



# Partnering in the Pacific Theater



Assuring Security and Stability through  
Strong Army Partnerships  
United States Army, Pacific



the agreements necessary to train and safeguard our troops. The USARPAC exercise and engagement program, with partnership exercises from Mongolia to New Zealand to India, provides the ideal training grounds for the current generation of Soldiers, who joined the Army to deploy and train with our international partners.

The “Engage and Partner” line of effort is critical to achieving the PACOM Commander’s theater campaign plan objectives. USARPAC’s theater engagement concept incorporates training and exercising as a Joint Task Force (JTF) and theater Joint/Combined Land Force Component Command (J/CFLCC) with partner nations. These training events reinforce our alliance commitments and impart new partners with the capability and capacity to act and respond together in a coalition. Whether it is enabling PACOM training and contingency access, developing partner disaster resiliency, or forming an operational JTF or CFLCC mission command capability, USARPAC’s engagement effort is both relevant and essential to achieving success.

Winning the nation’s wars has and will always be the U.S. Army’s most essential mission. The Army’s ability to win in any environment, with the flexibility and depth to overcome any adversity, has been its hallmark for over 237 years. Yet, in the complex globalized security environment facing the Army of 2020, *preventing* costly wars will be as important a measure of the Army’s success, as it was in Europe during the Cold War. The Theater Army Commander’s “Engage and Partner” line of effort and focus on the human domain is essential to prevent and deter aggression and set the conditions to *win*. Engaging the theater then becomes the USARPAC Commander’s most critical strategic task and the foundation for the theater army strategy. USARPAC is the decisive theater land force, with the flexibility and sustainability, to accomplish the task and realize the PACOM Commander’s vision for the theater. USARPAC’s strong Army partnerships across the theater develop the trust and confidence necessary to form and foster participation in multinational, land-force coalitions that will respond to the future crises and contingencies that lie ahead. For the U.S. Army Pacific of 2020, – *by, with, or through our allies and partners* – it is the best way to ensure peace and security in the Asia Pacific.

PREPARED BY THE USARPAC STAFF: POCs are COL James O. Robinson Jr. at [james.o.robinson.mil@mail.mil](mailto:james.o.robinson.mil@mail.mil) and LTC John C. Lee at [john.c.lee.mil@mail.mil](mailto:john.c.lee.mil@mail.mil).

**United States Army, Pacific  
Fort Shafter, Hawaii 96858-5100**

April 26, 2012

Fellow Leaders:

Our Army’s proud and distinguished heritage in the Asia-Pacific extends back to 1899 and includes 63 campaigns in the region—more than anywhere else outside of the Americas. Over that span, partnerships with neighbors, friends, and allies always proved decisive to our nation’s success. That remains true today.

The United States Army, Pacific (USARPAC) is about more than winning conflicts; we strive to prevent them. The greatest victory is that of peace over war, of stability over conflict. The general regional peace that USARPAC helped to underwrite since the end of World War II through our partnerships and deterrence capability contributed to the unparalleled economic growth and development that the peoples of this vast region enjoy today. With America’s renewed focus on the Asia-Pacific region, USARPAC remains committed to maintaining these most basic conditions of shared prosperity: peace and stability. At the same time, we maintain the capability to act decisively in response to any contingency.

USARPAC continues to track regional dynamics and engage daily with our broad range of allies and partners in the Asia-Pacific environment. This white paper reflects a thorough examination of how we can best cooperate with our traditional partners in the region while also building new relationships to prevent conflict and future wars.

It is important to point out that while a reflection of our current thinking, this paper is also a living document. As conditions change, we will continue to update our approach to ensure future applicability. We view open communication with each of you as vital to the success of our partnerships in the Asia-Pacific, and I would like to encourage constant contact between commanders and staffs, from all nations, as we go forward together to assure security and stability in this historically vital region.

Operational art is the application of creative imagination by commanders and staffs to employ military forces. That has been our goal in the development of this white paper. I look forward to hearing your thoughts and comments as we move forward, with the hope of a future more peaceful and secure than today.

Very respectfully,



Francis J. Wiercinski  
Lieutenant General, U.S. Army  
Commanding General

## Partnering in the Asia-Pacific Theater

### The U.S. Army, Pacific's Theater Engagement Strategy White Paper

Our relationships with Asian allies and key partners are critical to the future stability and growth of the region. We will emphasize our existing alliances, which provide a vital foundation for Asia-Pacific security. We will also expand our networks of cooperation with emerging partners throughout the Asia-Pacific to ensure collective capability and capacity for securing the common interest.

- Honorable Leon Panetta  
Secretary of Defense

#### Executive Summary

The United States Army has an enduring historic legacy in the Asia-Pacific fighting 63 campaigns since 1899—more than any other geographical region outside of the Americas. This legacy continues today with the U.S. Army, Pacific (USARPAC) as the decisive land force with the depth and sustainability to: 1) prevent conflicts first and foremost, 2) promote the conditions necessary to maintain peace and stability, and 3) prevail in conflicts when all other courses of action are exhausted in the Asia-Pacific. To contribute to this renewed Asia-Pacific focus expressed by President Obama and Secretary Panetta, USARPAC's theater strategy operationalizes four core tenets: persistent engagement, forward presence, trained and ready forces, and agile mission command. Working in concert, these four tenets enable the USARPAC Commander to engage the theater to prevent instability and set the conditions to rapidly respond to a full spectrum of contingencies and to win in combat—if necessary. Engaging the theater and working alongside partners is USARPAC's first line of effort in a theater campaign support plan designed to enable the command—*by, with, or through allies and partners*—to deter aggression, build capacity, and assure USPACOM success.

America's strategic focus on the region includes a strong emphasis on cooperative multilateral engagement. In this spirit of multilateralism, USARPAC consults closely with allies and partners to develop combined training concepts with willing countries, discussing regional Humanitarian Assistance and Disaster Response (HA/DR) support facilities in South and Southeast Asia, and promoting aspiring regional contributors to become net security exporters in their respective regions and globally where appropriate. Once fully developed, USARPAC's network of cooperation will not only improve our own and our partners' military readiness, it will also enable a cooperative strategic environment that limits harmful military influences and negates potential threats to regional peace—an interest shared by all. Ultimately, USARPAC's strong and enduring partnerships allow the U.S. Army to foster and lead adaptable, multinational coalitions to prevent, mitigate, and respond to crises, and win in conflicts across the Asia-Pacific—when necessary. USARPAC envisions working closely within a community of interest of joint, interagency, intergovernmental and multilateral allies and partners. In this holistic approach, USARPAC seeks and welcomes input and initiatives from the multitude of joint, interagency, intergovernmental, and multinational organizations to develop a synchronized and synergistic framework to build partnerships for a lasting, secure and stable Asia-Pacific.

The purpose of this white paper is to share USARPAC's vision and design for contributing to the efforts of the United States and our allies and partners to attain peace and security in the Asia-Pacific. While joint, interagency, intergovernmental and multinational participants all bring various types and levels of

#### Sustain Traditional Relationships.

USARPAC seeks to *sustain* positive relationships with long standing friends. In a resource-constrained environment, USARPAC will work alongside these countries in broader multilateral engagements in partnerships with joint, interagency, intergovernmental, and multinational organizations while seeking to reallocate resources gained from improved capabilities with *assure, promote and enhance* countries to meet common security challenges. USARPAC developed the following theater campaign support objective for *sustain* countries:

**Campaign Objective:** USARPAC *sustains* positive Army relationships and access in those Asia-Pacific countries with limited capacity to contribute to regional security.

Operationally, this translates into the following operational/tactical capability related effects:

- Maintain essential senior level engagements
- U.S. Army support for regional HA/DR initiatives
- Increase in individual participation in PME and security force exchanges
- Opportunities for multilateral information exchanges

#### V. Assessing the Engaging and Partnering.

In the past, security cooperation planners used a “more is better” philosophy to theater engagement programs and relied heavily on quantitative measures—e.g. the number of engagement activities—to measure the program's effectiveness. As the Army adjusts to a new era in fiscal discipline, planners must replace quantitative with qualitative measures that provide the commander the fidelity necessary to re-prioritize activities and re-allocate limited resources. USARPAC's Theater Campaign Support Plan uses the S.M.A.R.T. criteria—specific, measurable, attainable, relevant, and time-bound—to set campaign support objectives and provide the Commander with periodic progress reports for each line of effort. USARPAC incorporated a doctrinal working group to provide a staff-wide venue to establish and assess theater campaign support plan objectives for each line of effort. Measuring campaign progress is both an objective “science,” and a subjective “art.” USARPAC's assessment methodology tries to balance these two approaches to give the Commander and his staff the necessary fidelity to make the right decision at the right time.

Key to providing the USARPAC Commander with appropriate fidelity is input from other U.S. government, intergovernmental and multinational agencies. The USARPAC staff depends greatly on the comments and perspectives of USPACOM, Department of State, the Office of the Secretary of Defense, and embassy country teams. Additionally, through persistent engagement, USARPAC senior leaders and staff gain helpful feedback from allies and partners. This input is vital to ensuring USARPAC is improving and moving relationships substantively forward and greatly augments quantitative aspects of assessments.

#### VI. Conclusion: Engagement as a Core Theater Army Function.

Preventing and deterring future conflict relies on finding the right theater force posture. The “Engage and Partner” line of effort is crucial to enabling future force posture initiatives. As the U.S. Army rebalances globally and determines the optimal mix of rotational general-purpose forces and forward-deployed forces, USARPAC's engagement efforts will set the conditions for the U.S. Army to prepare and posture for regional contingencies, creating goodwill and rapport with our regional army partners and establishing

subject matter expert exchanges, such as: medical, engineering, peacekeeping, disaster response, and rule of law. This translates specifically into achieving the following effects:

#### Strategic Effects

- Shared language and government support for partnership commitments
- Increased confidence and public support for PKO and HA/DR capabilities
- Assured USPACOM operational and training access

#### Operational/Tactical Capability Related Effects

- Ability to control borders and deny VEOs operating space
- Increased Officer and Non-Commissioned Officer Professionalism
- Capacity to participate in small scale multinational PKO or HA/DR operations and training events
- Increased information sharing
- Routine and frequent senior level dialogues

#### Open New Relationships.

In the *open* category of countries, legislative and policy constraints on defense relationships with these countries limit USARPAC's ability to directly engage them. Engagement activities with these countries must be vetted and approved by PACOM and OSD for policy compliance and are often subject to political dynamics outside of USARPAC's control. The countries themselves may have a policy to limit engagements with the U.S. military as a reflection of the state of the overall bilateral relationship. All of these factors limit USARPAC's engagement activities to senior level counterpart visits, medical, engineer, and HA/DR related exchanges—when allowed and where appropriate. However, USARPAC believes these countries hold the greatest potential for opportunity over the next decade and are critical keys to achievement of our over-arching goals to prevent conflict and maintain regional peace. USARPAC continues to seek to *open* the lines of communication with these countries. USARPAC developed the following theater campaign support objective for *open* countries:

**Campaign Objective:** USARPAC fosters responsible behavior through a focus on common security challenges and expands open lines of communication with those countries where relationships are constrained by U.S. legislative and policy constraints or by those countries' own policy decisions to limit mil-mil engagements with the U.S.

The primary focus of the *open* defense relationship is on *further expanding senior level dialogues and open lines of communication to develop greater understanding and familiarization*. This translates specifically into achieving the following effects:

#### Operational/Tactical Capability Related Effects

- Increased senior level dialogues and counterpart visits to enable military diplomacy
- Increased participation in multilateral PKO and HA/DR training events
- Increased participation in subject matter expert exchanges

Security cooperation activities in these countries will be executed on a case-by-case basis to build trust, familiarization, and mutual confidence to enable regional cooperative and collaborative endeavors for a stable and secure Asia-Pacific environment.

capabilities to help address some of the region's challenges, the United States Army, Pacific brings a comparative advantage across the spectrum of unified land operations. This paper describes USARPAC's unique approach to assuring security and stability through: strong Army-to-Army partnerships; building credibility, confidence, trust and influence through forward presence and persistent engagement; identifying risks and opportunities; prioritizing lines of effort and engagement; and finally, measuring progress.

“The United States is a Pacific power, and we are here to stay”

- President Obama, 16 Nov 2011

#### I. Introduction.

##### Assuring Asia-Pacific Security and Stability through Strong Army Partnerships.

As the United States diplomatically, economically, and militarily refocuses toward the Asia-Pacific region in line with its longstanding Pacific presence, it faces significant security challenges. Northeast Asia, particularly the Korean peninsula, remains a focal point of unpredictability and potential instability. Violent Extremist Organizations (VEOs) are still operating in areas of South and Southeast Asia. Unsettled border and territorial disputes threaten to destabilize regional diplomatic and economic relations. China's economic rise, rapid military modernization, and expanding military activity raise legitimate questions about China's future intentions to which both we and other countries in the region seek clear, transparent answers. The United States is committed to a positive, cooperative and comprehensive relationship with China. To that end, USARPAC will continue to seek opportunities to positively and constructively engage with the Chinese military in an effort to increase mutual understanding and cooperation on shared priorities. Finally, the Asia-Pacific region has experienced some of the most devastating natural and man-made disasters on record during the past decade, proving that we are all vulnerable to nature's fury in all its forms.

However, the U.S. is not alone in facing these challenges and questions. Our Asia-Pacific allies and partners are the bedrock of peace and security in the theater and our defense cooperation with new and emerging partners continues to expand, offering new opportunities for training and collaboration to address emerging man-made and natural challenges. Given this dynamic strategic context, the United States continues to promote strong defense partnerships to address common security challenges to assure security and stability in the Asia-Pacific.

A glance at a map of the Asia-Pacific region and its vast sea area often leads to the common misperception that it is a primarily air and maritime domain with critical sea lines of communication. A closer study of the region and its history, however, reveals a significant dimension that is well-recognized within the region but often overlooked by casual observers: in Asia-Pacific nations, the land component of the Armed Forces is not only traditionally the largest service, but by far the most influential as well. In fact, today, 21 of 27 nations in the Asia-Pacific with armed forces have an army chief of defense and, of the 36 Asia-Pacific nations and territories, 26 have armed forces where the army is the largest service—all in a region that includes 7 of the world's 10 largest armies. To build the most effective partnerships possible with this broad array of army-dominant forces, America's Asia-Pacific defense strategy must include a well-resourced ground-centric dimension that is best postured to influence the often overlooked yet critical human domain. Strong land force partnerships have been and remain a crucial means to assure America's strategic success; this is as true in Asia as it is anywhere else in the world.

*United States Army, Pacific, America's Theater Army in the Pacific, is the decisive force to execute a sustained and unified land-based security strategy in support of the USPACOM Commander's Theater Campaign Plan.*

As the U.S. Army transitions from combat in Iraq and Afghanistan where more than 170,000 USARPAC Soldiers served, the United States Army has the opportunity to expand security cooperation activities that strengthen and leverage army-dominated defense partnerships for the future. Through expanding its bilateral and multilateral exercises and a menu of engagement activities, the U.S. Army seeks allied support to build partner capacity while simultaneously maintaining a continuous visible regional presence with partner nations that other services on the sea and in the air cannot duplicate. There is no better demonstration of America's commitment to the region's security than U.S. Army Soldiers working alongside partner nations within the human domain on an almost daily basis.

USARPAC's theater engagement and partnership program is a crucial element of the Army Campaign Plan and the PACOM Theater Campaign Plan, engaging the theater, preventing instability, and setting the conditions to respond and win in contingencies. USARPAC's multilateral exercise program not only improves Army and partner readiness, it reinforces our alliance commitments, assures regional powers of our intentions to maintain stability, and strengthens cooperative networks with emerging nations. In demonstrating our interoperability and our willingness to train and respond together for potential crises, the U.S. Army, Pacific fosters credibility, trust, and confidence in U.S. Army, allied, and partner capabilities. In turn, this limits harmful military influences and deters potential aggression while building partner capacity.

Engaging partners is the first and decisive line of effort in the USARPAC Commander's Theater Campaign Support Plan (TCSP) to accomplish the USARPAC mission. Working closely with other service components, along with the Army National Guard and Reserve, and in close coordination and collaboration with the U.S. State Department's embassy country teams, USARPAC assumes the unified land force leadership role to work by, with, or through our allies and partners to foster coalitions that are able to prevent, mitigate, and respond to crises and assure security and stability in the Asia-Pacific.

## II. Engagement Imperatives and Enduring Outcomes.

**Building Credibility, Confidence, and Trust through Forward Presence and Persistent Engagement.** As America's national leaders have noted, no nation or government can "surge" trust and influence among its allies and partners. Building and maintaining credibility and confidence is a deliberate process that occurs over years of interaction after numerous iterations. It starts with establishing and maintaining a rotational presence to develop familiarization, situational awareness, and mutual understanding among our army partners. USARPAC's annual bilateral and multilateral exercises give the Army regional presence and demonstrate credibility in our alliance and partner capabilities. Combined with senior level dialogues, seminars, advisory and expert exchanges, HA/DR training and real world crisis response operations (such as USARPAC's response to the March 2011 earthquake and tsunami in Japan), USARPAC engagement activities preserve and raise confidence among our allies and emerging partners in our enduring commitment to the region's security. The United States military remains the security partner of choice in the Asia-Pacific. While the United States Army, Pacific enjoys a high degree of confidence and minimal restrictions on access among our regional partners today, that confidence and trust comes from a stable, dependable, and committed Army relationship that provides both utility and benefit. For decades, regional Army senior leaders have recognized the importance of preserving and growing these fragile and perishable relationships to maintain trust, and USARPAC remains committed to fulfilling that trust.

**Partnering to Achieve Enduring Outcomes.** Trust and credibility in and of themselves are not TCSP objectives or end-states. While crucial to the success of USARPAC's TCSP goals and objectives, trust and confidence provide the strategic "foundation" and means to achieve the "Engage and Partner" line of

**Campaign Objective:** USARPAC supports key regional partners to assume a multi-national land force leadership role as net security exporters to prevent, mitigate and respond to threats and crises.

The primary focus of the *promote* defense relationship is on developing the *capacity to lead and foster multinational crises response at the tactical and operational level*. This translates specifically into achieving the following effects:

### Strategic Effects

- Shared language and government support for partnership commitments
- Increased confidence and public support for defense capabilities
- Assure USPACOM operational and training access
- Expanded long-term armaments cooperation

### Operational/Tactical Capability Related Effects

- Ability to deny VEOs operating space
- Capacity to lead, deploy, and participate in small scale multinational PKO or HA/DR operations
- Capacity to lead, deploy, and participate in a small scale contingency command post
- Capacity to host multinational PKO and HA/DR training exercises
- Increased tactical level interoperability for contingency operations and mission command activities
- Frequent information sharing
- Routine and frequent senior level dialogues
- Increased high altitude, desert, cold weather and jungle training opportunities for U.S. soldiers

### Enhance Critical Capabilities.

The *enhance* category comprises countries that have expressed a desire for a closer comprehensive security partnership with the United States but lack the military resiliency and capacity to exert significant military influence beyond their immediate borders. In many cases, these countries acknowledge the stabilizing influence of America's regional presence; however, direct or long-term employment of U.S. forces could be objectionable, infeasible, or counterproductive. USARPAC seeks opportunities to improve relationships by *enhancing* specific capabilities, such as peacekeeping, humanitarian assistance, or disaster relief. To maximize effects from its efforts, USARPAC seeks multilateral opportunities to enhance these partnerships when available. Sustained senior-level activities designed to foster relationships and encourage access are another useful means for USARPAC to use in engaging these countries. USARPAC developed the following theater campaign support objective for *enhance* countries:

**Campaign Objective:** USARPAC *enhances* partner multi-lateral land force capacity and capabilities to develop military resiliency, address internal security challenges, and participate in regional peacekeeping, humanitarian assistance and disaster relief operations.

The primary focus of the *enhance* defense relationship is on further *enhancing military professionalization and developing battalion level peacekeeping and HA/DR capacity for multilateral crisis response*. Activities in these countries primarily focus on small-scale bilateral exercises and robust

and stability in the region. Overall, this category represents relatively sophisticated and long-standing defense partnerships in which the U.S. seeks to *assure* partners of its mutual defense commitment. While these countries generally share a common threat perception, what sets this class of nations apart is a binding and durable commitment to take action together to counter shared threats. USARPAC developed the following theater campaign support objective for *assure* countries:

**Campaign Objective:** USARPAC enables regional security/stability by upholding commitments with allies and key regional partners to provide trained, ready, and interoperable forces for multilateral, unified land operations in order to prevent, mitigate, and respond to transnational and regional threats.

The primary focus for *assure* partners is on *maintaining and expanding unified land force interoperability* at the tactical and operational level. This translates specifically into achieving the following effects:

#### Strategic Effects

- Deter aggression, coercion or provocative actions by potential spoilers
- Shared language and government support for alliance and partnership commitments
- Increased confidence and public support in mutual defense capabilities
- Assure USPACOM operational and training access
- Long-term armaments cooperation

#### Operational/Tactical Capability Related Effects

- Integrated combined mission command capability
- Comprehensive understanding, sharing, and standardization of tactics, techniques, and procedures at division, corps, field army, and theater army levels
- Expanded CTC-like training exchanges (to include live, virtual, constructive gaming)
- Formalized and/or frequent information sharing
- Routine and frequent senior level dialogues

In practice, many of these partners host or participate in exercises of major scope and complexity (joint, combined, multilateral), if not actually actively providing troops to Overseas Contingency Operations (OCO). Exercises and engagements seek to reinforce interoperability strengths and address gaps. Based on the importance of these defense relationships, *assure* partners are designated as the LOE's main effort, where the USARPAC Commander focuses the preponderance of resources, time, and effort to maintain strong partnerships with them. Significantly, USARPAC often partners with MARFORPAC and SOCPAC in building ground force capacity throughout the AOR, but particularly with these partners.

#### Promote Regional Leadership.

*Promote* countries comprise the next highest focus for USARPAC's "Engage and Partner" line of effort and are also identified as part of the main effort. These countries have stated aspirations to expand their regional influence generally in common with U.S. interests and expressed their intentions and willingness to use their influence to assume a greater share of future regional security responsibilities. Their defense establishments demonstrate overall military resiliency and increased professionalism. This category includes countries with redefined U.S. defense partnerships in which the U.S. now seeks to *promote* key aspects of their military capacity to achieve their regional security aspirations. USARPAC developed the following theater campaign support objective for *promote* countries:

effort's ends. The USARPAC Commander's engagement approach is guided by the Global Employment of the Force (GEF), the Joint Strategic Capabilities Plan (JSCP), the Army Campaign Plan (ACP), individual embassies' Mission Strategic Resource Plans (MSRPs), and is then derived from PACOM's Theater Campaign and Operational Plan's objectives and USARPAC's own deliberate planning and design efforts. Although the mission analysis and regional assessment revealed a complex array of specified and implied engagement tasks, USARPAC strategists organized them into five broad enduring outcomes: 1) enhanced allied and partner capabilities, 2) partner capabilities leveraged to enhance regional security, 3) PACOM operational and training access preserved, 4) harmful military influence limited, and 5) regional force posture enabled to deter aggression. These enduring outcomes underpin the USARPAC Commander's goals for the "Engage and Partner" line of effort: USARPAC maintains and develops resilient partnerships that enhance regional capabilities, limit potential threat effects, and assure freedom of movement in order to prevent, mitigate, and respond to crises, and prevail in conflicts.

#### III. Risks and Opportunities in the Asia-Pacific.

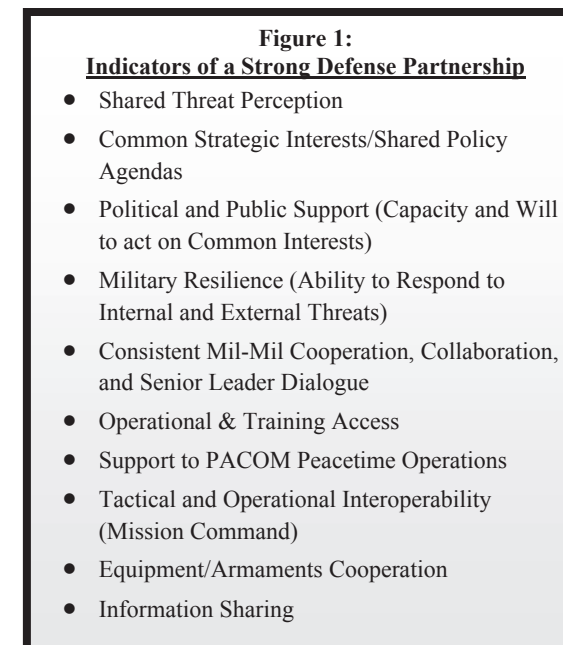
Although the Asia-Pacific region holds a wide array of risks to America's national security interests, these security challenges are out-numbered by unique opportunities to strengthen regional partnerships, communicate U.S. strategic vision, and to advance USARPAC's theater engagement goals and objectives to maintain regional peace and security. The threats outlined below inform overall regional engagement and partner priorities.

##### North Korea Provocations.

North Korea's inherent unpredictability and potential for instability remains a high risk to the region's stability and security. Combined exercises remain the most effective venue to assure our Northeast Asia allies of our commitment to mutual defense, to enhance wartime readiness, and to deter any provocation or coercion. Expanding existing combined Army-to-Army exercises to a joint/combined level improves our joint interoperability and demonstrates our comprehensive capabilities to both our allies and the DPRK. Additionally, joint/combined exercises provide the Joint Chiefs of Staff and USPACOM an opportunity to communicate our intentions to countries in the region. Our joint/combined exercises demonstrate our commitment and signal that the U.S. will always remain engaged in the Asia-Pacific.

##### Violent Extremist Organizations (VEOs).

VEOs operating in areas of South and Southeast Asia also pose challenges to the security and stability of many of our partner nations. While USARPAC does not have a charter to directly counter VEOs as an Army Service Component Command, it does have the resources to build the confidence to deny VEOs operating space to influence regional populations. USARPAC incorporates border security training and USARPAC's world-class Asia-Pacific Counter-Improvised Explosive Device Fusion Center (APCFC) training into partnership capacity building exercises with emerging nations facing a VEO threat or deploying to a region that contains a VEO threat. The Asia-Pacific has the second largest number of IED



incidents and casualties in the world behind only Afghanistan. Specifically, India is second to Afghanistan in the total number of IED events in the Asia-Pacific followed by Thailand. Moreover, Thailand has the second-highest casualty rate after Afghanistan followed closely by India. For this reason, this unique training capability, developed and proven in combat, provides an excellent opportunity to enhance information sharing on VEO tactics and C-IED techniques with our allies and partners.

**Partnering to address Natural and Man-made Disasters.**

Natural and man-made disasters occur with a high frequency in the Asia-Pacific region, causing untold human suffering and massive economic disruption. Simply put, disasters pose the most likely risks to the region’s stability each year. Suffering and the resulting impact on developing economies and individual livelihoods place enormous pressure on local and national governments to provide rapid disaster response and surge humanitarian relief. Because national armies are traditionally the only national entity capable of organizing a rapid response, a failed relief effort by an unprepared military can force defense establishments into disarray and push a weak government to the brink of collapse. In recent years, landslides in typhoon-prone Taiwan and the Philippines, flooding in Thailand, Laos, and Cambodia, and the massive earthquake and tsunami in Japan have all created havoc and humanitarian crises on an unprecedented scale in these countries and in neighboring areas, requiring rapid international aid and assistance. Fortunately, there is general consensus among Asia-Pacific nations that building HA/DR capacity is one aspect of defense cooperation that is both non-controversial and in need of greater international collaboration. In concert with the joint, interagency, intergovernmental and multinational community for HA/DR, USARPAC conducts Pacific Resilience, a series of disaster readiness exercises and exchanges (DREEs) with those partners most in need. These DREEs exercise a whole-of-government approach to respond to humanitarian crises and the unique and, at times, complex command and control requirements needed to adequately respond to these crises, thereby ensuring that appropriate processes are established before they are needed. Disaster exercises and exchanges also demonstrate USARPAC’s unique mission command capability. The hallmark of this capability is the Contingency Command Post (CCP). The CCP provides rapid response, assessment, and U.S. leadership on the ground, anywhere in theater where disaster may strike. USARPAC HA/DR training programs enhance the region’s civil-military resiliency and preparedness, creating goodwill and trust.

**China: Contrast in Cooperation and Competition.**

China’s rapid economic rise and increased political and military activity present both opportunities and risks for regional national interests. Both China and the United States share an overarching interest to maintain regional stability and prevent conflicts. Seeking to enhance bilateral trust and transparency, the USARPAC Commander actively seeks opportunities to work with China in cooperative solutions to international security challenges. USARPAC’s theater engagement strategy seeks both PACOM and U.S. Army support for a greater voice in the positive development of the China mil-mil relationship.

**Training in the Pacific: Maintaining Our Edge While Projecting Presence.**

Part of USARPAC’s engagement effort is to inform the U.S. Army on the unique training opportunities in the Asia-Pacific Theater. As U.S. forces return from Afghanistan, USARPAC’s exercise and engagement program offers the U.S. Army regional alternatives to traditional home station and Combat Training Center (CTC) rotations. These rotations serve the dual purpose of maintaining the Army’s combat edge and allowing the Army to “walk the talk” of the current U.S. foreign policy emphasis on Asia. USARPAC’s partner armies offer realistic training in almost every climate, terrain, and environment necessary to maintain unified land operations readiness, with schools in high-altitude, mountain, desert, and jungle warfare. These training and educational opportunities not only increase unit readiness, but also provide unit staffs, officers, NCOs and enlisted soldiers with the cultural awareness and

familiarization necessary to operate in overseas contingencies with future coalition partners in joint, interagency, intergovernmental, and multinational operations, while improving interoperability with allied and partner armies.

**IV. Army Pacific Theater Campaign Support Plan Design.**

**Lines of Effort.** To address the aforementioned challenges and accomplish USARPAC’s mission, the Commander’s TCSP establishes six Lines of Effort (LOEs). The USARPAC Commander has identified “Engage and Partner” as his first line of effort to achieve his vision for a stable and secure Asia-Pacific. The LOE construct assigns primary responsibility within the USARPAC staff for achieving theater campaign effects and objectives. It also assists the staff in synchronizing diverse and often competing efforts. Every LOE has a designated USARPAC General Officer that provides direction and guidance to LOE managers. Because of its importance to enable the success of the USPACOM theater campaign plan, the USARPAC Commanding General retains direct oversight of the “Engage and Partner” LOE. The “Engage and Partner” LOE provides USARPAC staff and subordinate commands the guidance and direction to achieve USARPAC’s core tenet of persistent engagement.

USARPAC defines the “Engage and Partner” LOE as using Army bilateral and multinational security cooperation operations, actions, and activities (OAAs) to assure security and stability across the Asia-Pacific. Specifically, engagement OAAs are conducted to dissuade or deter potential adversaries, enhance credibility, strengthen partner capabilities for self-defense and coalition operations, improve information sharing, and provide U.S. forces with peacetime and contingency access. USARPAC designed a theater engagement operational framework (or design) as a tool to help define specific partnership objectives and prioritize engagement and resources. Mission analysis and our regional assessment revealed five distinct categories of country partnerships.

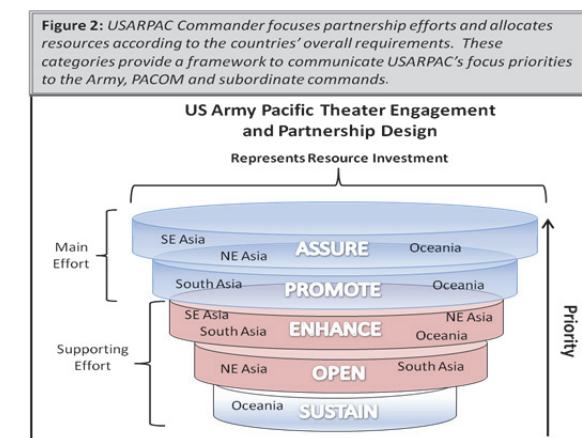
These five categories are: 1) assure, 2) promote, 3) enhance, 4) open, and 5) sustain.

The framework does not intend to communicate that all nations within a specific category have the exact same defense partnership priorities or requirements. Indeed, given the tremendous diversity of the 36 nations in the AOR, all Army partnership programs are unique and individually designed to meet specific bilateral goals. The framework is merely a means to help clarify and communicate the over-arching USARPAC objectives in such a diverse region. Figure 2 graphically depicts the operational design.

Scope and focus are targeted toward areas that align with partner interests and provide the greatest impact to achieve Army Campaign Plan (ACP), PACOM, and common country objectives. Individual partner capacity building efforts are assessed and selected based on their ability to strengthen allied and partner interoperability, assure presence for PACOM, limit harmful regional influences, and improve capacity to respond to peacekeeping and HA/DR-related contingencies.

**Assure Allies and Partners.**

The highest focus is placed on those partners with which the United States has formal defense treaty obligations or is recognized in defense guidance or legislation as playing a critical role in sustaining peace





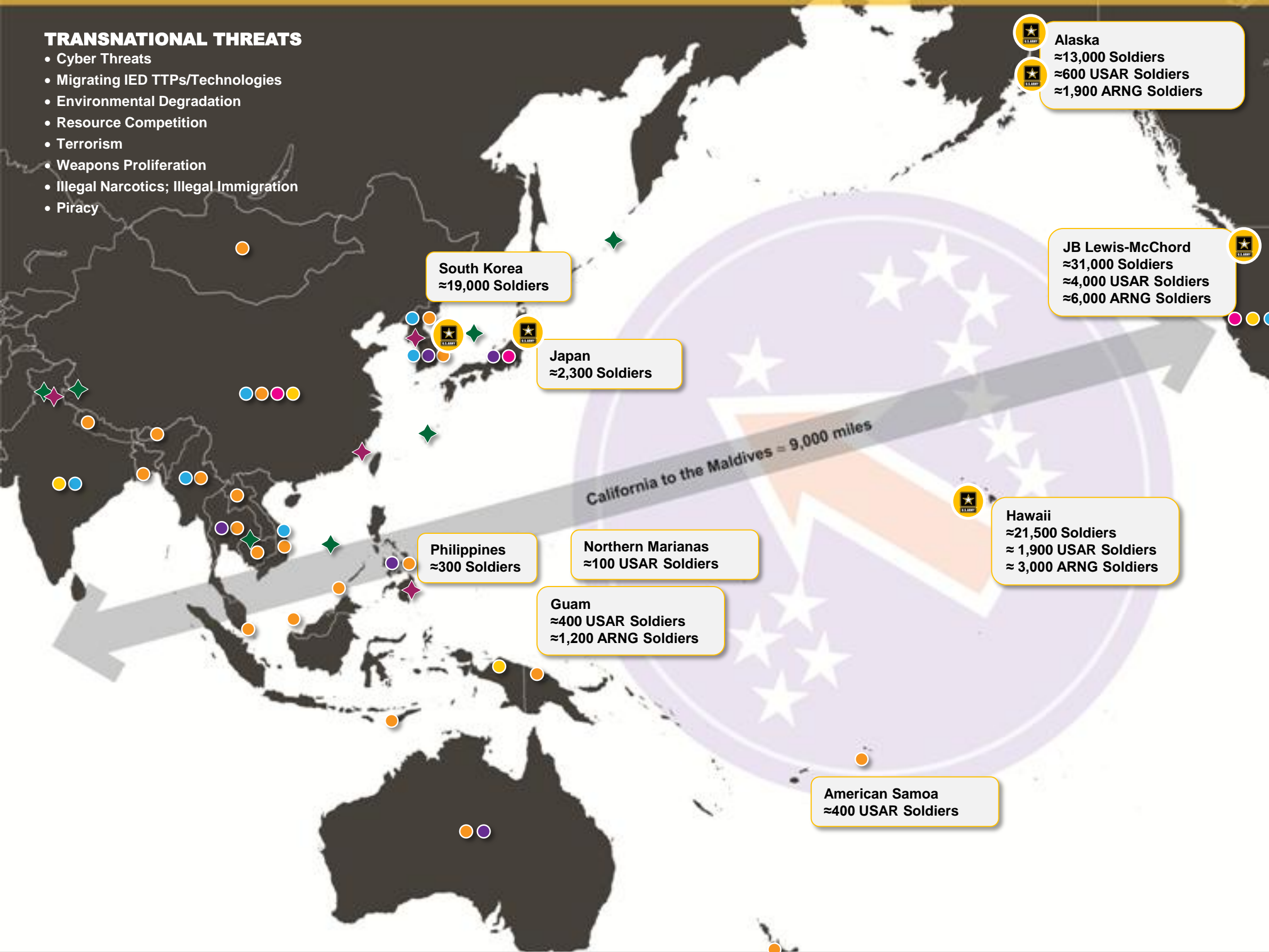


# U.S. ARMY LAND POWER IN THE PACIFIC



## TRANSNATIONAL THREATS

- Cyber Threats
- Migrating IED TTPs/Technologies
- Environmental Degradation
- Resource Competition
- Terrorism
- Weapons Proliferation
- Illegal Narcotics; Illegal Immigration
- Piracy



## TOTAL U.S. ARMY IN THE PACIFIC

≈70,000 Active Soldiers ≈11,400 Army Civilians

## THE PACIFIC THEATER

- **The World's 3 Largest Economies**  
United States China Japan
- **The World's 4 Most Populous Countries**  
China India United States Indonesia
- **7 of the World's 10 Largest Armies**  
China India N. Korea S. Korea United States Vietnam Burma
- **5 of the 7 U.S. Mutual Defense Agreements**  
ANZUS Philippines Manila Pact Japan S. Korea
- **21 of the 27 Defense Chiefs are Army Officers**  
Australia Cambodia New Zealand S. Korea Papua New Guinea  
Bangladesh China Nepal Thailand  
Bhutan Laos North Korea Timor-Leste  
Brunei Malaysia Philippines Tonga  
Burma Mongolia Singapore Vietnam

## PREVENT

- **Trained and Ready Forces (Korea, Alaska, Hawaii, Washington)**
  - 2 Divisions
  - 2 Combat Aviation Brigades
  - 9 Brigade Combat Teams
  - 11 (Multi) Functional Brigades
- **Mission Command Headquarters (HQ) Capacity**
  - Theater Army (HI)
  - Corps (WA) & Corps (Fwd) HQ (Japan)
  - Field Army (Korea)
  - 2 Army Force HQ (Japan, AK)
- **Homeland Defense - Hawaii, Alaska, U.S. Territories/Interests**
- **Enduring Capability**
  - Theater Enabling HQ: Sustainment, Air Missile Defense, Signal, Intelligence, Engineer, Medical, and Military Police
  - Army Pre-positioned Stocks (Japan, Korea, Diego Garcia)
  - Power Projection from Wash/Hawaii/Alaska/Japan

## SHAPE

- **24 Large Scale Exercises with 14 of 36 Countries in the region**
- **FY 11 Development of Partner Capacity in 21 Countries**
  - Subject Matter Expert Exchanges with 19 Countries
  - 54 U.S. & Partner Soldier Exchange Assignments
  - 7 U.S. Soldiers attended 4 Partner Army Schools
  - 192 Asia-Pacific Soldiers attended U.S. Army Schools
  - 70 Asia-Pacific CIED Center events with 7 Countries
- **6 Countries Partnered with the National Guard**
  - Mongolia > Alaska
  - Thailand > Washington
  - Philippines > Hawaii/Guam
  - Bangladesh > Oregon
  - Indonesia > Hawaii
  - Cambodia > Idaho
- **134 Engagements with 34 Countries**
- **40+ Executive Engagements with 18 Countries**
- **Humanitarian Assistance and Disaster Relief**
  - Contingency Response Headquarters (HI, Japan)
  - Forward Stocks, Engineer/Medical/Civil Affairs expertise

## WIN

- **Support ongoing operations to defeat al Qaeda affiliates in the Philippines and throughout South and SE Asia**
- **If prevention fails, USARPAC rapidly projects and sustains unified land force capabilities to win decisively**

● The World's 3 Largest Economies    
 ● 7 of the World's 10 Largest Armies    
 ● 21 of the 27 Defense Chiefs are Army Officers  
● The World's 4 Most Populous Countries    
 ● 5 of the 7 U.S. Mutual Defense Agreements    
★ Major U.S. Army Installations

◆ **Territorial Disputes**  
 East China Sea     Liancourt Rocks  
 India-China     South China Sea  
 Kashmir Region     Thailand-Cambodia  
 Kurile Islands

◆ **Regional Flashpoints**  
 China-Taiwan  
 North Korea  
 Southern Philippines  
 India-Pakistan