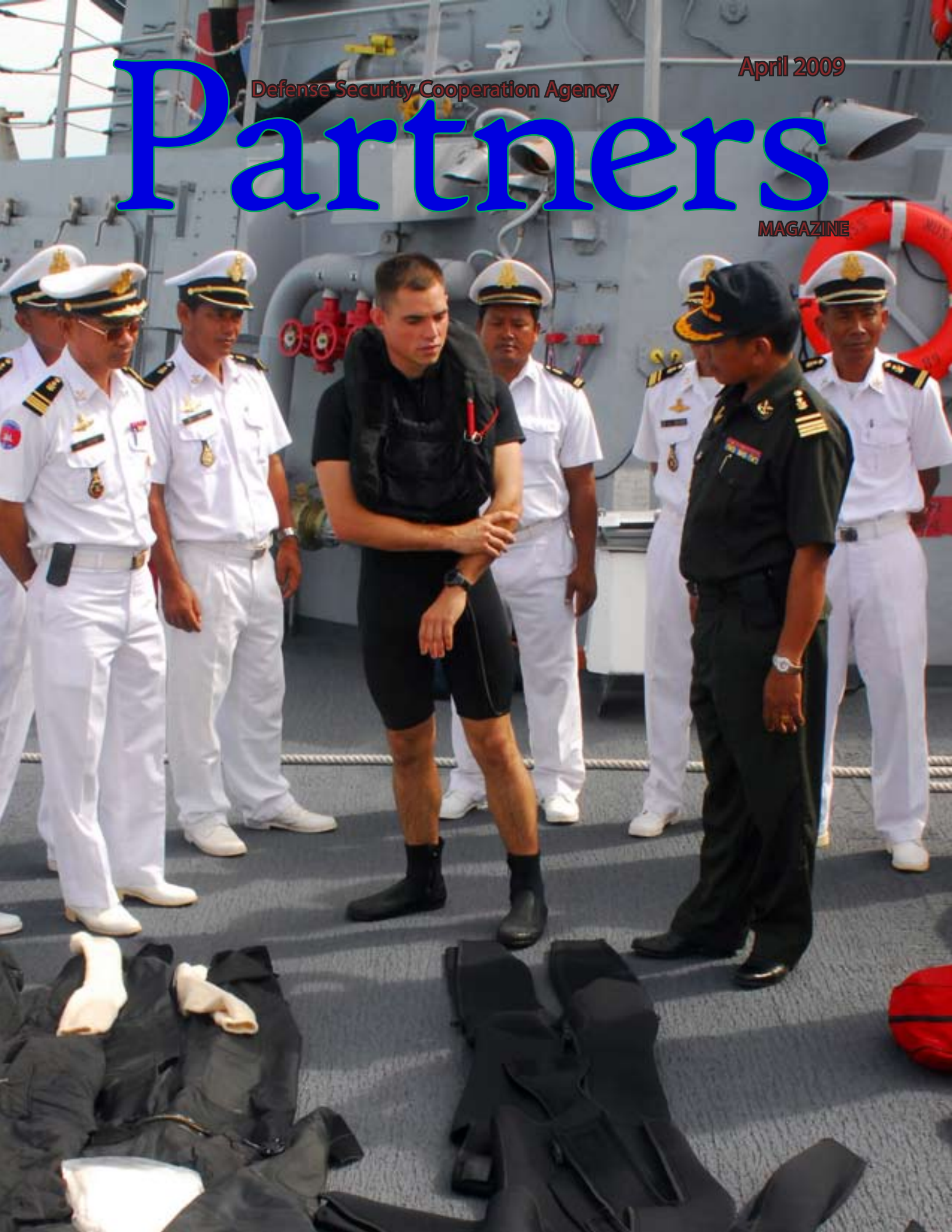


April 2009

Defense Security Cooperation Agency

# Partners

MAGAZINE





# Contents

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**Page 4...Enhancing U.S. Partnerships**



**Page 6...Just What is an IMET anyway?**

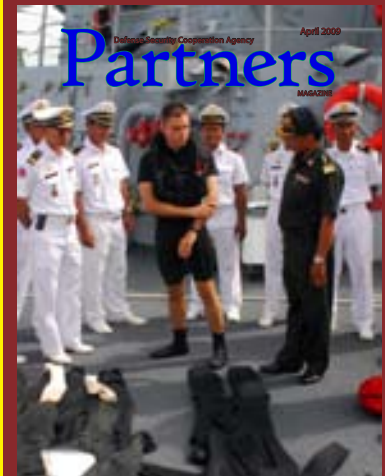


**Page 11...Assistance**



**Page 9...Paving the Way for the Future**

**ON THE COVER**



Gunner's Mate 2nd Class Joshua Flamand, center, from San Diego, talks about the equipment used by search and rescue swimmers with sailors from the Royal Cambodian navy aboard the guided-missile destroyer USS Mustin (DDG 89). Cambodian sailors visited Mustin as a part of a subject matter expert exchange to learn techniques in visit, board, search and seizure, damage control, and search and rescue. (U.S. Navy photo by Mass Communication Specialist Seaman Charles Oki)



USS Leyte Gulf crew members return to ship following a brief visit ashore.

## USS Leyte Commemorates 1908 Disaster Relief

The USS Leyte Gulf (CG 55) participated in memorializing the 100th anniversary of a natural disaster in Messina, Sicily, Jan. 27-28.

In 1907, then-President Theodore Roosevelt deployed 16 battleships, on a mission to circumnavigate the globe in an attempt to test naval readiness, establish global presence, generate international goodwill and garner enthusiasm for the U.S. Navy. The group would later be called the Great White Fleet because the hulls of each ship were painted white.

On Dec. 28, 1908, an earthquake and resulting tsunami decimated coastal towns including Messina, Sicily. The quake left an estimated 100,000 of the town's population of 150,000, dead and thousands more homeless. Approximately 90 percent of the town's buildings were destroyed. The fleet was in the Mediterranean area at that time. Roosevelt rerouted the ships to the affected areas to deliver humanitarian aid and assistance.

"We're here to memorialize the events of 100 years ago in a joint effort continuing our very positive relationship with Italy," said Navy Capt. Edward J. Lester, Leyte Gulf commanding officer. "We couldn't do everything we do without the support of the Italian government and people and we're here to support that."

The U.S. Congress passed the largest  
**APRIL 2009**



USS Leyte Gulf departs New York for a trip to Europe.

appropriation in history up to that time to fund supplies and materials needed to build temporary shelter and facilities for the thousands of homeless residents left in the area. Sailors were assigned the responsibility to supervise the construction of houses, hospitals and churches in the most badly damaged areas.

The humanitarian mission was one of the first such missions that the U.S. had undertaken. It helped set a standard by the government and the armed forces to render aid whenever and wherever it is needed. It's a tradition that can be seen most recently in relief efforts for Hurricane Ike, Haiti and other aid missions to places hit by tropical storms and hurricanes.

In his address commemorating

"The 100th Anniversary of Theodore Roosevelt's Great White Fleet," Secretary of the Navy, Donald C. Winter, used the relationship between the U.S. and Italy as an example of the importance of humanitarian aid and its use in forging lasting partnerships with nations across the globe.

"President Roosevelt would be proud of the many other examples of humanitarian relief operations that our Navy and Marine Corps have carried out over the past 100 years, and he would certainly take great satisfaction in seeing the warm and friendly relationship that has developed between Italy and the United States," Winter said.

(by Navy Mass Communication Specialist 3rd Class Jonathan P. Idle)



# Africa Partnership Station 2009 Hits Five Ports

Africa Partnership Station (APS) 2009 kicked off Jan. 15, as USS Nashville (LPD 13) and the embarked Commander, Destroyer Squadron (DESRON) 60 departed from Naval Station Norfolk.

The team is now headed to West Africa for the Navy's second "banner" APS deployment, an international initiative developed by the Naval Forces Europe and Naval Forces Africa that aims to improve maritime safety and security in West and Central Africa. Nashville's deployment for APS doubles as the ship's final deployment, with it slated for decommissioning September 2009.

"Solidifying friendships and building new ones to ensure safer ports and waterways for Africa and the world's commerce that travels them is our unified goal," said Capt. Cindy Thebaud, the APS 2009 commander and DESRON 60 commodore. "The fact that this initiative has been built at the request of our African partners, and we execute it side-by-side with an embarked team of officers and civilian specialists from 20 different countries sends a clear message. The responsibility of maritime security truly is a global effort."

During APS 2009, Nashville will make port calls in five West African countries

– Senegal, Ghana, Nigeria, Cameroon and Gabon. APS training will include professional exchanges on seamanship, environmental stewardship, and maritime awareness, along with numerous humanitarian and civic outreach opportunities.

"When you look throughout our ship, you now see a diverse staff of naval officers all wearing the different uniforms of their countries" said USS Nashville's

commanding officer Captain Tushar Tembe. "Africa Partnership Station has brought us all together to work a unified effort...at the end of the workday, we are all just maritime professionals...all Sailors working side by side. It's a tremendous example for my crew."

**By Mass Communication  
Specialist 1st Class Charles L.  
Ludwig  
Africa Partnership Station  
2009 public affairs**



Gen. William E. Ward, commander, U.S. Africa Command, departs the dock landing ship USS Fort McHenry (LSD 43) after visiting the ship and observing day-to-day operations aboard the Africa Partnership Station (APS)..

# Heaggans Receives Purple Heart

For Col. Frederick Heaggans, director of the U.S. Army Security Assistance Command (USASAC) Forward, supporting the war fighter is more than a phrase on a bumper sticker or a line in a speech. It is something he has bled for.

Heaggans has been awarded a Purple Heart for injuries he received while deployed to Iraq in 2008.

Heaggans was working with the Iraqi army so they could purchase the equipment and supplies they need to be self-sufficient.

He was in his office on Forward Operating Base Phoenix on April 20, 2008 when an enemy rocket exploded within inches of the roof. The force of the airburst knocked him to the ground unconscious while shrapnel peppered the room. He awoke hurt, but feeling very fortunate.

"When I woke up I did a quick body check for injuries," he said. "I was injured, but luckily I survived it. The shrapnel had shredded my trailer, but managed to miss me."

After being rushed to the 86th Combat Support Hospital in Baghdad, his immediate injuries were treated and he was released. Heaggans was given the option to return home for further treatment and recuperation. His replacement wasn't scheduled to arrive until August.

Rather than leave his post unmanned, Heaggans decided to stay and finish the remaining five months of his 13-month deployment.

"I was able to get up and move around and do my job," he said. "I wanted to finish my time. I didn't want to leave a void. If I had left (early) then there would have been a void there for months. I could get up, so I didn't consider my injuries severe enough not to go back."



**Col. Frederick Heaggans was recently added to the Army Materiel Command's Purple Heart and Defense of Freedom Medal display.**

During his regularly scheduled leave, Heaggans underwent further examination and tests while he was home. Doctors found extensive damage to his shoulder and knee from the force of the blast and impact with the floor.

"My injuries were more internal than external. I had a partially torn rotator cuff, tore my bicep tendon and some other small things in my shoulder. In my knee, I tore my anterior cruciate ligament or ACL," he said.

Nevertheless, he returned to Iraq and served the rest of his deployment. He was awarded a Purple Heart in May for his injuries.

Since returning stateside in September, Heaggans has had surgery on his shoulder. He is still undergoing rehabilitation for the procedure. His knee will require major surgery as well to replace the ligaments once he has recovered fully from the shoulder surgery. He still reports for duty at Redstone where he is

helping USASAC with its everyday business of foreign military sales and guiding the command through its base realignment and closure move from Fort Belvoir, Va.

Ever humble, Heaggans is a little embarrassed by the fuss being made over his injuries and deployment. "It's a very humbling experience," he said. "I feel lucky to have survived and I remember the people who didn't."

After 24 years in the green suit, Heaggans has seen his name added to Army Materiel Command's Purple Heart and Defense of Freedom Medal display located at Army Materiel Command headquarters, Fort Belvoir, Va. A brass plaque with his name is being added to the granite pillars recognizing AMC personnel for their personal sacrifices and commitment. (Courtesy U.S. Army Materiel Command)

## USASAC Moves Headquarters to Redstone Arsenal

Members of the Army Materiel Command (AMC) and the U.S. Army Security Assistance Command (USASAC) should have their new buildings at Redstone

Arsenal, Ala., by 2011.

The Army elements broke ground during a ceremony at Redstone last fall.

AMC headquarters has already

begun moving from Fort Belvoir, Va., under the 2005 base realignment and closure decisions. More than 150 workers have arrived so far, and the number should grow to 450 by next summer.

The headquarters will be constructed on Martin Road at the former site of the Photo Lab building 4489. A design-build construction contract was awarded by the Mobile District Corps of Engineers to B.L. Harbert International of Birmingham. Total contract cost is more than \$105 million with another \$2 million in options

to provide and install furnishings and security systems.

This project represents 400,800 square feet. The two buildings, with a common lobby adjoining them, will house about 1,354 AMC people and 367 others from the U.S. Army Security Assistance Command. Project completion is expected by January 2011.

"The majority of our folks will be here by spring 2011," USASAC deputy commander Rick Alpaugh said. Seventy workers have already arrived. (Courtesy U.S. Army Materiel Command)



**AMC and USASAC leaders break ground for their new headquarters in Alabama.**





The Naval Postgraduate program is one of many International Military Education and Training opportunities available to U.S. partner nations

# IMET ENHANCES Cooperation Key to U.S. Strategy

by C. E. Taylor

International Training is an instrument of national security and foreign policy that uses Department of Defense and Military Service schools to provide a vast array of training options to both the military and civilian leadership of foreign governments. DSCA provides overall international training policy oversight to training programs both in CONUS and overseas.

The International Military Education and Training (IMET) objectives are to further the goal of regional stability through effective, mutually beneficial military-to-military relations which culminate in increased understanding and defense cooperation between the United States and foreign countries.

In addition, IMET increases the exposure of foreign national military and civilian personnel to absorb and maintain basic democratic values and protect internationally recognized human rights.

Although there are a number of military training institutions essential to ensuring the program's success, none is so woven into the fabric of the security cooperation community as the Naval Postgraduate School (NPS).

NPS, founded in 1909, is a fully accredited university offering over 35 unique academic curricula to military and civilian members of the Department of Defense and U.S. allies around the

world.

These graduate-level programs focus on increasing the combat effectiveness of U.S. armed forces and fully support the unique and emerging requirements of DoD. All programs contain a military application, and are not duplicated at civilian colleges and universities.

"The uniqueness of NPS is enhanced by an outstanding civilian faculty (98 percent with Ph.Ds)," explains Gary Roser, assistant dean, NPS School of International Graduate Studies. "We have a motivated and talented multi-service, interagency and coalition student body."

He said each curriculum has a military sponsor (flag or general officer) who reviews the course content with faculty and program officers every two years, enabling the department to change and adjust courses quickly to meet the current needs of the fleet and operating forces.

## “The School of International Graduate Studies (SIGS) has been in place for a little over seven years.”

Current international enrollment includes 216 students from 42 countries, with students enrolled in over 30 curricula across campus. This year NPS has enrolled its first officer from Nepal and welcomed returning officers from Albania, Czech Republic, Japan and Mongolia.

The School of International Graduate Studies (SIGS) has been in place for a little over seven years. Roser says, “We have excellent linkage between our degree programs taught at NPS and our non-degree programs taught by the Defense Resources Management Institute (DRMI), the Center for Civil-Military Relations (CCMR), and the International Defense Acquisition Resource Management Program (IDARM).

In FY 2008, DRMI, CCMR, and IDARM sponsored over 100 Mobile Education Teams (METs) overseas, providing short courses to more than 3,500 students in more than 50 countries. Over 500 international officer students from 100 countries



**Students from the School of International Graduate Studies take a break from their studies to enjoy the California sunshine.**

participated in their in-residence short courses held in Monterey.

“Our overseas engagement programs and non-degree resident courses, combined with our resident graduate courses, allow NPS to provide more efficient and effective educational

offerings tailored to country requirements,” he says.

The Global Center for Security Cooperation was stood up in 2006 at NPS. Roser says the center is funded by DSCA to provide added capacity for the Regional Centers, (George C. Marshall Center, Asia-Pacific Center for Security Studies (APCSS), North East-South Asia (NESAs) Center, Africa Center, and the Center for Hemispheric Defense Studies (CHDS)).

The goal of the Global Center is to provide more synergism among international organizations as well as with the Defense Institute for International Legal Studies (DIILS) and the Defense Institute for Medical Operations (DIMO).

The Global Center coordinates, integrates and de-conflicts various school programs.

“NPS/SIGS was selected as the home of the Global Center because of our innovative, forward looking graduate education programs and experience in delivering mobile education worldwide,” says Roser.

With over 4,800 international student officer graduates since 1954, The Naval Postgraduate School is firmly committed to international programs.



**Photos courtesy NPS**

**Students continue their discussions outside of the classroom while attending the SIGS program.**



# PASS Nurtures International Exchange

## Forty-One Countries Represented at Marshall Center

One hundred forty-five participants from 41 countries graduated from the Marshall Center's Program in Advanced Security Studies (PASS) on Dec. 19. Among the graduates were 14 participants from nine countries new to PASS: Djibouti, Iraq, Lebanon, Mexico, Pakistan, Tanzania, Tunisia, Uganda and Uruguay.

"We are really seeing the world in those classrooms, truly a multi-country perspective," said Dr. Andrew Michta, seminar leader and faculty member at the Marshall Center. "For a guy from Africa to be listening to issues from someone about security in the Balkans; to talk about globalization if you're from Africa – it's a much richer dialogue."

Maj. Youssouf Abdallah Ali, a member of the Djiboutian Armed Forces and a liaison officer for Combined Joint Task Force-Horn of Africa, said he decided to attend the program because he wanted to have a better understanding of US and German defense policy and to understand how the EU, NATO and other similar institutions worked.

"I wanted to analyze defense issues and see how Europeans do business," he said.

At the end of the course, he said he gained a lot of knowledge and learned to think more critically.

"I see things differently, and I can see issues on a higher, strategic level," he said.

Lt Col Javier Martinez-Guzman, from the United Mexican States, said he appreciated the high-level of information and presenters during the course.

"One of the things I appreciated most was when the distinguished visitors would come and present current information," Martinez-Guzman said. "Maybe the curriculum isn't updated so often, but the DVDs have new material, are working currently in that in-



Marshall Center photo

**Dr. John Rose, director, George C. Marshall European Center for Security Studies, speaks with Marshall Center Students about the benefits of students exchanging information and ideas during the PASS course.**

formation and it's very enriching. This was a very great opportunity for me."

Khatuna Burkadze, Chief Specialist at the NATO Information Center in Georgia agreed, saying she wanted to attend the PASS to improve her knowledge in the security studies field and help her professional development.

"I learned to think strategically," she said. "Without thinking strategically we cannot plan for the future; it's important for planning and working together and enhancing partnership among states."

Major Ali said he was taking home with him valuable friendships he made with participants from many different countries.

"I made good ties, connections with people from all over the world," he said.

What surprised him was the friendship building, especially in the seminars when people from different countries are put together, some from countries that aren't friendly.

"There was tension at the beginning of the course," he said, "and in the middle of the course you can feel the friendship build-

ing. At the beginning you see these guys fighting, debating, and at the end they see each others' countries differently."

That relationship building is a core focus of the course after the security studies curriculum.

"I like to see dialogue among the participants – those whose countries are at war, in crisis, frozen conflict. More than anything else, that's what matters," said Col. Peter Schneider, seminar leader and faculty member at the Marshall Center. "If they can manage to talk to each other and find there are common grounds, regardless of the current position, and find there are people with whom they can establish a dialogue, it might lead to an official solution."

It's not taken for granted, but Schneider says he has seen improvements in the way participants interact.

"If you do your job well, the link becomes better and they talk with each other," Schneider said. "My participants from the Balkans talk to each other in a much better manner than four years ago. Then, they would all accuse each other of starting the

war, the genocide, all of that. Now while they admit to all of that, they say 'we all did' and of course the discussions are much more useful."

Martinez-Guzman, who works at the Mexican National Defense College, said the contacts he made during the course could one day be helpful.

"Maybe in the future I'll have a chance to be a defense attaché or deputy defense attaché, and maybe I'll go to a country where one of my PASS colleagues lives – it opens a lot of doors."

Schneider said he wants participants to take with them the knowledge that dialogue opens doors and helps resolve issues; and to realize that the issues they are facing have to be discussed with others.

"They have to try and use the network they have established here to try and talk to each other," he said. "It's nice to see the attitude, 'Let's see what the other has to say, let's try to compare notes.' If we've managed to get them to talk to each other, then we've really achieved something." (Courtesy George C. Marshall European Center for Security Studies)





Nearly 500 students assemble in Garmisch Germany for the 2009 Security Cooperation Working Group conference.

## AFRICOM Lays Out Security Assistance Plan

U.S. Africa Command planned the Department of Defense's military security assistance programs in Africa for fiscal years 2010 and 2011 during its annual capstone planning event in Garmisch, Germany, Feb. 2-6, 2009.

The 2009 Theater Security Cooperation Working Group conference brought together nearly 500 officials representing about a dozen U.S. government and international agencies, underscoring the multi-agency approach to developing and conducting security assistance programs in Africa.

"Our number one priority is the delivery of programs that make a difference," said General William E. Ward, commander of U.S. Africa Command, in his remarks opening the five-day conference. "To do that, advancing the partnership (and) advancing the coordination with our inter-agency partners continues to be one of our hallmark requirements."

U.S. Africa Command -- which was initially created two years ago -- conducts sustained security engagement through military-to-military programs, military-sponsored activities, and other military

operations to promote a stable and secure African environment in support of U.S. foreign policy.

In Africa, the Department of State remains the executive agency for U.S. foreign policy matters, and the U.S. Agency for International Development (USAID) leads development programs.

Among the senior U.S. officials providing keynote speeches on opening day were Theresa Whelan, former deputy assistant secretary of defense for African affairs; Louis Mazel, director of the Department of State Office of African Regional and Security Affairs; Franklin Moore, deputy administrator for USAID's Africa Bureau; Ambassador Mary Yates, U.S. AFRICOM's deputy commander for civil-military affairs; and Vice Admiral Robert Moeller, U.S. AFRICOM's deputy commander for military operations.

By week's end, strategists will have developed a plan of projects and programs designed to build and strengthen security partnerships with African militaries. Those efforts are synchronized with the strategic plans of U.S. embassy country teams to work toward common security objectives.

Representatives from U.S. embassies and missions, defense attaches, and Africa Command's liaison officers assigned to embassies provided feedback from their host countries. (Courtesy AFRICOM)



A conference attendee offers comments on an issue discussed at the event in Garmisch.

*Our number one priority is the delivery of programs that make a difference,"*

*--Gen. Ward*

# SOME KEY ASSISTANCE COMMITTEES APPOINT NEW CHAIRMEN, OTHERS GO UNCHANGED

BY  
NEIL HEDLUND  
AND  
LORNA JONS



What's happening on the Hill? The first session of the 111th Congress convened the week of Jan. 5 with the Democrats having gained a much larger majority in both the Senate and the House, than the previous Congress. There were several changes to some of the key committees involved with foreign assistance. The Senate Foreign Relations Committee (SFRC) lost two Members, including Chairman Joseph Biden and Senator Barack Obama. Senator John Kerry (D-MA) now serves as SFRC Chairman and Senator Richard Lugar (R-IN) remains as the Ranking Member. There were no leadership changes to the House Foreign Affairs Committee as Chairman Howard Berman (D-CA) and Ranking Member Ileana Ros-Lehtinen (R-FL) remain in their positions.

SASC Chairman Carl Levin (D-MI) remains in his position as does Ranking Member John McCain (R-AZ). Representative Ike Skelton remains Chairman of the House Armed Services Committee but with Ranking Member Duncan Hunter's (R-CA) retirement, Representative John McHugh (R-NY) is the new Ranking Member.

With regard to the Senate Appropriations Committee (SAC), Senator Daniel Inouye (D-HI) is the new Chairman, replacing Senator Robert Byrd (D-WV) and Senator Thad Cochran (R-MS) replaces Senator Ted Stevens (R-AK) as the Ranking Member. The SAC-Defense Chairman and Ranking Member, respectively are



Inouye and Cochran. Senator Patrick Leahy (D-VT) remains the Senate State- Foreign Operations Appropriations Subcommittee Chairman and Senator Judd Gregg (R-NH) is currently the Ranking Member.

There were no changes to the House Appropriations Committee leadership; Representative David Obey (D-WI) remains Chairman and Representative John Lewis (R-CA) continues to serve as the Ranking Member. Also, Congressman John Murtha (D-PA) remains Chairman of the House Appropriations Defense Subcommittee and Representative John Young (R-FL) continues as Ranking Member. On the State-Foreign Operations Subcommittee, Chairwoman Nita Lowey (D-NY)

continues to preside but is joined by the new Ranking Member Rep. Kay Granger (R-TX).

Regarding legislation, the FY09 Continuing Resolution (CR), covering nine spending bills, expired March 6 and Congress enacted a short-term CR to allow the Senate to finish debate on the FY09 Omnibus appropriations bill, H.R. 1105. Last Fall, the 110th

Congress passed three appropriations bills: Defense, Homeland Security, and Military Construction/Veterans Affairs, and rolled the remaining nine appropriations bills into a CR with FY08 spending levels, The FY09 Omnibus spending bill, covering the nine remaining appropriations bills, including the State, Foreign Operations and Related Programs, was signed by President Obama on March 11, P.L. 111-8.

Congress will also begin work on the FY10 appropriations bills after the Administration submits its detailed FY10 request, in early May, along with its FY09 Supplemental request (to provide funds for ongoing operations in Iraq and Afghanistan) in the coming months.



# Assistance Program Weaves Departments

By Juanita White

A tsunami inundates Southeast Asia and kills thousands. As the world pauses to pray, coordinated information flows from the White House to the State Department, United States Agency for International Development (USAID), and to the military departments, all in an effort to help a country in need pull itself from the grips of nature.

Whether it's ships delivering thousands of blankets to a critical port or planes off-loading pallets of essential emergency supplies, few are aware that members of the Defense Security Cooperation Agency's (DSCA) Humanitarian Assistance Division are at the center of it all.

Diane Halvorsen, director, Humanitarian Assistance, Disaster Relief and Mine Action, DSCA, leads a team of thirteen employees who are the tip of the spear of the Department of Defense's humanitarian assistance programs. The programs include humanitarian assistance projects executed by the Combatant Commands (COCOMs), disaster relief, humanitarian mine action and training, and funded transportation programs.

"DSCA is responsible for how DoD's humanitarian program funds are spent and sits between the Office of the Under Secretary of Defense for Policy and the COCOMs," explains Halvorsen. "We also ensure that COCOM requirements are cleared by the Office of the Secretary of Defense (OSD) for Policy and that the COCOMs carry out those policies appropriately."

Disaster response is the most visible and widely known slice of the DoD humanitarian assistance pie. Halvorsen says it is important that DSCA has solid lines of communication with a host of interagency organizations, military representatives, and non-governmental and international organizations, especially in a crisis situation. Synergy between DSCA and its partners is crucial to an operation's success. Although the official wheels do not go into motion until after the United States ambassador in-country issues a disaster declaration, communications between all partners begin at the outset of a disaster.

"When a disaster occurs, DSCA, the Office of U.S. Foreign Disaster Assistance (a part of the United States Agency for International Development, (USAID)), OSD Policy, and the Joint Staff begin talking immediately discerning the status of the event, what the country requires and what the U.S. govern-



Members of the Costa Rican Red Cross load an earthquake victim with a broken leg into an ambulance.

ment can provide," says Halvorsen.

If DoD action is required, DSCA begins working with the COCOMs to determine the requirements, develop a cost estimate, and help secure Secretary of Defense approval.

Over the last two years, DoD responded to 18 disasters around the world, the most recent being Georgia when DoD provided \$17.5M of the \$39M of relief activities imparted by the U.S. government. Humanitarian aid for Georgia included 356,380 Humanitarian Daily Rations and non-pharmaceutical medical and hygiene supplies.

In addition to disaster relief, Halvorsen also manages the Humanitarian De-mining Training Center at Ft. Leonard Wood, Missouri, the only organization in the U.S. government devoted to humanitarian mine action.

"The center trains foreign personnel to train their people to remove land mines and explosive remnants of war," she says. "Its goals are local engagement and to help countries free themselves of these hazards. The program also teaches mine-risk education, including how to identify mines and avoid them."

Among other places, there are a significant number of mines throughout Eastern Europe, which requires extensive work with the European Command (EUCOM), according to Halvorsen.

"Albania is covered with weapons caches

of various types and forms. Some are located near villages and military installations," she said. "It is a mess. That is just one country, but it can affect the surrounding countries. Right now, we are working with the State Department and Special Operations/Low-Intensity Conflict and Interdependent Capabilities (SOLIC&IC) to figure out a U.S. government approach on how to handle this."

The majority of the DSCA HA activity, which many people do not know, falls into the category of steady state humanitarian projects that are nominated by the COCOMs, then vetted and approved – or disapproved – by DSCA. Funding is allocated to the COCOMs every year, and each is charged with the responsibility for prioritizing and funding projects slated for execution. This program provides DoD personnel the ability to interact in areas of the world where DoD does not normally operate, providing the COCOMs a valuable engagement tool.

DSCA also coordinates an elaborate transportation system, which moves humanitarian goods, medical supplies, clothing, blankets, ambulances, and fire trucks for government and private humanitarian projects across the world. Like the COCOM funding, transportation program funding is allocated annually. Some of it funds the movement of DoD excess property, which is requested by the COCOMs for individual projects, as well as the inspection and movement of private do-

## PARTNERS

nations. This program is also used to move humanitarian personnel and materiel during disasters.

The Denton Program, named for former Admiral and United States Senator Jeremiah Denton, allows private U.S. citizens and organizations to use space available on U.S. military cargo planes to transport humanitarian goods, such as clothing, food, medical and educational supplies, and agricultural equipment and vehicles, to countries in need. Previously, USAID, the State Department, and DoD jointly administered the program; however, it will transition in its entirety to DSCA's portfolio in FY 2009. In FY 2008, the program sent 600,976 pounds of humanitarian goods to 17 different countries.

Several issues can present challenges to funding for all of these programs. Halvorsen says that one disaster can wipe out funding for projects the COCOMs have projected and planned until additional funding is provided, creating mistrust and ill will among foreign nationals who expected DoD assistance. She cites the Southeast Asia tsunami and the Pakistan earthquake as examples. "Georgia had the potential to adversely affect our steady state program, but fortunately the incredible coordination effort and efficient use of resources among U.S. Government and non-governmental organizations reduced DoD's role to a short-term effort that did not require diverting funds from the regular program. DSCA had some disaster money left over from other previous year funding and it looked like we were going to exceed the funding available, so we had to find more money to avoid an interruption in the operation," she says. "We were able to obtain additional funds from another DoD source."

DSCA must also try to keep costs such as warehouse management, mine action support, transportation, and humanitarian daily rations down to allocate as much appropriations money as possible to the COCOMs.

An additional challenge is managing money for the COCOMs, who also call for additional personnel and resources. Since Overseas Humanitarian, Disaster and Civic Aid (OHDACA) monies are specifically for developing and executing humanitarian aid activities, DSCA cannot use that funding to pay personnel. Each COCOM must provide its own manpower resources.

COCOM approaches to humanitarian assistance differ, based on the needs within their respective areas of responsibility.



**Costa Rican rescue workers and dogs board a U.S. Army Blackhawk helicopter that is transporting them to the sites affected by the Jan. 8 earthquake that rocked the Central American nation.**



**State Dept. photos DSCA works closely with State, the Combatant Commanders and the host nations to get food and supplies to those in need around the world.**

She says, "SOUTHCOM is growing by leaps and bounds. This is SOUTHCOM's primary engagement tool, and its leadership is a tremendous proponent. Disaster preparedness projects are very popular, given that so many areas within SOUTHCOM are prone to hurricanes, earthquakes, and volcanic activity. Mine action is also becoming a little more attractive."

She believes DoD humanitarian activities in Africa will increase even more as AFRICOM continues to evolve, especially since the head of the AFRICOM HA office is a USAID employee detailed to DoD for this purpose, bringing valuable experience and a perception that is essential to dealing with Africa's unique economic and social infrastructure. EUCOM and CENTCOM have refocused HA programs after countries in their respective AORs shifted to AFRICOM. EUCOM is able now to concentrate more on Eastern Europe and the Balkans, and CEN-

TCOM is focusing on high interest countries such as Afghanistan and Pakistan.

PACOM's HA activities are expanding into areas where we made inroads and established positive relations as a result of DoD disaster responses, she says. NORTHCOM is engaging Mexico through emergency response training activities. The transfer of Personal Protective Equipment kits, used by medical staff to help contain the H1N1 outbreak, paid dividends to both DoD and the Mexican emergency response authorities.

This year the humanitarian programs division will tackle an initiative that examines ways to improve the use of soft power by leveraging government resources, private industry and non-governmental organizations.

Halvorsen says DoD is participating with USAID and the State Department to develop a 3-D (Diplomacy, Development, and Defense) paper on U.S. government humanitarian assistance. By doing this, DoD will operate in the larger U. S. government context to maximize resources, avoid duplication of effort, and ensure DoD is not undermining another organization's activities.

Another initiative is establishing standards of effectiveness as they relate to the Global Employment of Forces, the new DoD operational guidance. "Our goal is to incorporate a metric within the various phases of projects, from planning to implementation to after action reporting, using our current interactive website," she adds.

"The biggest challenge will be establishing a central method that will work for everyone, support our goals, and provide easy access to empirical data."



# OPTEMPO Requires Reaching Out DISAM Keeps Pace with DOD Challenges

by Paul Ebner



Like the rest of the Department of Defense (DOD), the security assistance community has experienced a dramatic increase in operations tempo over the last few years. The fast pace could lead one to think attending courses at the Defense Institute of Security Management (DISAM), Wright Patterson Air Force Base, Ohio is a low priority, but the flow of U.S. and international students through the school's array of security cooperation related courses suggests the opposite.

"I've never been at a school that is so dynamic. Just when you think it's busy, it gets busier," said Dr. Ronald H. Reynolds, DISAM Commandant. "I really thought in 2002-2003 the school's OPTEMPO would slow in two to three years, after new relationships with partner countries were established and old relationships reestablished. However, I don't foresee a change in OPTEMPO for some time and we continue to reach out to students," said Reynolds.

In FY 2008, for the fourth time in the last five years, DISAM's total number of students in all programs topped 4,000. Key in last year's tally was resident student throughput which was an all-time high (1,580 students) at 102-103 percent of capacity.

"Our goal is to maintain at least 85 percent of resident capacity and it normally hovers between 85 and 90 percent," said Reynolds. The student population is made up of military and civilian personnel from throughout the Department of Defense and other government agencies and Departments, including contractors. Foreign military and government civilians also attend. A complete list of course offered by DISAM can be found on the Internet at [www.disam.dsca.mil](http://www.disam.dsca.mil).

"The training provided at DISAM provides basic or introductory training as well as advanced training in any or all aspects of the security assistance and cooperation communities.

"We maintain a continuous dialogue with our constituencies to meet their needs in the way of student throughput and course objectives and they tell us we are doing our job," said Reynolds.

If attendance is any indication of the school's ability to meet the needs of its constituencies, it backs up Reynolds' statement. Attendance has been so high that five out of the last eight Security Cooperation Manage-

ment Overseas Courses (SCM-O) were split into two sections. The overseas course provides functional knowledge of security cooperation and security assistance policies and procedures for U.S. personnel with assignments to overseas Security Assistance Organizations (SAOs), Defense Attaché Offices (DAOs), the regional combatant commands (COCOMs) and their component elements.

As an integral part of their studies, students are acquainted with current issues in U.S. foreign policy and international affairs and security cooperation programs management practices. The course is expected to remain in high demand for the foreseeable future, in light of a recent policy change that essentially merges senior defense official responsibilities within either the Defense Attaché or Senior SAO in each country around the world. Those traditional defense attachés who've taken on the responsibilities of SDO are now attending SCM-O, while those SAOs who are now designated also as SDOs are attending the Joint Military Attaché School (JMAS). Although JMAS is managed by the Defense Intelligence Agency (DIA), both schools continue their cooperation to minimize the impact of the SDO/DATT merge.

Increased interest in becoming certified through The International Affairs Certification Program has also added to DISAM's boon as DoD students attending courses for professional development also fulfill certification requirements, according to Reynolds.

"The certification process is Internet-based, which allows employees to plug in data, with supervisors providing quality control by validating experience, training and competencies, which make up the certification require-

ments at three different levels. Certification is actually awarded by the applicable military department or DISAM (who manages the DoD contingent).

Students seek to keep up with policy and procedural changes, according to Reynolds. Many throughout the workforce are taking advantage of online courses and modules and some are returning to DISAM after three to five years to retake courses such as the Security Assistance Management Case Management Course (SAM-CM) as a refresher.

For those needing refresher training, but can't get a seat in a class as quickly as desired, one of DISAM's online courses or modules might be the answer. The school spun up its first online course in 2002 based on the growth of that venue and the applicability of some DISAM courses to flow into that means of educating/training our workforce.

Reynolds said the most popular online opportunities are Security Assistance Management Orientation Course (SAM-OC), and the International Programs Security Requirements Course IPSR-OL, which deals with technology transfer issues. (DISAM also offers a three-day on-site version of the IPSR course, taken to various locations based on demand in that location.) DISAM's on-line students now make up 20-25 percent of its total number of students each year.

For security assistance personnel and customers located overseas, where traveling to DISAM may not be possible, have two options. For U.S. security assistance personnel, DISAM offers on-site team training. For foreign customers, DISAM has a Mobile Education Training Team. Most foreign customers request a version of the Basic International Purchaser Course (a resident course offered five times each year on the DISAM campus), but the school works to tailor the training needed to provide the most benefit, said Reynolds.

For U.S. SA/SC personnel, whether based in CONUS or overseas, team training can also be tailored based on unit requirements. Customers find this to be a very economical option, since they only pay TDY expenses for a few faculty members (international customers pay some additional costs). What historically were five to seven international trips a year prior to 9-11 has grown to 14-16 annually with no slow down insight.

# McCormick Becomes DSCA Deputy

By Juanita White

When Beth McCormick started her career with the Department of Defense (DoD) in 1983, she was an unpaid intern in the Office of the Under Secretary of Defense for Policy (OSD Policy) working toward her master's degree in Security Policy Studies at the George Washington University.

Reflecting on her early years in DoD, she says, "Who would have thought that a girl from a small town in Pennsylvania would have a job working on intermediate-range nuclear force issues with Europe?"

Since then, her career has been in high gear, taking her from DoD to the National Aeronautics and Space Administration (NASA) and back again.

In October 2008, after serving four years as the director, Defense Technology Security Administration (DTSA) and acting deputy under secretary for Defense, Technology Security Policy, McCormick was selected as deputy director of the Defense

Security Cooperation Agency (DSCA). Her selection makes her the agency's eighth deputy director.

She says she was drawn here because of DSCA's mission. "DSCA has a really exciting mission because it is at the critical juncture

of building partnership capacity and working with other countries. It is right in the middle of making sure that our partners have the necessary equipment to participate in military and stability operations. DSCA also plays an important role in training military personnel around the world."

Although she is intimately familiar with the mission of the organization, like many who are new to the agency, the breadth of it surprises McCormick. Until the mid-1990s, DSCA was almost entirely dedicated to implementing security assistance programs overseen by the State Department; since then its mission has grown. "When you use the terminology 'security assistance,' most people think about traditional military assistance under State Department purview such as



**McCormick discusses DSCA's mission with a group of Marshall Center students at the Pentagon.**



**A Marshall Center student asks a question about DSCA programs.**

International Military Education and Training and Foreign Military Sales," she says. "But our responsibilities are much broader with responsibilities and guidance from both the Departments of State and Defense."

As the new deputy director, McCormick sees herself as the Chief Operating Officer (COO) and agency director Vice Admiral Jeffrey A. Wieringa as the Chief Executive Officer (CEO). Like past deputy directors, McCormick's civilian position offers continuity since the military leadership rotates every three to four years.

Her first goal as deputy director is to continue working to make DSCA a more effective and efficient agency. She thinks that this is paramount to DSCA's mission. She and Wieringa have been overseeing continual

process improvements using Lean Six Sigma.

Another goal is to integrate DSCA into the early formulation of policy and programs within the OSD Policy organization.

As an outsider to DSCA, she noticed that the agency and OSD Policy were not always synchronized in their approach to issues.

"The expertise that exists in this agency can contribute to the formulation of a number of policies. If you don't think about how those programs are going to be executed when you form the initiative, you can create false expectations for DoD's international partners about how successful their programs will be."

After starting her career in OSD Policy and going to NASA in July 1994, she was referred to as a "DoD person." After leaving NASA and joining United States Air Force International Affairs as the director of policy in November 2001, she was referred to as a "NASA person."

"When I was deputy associate administrator for Life and Microgravity Sciences (at NASA), I helped manage a technical workforce that included scientists and engineers," says McCormick. "Being able to understand technical subjects, take input from technical people, and utilize it in our decision-making was very important."

McCormick sees DSCA's road ahead as complicated, but positive. First, DSCA has a variety of security cooperation partnerships with various countries. Some of those countries have a few programs, while others have a more complex range. Countries, such as Libya, have not had activities in a long time and are starting again, she says.

McCormick says the dynamic reality of the world we live in contributes to those complications. In addition to U.S. involvement in Iraq and Afghanistan, there are periodic events such as the Russian conflict with Georgia and events in Gaza to consider.

"You don't know what the requirements will be from day to day," she says. "We play a small but important role in what is going on in the world. The possibility of dealing with those threats to security, whether they are directly related to the interests of the United States or to those of our friends and allies, is a reality and will continue to be that way."



# DSCA Sales Reach \$36.4 Billion in 2008

## This Year's Totals Expected to Exceed Past Trends

By C. E. Taylor

The Defense Security Cooperation Agency (DSCA) sold more than \$36.4 billion in weapons systems and related services to friends, partners and allies around the world making fiscal year 2008 a record-breaking year for U.S. Foreign Military Sales (FMS).

According to Vice Admiral Jeffrey Wieringa, DSCA director, if the current trend is any indication, fiscal year 2009 sales could total as much as \$40 billion.

Wieringa is charged with leading, directing and managing security cooperation programs to support national security objectives for the Department of Defense. Like all of the agency's programs, FMS helps nurture relationships, build allied and partner capacities for self-defense and promote peacetime and contingency access for U.S. forces.

The FMS process is a deliberate system that involves numerous players throughout the U.S. government, industry, and foreign partners.

Partner countries request defense articles or services by submitting a Letter of Request (LOR). The LOR is validated by numerous organizations- Combatant Command, military services/defense agencies, the U.S. Embassies and Political Military Bureaus at the State Department and DSCA.

The military services/defense agencies work with industry and partner nations to fully define and refine the requirements. They provide pricing and availability data.

Sometimes, policy or statute requires the involvement of the Under Secretary of Defense for Policy, the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L), or Comptroller, and the intelligence community.

Once all requirements are validated, depending on the value of the sale, a Congressional notification 36(b) is submitted to Congress, if the proposed sale exceeds notification exceeds notification thresholds. Once a Letter of Offer and Acceptance (LOA) is prepared, a contract is signed, the articles are delivered, the services are performed and the purchaser is billed.

"When I took charge of the Agency, my charter was to streamline the support to both Iraq

and Afghanistan, and to improve DSCA's business processes," says Wieringa. "Today, we have managed to get the Iraqis trained on the FMS process, provide FMS expertise to folks on the ground, and speed up the delivery process."

"There was a lot of unfair controversy surrounding Iraq and FMS a few years ago," explains Lt. Col. Joseph Lontos, Iraq country program director.

"In the early phases of the Iraq train and equip initiative, most of the equipment they were receiving was not through the FMS program. In fact, of all the equipment procured by the United States and the Government of Iraq (GoI) over the last five years, only 30 percent came through FMS. The rest is purchased through Direct Commercial Sales."

The Iraq FMS program is about \$7.3 billion according to Lontos. Last year DSCA delivered about \$2.8 billion in FMS.

"The Iraq and Afghanistan programs have clearly demonstrated that FMS can be operationalized and that Security Cooperation can and does meet the flexible and responsive demands of contingency and stability and reconstruction requirements," says Lontos.

While requests should go from LOR to LOA in no more than 120 days, DSCA's Iraq team has managed to get it down to about 33 days. Lontos says this was not a one-person operation.

"By increasing the size of the Multi-national Security Transition Command-Iraq (MNSTC-I) security assistance office and providing the right personnel with the necessary skill sets, we were able to help create an effective and efficient operation there that will allow us to transition from a Train and Equip to a Security Cooperation engagement model," he says.

There were a number of initiatives that were key to strengthening the SC capacity in Iraq, according to Lontos. "We redoubled our efforts to provide training to

both U.S. and Iraqi personnel. We deployed five mobile training teams to Iraq, training a total of 119 Iraqis and 61 U.S. personnel on the intricacies of the system."

FMS procurements are integrated into the DoD acquisition process to coordinate DoD and partner requirements.

FMS doesn't begin or end with Iraq and Afghanistan. About 206 countries are interested in purchasing defense articles and services from the U.S. government. Some countries prefer to directly negotiate with U.S. industry through Direct Commercial Sales, while others prefer the "Total Package Approach," through FMS.

Anne Smoot, India country program director, says, "Many countries understand the differences between DCS and FMS, but prefer FMS because it offers a total package approach (TPA).

Under FMS, there are advantages for U.S. companies, specifically, releasability determinations are handled by the government. In cases involving the transfer of sensitive technology, the U.S. government may restrict the release of the item through FMS only so that we can maintain oversight. In these cases, the only option for receiving the item is through a government-to-government transaction.

Smoot says, "We do not compete with industry. Countries come directly to the DSCA for the TPA because of the U.S. military support and expertise provided through an FMS purchase."

"Our goal is to assist and strengthen our partners to support our foreign policy objectives by focusing on long-term strategic relationships," says Wieringa. "We will continue to re-engineer and transform FMS as well as other security cooperation programs to be more responsive to DoD objectives and each country's requirements."

## Flournoy Becomes Under Secretary for Policy

Michèle Flournoy was confirmed by the U.S. Senate as the Under Secretary of Defense for Policy on February 9, 2009. She serves as the principal staff assistant and advisor to the Secretary of Defense and the Deputy Secretary of Defense for all matters on the formulation of national security and defense policy and the integration and oversight of DoD policy and plans to achieve national security objectives.



**Michèle Flournoy**

Prior to her confirmation, she served as President of the Center for a New American

Security (CNAS) in January 2007. Before co-founding CNAS, Flournoy was a senior adviser at the Center for Strategic and International Studies, where she worked on a broad range of defense policy and international security issues.

Flournoy previously served as a distinguished research professor at the Institute for National Strategic Studies at the National Defense University (NDU), where she founded and led the university's

Quadrennial Defense Review (QDR) working group, which was chartered by the Chairman of

the Joint Chiefs of Staff to develop intellectual capital in preparation for the Department of Defense's 2001 QDR.

Prior to joining NDU, Flournoy served simultaneously as Principal Deputy Assistant Secretary of Defense for Strategy and Threat Reduction and the Deputy Assistant Secretary of Defense for Strategy. In that capacity, she oversaw three Policy offices in the Office of the Secretary of Defense: Strategy; Requirements, Plans and Counterproliferation; and Russia, Ukraine and Eurasian Affairs.

Flournoy earned a bachelor's degree in social studies from Harvard University and a master's degree in international relations from Balliol College, Oxford University, where she was a Newton-Tatum scholar.

## General Closes Chapter With Africa Center

### Fields Becomes Special IG for Afghan Reconstruction

Maj. Gen. Arnold Fields ended his tenure as deputy director for the Africa Center for Security Studies to become the Special Inspector General for Afghanistan Reconstruction. Fields will oversee U.S. spending on reconstruction projects in Afghanistan in a program modeled after a similar operation in Iraq.

Fields' first exposure to the Africa Center was as a participant while he was still on active duty with the Marine Corps in 2003. From that auspicious beginning, he has come full circle, serving as deputy director of ACSS for a year and a half.

The highlight of his work at

ACSS, he said, "was working with an extraordinary staff, all of whom I felt to be completely committed to the Africa Center.

"Equal to or greater than that was the experience of working with the leaders of Africa, in whom I have the highest of confidence in their impact on the current and future status of Africa."

Noting that he had observed junior leaders and those who have participated in the Next Generation of African Military Leaders, an ACSS program, Fields said all of the leaders "show a passion for change and/or improvements."



**Fields (right) leaves Africa Center for Afghanistan.**

His first exposure to a formal ACSS program was as a participant in a Senior Leader Seminar, an experience he vividly recalls.

Fields' tenure at ACSS also encompassed the standing up

of the United States' Africa Command (AFRICOM), which he believes "really portends the wave of the future in how we diversify what we bring to what heretofore we described as the battle space."

## DIILS Peacekeeping Course Focuses on Africa

The 23rd Defense Institute for International Legal Studies (DIILS) course on "Conducting

Stability and Peacekeeping Operations in accordance with the Rule of Law" (PKRL)



**The PKRL course is a six-week program.**

graduated 27 students from 17 countries on 20 November 2008. Twelve of the students came from African

countries.

For the first time, the course curriculum included discussion and planning exercises focused on current or likely peacekeeping missions in Africa. Students also visited the United Nations Headquarters in New York City and heard presentations from U.S. officials in Washington D.C.

Commenting on the value of the program, one student from an African nation stated that PKRL "is very useful and it exposes the student to the concept of PKO and the application of law in such operations. Also the program affords foreign students the opportunity to learn more about American life and aspirations."