FMS cases to ascertain availability of funds and appropriateness of use. It also certifies for local purchases and/or local disbursement of funds, such as Afghan National Army and Police salaries. Once funds are disbursed, it financially manages the funds through the 5 year life of the funding and closes the fund out at the end of 5 years.

### Security Cooperation Focus Areas

- Operational Access & Global Freedom of Action
- Operational Capacity & Capability Building
- Interoperability with U.S. Forces/Support to U.S. Capabilities
- Intelligence & Information Sharing
- Assurance & Confidence Building
- Defense Sector Reform
- International Defense Technology Collaboration
- International Suasion & Collaboration

### DSCA POCs

Lead: South & Central Asia, Operations Directorate, 703-604-6719 & 703-604-6626  
 Policy Division, Strategy Directorate, 703-601-6594  
 Country Financial Management, Business Operations Directorate, 703-601-3736  
 Comptroller, Business Operations Directorate, 703-604-6557

Aviation Leadership Program
<b>Program Description</b>
<p>Provides Air Force funded undergraduate pilot training (UPT) for students from friendly less-developed nations to include:</p> <ul style="list-style-type: none"> <li>-Language training, UPT, necessary related training</li> <li>-Transportation incident to training</li> <li>-Supplies &amp; equipment used during training</li> <li>-Flight clothing, special clothing required for training</li> <li>-Billeting, food, health services</li> <li>-Programs to promote better awareness &amp; understanding of the democratic institutions and social framework of the U.S.</li> </ul> <p>Lead: OUSD(P) provides oversight in coordination with DSCA, executed by SECAF International Affairs (SAF/IA)</p>
<b>Authorities</b>
Title 10 § 9381-9383; DODD 2010.12, Aviation Leadership Program
<b>Guidance Documents</b>
DoDI 2010.12 Aviation Leadership Program, AFI 16-108 Managing the ALP
<b>DSCA Roles</b>
Building Partnership Capacity (BPC) (Programs Directorate) reviews countries submitted by the Secretary of the Air Force for participation in ALP to confirm IMET eligibility. It also coordinates with DoS to obtain their views on ALP participation by non-IMET eligible countries.
<b>ALP to confirm IMET eligibility.</b>
<input type="checkbox"/> Operational Access & Global Freedom of Action <input checked="" type="checkbox"/> Operational Capacity & Capability Building <input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input type="checkbox"/> Assurance & Confidence Building <input type="checkbox"/> Defense Sector Reform <input type="checkbox"/> International Defense Technology Collaboration <input type="checkbox"/> International Suasion & Collaboration
<b>DSCA POCs</b>
Lead: Building Partnership Capacity, Programs Directorate, 703-601-3719 & 703-601-3655

**Bi-Lateral Meetings****Program Description**

Bi-lateral meetings are high level visits with foreign counterparts in the host nation or U.S. Bi-lateral meetings are used to discuss defense policy issues, security assistance, and current issues. Benefits include:

- Fostering improved mil-to-mil relations with foreign nations
- Increasing communications and reinforcing military cooperation

OSD-led, but attendees may include Combatant Commander representatives, MILDEPS, Country Team representatives and the Joint Staff.

**Authorities****Guidance Documents****DSCA Roles**

Operations Directorate is responsible for coordinating any security assistance meetings that may be conducted as part of a bi-lateral meeting.

**Security Cooperation Focus Areas**

- Operational Access & Global Freedom of Action
- Operational Capacity & Capability Building
- Interoperability with U.S. Forces/Support to U.S. Capabilities
- Intelligence & Information Sharing
- Assurance & Confidence Building
- Defense Sector Reform
- International Defense Technology Collaboration
- International Suasion & Collaboration

**DSCA POCs**

For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, [tiffany.hawthorne@dscamil](mailto:tiffany.hawthorne@dscamil).

<b>Build Capacity of the Pakistan Frontier Corps</b>
<b>Program Description</b>
<p>This program authorizes the SecDef, with the concurrence of SecState, to provide assistance to enhance the ability of the Pakistan Frontier Corps to conduct counterterrorism operations along the border between Pakistan and Afghanistan. The program requires a 15-day prior notification to Congressional Defense Committees prior to providing any assistance.</p> <p>See the sections on Pakistan Counterinsurgency Fund (PCF) and Pakistan Counterinsurgency Capability Fund (PCCF) for additional authorities on building the capacity of the Pakistan Frontier Corps.</p> <p>Lead: The Deputy Assistant Secretary of Defense for Afghanistan, Pakistan, and Central Asia (DASD(APC)), DSCA executes</p>
<b>Authorities</b>
<p>P.L. 110-417 section 1201, National Defense Authorization Act, 2009 extends P.L. 110-181 section 1206, National Defense Authorization Act, 2008 to the end of FY 2009.</p>
<b>Guidance Documents</b>
<p>DSCA policy guidance on LOA case preparation, DoD Financial Management Regulation 7000.14-R, drawdown guidance issued by OSD Comptroller based on the authorization received for the Frontier Corps.</p>
<b>DSCA Roles</b>
<p>Policy Division (Strategy Directorate) issues the guidance and instructions for LOA case preparation.</p> <p>The Country Program Director (CPD) (Operations Directorate) coordinates with the Office of Defense Representative Pakistan (ODRP), the Joint Staff, and CENTCOM to assist in determining requirements for defense goods and services. After funding is approved, the CPD works closely with ODRP, the OSD Comptroller, and DSCA's Business Operations Directorate to obligate funds before they expire.</p> <p>Building Partnership Capacity (BPC) (Programs Directorate), oversees the execution of designated funds via the FMS process and develops the required Congressional notifications.</p> <p>The Comptroller (Business Operations Directorate) receives funding from the sources identified by the OSD Comptroller, including appropriations and drawdowns from the Military Departments. It reviews all uses of funding to ascertain availability of funds and appropriateness for use in pseudo FMS cases. Once funds are disbursed, it financially manages the funds through the life of the funding and closes the fund out at the end of its life.</p>
<b>Security Cooperation Focus Areas</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Operational Access &amp; Global Freedom of Action</li> <li><input checked="" type="checkbox"/> Operational Capacity &amp; Capability Building</li> <li><input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities</li> <li><input type="checkbox"/> Intelligence &amp; Information Sharing</li> <li><input type="checkbox"/> Assurance &amp; Confidence Building</li> <li><input type="checkbox"/> Defense Sector Reform</li> <li><input type="checkbox"/> International Defense Technology Collaboration</li> <li><input type="checkbox"/> International Suasion &amp; Collaboration</li> </ul>
<b>DSCA POCs</b>
<p>Lead: South &amp; Central Asia, Operations Directorate, 703-604-0243 &amp; 703-604-1570  Policy Division, Strategy Directorate, 703-601-6594  Comptroller, Business Operations Directorate, 703-604-6557  Financial Policy &amp; Internal Operations, Business Operations Directorate, 703-604-6578</p>

<b>Coalition Support Funds</b>
<b>Program Description</b>
<p>Coalition Support Funds is a notwithstanding authority for payments to reimburse Pakistan, Jordan and other key cooperating nations for logistical and military support provided or to be provided to U.S. military operations in connection with military action in Iraq and coalition operations. These payments are made to cooperating nations in amounts as determined by the SecDef, with the concurrence of the SecState, and in consultation with the Director of the Office of Management and Budget. The Coalition Readiness Support Program, under CSF, authorizes that these funds may be used for the purpose of providing specialized training and procuring supplies and specialized equipment to loan on a non-reimbursable basis to coalition forces supporting U.S. military operations in Iraq and Afghanistan. Reimbursing coalition contributions is critical to enabling forces from these countries to remain in theater and provide direct support to U.S. military operations.</p> <p>This program requires a 15-day notification requirement to the appropriate Congressional Defense Committees.</p> <p>Lead: Office of the Under Secretary of Defense for Comptroller; DSCA executes a portion of the funds</p>
<b>Authorities</b>
P.L. 110-252, Supplemental Appropriations Act, 2008; P.L. 110-161, Div L, Consolidated Appropriations Act, 2008
<b>Guidance Documents</b>
Legislative guidance, DoD Financial Management Regulation 7000.14-R
<b>DSCA Roles</b>
<p>The Comptroller (Business Operations Directorate) receives funding from OSD Comptroller, validates that all certifications and notifications on reimbursements have been met, authorizes the disbursement actions and then oversees the DFAS accounting of the funds.</p> <p>Operations Directorate works closely with the country, the Office of Defense Cooperation, and DoD Comptroller to fund FMS cases using Coalition Support Funding, where appropriate. This also applies to the Coalition Readiness Support Funds authorization.</p>
<b>Security Cooperation Focus Areas</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Operational Access &amp; Global Freedom of Action</li> <li><input checked="" type="checkbox"/> Operational Capacity &amp; Capability Building</li> <li><input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities</li> <li><input type="checkbox"/> Intelligence &amp; Information Sharing</li> <li><input type="checkbox"/> Assurance &amp; Confidence Building</li> <li><input type="checkbox"/> Defense Sector Reform</li> <li><input type="checkbox"/> International Defense Technology Collaboration</li> <li><input type="checkbox"/> International Suasion &amp; Collaboration</li> </ul>
<b>DSCA POCs</b>
<p>Comptroller, Business Operations Directorate, 703-604-6557</p> <p>For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, <a href="mailto:tiffany.hawthorne@dsc.mil">tiffany.hawthorne@dsc.mil</a>.</p>

<b>Combating Terrorism Fellowship Program</b>
<b>Program Description</b>
<p>The Combating Terrorism Fellowship Program (CTFP) provides tailored operational and strategic-level education and training to our international partners in support of U.S. efforts to combat terrorism. Additionally, the CTFP was developed to help counter ideological support for terrorism and to create a global community of counterterrorism experts and practitioners who share values and a common language in the fight against terrorism.</p> <p>Lead: Deputy Assistant Secretary of Defense for Special Operations &amp; Combating Terrorism (DASD(SO&amp;CT)) manages and executes; DSCA manages the finances</p>
<b>Authorities</b>
P.L. 110-417 section 1209 10 U.S.C. § 2249c(b)
<b>Guidance Documents</b>
Guidance for Employment of the Force (GEF), Combatant Commander campaign plans, interim guidance messages outlining CTFP duties and responsibilities, DoD Financial Management Regulation 7000.14-R
<b>DSCA Roles</b>
<p>Building Partnership Capacity (BPC) (Programs Directorate) is DSCA's lead for the CTFP and is responsible for developing comprehensive training and education programs in combating terrorism for international defense and security officials at the operational and strategic levels.</p> <p>The Comptroller (Business Operations Directorate) provides total financial management of this program as part of the DSCA DoD baseline budget.</p>
<b>Security Cooperation Focus Areas</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Operational Access &amp; Global Freedom of Action</li> <li><input checked="" type="checkbox"/> Operational Capacity &amp; Capability Building</li> <li><input checked="" type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities</li> <li><input type="checkbox"/> Intelligence &amp; Information Sharing</li> <li><input checked="" type="checkbox"/> Assurance &amp; Confidence Building</li> <li><input type="checkbox"/> Defense Sector Reform</li> <li><input type="checkbox"/> International Defense Technology Collaboration</li> <li><input checked="" type="checkbox"/> International Suasion &amp; Collaboration</li> </ul>
<b>DSCA POCs</b>
<p>Lead: Building Partnership Capacity, Programs Directorate, 703-602-5287</p> <p>Comptroller , Business Operations Directorate, 703-604-6577</p>



<b>DoD Counterdrug Program</b>
<b>Program Description</b>
<p>The DoD Counterdrug Program provides support to foreign countries to stop the flow of illegal drugs. The program is designed to support drug detection and monitoring; maintenance of counterdrug equipment; training; counterdrug bases/training facilities; and command, control, and communications networks and aerial and ground reconnaissance. The program also provides support for the counterdrug activities of federal, state, local, and foreign government law enforcement agencies.</p> <p>Lead: Deputy Assistant Secretary of Defense for Counternarcotics &amp; Global Threats (DASD(CN&amp;GT)); DSCA executes a portion of the funds via the FMS system</p>
<b>Authorities</b>
P.L. 101-510 section 1004, National Defense Authorization Act, 1991; P.L. 105-85 section 1033, National Defense Authorization Act, 1998, expanded by P.L. 101-181 section 1022; P.L. 111-32, Supplemental Appropriations Act (FY2009); various National Defense Authorization Act provisions.
<b>Guidance Documents</b>
Applicable fiscal year/supplemental legislation; DoD 5105.38-M (SAMM)
<b>DSCA Roles</b>
<p>Policy Division (Strategy Directorate) issues guidance to develop cases under section 1004 and section 1033 authorities. In some cases, Operations Directorate receives requests for defense goods and services from DASD(CN&amp;GT), as well as a copy of the Congressional notification. They also coordinate with the Implementing Agency on LOA development.</p> <p>Comptroller (Business Operations Directorate) receives funding from OUSD(C) and Country Financial Management (CFM) (Business Operations Directorate) provides financial management at the country level.</p>
<b>Security Cooperation Focus Areas</b>
<input type="checkbox"/> Operational Access & Global Freedom of Action <input checked="" type="checkbox"/> Operational Capacity & Capability Building <input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input type="checkbox"/> Assurance & Confidence Building <input type="checkbox"/> Defense Sector Reform <input type="checkbox"/> International Defense Technology Collaboration <input type="checkbox"/> International Suasion & Collaboration
<b>DSCA POCs</b>
<p>Policy Division, Strategy Directorate, 703-601-6594  Comptroller, Business Operations Directorate, 703-604-6581  Country Financial Management, Business Operations Directorate, 703-601-3850  For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, <a href="mailto:tiffany.hawthorne@dsc.mil">tiffany.hawthorne@dsc.mil</a>.</p>

<b>Defense Institution Reform</b>
<b>Program Description</b>
<p>The Defense Institution Reform (DIR) framework develops effective, accountable, professional, and transparent partner defense establishments in partner countries that can manage, sustain, and employ national forces. The DIR program will better equip partner countries to utilize capabilities developed through U.S. security cooperation programs.</p> <p>The DIR program will help ensure institutional reform requirements are prioritized across the Department on a global basis and that resources applied to DIR are utilized in the most efficient and effective manner to induce positive change in partner defense institutions. DIR will incorporate OSD, Geographic Combatant Command (GCC), and country team goals to develop integrated execution plans that achieve shared objectives.</p> <p>DIR will principally focus on six critical areas for building partner institutional capacity:</p> <ol style="list-style-type: none"> <li>1. Defense Policy and Strategy</li> <li>2. Human Resource Management</li> <li>3. Defense Planning, Budgeting and Resource Management</li> <li>4. Logistics and Infrastructure</li> <li>5. Civil-Military Relations and Interagency Coordination</li> <li>6. Professional Defense Education</li> </ol> <p>Lead: Deputy Assistant Secretary of Defense for Partnership Strategy &amp; Stability Operations (DASD(PS&amp;SO)); DSCA Centers Management Office, Programs Directorate</p>
<b>Authorities</b>
10 U.S.C. §§ 168, 1051
<b>Guidance Documents</b>
ASD Memo and PBD 708, Guidance for Employment of the Force (GEF), Theater and Functional Campaign Plans, Country Plans
<b>DSCA Roles</b>
Program Management and Execution is exercised through the Global Center for Security Cooperation.
<b>Security Cooperation Focus Areas</b>
<input type="checkbox"/> Operational Access & Global Freedom of Action <input type="checkbox"/> Operational Capacity & Capability Building <input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input checked="" type="checkbox"/> Assurance & Confidence Building <input checked="" type="checkbox"/> Defense Sector Reform <input type="checkbox"/> International Defense Technology Collaboration <input type="checkbox"/> International Suasion & Collaboration
<b>DSCA POCs</b>
Lead: Centers Management Office, Programs Directorate, 703-604-6596 Comptroller, Business Operations Directorate, 703-601-3862

<b>Global Lift &amp; Sustain</b>
<b>Program Description</b>
<p>The Global Lift &amp; Sustain Program authorizes DoD to provide supplies; services; transportation, including airlift, sealift; and other logistical support to coalition partners participating in U.S. military operations in Iraq and Afghanistan. Funds will be used to finance the provision of logistical support. Funds are required so that coalition countries can continue to support U.S. military operations in Afghanistan. For smaller coalition countries that do not have the financial means or the funding to transport their forces to and from Afghanistan or to sustain their forces for extended deployments, direct support from the U.S. is critical to enabling forces from these countries to remain in theater. The departure of coalition forces could require the U.S. to take on more responsibilities and thus adversely impact U.S. deployment and redeployment schedules.</p> <p>The SecDef must report to the Congressional Defense Committees on the logistical support provided NLT 15 days after the end of each fiscal year quarter. NLT 31 December each year, the SecDef shall submit an annual report on the use of the authority provided during the preceding fiscal year. The report shall be prepared in coordination with the SecState.</p> <p>Lead: Office of the Under Secretary of Defense for Comptroller (OUSD(C)), Director for Operations</p>
<b>Authorities</b>
10 U.S.C. § 127d (as enacted by P.L. 109-364 section 1201, National Defense Authorization Act, FY2007); P.L. 110-181 section 1234, National Defense Authorization Act 2008; P.L. 110-252 section 9206, Supplemental Appropriations Act, 2008
<b>Guidance Documents</b>
DoD Financial Management Regulation 7000.14-R
<b>DSCA Roles</b>
<p>Comptroller (Business Operations Directorate) receives Global Lift and Sustain funds from OUSD(C), validates that all certifications and notifications on reimbursements have been met, authorizes the disbursement actions, and oversees the DFAS accounting of the funds.</p> <p>Operations Directorate coordinates with the Joint Staff, GCCs, OSD, and partner countries on determining the proper funding authorization for logistical support for coalition partners.</p>
<b>Security Cooperation Focus Areas</b>
<input type="checkbox"/> Operational Access & Global Freedom of Action <input checked="" type="checkbox"/> Operational Capacity & Capability Building <input checked="" type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input type="checkbox"/> Assurance & Confidence Building <input type="checkbox"/> Defense Sector Reform <input type="checkbox"/> International Defense Technology Collaboration <input type="checkbox"/> International Suasion & Collaboration
<b>DSCA POCs</b>
<p>Comptroller, Business Operations Directorate, 703-604-6557</p> <p>For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, <a href="mailto:tiffany.hawthorne@dscamil">tiffany.hawthorne@dscamil</a>.</p>

<b>Global Train and Equip (1206)</b>
<b>Program Description</b>
<p>Section 1206 gives the SecDef the authority to provide equipment, supplies, and training to build the capacity of foreign national military forces to conduct counterterrorist operations and participate in or support military and stability operations in which U.S. forces participate. All programs must promote human rights and respect for legitimate civilian authority. Section 1206 is funded via Defense-wide operation and maintenance funds. Funding must be approved by both the SecDef and the SecState. A quarterly report to Congressional Defense Committees is required. Illustrative training and equipment includes:</p> <ul style="list-style-type: none"> <li>- Training (not exhaustive): counterterrorism; air assault training and doctrine; civil-military operations; infrastructure security; intelligence analysis and sharing; maritime operations, security, and interdiction; equipment maintenance; border security; and operator training.</li> <li>- Equipment (not exhaustive): coastal surveillance stations; patrol boats; various spares and replacement parts; avionics and communications upgrades; small arms weapons; small/large caliber ammunition; radios; computers; night vision devices; riverine assault and combat support craft; and HMMWVs.</li> </ul> <p>Lead: DoD and DoS jointly formulate; Deputy Assistant Secretary of Defense for Special Operations &amp; Combating Terrorism (DASD(SO&amp;CT)) directs; DSCA executes</p>
<b>Authorities</b>
P.L. 110-417 § 1206, National Defense Authorization Act, 2009 extends P.L. 109-163 section 1206, National Defense Authorization Act 2006 program until September 30, 2011.
<b>Guidance Documents</b>
Legislative guidance, Guidance for Employment of the Force, Theater/Functional Campaign Plans, National Implementation Plan
<b>DSCA Roles</b>
<p>DSCA manages the 1206 program via pseudo cases: the 1206 proposals serve as Letters of Request (LOR) and are the basis for LOA development by MILDEPS. Policy Division (Strategy Directorate) is responsible for issuing LOA guidance and instructions for these pseudo cases. Policy Division is also the DSCA lead for coordinating with DoS, DHS, and within DoD for policies and issues regarding the export of 1206 funded materiel.</p> <p>Operations Directorate assists in matching the goals of 1206 with the defense requirements of partners and allies.</p> <p>Building Partnership Capacity (BPC) (Programs Directorate) conducts an acquisition/obligation feasibility assessment of proposals identified by OSD, Joint Staff, and DoS, as well as verifying cost estimates. Once funding of 1206 programs is approved, BPC provides management of these Title 10 funds and oversees the execution of designated funds for approved programs via the FMS process. It also develops the notifications for Congress, which OSD staffs and delivers.</p> <p>Comptroller (Business Operations Directorate) receives funds from the OUSD Comptroller and reviews the pseudo case for appropriateness of use of funding. Comptroller also financially manages the funds from receipt through the life of the case.</p> <p>The Defense Institute of International Legal Studies (DIILS) conducts in-country human rights training to each recipient.</p>
<b>Security Cooperation Focus Areas</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Operational Access &amp; Global Freedom of Action</li> <li><input checked="" type="checkbox"/> Operational Capacity &amp; Capability Building</li> <li><input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities</li> <li><input type="checkbox"/> Intelligence &amp; Information Sharing</li> <li><input checked="" type="checkbox"/> Assurance &amp; Confidence Building</li> <li><input checked="" type="checkbox"/> Defense Sector Reform</li> <li><input type="checkbox"/> International Defense Technology Collaboration</li> <li><input type="checkbox"/> International Suasion &amp; Collaboration</li> </ul>

**DSCA POCs**

Lead: Building Partnership Capacity, Programs Directorate, 703-604-6629

Alternate: Building Partnership Capacity, Programs Directorate, 703-604-6602

Policy Division, Strategy Directorate, 703-601-6594

Comptroller, Business Operations Directorate, 703-604-6577

Country Financial Management, Business Operations Directorate, 703-604-6641

For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, [tiffany.hawthorne@dscamil](mailto:tiffany.hawthorne@dscamil).

<b>US DoD HIV/AIDS Prevention Program (DHAPP)</b>
<b>Program Description</b>
<p>The DoD HIV/AIDS Prevention Program (DHAPP), based at the Naval Health Research Center (NHRC) in San Diego, California, is the DoD Executive Agent for the technical assistance, management, and administrative support of the global HIV/AIDS prevention, care, and treatment for foreign militaries. DHAPP administers funding, directly conducts training, and provides technical assistance for focus countries and other bilateral countries, and has staff actively serving on most of the Technical Working Groups and Core Teams through the Office of the U.S. Global AIDS Coordinator. DHAPP oversees the contributions to the President's Emergency Plan for Aids Relief (PEPFAR) of a variety of DoD organizations, which fall under the various regional military commands, as well as specialized DoD institutions whose primary mission falls within the continental United States. It prepares and delivers periodic reports and provides the results of assessments to the appropriate Deputy Assistant of Secretary Defense (DASD).</p> <p>Lead: SecNav is DoD Executive Agent, Assistant Secretary of Defense for Stability Operations/Low Intensity Conflict &amp; Interdependent Capabilities (ASD(SO/LIC&amp;IC)) provides policy guidance</p>
<b>Authorities</b>
Public Laws 108-25, 108-287
<b>Guidance Documents</b>
OMB Circular Nos. A-110, A-133, A-88, and A-21; DoD Directive 3210.6 Defense Grant and Agreement Regulatory System (DGARS), DoD Directive 6485.02E Human Immunodeficiency Virus (HIV)/Acquired Immune Deficiency Syndrome (AIDS) Prevention: Support to Foreign Militaries, the DoD 321 0.6-R, "DoD Grant and Agreement Regulations" are applicable to the project grants.
<b>DSCA Roles</b>
Humanitarian Assistance, Disaster Relief & Mine Action (HDM) (Programs Directorate) coordinates with ASD (SO/LIC&IC) to ensure direction and monitoring of expenditures within the Overseas Humanitarian Disaster Assistance and Civic Aid program and the International Military Education and Training program supporting HIV/AIDS prevention activities with foreign militaries.
<b>Security Cooperation Focus Areas</b>
<input type="checkbox"/> Operational Access & Global Freedom of Action <input type="checkbox"/> Operational Capacity & Capability Building <input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input checked="" type="checkbox"/> Assurance & Confidence Building <input type="checkbox"/> Defense Sector Reform <input type="checkbox"/> International Defense Technology Collaboration <input checked="" type="checkbox"/> International Suasion & Collaboration
<b>DSCA POCs</b>
Lead: Humanitarian Assistance, Disaster Relief and Mine Action Division, Programs Directorate, 703-601-3660

<b>Humanitarian Civic Assistance (HCA)</b>
<b>Program Description</b>
<p>Humanitarian Civic Assistance (HCA) activities and projects build or repair basic roads, schools, public buildings, and provide well drilling and basic sanitation upgrades. Additionally, HCA can be used for basic medical, dental, surgical, and veterinary care. HCA is provided in conjunction with military operations and must provide a training benefit to U.S. forces. HCA cannot be provided to military or paramilitary organizations.</p> <p>Lead: Deputy Assistant Secretary of Defense for Partnership Strategy &amp; Stability Operations (DASD(PS&amp;SO)) directs; DSCA executes</p>
<b>Authorities</b>
10 U.S.C. §§ 401; P.L. 110-329 section 8012
<b>Guidance Documents</b>
DoDI 2205.2 Humanitarian and Civic Assistance (HCA) Activities, DoD 5105.38-M (SAMM), annual HCA guidance message
<b>DSCA Roles</b>
<p>Humanitarian Assistance, Disaster Relief &amp; Mine Action (HDM) (Programs Directorate) and ASD(SO/LIC) manage the process of interagency review and approval for the Combatant Commander's annual HCA plans and all subsequent "out-of-cycle" requests. HDM also monitors the overall program to ensure that nominations comply fully with U.S. foreign policy, national security objectives, and relevant legislation, before formal approval is provided to the Combatant Commands.</p> <p>Operations Directorate advises the Security Cooperation Organization and others on how they can request, via their CDR, funding for humanitarian projects.</p>
<b>Security Cooperation Focus Areas</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Operational Access &amp; Global Freedom of Action</li> <li><input type="checkbox"/> Operational Capacity &amp; Capability Building</li> <li><input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities</li> <li><input type="checkbox"/> Intelligence &amp; Information Sharing</li> <li><input checked="" type="checkbox"/> Assurance &amp; Confidence Building</li> <li><input type="checkbox"/> Defense Sector Reform</li> <li><input type="checkbox"/> International Defense Technology Collaboration</li> <li><input checked="" type="checkbox"/> International Suasion &amp; Collaboration</li> </ul>
<b>DSCA POCs</b>
<p>Lead: Humanitarian Assistance, Disaster Relief and Mine Action Division, Programs Directorate, 703-601-3660</p> <p>For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, <a href="mailto:tiffany.hawthorne@dscamil">tiffany.hawthorne@dscamil</a>.</p>

<b>International Air &amp; Trade Shows</b>
<b>Program Description</b>
<p>International trade shows and trade exhibitions are events held outside the United States that are organized primarily for promoting the sale of aerospace and other defense products. Legislation requires USD(P), or higher, to make a national security interest determination prior to DoD participation by speakers or equipment in an international tradeshow. Mere attendance at trade shows does not require approval. On average, DoD approves 12 shows each fiscal year if requested by the U.S. Embassy country team and supported by the Geographic Combatant Command (GCC). All requests are coordinated with MILDEPs, Joint Staff, and OSD prior to approval. In addition to USD(P) approval, DoD participation requires U.S. Embassy and GCC justification based on national security foreign policy rationale and a 45 day notification to Congress.</p> <p>Lead: Under Secretary of Defense (Policy), DSCA manages</p>
<b>Authorities</b>
PL 102-484 as amended by Section 1031(d)(2) of PL 108-136
<b>Guidance Documents</b>
DoDI 7230.8 Leases and Demonstration of DoD Equipment
<b>DSCA Roles</b>
<p>Weapons Division (Programs Directorate) is responsible for managing the OSD approval process for DoD participation in international trade shows IAW DoDD 7230.8 and publishing policy guidance to the appropriate Combatant Commanders to assist in planning, coordination, and execution of the event after the USD(P) has decided on direct participation. DSCA oversees planning and implementation of direct DoD participation at international trade shows or trade exhibitions. A Weapons Division military officer travels with and supports DSCA leadership at major international shows and is responsible for the leadership's bi-lateral and industry meeting schedule, papers, and travel book.</p> <p>Operational availability dictates aircraft, vehicle, or vessel participation levels. Industry sometimes leases systems to have a guaranteed presence at a show. DSCA is the Industry Association's primary point of contact for overall DoD plans.</p>
<b>Security Cooperation Focus Areas</b>
<input type="checkbox"/> Operational Access & Global Freedom of Action <input checked="" type="checkbox"/> Operational Capacity & Capability Building <input checked="" type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input type="checkbox"/> Assurance & Confidence Building <input type="checkbox"/> Defense Sector Reform <input checked="" type="checkbox"/> International Defense Technology Collaboration <input checked="" type="checkbox"/> International Suasion & Collaboration
<b>DSCA POCs</b>
Lead: Weapons Division, Programs Directorate, 703-601-4991



<b>Iraq Security Forces Funds</b>
<b>Program Description</b>
<p>The Iraq Security Forces Fund (ISFF) allows the SecDef, with the concurrence of SecState, to transfer DoD O&amp;M funds to the Commander, Multi-National Security Transition Command-Iraq (MNSTC-I). ISFF provides equipment, supplies, services, training, facility and infrastructure repair, renovation, construction, and funding to the Iraqi Security Forces.</p> <p>Quarterly Reports are due no later than 30 days after the end of each fiscal year quarter. The SecDef shall submit to the Congressional Defense Committees a report summarizing the details of any obligation or transfer of funds from the ISFF during such fiscal year quarter.</p> <p>Lead: CENTCOM; Multi-National Security Transition Command-Iraq (MNSTC-I); DSCA executes on cases selected by MNSTC-I</p>
<b>Authorities</b>
<p>P.L. 111-32, Supplemental Appropriations Act; P.L. 110-252, chapters 1 and 2, Supplemental Appropriations Act, 2009; P.L. 110-417 section 1505, National Defense Authorization Act, 2009 funds are subject to limitations of subsections 1513(b) through (g) of P.L. 110-181.</p>
<b>Guidance Documents</b>
<p>DoD Financial Management Regulation 7000.14-R, applicable fiscal year/supplemental legislation; DoD 5105.38-M (SAMM), 22 CFR Parts 120 - 130 and other written policy issued by DoD, DoS and DHS (Bureau of Customs and Border Protection)</p>
<b>DSCA Roles</b>
<p>Policy Division (Strategy Directorate) issues LOA case preparation guidance and instructions. Policy Division is the DSCA lead for coordinating with DoS, DHS (Customs and Border Protection), and DoD for policies and issues regarding the export of ISSF materiel.</p> <p>On cases identified by MNSTC-I, the Country Program Director (Operations Directorate) coordinates with MNSTC-I, the Joint Staff, and CENTCOM to assist in determining the requirements for defense goods and services. After funding is approved, the CPD works closely with MNSTC-I, the OSD Comptroller, and DSCA's Business Operations Directorate to obligate funds before they expire.</p> <p>Country Financial Management Division (CFM) (Business Operations Directorate) receives MIPRS and provides financial management for ISFF funded cases.</p> <p>Comptroller (Business Operations Directorate) validates that the financial requirements are met on these Economy Act orders.</p>
<b>Security Cooperation Focus Areas</b>
<p><input type="checkbox"/> Operational Access &amp; Global Freedom of Action</p> <p><input checked="" type="checkbox"/> Operational Capacity &amp; Capability Building</p> <p><input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities</p> <p><input type="checkbox"/> Intelligence &amp; Information Sharing</p> <p><input type="checkbox"/> Assurance &amp; Confidence Building</p> <p><input type="checkbox"/> Defense Sector Reform</p> <p><input type="checkbox"/> International Defense Technology Collaboration</p> <p><input type="checkbox"/> International Suasion &amp; Collaboration</p>
<b>DSCA POCs</b>
<p>Lead: Middle East Division, Operations Directorate, 703-601-3834</p> <p>Policy Division, Strategy Directorate, 703-601-6594</p> <p>Country Financial Management, Business Operations Directorate, 703-601-3849</p>

<b>Overseas Humanitarian, Disaster and Civic Aid</b>
<b>Program Description</b>
<p>The Overseas Humanitarian, Disaster and Civic Aid (OHDACA) appropriation funds the Humanitarian Assistance Program, the Humanitarian Mine Action Program, and Foreign Disaster Relief and Emergency Response Program.</p> <p>OHDACA funds are used to purchase Humanitarian Daily Rations (HDRs) and inventories of HDRs are stored in anticipation of their need in a disaster relief situation. Funds are provided to USTRANSCOM for transporting HDRs.</p> <p>OHDACA provides unfunded space available transport of privately donated relief supplies, foreign disaster relief to nations in need, excess non-lethal DoD property, humanitarian assistance projects and activities, and trains eligible personnel in demining techniques / mine risk education.</p> <p>Lead: Deputy Assistant Secretary of Defense for Partnership Strategy &amp; Stability Operations (DASD(PS&amp;SO)) provides policy guidance; DSCA manages; GCCs implement</p>
<b>Authorities</b>
10 U.S.C. §§ 402, 404, 407, 2557, and 2561; P.L. 110-329 Title II
<b>Guidance Documents</b>
DoD Financial Management Regulation 7000.14-R, DoD 5105.38-M (SAMM), Guidance for Employment of the Force (GEF), OSD / DSCA OHDACA Policy & Program Guidance Memorandum
<b>DSCA Roles</b>
<p>Humanitarian Assistance, Disaster Relief and Mine Action Division (HDM) (Programs Directorate) manages, coordinates, and monitors execution of the DoD Humanitarian Mine Action (HMA) training operations and related program activities. HDM assists the CJCS, USSOCOM, Geographical Combatant Commanders, host countries, and other organizations in planning for, establishing, and executing mine action programs. HDM reviews budget proposals for all demining-related activities in coordination with ASD(SO/LIC&amp;IC).</p> <p>HDM provides program management and general oversight of DoD Humanitarian Assistance projects executed by Combatant Commands worldwide. It also provides program management oversight, procurement, storage and transportation of DoD non-lethal excess property and program management oversight of the DoD HDR program.</p> <p>Comptroller (Business Operations Directorate) provides total financial management of this program as part of the DSCA DoD baseline budget.</p>
<b>Security Cooperation Focus Areas</b>
<input type="checkbox"/> Operational Access & Global Freedom of Action <input type="checkbox"/> Operational Capacity & Capability Building <input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input checked="" type="checkbox"/> Assurance & Confidence Building <input type="checkbox"/> Defense Sector Reform <input type="checkbox"/> International Defense Technology Collaboration <input checked="" type="checkbox"/> International Suasion & Collaboration
<b>DSCA POCs</b>
<p>Lead: HDM, Programs Directorate, 703-601-3660</p> <p>Alternates: HDM, Programs Directorate, 703-601-3675 &amp; 703-601-3652 &amp; 703-601-3856</p> <p>Comptroller, Business Operations Directorate, 703-602-5729</p>

<b>Pakistan Counterinsurgency Fund (PCF)</b>
--

<b>Program Description</b>
----------------------------

SecDef, with the concurrence of SecState, notwithstanding any other provision of law, provides assistance to Pakistan's security forces; including program management and the provision of equipment, supplies, services, training, and funds; and facility and infrastructure repair, renovation, and construction to build the counterinsurgency capability of Pakistan's military and Frontier Corps, and of which up to \$2 million shall be available to provide urgent humanitarian assistance to the people of Pakistan only as part of civil-military training exercises for Pakistani security forces receiving assistance under 'Pakistan Counterinsurgency Fund' and to assist the Government of Pakistan in creating such a program beginning in fiscal year 2010.

Not fewer than 15 days prior to making transfer from the appropriation account, SecDef must notify the Committees on Appropriations in writing of the details of any such transfer.

Lead: Deputy Assistant Secretary of Defense for Afghanistan, Pakistan, and Central Asia (DASD(APC)); DSCA executes a portion of the funds

<b>Authorities</b>
--------------------

P.L. 111-32

<b>Guidance Documents</b>
---------------------------

DoD 5105.38-M (SAMM), DoD Financial Management Regulation 7000.14-R

<b>DSCA Roles</b>
-------------------

Policy Division (Strategy Directorate) issues the guidance and instructions for LOA case preparation.

The Country Program Directors (CPD) (Operations Directorate) coordinate with ODRP, the Joint Staff, and CENTCOM to assist in determining requirements for defense goods and services. After funding is approved, the CPDs work closely with ODRP, the OSD Comptroller, and DSCA's Business Operations Directorate to obligate funds before they expire.

Building Partnership Capacity (BPC) (Programs Directorate) oversees the execution of designated funds via the FMS process and develops the required Congressional notification.

Comptroller (Business Operations Directorate) provides financial management of this program.

<b>Security Cooperation Focus Areas</b>
---

- Operational Access & Global Freedom of Action
- Operational Capacity & Capability Building
- Interoperability with U.S. Forces/Support to U.S. Capabilities
- Intelligence & Information Sharing
- Assurance & Confidence Building
- Defense Sector Reform
- International Defense Technology Collaboration
- International Suasion & Collaboration

<b>DSCA POCs</b>
------------------

Lead: South & Central Asia, Operations Directorate, 703-604-0243 & 703-604-1570

Policy Division, Strategy Directorate, 703-601-6594

Comptroller, Business Operations Directorate, 703-604-6557

Financial Policy & Internal Operations, Business Operations Directorate, 703-604-6578

<b>Security and Stabilization Assistance (1207)</b>
<b>Program Description</b>
<p>The SecDef may provide services to, and transfer defense articles and services to, SecState to facilitate DoS's provision of reconstruction, security, and stabilization assistance to a foreign country that involves the provision of services or transfer of defense articles or funds - bringing civilian expertise to bear alongside or in lieu of U.S. military forces. This is a flexible authority with no earmarks.</p> <p>Lead: Deputy Assistant Secretary of Defense for Partnership Strategy &amp; Stability Operations (DASD(PS&amp;SO)); DoS Office of the Coordinator for Reconstruction and Stabilization (S/CRS) executes</p>
<b>Authorities</b>
<p>P.L. 110-417 section 1207, National Defense Authorization Act, 2009 clarifies P.L. 109-163 section 1207, National Defense Authorization Act 2006 by prohibiting use of funds for budget support to any foreign country. Additionally, it authorizes SecDef to provide up to \$50 million in FY 2009 for services to, transfer of defense articles and funds to SecState for reconstruction, security, and stabilization of Georgia. Authority is extended to September 30, 2009.</p>
<b>Guidance Documents</b>
DoD Financial Management Regulation 7000.14-R
<b>DSCA Roles</b>
Comptroller (Business Operations Directorate) provides transfer of funding as directed by the OSD Comptroller.
<b>Security Cooperation Focus Areas</b>
<input type="checkbox"/> Operational Access & Global Freedom of Action <input checked="" type="checkbox"/> Operational Capacity & Capability Building <input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input checked="" type="checkbox"/> Assurance & Confidence Building <input checked="" type="checkbox"/> Defense Sector Reform <input type="checkbox"/> International Defense Technology Collaboration <input type="checkbox"/> International Suasion & Collaboration
<b>DSCA POCs</b>
Comptroller, Business Operations Directorate, 703-604-6577 Country Financial Management, Business Operations Directorate, 703-604-6641

## Annex C, Appendix 2 – Title 22 and other DoS and DoD Authorities

Coalition Solidarity Funds.....	C-2-2
Direct Commercial Sales/Direct Commercial Contracts.....	C-2-3
Drawdowns.....	C-2-4
Excess Defense Articles.....	C-2-5
Foreign Military Financing.....	C-2-6
Foreign Military Sales.....	C-2-7
Global Peace Operations Initiative.....	C-2-9
International Military Education & Training.....	C-2-10
Leases of Defense Articles.....	C-2-12
Nonproliferation, Anti-terrorism, Demining, and Related Programs.....	C-2-13
Pakistan Counterinsurgency Capability Fund.....	C-2-14
Peacekeeping Operations.....	C-2-15
Warsaw Initiative Funds (WiF) Supporting Partnership for Peace (PfP).....	C-2-16

<b>Coalition Solidarity Funds</b>
<b>Program Description</b>
<p>Coalition Solidarity Funds (CSF) may only be used to finance the purchase of defense articles and services by the Grant Recipient through a Letter of Offer and Acceptance (LOA) with the USG in accordance with the policies and procedures, and terms and conditions set out in the DoS – DSCA cosigned Grant Agreement. CSF may only be used for military and other security assistance to coalition partners in Iraq and Afghanistan as set out in P.L. 109-13, the Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Tsunami Relief, 2005, under the heading “Peacekeeping Operations.”</p> <p>Funds appropriated under this heading shall be subject to the regular notification procedures of the Committees on Appropriations, except that such notifications shall be submitted no less than five days prior to the obligation of funds.</p> <p>Lead: DoS Bureau of Political-Military Affairs, Office of Plans, Policy and Analysis (DoS/PM/PPA)</p>
<b>Authorities</b>
<p>P.L. 109-13, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Tsunami Relief, 2005; Memorandum of Agreement (MOA) between DoS and DoD, dated December 28, 2005, entered into pursuant to section 632(b) of the Foreign Assistance Act of 1961, as amended (22 U.S.C. section 2392).</p>
<b>Guidance Documents</b>
<p>Legislative Guidance, DoS-DoD MOA</p>
<b>DSCA Roles</b>
<p>The Operations Directorate works closely with the country, ODC, and DoS to fund FMS cases using Coalition Solidarity Funding, where appropriate.</p> <p>The Country Financial Management Division (CFM) (Business Operations Directorate) tracks, prepares and manages Grant Agreements for each country recipient by case. It is responsible for updating DoS on a monthly basis.</p>
<b>Security Cooperation Focus Areas</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Operational Access &amp; Global Freedom of Action</li> <li><input checked="" type="checkbox"/> Operational Capacity &amp; Capability Building</li> <li><input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities</li> <li><input type="checkbox"/> Intelligence &amp; Information Sharing</li> <li><input type="checkbox"/> Assurance &amp; Confidence Building</li> <li><input type="checkbox"/> Defense Sector Reform</li> <li><input type="checkbox"/> International Defense Technology Collaboration</li> <li><input type="checkbox"/> International Suasion &amp; Collaboration</li> </ul>
<b>DSCA POCs</b>
<p>Country Financial Management, Business Operations Directorate, 703-601-3743</p> <p>For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, <a href="mailto:tiffany.hawthorne@dca.mil">tiffany.hawthorne@dca.mil</a>.</p>

Direct Commercial Sales/Direct Commercial Contracts
<b>Program Description</b>
<p>Direct Commercial Sales (DCS) authority is delegated to SecState, with SecDef concurrence as to the designation of items as defense articles and services. DCS are sales by U.S. industry directly to a foreign buyer. These sales are not administered by DoD and do not require a government to government agreement. They do require Congressional oversight and technology release similar to FMS cases. Countries can decide if they want to use DCS or FMS, the U.S. Government (USG) is generally neutral.</p> <p>Direct Commercial Contracts (DCCs) are contracts to which the USG is not a party. Foreign governments enter into contracts directly with U.S. companies. Foreign Military Financing (FMF) may be used to fund DCCs when approved on a case-by-case basis by DSCA, for the purchase of defense articles, defense services, and design and construction services. However, as indicated in the financing agreement to which the USG and the foreign governments are parties, the USG is under no obligation to approve any specific DCC for FMF funding.</p> <p>Direct Commercial Sales are executed by U.S. industry with DoS, Directorate of Defense Trade Controls (DDTC) administered licenses.</p>
<b>Authorities</b>
Arms Export Control Act
<b>Guidance Documents</b>
International Traffic in Arms Regulation (22 CFR 120-130), DoD 5105.38-M (SAMM)
<b>DSCA Roles</b>
<p>Policy Division (Strategy Directorate) may issue a DCS preference for a particular sale when a company receives a request for proposal from a country that prefers commercial means.</p> <p>Direct Commercial Contracts Division (DCC) (Operations Directorate) reviews and approves DCCs.</p>
<b>Security Cooperation Focus Areas</b>
<input type="checkbox"/> Operational Access & Global Freedom of Action <input checked="" type="checkbox"/> Operational Capacity & Capability Building <input checked="" type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input type="checkbox"/> Assurance & Confidence Building <input type="checkbox"/> Defense Sector Reform <input type="checkbox"/> International Defense Technology Collaboration <input type="checkbox"/> International Suasion & Collaboration
<b>DSCA POCs</b>
<p>Lead: Policy Division, Strategy Directorate, 703-601-3842</p> <p>Country Financial Management, Business Operations Directorate, 703-601-6026</p> <p>Direct Commercial Contracts, Operations Directorate, 703-601-3763</p>

Drawdowns
<b>Program Description</b>
<p>The Foreign Assistance Act (FAA) authorizes the President to draw down up to \$200M of commodities and services annually from DoD stocks to address emergencies and non-emergencies relating to, disaster, counternarcotics, and refugee assistance; peacekeeping operations; anti-terrorism and non-proliferation assistance; and other contingencies deemed in the national interest. It can also include training by Special Operations Forces (SOF) personnel. The President may also direct drawdowns under other special legislative authorities, above and beyond Foreign Assistance Act ceilings.</p> <p>Lead: President issues Presidential Determination (PD); DoS processes; DSCA and other Federal Agencies execute</p>
<b>Authorities</b>
FAA, 506 (22 U.S.C. § 2318); FAA, 552(c)(2) (22 U.S.C. § 2348a(c)(2))
<b>Guidance Documents</b>
Presidential Determination, DSCA Drawdown Handbook, DoD 5105.38-M (SAMM), existing legislation
<b>DSCA Roles</b>
<p>The DSCA lead office depends on the type of drawdown. If the drawdown is related to disaster relief, Humanitarian Assistance, Disaster Relief and Mine Action Division (HDM) (Programs Directorate) is responsible for developing the drawdown package. Operations Directorate has responsibility for all other drawdown packages. The lead office coordinates with DoS, NSC, DoD offices, the Security Cooperation Organization, and any other relevant government agencies to develop the drawdown package. It works with the Services to identify available resources for drawdowns, and serves as the “honest broker” to ensure an equitable distribution of requirements amongst the Services to the maximum extent practicable. It drafts, coordinates, and ensures release of EXORDS granting legal authority and direction for drawdowns to proceed. It monitors the progress of deliveries and the provision of services under the drawdown.</p> <p>Financial Policy &amp; Internal Operations (FPIO) (Business Operations Directorate) tracks drawdown data as submitted by the Implementing Agencies in the DSCA 1000 System and uses this data to ensure that drawdown ceilings are not exceeded, as well as to prepare required Congressional reports.</p> <p>Policy Division (Strategy Directorate) provides policy guidance regarding drawdowns, to include updating drawdown guidance in the SAMM.</p>
<b>Security Cooperation Focus Areas</b>
<input type="checkbox"/> Operational Access & Global Freedom of Action <input checked="" type="checkbox"/> Operational Capacity & Capability Building <input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input type="checkbox"/> Assurance & Confidence Building <input type="checkbox"/> Defense Sector Reform <input type="checkbox"/> International Defense Technology Collaboration <input type="checkbox"/> International Suasion & Collaboration
<b>DSCA POCs</b>
Policy Division, Strategy Directorate, 703-604-6612 HDM, Programs Directorate, 703-601-3660 Financial Policy & Internal Operations, Business Operations Directorate, 703-601-3761 For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, <a href="mailto:tiffany.hawthorne@dsc.mil">tiffany.hawthorne@dsc.mil</a> .



Excess Defense Articles
<b>Program Description</b>
<p>The Excess Defense Articles (EDA) Program provides excess U.S. military equipment to foreign countries either by grant (specified countries) or sale (any FMS-eligible country). The equipment being offered must be excess to all USG entities. Equipment is offered “as is/where is” and usually requires repair. For that reason, the foreign countries are encouraged to visually inspect any offered items and are responsible for all refurbishment, follow-on support, training, and transportation through either FMS/FMF or commercially. There are a significant number of countries eligible for grant EDA, which results in a competing number of requests for a limited number of items.</p> <p>Lead: DSCA manages the program in coordination with DoS and Department of Commerce</p>
<b>Authorities</b>
FAA 516 (22 U.S.C. § 2321(j)) (grants and sales); Section 21, AECA (22 U.S.C. § 2761) (sales)
<b>Guidance Documents</b>
DoD Financial Management Regulation 7000.14-R, DoD 5105.38-M (SAMM), 22 CFR Parts 120 - 130 and other written policy issued by the DoD, DoS, and DHS (Bureau of Customs and Border Protection), existing laws
<b>DSCA Roles</b>
<p>Policy Division (Strategy Directorate) is responsible for EDA policy and case execution. It is also the DSCA lead for coordinating with DoS, DHS (Customs and Border Protection), and within DoD for policies and issues regarding the export of EDA materiel.</p> <p>Building Partnership Capacity (BPC) (Programs Directorate) staffs EDA packages and provides reports and analysis, as required.</p> <p>Country Financial Management Division (CFM) (Business Operations Directorate) is responsible for providing overall financial management.</p> <p>Financial Policy &amp; Internal Operations Division (FPIO) (Business Operations Directorate) provides pricing guidance and advice for excess defense articles.</p> <p>Operations Directorate works with the MILDEPs when granting articles to countries, often as one aspect of an FMS case.</p>
<b>Security Cooperation Focus Areas</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Operational Access &amp; Global Freedom of Action</li> <li><input checked="" type="checkbox"/> Operational Capacity &amp; Capability Building</li> <li><input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities</li> <li><input type="checkbox"/> Intelligence &amp; Information Sharing</li> <li><input type="checkbox"/> Assurance &amp; Confidence Building</li> <li><input type="checkbox"/> Defense Sector Reform</li> <li><input type="checkbox"/> International Defense Technology Collaboration</li> <li><input type="checkbox"/> International Suasion &amp; Collaboration</li> </ul>
<b>DSCA POCs</b>
<p>Lead: Building Partnership Capacity, Programs Directorate, 703-601-3718</p> <p>Alternates: Building Partnership Capacity, Programs Directorate, 703-601-3833 &amp; 703-604-6625</p> <p>Policy Division, Strategy Directorate, 703-601-3842</p> <p>For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, <a href="mailto:tiffany.hawthorne@dsc.mil">tiffany.hawthorne@dsc.mil</a>.</p>

<b>Foreign Military Financing</b>
<b>Program Description</b>
<p>Foreign Military Financing (FMF) provides grant dollars to partner countries/organizations, which can be used for Foreign Military Sales purchases (articles, services, training, and design and construction services). Ten countries are authorized to use FMF for Direct Commercial Contracts (DCC) with DSCA approval. They are: Israel, Egypt, Jordan, Morocco, Tunisia, Turkey, Portugal, Pakistan, Yemen, and Greece.</p> <p>Lead: DoS allocates (with DoD input); DSCA executes</p>
<b>Authorities</b>
AECA Section 23 (22 U.S.C. § 2763); P.L. 111-8 Title IV; P.L. 111-32
<b>Guidance Documents</b>
Foreign Assistance Act (FAA), Foreign Operations Appropriations, DoD 5105.38-M (SAMM), Guidance for Employment of the Force (GEF), OMB Circulars and Budget Estimates; OSD Strategic and Fiscal Guidance, DSCA Planning Guidance and Programming Guidance, tasking message to Combatant Commanders and SCOs, Budget guidance, Forecasting message
<b>DSCA Roles</b>
<p>Plans Division (Strategy Directorate) addresses outyear programming requirements for FMF and produces the FMS/FMF sales forecast. It is also responsible for the operational management of the budgeting process and tools, as well as drafting the congressional budget justification.</p> <p>Operations Directorate evaluates inputs from the SCOs and GCCs on the proper amounts of FMF in future budgets. It works with the countries to use their FMF funding to procure goods and services that most benefit their defense establishment and support U.S. goals.</p> <p>Country Financial Management Division (CFM) (Business Operations Directorate) requests allocations from DoS and manages commitments in the Credit System.</p> <p>Comptroller (Business Operations Directorate) provides total financial management of the FMF program as part of the DSCA baseline Foreign Operations budget. Their responsibilities include apportionment from OMB, movement of funds from the Treasury into DSCA accounts (FMS Trust Fund), and financial reporting/statements.</p>
<b>Security Cooperation Focus Areas</b>
<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Operational Access &amp; Global Freedom of Action</li> <li><input checked="" type="checkbox"/> Operational Capacity &amp; Capability Building</li> <li><input checked="" type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities</li> <li><input type="checkbox"/> Intelligence &amp; Information Sharing</li> <li><input type="checkbox"/> Assurance &amp; Confidence Building</li> <li><input type="checkbox"/> Defense Sector Reform</li> <li><input type="checkbox"/> International Defense Technology Collaboration</li> <li><input type="checkbox"/> International Suasion &amp; Collaboration</li> </ul>
<b>DSCA POCs</b>
<p>Plans Division, Strategy Directorate, 703-604-6620</p> <p>Comptroller, Business Operations Directorate, 703-604-6550</p> <p>Country Financial Management, Business Operations Directorate, 703-601-3735</p> <p>For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, <a href="mailto:tiffany.hawthorne@dsc.mil">tiffany.hawthorne@dsc.mil</a>.</p>

## Foreign Military Sales

### Program Description

Foreign Military Sales (FMS) is a non-appropriated program administered by DSCA through which eligible foreign governments purchase defense articles, services, and training from the United States government. The purchasing government pays all costs that may be associated with a sale. In essence, there is a signed government-to-government agreement, normally documented on a Letter of Offer and Acceptance (LOA) between the USG and a foreign government. Each LOA is commonly referred to as a case and is assigned a unique case identifier for accounting purposes. Under FMS, military articles and services, including training, may be provided from DoD stocks (Section 21, AECA) or from new procurement (Section 22, AECA).

FMS promotes responsible arms sales to further national security and foreign policy objectives by enabling allies and friends to better defend themselves. Furthermore, it establishes long-term relationships between U.S. forces and militaries of friends and allies that convey U.S. values, and by developing relationships and interoperability necessary for coalition building and operations.

Lead: DoS provides policy supervision and must approve all sales; DoD/DSCA executes.

### Authorities

AECA sections 21, 22 and 29 (22 U.S.C. §§ 2761, 2762, 2769)

### Guidance Documents

Arms Export Control Act (AECA), Foreign Assistance Act (FAA), DoD Financial Management Regulation 7000.14-R, DoD 5105.38-M (SAMM), 22 CFR Parts 120 - 130 and other written policy issued by DoD, DoS and DHS (Bureau of Customs and Border Protection), Guidance for Employment of the Force (GEF) DSCA Planning Guidance and Programming Guidance, tasking message to Combatant Commanders and SCOs, Budget guidance, Forecasting message.

### DSCA Roles

Policy Division (Strategy Directorate) drafts and coordinates policy guidance for all FMS programs. The guidance is published in the SAMM that is maintained and updated by Policy Division. Policy is also the DSCA lead for coordinating with DoS, DHS (Customs and Border Protection), within DoD, and with FMS customer country officials and FMS country-contracted freight forwarders for policies and issues regarding the export of FMS materiel and reimportation of FMS-origin materiel for FMS-funded repair, modification, upgrade, etc.

Plans Division (Strategy Directorate) develops forecasts to determine projected revenue, assess community "right sizing," and to allocate administrative funds to Military Departments (MILDEPs).

Operations Directorate has oversight of the MILDEPs' actions concerning FMS activities and makes decisions for OUSD(P) on Letters of Request and LOAs. It conducts Security Cooperation Management Reviews and Financial Management Reviews with countries to review the status of their FMS program, focusing on programs that are funded using the FMS system and examining the financial status of each FMS case.

Comptroller (Business Operations Directorate) provides financial management of the FMS administrative and cost clearing accounts. It also provides financial reporting and statements of the entire trust fund.

Country Financial Management Division (CFM) (Business Operations Directorate) provides financial management at the country level.

Financial Policy & Internal Operations Division (FPIO) (Business Operations Directorate) provides financial policy and pricing guidance and advice. It reviews prospective programs (LOAs, etc.) and provides data and data analysis for FMS programs.

### Security Cooperation Focus Areas

- Operational Access & Global Freedom of Action
- Operational Capacity & Capability Building
- Interoperability with U.S. Forces/Support to U.S. Capabilities
- Intelligence & Information Sharing
- Assurance & Confidence Building
- Defense Sector Reform
- International Defense Technology Collaboration
- International Suasion & Collaboration

**DSCA POCs**

Policy Division, Strategy Directorate, 703-604-6612 & 703-601-3843

Plans Division, Strategy Directorate, 703-601-3705 & 703-601-4292

Comptroller, Business Operations Directorate, 703-601-3725

Country Financial Management, Business Operations Directorate, 703-604-6568

For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, [tiffany.hawthorne@dscamil](mailto:tiffany.hawthorne@dscamil).

<b>Global Peace Operations Initiative</b>
<b>Program Description</b>
<p>The Global Peace Operations Initiative (GPOI) provides funds to increase the capacity of countries to participate in and deploy to international peace support operations. GPOI addresses gaps in global peacekeeping capacity by: 1) training 75,000 peace support troops worldwide, with an emphasis on Africa; 2) increasing the number of stability police / gendarme units for peace operations through support to the Center of Excellence for Stability Police Units (COESPU); and 3) facilitating deployment of peace support operation units through a Transportation and Logistics Support Arrangement (TLSA).</p> <p>This program incorporates the African Contingency Operations Training and Assistance program, and the Enhanced International Peacekeeping Capabilities program, previously funded under the FMF account.</p> <p>Lead: DoS manages with support from the the Deputy Assistant Secretary of Defense for Partnership Strategy &amp; Stability Operations (DASD(PS&amp;SO)), DSCA executes a portion of the funds</p>
<b>Authorities</b>
FAA Sections 551-554 (22 U.S.C. §§ 2348 – 2348d); P.L. 111-8 Title I
<b>Guidance Documents</b>
DoS and DSCA 632(b) MOA; DoD 5105.38-M (SAMM); Foreign Assistance Act, DoS GPOI Implementer's Guide (informal)
<b>DSCA Roles</b>
<p>Policy Division (Strategy Directorate) issues policy guidance on GPOI program execution.</p> <p>Building Partnership Capacity (BPC) (Programs Directorate) manages Title 22 funds transferred via 632b MOA and oversees the execution of transferred funds via the FMS process.</p> <p>Country Financial Management Division (CFM) (Business Operations Directorate) is responsible for providing overall financial management.</p> <p>Operations Directorate assists in matching the goals of GPOI with the defense requirements of friendly and allied nations. GPOI can be the source of funds for FMS cases.</p>
<b>Security Cooperation Focus Areas</b>
<p><input type="checkbox"/> Operational Access &amp; Global Freedom of Action</p> <p><input checked="" type="checkbox"/> Operational Capacity &amp; Capability Building</p> <p><input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities</p> <p><input type="checkbox"/> Intelligence &amp; Information Sharing</p> <p><input checked="" type="checkbox"/> Assurance &amp; Confidence Building</p> <p><input type="checkbox"/> Defense Sector Reform</p> <p><input type="checkbox"/> International Defense Technology Collaboration</p> <p><input type="checkbox"/> International Suasion &amp; Collaboration</p>
<b>DSCA POCs</b>
<p>Lead: Building Partnership Capacity, Programs Directorate, 703-604-6629</p> <p>Alternates: Building Partnership Capacity, Programs Directorate, 703-604-6602 &amp; 703-604-1090</p> <p>Country Financial Management, Business Operations Directorate, 703-604-6641</p> <p>For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, <a href="mailto:tiffany.hawthorne@dsca.mil">tiffany.hawthorne@dsca.mil</a>.</p>

## International Military Education & Training

### Program Description

The International Military Education and Training (IMET) Program provides grant funding to approximately 133 specific countries to purchase U.S. military education and training. The objectives of IMET-funded training are to: (1) further regional stability through mutually beneficial military-to-military relations that increase understanding and defense cooperation between the United States and foreign countries; (2) provide training that augments the capabilities of participant nations' military forces to support combined operations and interoperability with United States' forces; and (3) increase the ability of foreign military and civilian personnel to instill and maintain basic democratic values and protect internationally recognized human rights in their own government and military.

Expanded IMET (E-IMET) programs: (1) promote effective defense resource management; (2) foster greater respect for and understanding of the principle of civilian control of the military and the proper role of the military in a civilian-led democratic government; (3) contribute to cooperation between military and law enforcement personnel with respect to counternarcotics law enforcement efforts; or (4) promote improved and effective military justice systems and procedures in accordance with internationally recognized human rights.

Lead: DoS allocates (with DoD input); DSCA executes

### Authorities

FAA Section 541 (22 U.S.C. § 2347); P.L. 111-8 Title IV, P.L. 111-32

### Guidance Documents

Foreign Assistance Act; Foreign Operations Appropriations; DoD Financial Management Regulation 7000.14-R, Joint Security Assistance Training Regulation (JSAT); DoD 5105.38-M (SAMM); Treasury and OMB Manuals, Circulars and Budget Estimates; Guidance for Employment of the Force (GEF); OSD Strategic and Fiscal Guidance; Enacted Legislation

### DSCA Roles

Comptroller (Business Operations Directorate) provides total financial management of this program as part of the DSCA baseline Foreign Operations budget. This includes apportionment from OMB, movement of funds from the Treasury into DSCA accounts (FMS Trust Fund), and financial reporting/statements.

Financial Policy & Internal Operations Division (FPIO) (Business Operations Directorate) provides training pricing policy and guidance.

Building Partnership Capacity (BPC) (Programs Directorate) establishes policies for implementation of IMET and monitors to ensure compliance with the law and DoS direction.

Operations Directorate evaluates inputs from the SCOs and GCCs on the proper amounts of IMET in future budgets. It works with countries to use their IMET quotas to provide education and training to officer and enlisted personnel.

Policy Division (Strategy Directorate) is the DSCA lead for policy involved in DoD implementation of the IMET program.

Plans Division (Strategy Directorate) is responsible for the operational management of the budgeting process and tools, as well as congressional budget justification and reporting.

### Security Cooperation Focus Areas

- Operational Access & Global Freedom of Action
- Operational Capacity & Capability Building
- Interoperability with U.S. Forces/Support to U.S. Capabilities
- Intelligence & Information Sharing
- Assurance & Confidence Building
- Defense Sector Reform
- International Defense Technology Collaboration
- International Suasion & Collaboration

**DSCA POCs**

Lead: Building Partnership Capacity, Programs Directorate, 703-601-3719 & 703-601-3655

Plans Division, Strategy Directorate, 703-604-6620

Policy Division, Strategy Directorate, 703-604-1107

Comptroller, Business Operations Directorate, 703-601-3866

For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, [tiffany.hawthorne@dscamil](mailto:tiffany.hawthorne@dscamil).

Leases of Defense Articles
Program Description
Under the AECA, Chapter 6, the President may lease DoD defense articles to eligible foreign countries or international organizations for a period not to exceed 5 years and a specified period of time required to complete major refurbishment work prior to delivery. The President has delegated this authority to the Department of Defense. There must be compelling foreign policy and national security reasons for providing such articles on a lease basis and the articles must not be needed for public use at the time. A lease may provide defense articles for testing purposes, assist foreign countries in determining whether to provide defense articles, allow the USG to respond to an urgent foreign requirement or provide for other purposes as approved by DSCA.
Authorities
Arms Export Control Act (AECA), Chapter 6
Guidance Documents
AECA, Chapter 6; DoD 5105.38-M (SAMM)
DSCA Roles
Building Partnership Capacity (BPC) (Programs Directorate) manages program execution. The Implementing Agency prepares the lease, coordinates it, and submits the package to DSCA. DSCA reviews and accomplishes interagency coordination. After receiving DoS approval, DSCA notifies Congress as appropriate and subsequently obtains Director DSCA signature on the Determination, countersigns the lease, and returns it to the Implementing Agency for customer signature. DSCA monitors lease execution through lease closure.
Security Cooperation Focus Areas
<input type="checkbox"/> Operational Access & Global Freedom of Action <input checked="" type="checkbox"/> Operational Capacity & Capability Building <input checked="" type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input type="checkbox"/> Assurance & Confidence Building <input type="checkbox"/> Defense Sector Reform <input type="checkbox"/> International Defense Technology Collaboration <input type="checkbox"/> International Suasion & Collaboration
DSCA POCs
Lead: Building Partnership Capacity, Programs Directorate, 703-601-3718 Alternates: Building Partnership Capacity, Programs Directorate, 703-601-3833 & 703-604-6635



<b>Nonproliferation, Anti-terrorism, Demining, and Related Programs</b>
<b>Program Description</b>
<p>The nonproliferation, anti-terrorism, demining, and related (NADR) programs are appropriated grant programs administered by DoS and provide resources to support critical security and humanitarian-related foreign policy objectives. NADR programs support demining activities, the clearance of unexploded ordnance, the destruction of small arms, border security, and related activities. Related defense articles, services, and training can be provided through this program. One of the objectives is to reduce civilian landmine casualties through mine awareness, mine clearance training, and development and deployment of demining technology to establish an indigenous, sustainable humanitarian demining capability that will continue after direct U.S. involvement is complete. Destruction of Man-Portable Air Defense System (MANPADS), a weapon sought after and used by terrorist groups, is the priority.</p> <p>Lead: Department of State Bureau of Political-Military Affairs, Office of Plans, Policy and Analysis (DoS/PM/PPA)</p>
<b>Authorities</b>
Foreign Assistance Act sections 551, 571-575, 581-586 (22 U.S.C. §§ 2348, 2349aa – 2349aa-5, 2349bb – 2349bb-4); P.L. 102-511, Freedom Support Act sections 503 –504; P.L. 111-8, Title III
<b>Guidance Documents</b>
<b>DSCA Roles</b>
Operations Directorate advises Security Cooperation Organization personnel and others on how they can request, via their Combatant Command, funding to meet the objectives of NADR programs.
<b>Security Cooperation Focus Areas</b>
<input type="checkbox"/> Operational Access & Global Freedom of Action <input checked="" type="checkbox"/> Operational Capacity & Capability Building <input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input type="checkbox"/> Assurance & Confidence Building <input type="checkbox"/> Defense Sector Reform <input type="checkbox"/> International Defense Technology Collaboration <input type="checkbox"/> International Suasion & Collaboration
<b>DSCA POCs</b>
For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, <a href="mailto:tiffany.hawthorne@dsc.mil">tiffany.hawthorne@dsc.mil</a> .

<b>Pakistan Counterinsurgency Capability Fund (PCCF)</b>
<b>Program Description</b>
<p>Funds are available to the SecState, with the concurrence of the SecDef, notwithstanding any other provision of law, for the purpose of providing assistance for Pakistan to build and maintain the counterinsurgency capability of Pakistani security forces (including the Frontier Corps), to include program management and the provision of equipment, supplies, services, training, and facility and infrastructure repair, renovation, and construction.</p> <p>Funds may be transferred by the SecState to DoD or other Federal departments or agencies to support counterinsurgency operations and may be merged with other types of funds available for the same purposes and for the same time period as the appropriation or fund to which transferred, or may be transferred pursuant to the authorities contained in the Foreign Assistance Act of 1961.</p> <p>Not fewer than 15 days prior to making transfers from this appropriations, SecState must notify the Committees on Appropriations, and the congressional defense and foreign affairs committees in writing of the details of any transfer.</p> <p>Not later than 30 days after the end of each fiscal quarter, the SecState must submit a report summarizing on a project-by-project basis to the Committees on Appropriations.</p> <p>Lead: DoS Assistant Secretary for Bureau of Political-Military Affairs; Office of the Coordinator for Counter-Terrorism</p>
<b>Authorities</b>
P.L. 111-32
<b>Guidance Documents</b>
DoD 5105.38-M (SAMM), DoD Financial Management Regulation 7000.14-R
<b>DSCA Roles</b>
<p>Policy Division (Strategy Directorate) issues the guidance and instructions for LOA case preparation.</p> <p>The Country Program Directors (CPD) (Operations Directorate) coordinate with ODRP, the Joint Staff, and CENTCOM to assist in determining requirements for defense goods and services. After funding is approved, the CPDs work closely with ODRP, the OSD Comptroller, and DSCA's Business Operations Directorate to obligate funds before they expire.</p> <p>Programs Directorate oversees the execution of designated funds via the FMS process and develops the required Congressional notification.</p> <p>Comptroller (Business Operations Directorate) provides financial management of this program.</p>
<b>Security Cooperation Focus Areas</b>
<input type="checkbox"/> Operational Access & Global Freedom of Action <input checked="" type="checkbox"/> Operational Capacity & Capability Building <input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities <input type="checkbox"/> Intelligence & Information Sharing <input type="checkbox"/> Assurance & Confidence Building <input type="checkbox"/> Defense Sector Reform <input type="checkbox"/> International Defense Technology Collaboration <input type="checkbox"/> International Suasion & Collaboration
<b>DSCA POCs</b>
<p>Lead: South &amp; Central Asia, Operations Directorate, 703-604-0243 &amp; 703- 604-1570</p> <p>Policy Division, Strategy Directorate, 703-601-6594</p> <p>Comptroller, Business Operations Directorate, 703-604-6557</p> <p>Financial Policy &amp; Internal Operations, Business Operations Directorate, 703-604-6578</p>

<b>Peacekeeping Operations (PKO)</b>
<b>Program Description</b>
<p>Peacekeeping Operations (PKO) promote human rights, democracy, and regional security, and facilitate humanitarian responses to natural disasters. PKO also promotes increased involvement in conflict resolution, multilateral peace operations, and sanctions enforcement; and leveraging fair share contributions to peacekeeping efforts from those countries with greater potential to pay, while facilitating increased participation of poorer countries with resource constraints. The focus is on regional security operations, multilateral peace operations and other programs carried out in furtherance of the national security interests of the U.S.</p> <p>Lead: DoS is the overall program manager</p>
<b>Authorities</b>
Foreign Assistance Act section 551 (22 U.S.C. § 2348); P.L. 111-8 Title IV
<b>Guidance Documents</b>
DoS and DSCA 632(b) MOA; DoD 5105.38-M (SAMM); Foreign Assistance Act
<b>DSCA Roles</b>
<p>Operations Directorate assists in matching the goals of PKO with the defense requirements of friendly and allied nations. Building Partnership Capacity (BPC) (Programs Directorate) executes much of the PKO account through the FMS process and Title 22 funds are transferred via 632b MOAs.</p> <p>Country Financial Management Division (CFM) (Business Operations Directorate) is responsible for providing overall financial management.</p>
<b>Security Cooperation Focus Areas</b>
<p><input type="checkbox"/> Operational Access &amp; Global Freedom of Action</p> <p><input checked="" type="checkbox"/> Operational Capacity &amp; Capability Building</p> <p><input type="checkbox"/> Interoperability with U.S. Forces/Support to U.S. Capabilities</p> <p><input type="checkbox"/> Intelligence &amp; Information Sharing</p> <p><input checked="" type="checkbox"/> Assurance &amp; Confidence Building</p> <p><input type="checkbox"/> Defense Sector Reform</p> <p><input type="checkbox"/> International Defense Technology Collaboration</p> <p><input checked="" type="checkbox"/> International Suasion &amp; Collaboration</p>
<b>DSCA POCs</b>
<p>Lead: Building Partnership Capacity, Programs Directorate, 703-604-6629</p> <p>Alternates: Building Partnership Capacity, Programs Directorate, 703-604-6602 &amp; 703-604-1090</p> <p>Country Financial Management, Business Operations Directorate, 703-601-3744</p> <p>For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, <a href="mailto:tiffany.hawthorne@dscamil">tiffany.hawthorne@dscamil</a>.</p>

## Warsaw Initiative Funds (WiF) Supporting Partnership for Peace (PfP)

### Program Description

Warsaw Initiative Funds (WiF) are the primary DoD tool to bilaterally support PfP member defense reform and NATO-interopability efforts. WiF objectives are based on the goals of the PfP Framework Document and are as follows: (1) Assist PfP-Partners in building defense institutions that are transparent, accountable, and professional; (2) Improve U.S./NATO-PfP Partner interoperability to enhance partner contributions to coalition operations; and (3) Support PfP-Partner integration with NATO. Activities include, but are not limited to, seminars and workshops that support defense reform initiatives, functional seminars, and events to assist partner nations to build capacity, develop capabilities and improve interoperability with NATO and U.S. Coalition Forces. Funds can be used for transportation costs to and from PfP exercises, incremental expenses in combined exercises, and conferences (seminars, exchanges and studies).

Lead: Deputy Assistant Secretary of Defense for Partnership Strategy & Stability Operations (DASD(PS&SO)) sets policy; DSCA plans and executes

### Authorities

10 U.S.C. §§ 168, 1051, 2010; P.L. 108-375 section 1224, National Defense Authorization Act, 2005

### Guidance Documents

DoD Financial Management Regulation 7000.14-R, DoD 5105.38-M (SAMM), Guidance for Employment of the Force, Federal Acquisition Regulation, Defense Federal Acquisition Regulation

### DSCA Roles

Building Partnership Capacity (BPC) (Programs Directorate) manages program execution, develops programs/activities IAW policy guidance, prepares budget materials, prepares POM/BES documents, allocates funds, manages costs, schedule and performance.

Comptroller (Business Operations Directorate) provides total financial management of this program as part of the DSCA DoD baseline budget.

Contracting Division (Business Operations Directorate) provides contract support for this program.

Operations Directorate works closely with the WiF program manager, the individual country, and the SCO, to determine projects to be funded by the WiF program for countries that are PfP members.

### Security Cooperation Focus Areas

- Operational Access & Global Freedom of Action
- Operational Capacity & Capability Building
- Interoperability with U.S. Forces/Support to U.S. Capabilities
- Intelligence & Information Sharing
- Assurance & Confidence Building
- Defense Sector Reform
- International Defense Technology Collaboration
- International Suasion & Collaboration

### DSCA POCs

Lead: Building Partnership Capacity, Programs Directorate, 703-601-3718

Alternate: Building Partnership Capacity, Programs Directorate, 703-601-3728

Comptroller, Business Operations Directorate, 703-604-6581

For the current list of Country Program Directors in Operations Directorate, contact Tiffany Hawthorne, 703-604-6638, [tiffany.hawthorne@dsc.mil](mailto:tiffany.hawthorne@dsc.mil).

Annex C, Appendix 3 – Other DSCA Activities

DoD Centers for Regional Security Studies.....	C-3-2
End Use Monitoring (EUM).....	C-3-3
Global Center for Security Cooperation (GCSC).....	C-3-4

DoD Regional Centers for Security Studies
Program Description
<p>The DoD Regional Centers for Security Studies are operated by the Secretary of Defense and serve as forums for bilateral and multilateral research, communication and the exchange of ideas involving military and civilian participants. Per 2009 OSD Policy Guidance, the core tasks are to:</p> <ul style="list-style-type: none"> <li>- Counter ideological support for terrorism</li> <li>- Harmonize views on common security threats</li> <li>- Build the capacity of partners' national security institutions consistent with the norms of civil-military relations</li> </ul> <p>The five Regional Centers (RCs) include: The Africa Center for Strategic Studies (ACSS), Asia-Pacific Center for Security Studies (APCSS), Center for Hemispheric Defense Studies (CHDS), George C. Marshall European Center for Security Studies (GCMC), and the Near East-South Asia Center for Strategic Studies (NESA).</p> <p>Lead: Deputy Assistant Secretary of Defense for Partnership Strategy &amp; Stability Operations (DASD(PS&amp;SO)) directs policy; GCCs identify requirements in coordination with country teams; DSCA serves as Executive Agent</p>
Authorities
<p>P.L. 110-417 Section 941 amends 10 USC, Sections 184, 1051. DepSecDef Memorandum of 29 September 2005, Executive Agent for DoD Regional Centers for Security Studies. DODD 5101.1 DoD Executive Agent, DODD 5200.41 DoD Centers for Regional Security Studies.</p>
Guidance Documents
<p>Annual OUSD(P) guidance letter, Guidance for Employment of the Force, Theater/Functional Campaign Plans</p>
DSCA Roles
<p>Subject to the policy oversight of the Under Secretary of Defense (Policy), the Director, DSCA acts as the Executive Agent for the Regional Centers. In this role, the Director exercises administrative authority and is assigned the responsibility for supporting the Regional Centers, as follows:</p> <ul style="list-style-type: none"> <li>- Programming, budgeting and financial management of the resources necessary to support the operation of the Regional Centers, to include all operation and maintenance costs (including personnel costs and base operations support costs); and</li> <li>- Providing civilian personnel to staff the Regional Centers, including providing for military and civilian human resources services support and personnel management for the Regional Centers; except that the Secretary of the Army remains responsible for base operations and military and civilian human resources services support for the George C. Marshall European Center for Security Studies IAW DODD 5100.3.</li> </ul> <p>DSCA Centers Management Office (Programs Directorate) is the lead office for DSCA. The DSCA Comptroller (Business Operations Directorate) oversees the financial management activities of all Regional Centers and DSCA Contracting (Business Operations Directorate) provides contract support for the Regional Centers located at Ft. McNair, DC.</p>
DSCA POCs
<p>Lead: Centers Management Office, Programs Directorate, 703-604-6596  Comptroller, Business Operations Directorate, 703-601-3742  Contracting, Business Operations Directorate, 703-604-6566</p>

<b>End Use Monitoring</b>
<b>Program Description</b>
<p>In 2001, Golden Sentry was established in DSCA as a result of Congress' 1996 enactment of Section 40A of the Arms Export Control Act (AECA). Section 40A requires the President to establish an End Use Monitoring (EUM) program of defense articles sold, leased, or exported under the AECA or the Foreign Assistance Act (FAA). The program must provide reasonable assurance that recipients comply with U.S. export control requirements regarding the use, transfer, and security of defense articles and services and ensures end-use verification of defense articles and services for sensitive technology.</p> <p>The Golden Sentry Program's focus is on Government-to-Government transfers. U.S. personnel assigned to Security Cooperation Organizations (SCO), perform Routine EUM as part of their normal security assistance functions and interaction with host nation personnel; through visits to the host nations' installations, and through embassy and interagency reports. For specified defense articles, DSCA has established a regime of physical security and inventory checks (Enhanced EUM (EEUM)). SCO personnel conduct EEUM through planned/coordinated visits to the host nation's installations. This includes conducting physical security checks of storage sites and inventories by serial number of defense articles designated for EEUM. To enhance the Golden Sentry program's effectiveness and ensure compliance, DSCA works with the Combatant Commands to train EUM personnel through Regional EUM Forums and conducts several Compliance Assessment Visits (CAV) annually.</p> <p>Lead: DSCA, Building Partnership Capacity, Programs Directorate</p>
<b>Authorities</b>
Arms Export Control Act (AECA), section 40A
<b>Guidance Documents</b>
DoD 5105.38-M (SAMM), International Traffic in Arms Regulations (ITAR)
<b>DSCA Roles</b>
<p>Building Partnership Capacity (BPC) (Programs Directorate) performs overall management of the DoD EUM program (Golden Sentry), to include:</p> <ul style="list-style-type: none"> <li>- Developing and disseminating EUM policy and guidance</li> <li>- ICW MILDEPs and other agencies, identifying sensitive technologies and arms transferred via government-to-government programs with security EUM notes and provisos</li> <li>- Overseeing the fiscal budget planning, programming, and execution of the FMS administrative funding of all EUM activities</li> <li>- Drafting annual EUM reports to Congress</li> <li>- Forwarding reports of possible AECA and FAA violations to the DoS Bureau of Political-Military Affairs</li> <li>- Conducting in-country CAVs to assess host nation and SCO compliance with EEUM requirements</li> <li>- Conducting Regional Forums within each Combatant Command to promulgate policy and enhance the program's effectiveness within the AOR</li> <li>- Publishing reports to provide EUM lessons learned to the SC community</li> </ul>
<b>DSCA POCs</b>
<p>Lead POC and CENTCOM: Building Partnership Capacity, Programs Directorate, 703-601-3653  EUCOM/AFRICOM: Building Partnership Capacity, Programs Directorate, 703-604-6513  PACOM/SOUTHCOM: Building Partnership Capacity, Programs Directorate, 703-601-3676  NORTHCOM/EUM-SCIP: Building Partnership Capacity, Programs Directorate, 703-601-3720  PAIL: Building Partnership Capacity, Programs Directorate, 703-601-4290</p>

<b>Global Center for Security Cooperation</b>
<b>Program Description</b>
<p>The Global Center for Security Cooperation (GCSC) was established in response to DoD's challenge to provide greater awareness of DoD international education and training providers. The GCSC is an OSD tenant activity located at the Naval Postgraduate School (NPS) with NPS providing administrative and base operations support. The Global Center supports and coordinates education activities for the five Regional Centers for Security Studies (RCSSs) and members of the Global Center Consortium.</p> <p>The GCSC maintains a common operating picture for these institutions by providing a consolidated events calendar, student management system, curriculum reviews, reporting functions, and a localized database of subject matter experts, lessons learned and best practices. All of these functions are available to supported activities through a secured internet site called the Regional International Outreach (RIO). These functions also provide the RCSSs and their Combatant Commands added capacity and one-stop shopping for educational programs/resources (in-residence short courses and Mobile Education Teams (METs)).</p> <p>The GCSC has no direct authority over its members; it serves as a streamlined coordinator and capabilities provider. It ensures that international education is consistent with and responsive to the Under Secretary for Policy and DSCA priorities, as well as the needs of the five RCSSs and their Combatant Commanders.</p>
<b>Authorities</b>
<b>Guidance Documents</b>
Terms of Reference document, signed by ASD(GSA)
<b>DSCA Roles</b>
Centers Management Office (Programs Directorate) provides resourcing support through an ISSA with NPS. The Centers Management Office also provides program management of implementation and management of the RIO suite, including identifying requirements and establishing configuration control.
<b>DSCA POCs</b>
Lead: Centers Management Office, Programs Directorate, 703-604-6596



## References

- a. Title 10, United States Code
- b. Title 22, United States Code
- c. The Arms Export Control Act of 1976, as amended (22 U.S.C. 2751 et seq.)
- d. The Foreign Assistance Act of 1961, as amended (22 U.S.C. 2151 et seq.)
- e. National Security Strategy of the United States of America, March 2006
- f. National Defense Strategy, June 2008
- g. Guidance for Employment of the Force, 2008-2010, April 2008
- h. CJCSI 3110.01G, Joint Strategic Capabilities Plan, FY 2008, 1 March 2008
- i. Combatant Commander Campaign Plans
- j. Defense Security Cooperation Agency Strategic Plan 2009-2014
- k. DoDD 5105.65, Defense Security Cooperation Agency (DSCA), October 31, 2000
- l. DoDD 5132.03, DoD Policy and Responsibilities Relating to Security Cooperation, October 24, 2008
- m. DoDD 5200.41, DoD Centers for Regional Security Studies, July 30, 2004
- n. DoD 5105.38-M, Security Assistance Management Manual (SAMM), October 3, 2003
- o. DoDI 5132.13, Staffing of Security Cooperation Organizations (SCOs) and the Selection and Training of Security Cooperation Personnel, January 9, 2009
- p. Deputy Secretary of Defense Memorandum, "Executive Agent for DoD Regional Centers for Security Studies," September 29, 2005