THE DISAM JOURNAL OF INTERNATIONAL SECURITY ASSISTANCE MANAGEMENT

This quarter our cover story features our sister institution, the Defense Institute of International Legal Studies. Following the statutory creation of expanded international military education and training in 1991, the Navy Justice School stepped up to the challenge of developing a program on the rule of law. As the program's popularity grew, the school expanded and in 1997 became DIILS as we know it today. In 2000, DIILS became a Joint Agency Activity under the direct command of DSCA. Since the end of the Cold War, the rule of law in the military and the role of the military in the international community have become increasingly complex. Consequently, the training offered at DIILS has expanded to include developing rules of engagement, creating investigator and prosecutor guidelines to prosecute war crimes, drafting legislation to integrate women into the armed forces, and creating a model maritime service code. Today, DIILS is the largest provider of E-IMET training, having taught nearly 14,000 students in 75 countries.

A major initiative of DSCA is to create a culture within the security cooperation community that is based on performance and results. Programmatic guidance from DSCA will provide specific information on how DSCA and the implementing agencies will conduct business in the future. The first step is to use a new approach, performance based budgeting, that will allow the security cooperation budgets to be linked to corporate strategy, planning, and performance measures. In this issue, we present the guidance for the preparation of the FMS administrative budget for fiscal years 2002 and 2003.

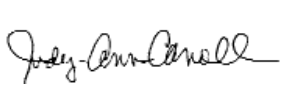
Each year the Department of State produces the country reports on human rights practices, a comprehensive look at human rights infractions in 195 countries. The expansion of democracy and human rights rests on a fundamental belief that there are rights and freedoms to which every human is entitled, no matter where he or she lives. In this issue we offer the introduction to the report that summarizes conditions throughout the world.

Each year representatives of the DISAM Policy and Advisory Council meet to review the DISAM curriculum. In this manner, all of our stakeholders have an input into what we teach here at DISAM. The results of the 2001 curriculum review are included inside.

As the educational world moves towards heavier reliance on internet and telecommunications technologies, we at DISAM have studied the possibilities of presenting some of our courses through distance learning. This quarter we report on the results of the survey many of you participated in by giving us your opinions on your willingness to engage DISAM through some electronic medium.

Our training managers have moved to take greater advantage of web technology by creating the international training management web site. By capitalizing on techniques employed by corporate universities, our trainers have expanded our educational role beyond the classroom by making available a variety of policy messages, best practices, and other key references to the entire security cooperation training community.

Finally, this will be the last Journal I will introduce as the Commandant of DISAM since my retirement after 29 years in the Army is scheduled before the next issue comes out. My years at DISAM working with the security cooperation community have been a wonderful way to end my career. I leave my best wishes for all of you engaged in this key component of our national security strategy.



JUDY-ANN CARROLL
Colonel, USA
Commandant

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FEATURE ARTICLE

The Growing, Unlimited Mission of the Defense Institute of International Legal Studies

By

Captain David B. Hodgkinson, USA
Defense Institute of International Legal Studies

and

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Defense Institute of International Legal Studies

Newport, Rhode Island is beautiful and historic, but it is also the launching point from which teams from the Defense Institute of International Legal Studies (DIILS) travel the world advocating the importance of democracy and the rule of law. DIILS is the number one provider worldwide of training under the Congressionally mandated expanded international military education and training (E-IMET) program. On 16 June 2000, the Deputy Secretary of Defense transferred DIILS from the Navy to being a Joint Agency Activity under the direct command of the Director, Defense Security Cooperation Agency (DSCA). This article discusses the transition of DIILS to DSCA, its current initiatives, and how they relate to the objectives of the State Department and the regional commanders-in-chief. The article concludes with a few recent anecdotes from DIILS teams in the field.

Formative Stages Lay Solid Foundation

In 1991 Congress created a new program designed to train international civilian and military officials abroad. This program sought to build on the success of the international military education and training program (IMET). The new program made international training more affordable by sending U.S. teams to foreign countries to train in critical areas and develop an ongoing dialogue, thereby reaching a larger audience than resident courses in the United States. Responsibility for E-IMET was given to the Department of State and execution of the program assigned to the Department of Defense. In 1992, the Judge Advocate General of the Navy and the Naval Justice School accepted the challenge of developing a rule of law program demanded by this new E-IMET legislation. The Naval Justice School juggled billets and other resources to establish the International Training Detachment (ITD), originally just one officer. Demand grew, a second officer was added, and by 1994, the ITD had two civilians and officers from each service. This small, founding group created an interactive program to provide training on the rule of law and military justice to emerging democracies throughout the world. To more properly reflect its mission, three years later the ITD changed its name to the Defense Institute of International Legal Studies.

Through the ingenuity and dedication of the original staff, DIILS launched a training program that now is the world's largest provider of E-IMET, conducting 451 programs for 13,688 participants in 75 countries from Albania to Zimbabwe. Through repeated contacts over a period of years, DIILS and the host nations have developed a dialogue, a trust, and a common purpose.

Host nation officials and U.S. team members share democratic principles and ideals during the DIILS seminar. Both sides learn from the experience. The process works.

A three-phase approach is used for the initial contact with a nation. During the first phase, a two-person DIILS team sponsored by the U.S. embassy travels to the country to learn about its legal system and political concerns through a series of meetings with civilian and military officials, as well as representatives from certain non-governmental organizations. For the second phase, selected representatives visit the United States and observe first-hand the principles of our democratic institutions and society. They also plan the follow-on seminar. Finally, the actual seminar, or third phase, occurs in the host nation with four DIILS faculty and approximately 30-60 military and civilian officials from the host nation. Seminars consist of a mixture of classroom presentations, practical exercises and small group discussion problems. One hallmark of the DIILS methodology through the years is its ability to foster dialogue among seminar participants. Whatever the topic, DIILS brings civilian and military officials together.

Early seminars focused primarily on the topics of rule of law and military justice. As planned by DIILS founders, their personal contacts, flexible approach and ability to create new materials to meet the specific needs of the host country led to successive seminars in most countries. Many DIILS countries have held ten or more seminars with new annual seminars tailored to meet developing legal challenges and needs as the country continues its transition to democracy. The scope of DIILS' mission today far exceeds the vision of its original founders.

Shifting Paradigms: New Curriculum and Tangible Products

Because of its growing reputation for producing high quality, informative seminars, demand continually mounts for DIILS' services. Success and popularity, however, also bring challenges. Our customer nations are not content with the same basic military justice or human rights seminar time and again, especially when seminars fall within the same year. To meet this challenge, DIILS treats each seminar as a new chapter in an ongoing relationship with one chapter building upon another as this year's disciplined military operations course becomes a peace support operations course the next year. As relationships have evolved, not only do nations request more sophisticated seminar topics, they also have turned to DIILS to help solve some of the problems of democratization. One of the earliest examples of such assistance is DIILS' technical aid to several nations engaged in drafting or re-drafting their military justice codes. To meet the rising need for rule of law training in all areas of military operations and democratic development, the increasing sophistication of seminar participants, and countries' demands for problem solving, DIILS constantly develops new curriculum, refines existing material and carefully tailors training to the specific requests of each country.

This requirement manifests itself in DIILS' transition from the abstract to the practical. As the bipolar, Cold War world disintegrated, a more complex international community emerged. The role of the law in the military and the role of the military in the international community both correspondingly became increasingly complex. Governments worldwide realize the important role their militaries must play in international peace efforts. There is growing interest in, and a corresponding need for, a better understanding of, how to best conduct military operations within the rule of law. New respect emerged for incorporating the law of armed conflict, the newly developing body of international humanitarian law, and other international laws into all aspects of military operations.

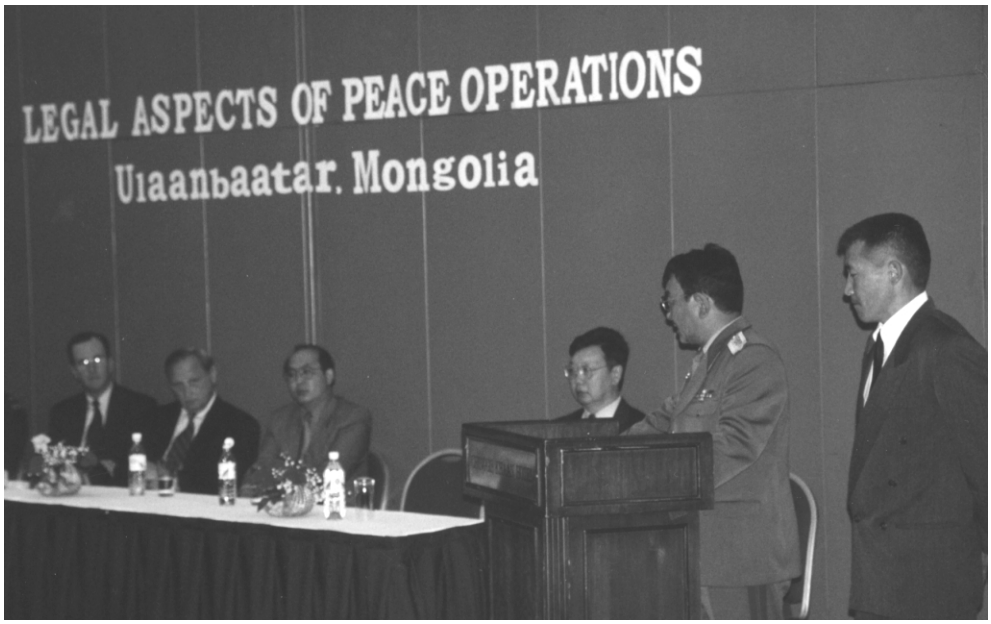
Even traditional bread-and-butter topics such as military justice take on a new light. DIILS sees many nations realizing the critical importance of developing a working military justice system and learning how to prepare and use rules of engagement in a coalition environment. The legal aspects of command and control of coalition operations are an essential part of all professional militaries. Understanding that forward-deployed coalition forces require a new legal

infrastructure is only the first step; the real work begins with integrating that infrastructure into a military force without compromising the mission's primary goals. Countries such as South Africa have always had a strong legal component in their militaries, but little experience with international operations to prepare them for coalition operations. Through working with DIILS, the South African military actively sought to develop operational law skills to improve their performance on better international missions. This skill-building program has developed into specific, practical training for South African officers selected to deploy to the Democratic Republic of the Congo. Similarly, Zambia viewed its legal aspects of peace support operations seminar as essential to supporting its forces in Sierra Leone. Such support requires DIILS to monitor the pulse of current peacekeeping operations. A DIILS country program manager, Captain John Cooper, USA, traveled to Kosovo in February 2001 to cull some of the latest lessons learned from our troops deployed there.

Admiral Malouf of the Lebanese Navy hosts DIILS team. Beirut, Lebanon

In addition to the practical aspects of coalition training, DIILS continues its strong efforts to create tangible products to complement the dialogue that occurs during and after a seminar. DIILS has worked with several countries in the past few years to develop rules of engagement, to create investigator or prosecutor guidelines and handbooks for investigating and prosecuting war crimes, and to draft legislation to integrate women into their armed forces. Practical exercises such as mock courts-martial, model Security Council debates, and on-camera interviews and press conferences for military officers discussing legal matters assist in the DIILS goal of making the law a more tangible entity based on practical application.

As previously mentioned, DIILS assisted several nations with writing codes of military justice,but this is just one example of the legislative assistance DIILS provides. DIILS runs an entire program, the Coast Guard's model maritime service code, devoted to assisting coastal nations create a strong legislative foundation for their maritime services. Country program manager, Major Chris Supernor, USAF, brought a team of senior Croatian government officials to Northern California to expose them to a variety of interagency response mechanisms, including the Unified Command/Incident Command System. The federal government uses this system to coordinate responses to everything from oil spills to wildfires. This visit was the first step toward drafting legislation to create a Croatian national operations center that will coordinate both defense operations and responses to natural disasters.



Mongolian leaders address recent Peace Operations Seminar

One final example of creating a tangible product is DIILS inaugural resident course for 43 members of the Iraqi National Congress (INC). This seminar on "War Crimes: Investigation and Prosecution" was designed to present to the INC the legal requirements to successfully investigate and prosecute war crimes, crimes against humanity, genocide, and other violations of human rights. After establishing the legal requirements, the class separated into three groups to create:

- a request to the international community for an Ad Hoc Tribunal

- a draft statute establishing a domestic Iraqi court system to prosecute war crimes, crimes against humanity and genocide

- a proposed new investigative process and investigative manual detailing how to effectively gather evidence to properly preserve it for a successful eventual prosecution .

The INC continues to work on these projects and is using this new expertise to prepare an investigative and legal report detailing the crimes they believe are being committed by the current regime in Iraq.

In FY2002, DIILS will begin sponsoring and hosting the international resident programs previously offered by the Naval Justice School.

The Future of DIILS under DSCA

Under DSCA, DIILS is fully resourced. The shift to DSCA resulted in a change in the leadership structure at DIILS and an increase in personnel to accomplish the mission. The DIILS director now reports directly to the director, DSCA. Beginning in the summer of 2001, the director's billet, traditionally a Navy 0-6 billet, will rotate every two years among the Air Force, Army, and Navy. The next DIILS director will be an Air Force colonel. When the hiring and assignment process is complete, the full-time DIILS staff will increase from twelve to eighteen. A Navy O-5 will assume the deputy director's position. The Coast Guard officer who manages the Coast Guard's model maritime service code program currently handles the deputy director duties as well. Billets have been obtained for the active duty officers from the Army, Navy, Air

Force, and Marine Corps who serve as country program managers. DIILS will also have four enlisted personnel, and one from the Army and three from the Navy. The Academic Department gains two new civilian attorneys to improve its ability to create and enhance curriculum.

Twelve Army, Navy, and Marine Corps reserve attorneys now drill with DIILS. Air Force reservists are expected to begin drilling in FY2002. These reserve judge advocates bring with them years of active and reserve military experience, often overseas, as well as language skills valuable to DIILS. Their civilian careers range from law school professors to federal and state prosecutors to corporate attorneys and private practitioners. All draw on a wealth of contacts in both the civilian and military worlds, adding significant depth to the DIILS expertise. These officers are fully integrated into DIILS.

All the new resources and billets allow DIILS to provide more innovative, cutting-edge seminars, either for a single nation or a regional group. DIILS now meets specific requests from embassies and host nations worldwide with seminars on hot topics such as legal concerns of counter-drug operations, advanced legal issues in military-media relations, environmental law, investigation and prosecution war crimes, operational law, and government ethics. In March 2001 in Latvia, DIILS presented a new seminar on the role of the non-commissioned officer in military justice.

The entire request, assessment, planning and presentation process can take place quickly. Argentina has a long-standing relationship with DIILS and requested a new seminar topic, environmental law, for the year 2000. In May 2000, DIILS country program manager, Lieutenant Sandra L. Jamison, JAGC, USN, traveled to Argentina with an environmental law expert to conduct an in-depth assessment of the Argentinean environmental law program in the military. Six Argentine and four American environmental law experts later visited Washington, DC, to develop the curriculum for the later seminar. In September, 2000, a DIILS team of civilian and military environmental lawyers conducted a week-long environmental law seminar on environmental law in Argentina with thirty-three military and twenty-eight civilian participants. The seminar addressed the following subjects: U.S. and Argentine environmental law as it relates to the military; federal and local jurisdiction over environmental issues on military bases or in military operations; how to clean up oil spills; how to transport and dispose of hazardous military wastes; and how to integrate these procedures into an existing military infrastructure in the most cost-effective manner.

Interagency cooperation is a priority for future security assistance training, and DIILS is leading the E-IMET charge. DIILS and the Center for Civil Military Relations (CCMR) are now coordinating their efforts to work with the enhanced international peacekeeping capabilities (EIPC) program and peace support operations seminars. DIILS will play a key role in the EIPC effort and will directly support CCMR with the legal component of their program. As an example, country program manager, Major D. J. Riley, Jr., USMC, traveled with CCMR to Romania in March 2001. In August 2000, DIILS and the Institute of Health Resource Management (IHRM) created a joint seminar on HIV and HIV legislation in the military in response to a need in Sub-Sahara Africa. These interagency cooperative efforts will continue as DIILS and other E-IMET providers continue to realize the benefits that our countries gain as we work together.

DIILS also partners well with other federal agencies, e.g., in 1999, DIILS presented a trial advocacy seminar in Nicaragua. Major Riley led a DIILS team that included an assistant U.S. attorney and the in-country U. S. Agency for International Development (USAID) team. Their goal was to assist Nicaragua's military and civilian attorneys with the transition from a civil law court-martial system to a common law based, adversarial system. To continue to promote this type of cooperation, in October, 2000, several officers from DIILS met with USAID officials at

DSCA to discuss how both agencies could work together and support one another. The meeting was very successful.

In FY2000, the State Department named four focus democracies: Nigeria, Colombia, Ukraine and Indonesia as "key democracies.". DIILS turned its attention to these countries, by strengthening its ties with and conducting seminars in both Colombia and Ukraine, as well as initiating a program with Nigeria. In June 2000, DIILS country program manager, Major Riley, traveled to Nigeria to work with a group from USAID, among other agencies; this led to a seminar in Lagos, Nigeria, in September 2000. In Colombia, DIILS country program manager, Captain David Hodgkinson, USA, worked closely with the Colombian Ministry of Defense and the Office of the Vice-President on Human Rights and Accountability for Human Rights Violations. A seminar devoted to creating a system for human rights reporting and to improving the military justice system was presented in September 2000. CDR Buzz Waltman, JAGC, USN, Director, DIILS, and LT Jamison completed two seminars in Ukraine in May 2000. The first week was the third in a series of seminars with the military cadets at the National Law Academy in Kharkiv, Ukraine. According to CDR Waltman, the ability to interact with the young cadets in Ukraine ranks among "the most important things we do" at DIILS. The second week in Kiev focused on military justice in deployed, coalition operations, the law of armed conflict, and the role of military judges. DIILS was present in three of the four "key democracies" last fiscal year. The only State Department focus country DIILS did not visit, Indonesia, was not eligible for E-IMET. In FY2001, DIILS is programmed to hold seminars in all four of these countries.

DIILS also continues to support the initiatives of the commanders-in-chief while operating in their areas of responsibility. For example, DIILS worked closely with SOUTHCOM to establish curriculum for its seminars in El Salvador, Colombia and Bolivia. DIILS also works closely with EUCOM, PACOM, and CENTCOM to ensure seminars are properly coordinated, and personnel from the commanders-in-chief's staffs frequently serve as adjunct faculty for DIILS seminars. As the number of E-IMET programs and initiatives increase, DIILS is making concerted efforts to work with other agencies to provide training that is consistent with the objectives of the State Department and regional commanders-in-chief.

Colombian Vice President Gustavo Bell with Captain David Hodgkinson of DIILS and Lieutenant Colonel Jeffrey Addicott of SOUTHCOM.

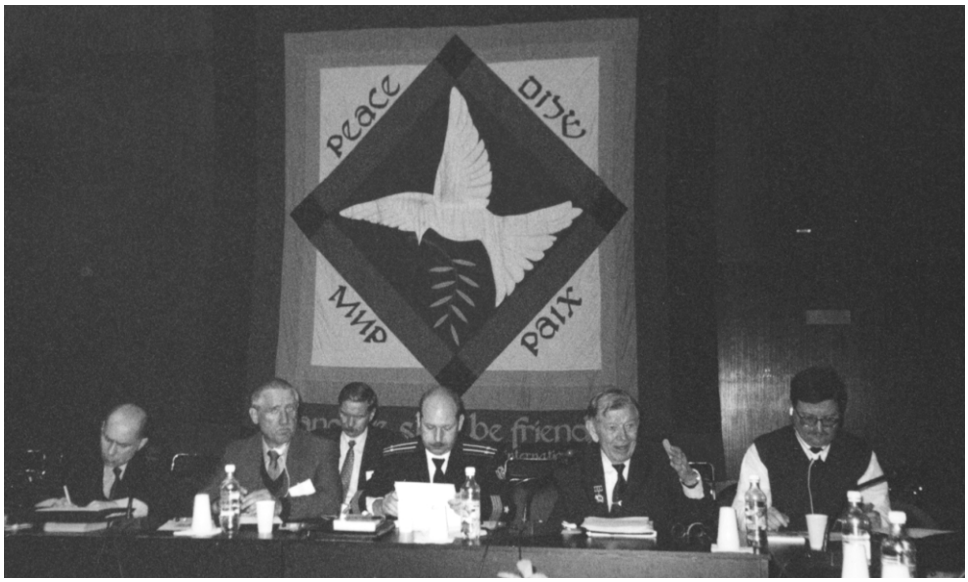
Each DIILS country program manager works closely with the U.S. embassies in developing every seminar. The SAOs, DAOs, military groups, the offices of defense cooperation, and in some countries, even the deputy chief of mission and ambassador, are directly involved in

developing the seminars. Embassy representatives also participate in the program by selecting the appropriate participants and by providing opening and closing remarks. The embassy presence plays an extremely important part in of the DIILS seminar because it demonstrates that the U.S. embassy supports the training needs of the host country's military and civilian leadership and promotes a constructive dialogue during the seminars. The United States embassy support for DIILS worldwide is outstanding, and is one reason why DIILS remains a success in so many countries.

Over the last nine years, DIILS evolved from a one-man Navy unit with limited objectives into the largest E-IMET provider and a joint agency activity reporting directly to DSCA. Although originally limited in focus to rule of law and military justice, DIILS expanded these broad themes to fit with the new international order. DIILS answers requests for new training with practical solutions that provide tangible results. The DIILS way of life, the DIILS methodology, and DIILS' ability to quickly respond, have combined through the years to bring DIILS to where it is today: The #1 provider of E-IMET Training in the World!

Some recent anecdotes illustrate the challenging role of a DIILS country program manager. For more information on DIILS, or to track the exploits of our country program managers, check out our website at www.dsca.osd.mil/diils.

"I remember YOU . . . I remember you with your gun and your people in my office, you broke my computer", a member of the local press shouts at the military member. Malawi's first military-media panel discussion has begun. For the rest of the afternoon, members of the press and media speak openly with the military about improving relations. The participants explain to us that shortly before our seminar, an unflattering newspaper article reported that a high percentage of Malawi officers were HIV positive. Apparently, the military disputed the accuracy of the facts, and there was a "disagreement." The room gets loud, fingers are pointed, and I can see that there are a lot of gaps to bridge. DIILS facilitators bring the military and media to the table with discussions about the need to work together to develop a relationship of trust and mutual respect. The military needs to provide access to certain information to the press, and the press, in turn, needs to report this accurately. Now, fast-forward six months after this initial seminar. DIILS is back and the dialogue continues. There are a few smiles this time, but there are still challenges. The military and media agree to "continue" their discussions once DIILS leaves. Fast-forward another six months. DIILS is back, the seminar opens, and members of the press are invited to report, attend, and hold press conferences. The members of the press and the military greet one another with smiles and a few inside jokes. It is hard to believe that just one year earlier, this room was shaking. At the conclusion of the seminar, the Malawi press reports, "the Malawi Army learned a very important new lesson from the world military superpower . . . The lesson was that armies belong to the people who fund them through taxpayers' money, and must, therefore, be more open to the press."



A Russian presenter makes a point at the Conference on International Law and Combined Military Operations. Moscow, Russia

Two Czech guards open the gates to the NATO base at Cseke Krumlov for DIILS' second visit. The main conference room is prepared, and the room is filled with the faces of new participants who will deploy to the Balkans within a year. The Czech International Law Department asked DIILS to continue its courses to prepare Czech peace operators for United Nations' missions. Two Czech majors approach one of the returning team members. They thank him for the wonderful training last year and pass on a warm thank you from three other Czech officers who participated in last year's seminar, but cannot make it because they are in Bosnia. One major says, "These alumni send their appreciation for the training. It has given them professional training that their counterparts from other countries have not had." The senior attorney in the Ministry of Defense's International Law Department commented after the close of the seminar, "the DIILS seminars prove quite helpful in their missions. This will be a yearly event."

The clap, clap, clap of the helicopter whirls overhead. We know the guerrillas are within fifty kilometers of the training site outside of Bogotá. We look out the window to see who is landing. The Vice-President of Colombia steps from the helicopter and makes his way toward us. The seminar in Colombia has begun. Elected officials, cabinet members, senior government employees, military officers, and professors are seated and ready to discuss human rights and effective justice systems. On Monday afternoon, a congresswoman begins discussing how to improve the military justice system and human rights record with a senior army officer. They have never met, and their perspectives are foreign to each other. The conversation sparks debate among some other participants who join in and continue the discussion well into the dinner hour. The halls and conference rooms are alive with professional counterparts meeting for the first time discussing topical issues facing Colombia. By the end of the week, strangers leave as friends and valued colleagues. The Minister of Interior comments that the working relationships and knowledge gained in one week will help make the government more efficient and aware of how to solve the great challenges facing the Colombian people.

About the Authors

Captain Hodgkinson received a Bachelor of Arts degree in political science and environmental studies from Dickinson College in 1991. In 1994, he completed his Juris Doctorate Degree from Gonzaga University School of Law and was admitted to the Florida and Washington, D.C. bars. Captain Hodgkinson served as the Judicial Clerk to the Chief Judge for the 8th Circuit of Florida upon graduation from law school. He is also admitted to practice before the U.S. Army Court of Criminal Appeals and the U.S. Court of Appeals for the Armed Forces.

Captain Hodgkinson entered active duty in the Judge Advocate General's Corps in 1995. He served the next two years with the Office of the Staff Judge Advocate, U.S. Army South, Republic of Panama. While in Panama, Captain Hodgkinson served as Trial Counsel and Chief of Legal Assistance. Following his assignment in Panama, Captain Hodgkinson moved to Honduras and served as the Command Judge Advocate, and the only U.S. military lawyer for five Central American countries, while assigned to Joint Task Force-Bravo. In November 1997, Captain Hodgkinson reported to the Defense Institute of International Legal Studies in Newport, Rhode Island. Captain Hodgkinson has traveled to over 20 countries worldwide training foreign governments in a wide range of subjects including criminal justice, international military operations, domestic military operations, military media relations, quality force management and human rights.

Lieutenant Sandra L. Jamison graduated cum laude from Tulane University in May 1992 with a B.A. in International Relations and French. During her junior year, Lieutenant Jamison studied at L'Institut d'Etudes Politiques in Paris, France. In 1992, she served as the Tulane University delegate to the West Point Student Conference on United States Affairs, and the Naval Academy Foreign Affairs Conference.

Lieutenant Jamison received her M.A. from the University of Denver Graduate School of International Studies in November 1995, in international studies and Spanish. She was the recipient of the Foreign Language and Area Studies Fellowship, and completed her thesis on the Mexican financial system under NAFTA.

Lieutenant Jamison received her J.D. from the University of Denver College of Law in December 1995. While at law school, she served as the International Trade and Capital Markets editor, articles editor and book review editor of the Denver Journal of International Law and Policy.

Lieutenant Jamison is fluent in French, has advanced reading, writing and conversation skills in Spanish, and speaks Italian professionally and conversationally. She has published four law review articles, two book reviews, and three topical bibliographies on matters of international or preventive law.

Lieutenant Jamison was commissioned in the United States Navy Judge Advocate General's Corps on September 26, 1994. In October 1996, she reported to the Navy-Marine Corps Court of Criminal Appeals, in Washington, D.C., to serve as the court commissioner. In October 1997, Lieutenant Jamison reported to the Trial Services Office, Europe and Southwest Asia, Naples, where she served as the International Law Division officer on foreign criminal jurisdiction matters and the NATO SOFA, and trial counsel. She reported to the Defense Institute of International Legal Studies in August 1999, where she currently serves as a country program manager for approximately twenty-eight countries.

LEGISLATION AND POLICY

Fiscal Year 2001 Security Assistance Funding Allocations

By

Kenneth W. Martin
Defense Institute of Security Assistance Management

INTRODUCTION

The last *DISAM Journal*, Winter 2000/2001 Edition, provided an extensive description and analysis of the numerous pieces of security assistance-related legislation enacted during 2000 for FY2001. While funding for the fiscal year was appropriated by the *Foreign Operations, Export Financing, and Related Appropriations Act, 2001,* P.L. 106-429, 6 November 2000, the allocation of funding for specific countries and programs was not completed and published by the Department of State until the third week of February 2001 by message DTG SECSTATE WASHDC 240207ZFEB01. As was the case with last year, the allocation process was especially difficult in that a 0.22 percent across-the-board budget rescission was later mandated by *Miscellaneous Appropriations for Fiscal Year 2001,* Section 1(a)(4), P.L. 106-552, 21 December 2000. Nearly all programs were to experience this reduction in funding with the four major appropriated security assistance programs each being equally affected by an overall total of $13.377 million. The allocation process was further complicated with the change in administration and its associated overhaul in political and policy leadership. P.L. 106-429, *Title VI, Emergency Supplemental Appropriation, Military Assistance,* augmented funding in support of a Southeast Europe Initiative (SEI) by increasing both the Foreign Military Financing Program (FMFP) and the International Military Education and Training (IMET) program by $31 million and $2.875 million, respectively, expressly for the countries of the Balkans and southeast Europe.

FY2001 SECURITY ASSISTANCE FUNDING

Table 1 is an overall presentation of the entire funding security program for FY2001. Also displayed in the table for comparison are the program funding levels from FY2000 (less the Wye River overall supplemental of $1.825 billion), the Administration's request for funding, and the proposals from both the Senate and the House of Representatives prior to the conference held to iron out the differences. It must be noted that the budget proposed by the *FY2001 Congressional Budget Justification for Foreign Operations* [in the past, referred to as the *Congressional Presentation Document (CPD)*] was published early in the calendar year of 2000 and did not include the Southeast Europe Initiative (SEI) supplement. The final figures in the right hand column reflect the final appropriations to include the SEI but not the mandated rescissions.

Disregarding the supplemental funding for both years, overall security assistance funding approved for FY2001 is $64.163 million more than the level approved for FY2000 and $7.8 million more than initially requested by the Administration. Both the FMFP and IMET levels are higher for FY2001 than for FY2000, while the reverse is the case for Economic Support (ESF) and Peacekeeping Operations (PKO).

Table 1

SECURITY ASSISTANCE PROGRAM APPROPRIATIONS
Fiscal Years 2000 and 2001 Funding Levels
(Dollars in Millions)

	FY2000 Actual Funding [1]	FY2000 Budget Proposal [2]	HRpt 106-997 Senate Proposal	HRpt 106-997 House Proposal	P.L. 106-429 6 Nov 00 FY2001 Funding	
FMFP	$3,419.303	$3,538.200	$3,519.000	$3,268.000	$3,576.000	[3]
IMET	50.000	55.000	55.000	47.250	57.875	[4]
ESF	2,365.000	2,313.000	2,208.900	2,220.000	2,320.000	[5]
PKO	150.534	134.000	85.000	117.000	127.000	
TOTAL	**$5,984.837**	**$6,040.200**	**$5,867.900**	**$5,652.250**	**$6,080.875**	

[1] Does not include the Wye River supplemental of $1,375.000 million in FMFP for Israel, Jordan, and Egypt and $450.000 in ESF for Jordan and West Bank and Gaza.

[2] The budget proposal figures are from the *FY2001 Congressional Budget Justification for Foreign Operations.* These proposal figures do not include the Administration's subsequent request for supplemental FMFP and IMET funding for the countries of the Balkans and southeast Europe [Southeast Europe Initiative (SEI)].

[3] Includes $31.000 million in supplemental FMFP funding for the SEI to remain available until 30 September 2002.

[4] Includes $2.875 million in supplemental IMET funding for the SEI to remain available until 30 September 2002.

[5] Includes $25.000 million in ESF funding appropriated as the U.S. contribution to the International Fund for Ireland to remain available until 30 September 2002.

FY2001 FOREIGN MILITARY FINANCING PROGRAM (FMFP)

Table 2 provides the FY2001 FMFP funding allocated by country or program displayed by region. The mandated 0.22 percent rescission for FY2001 FMFP is $7.867 million bringing the total funding to be allocated for the year to $3,568.133 million. After its rescission, final FY2000 FMFP was $3,413.297 million or $154.836 million less than final FY2001 funding. When comparing the middle *Budget Request* column with the right hand *Funding* column, the only programs not negatively affected by the FY2001 rescission are Israel (unchanged); Morocco, Tunisia, Kyrgyzstan, and Uzbekistan (all four increased); and Croatia, Malta, and East Timor (no funding initially requested for any of the three). The SEI supplemental also experienced a $0.154 million rescission reduction. The State Department allocation message states the current U.S. policy regarding provision of FMFP to new NATO members permits Partnership-for-Peace (PfP) partners, only upon accession to NATO, to use FMFP grant funding to purchase lethal defense articles and FMFP grants or loans to acquire fighter aircraft.

Table 2

FOREIGN MILITARY FINANCING PROGRAM FUNDING
FY2001 Funding Allocation
(Dollars in Millions)

Country/Program by Geographical Region	FY2000 FMFP Funding	FY2001 Budget Request	FY2001 FMFP Funding
NEAR EAST			
Egypt	1,300.000	$1,300.000	$1,293.592
(Wye River supplemental)	(25.000)		
Israel		1,920.000	1,980.000
1,980.000			
(Wye River supplemental)	(1,200.000)		
Jordan	74.715	75.000	74.630
(Wye River supplemental)	(150.000)		
Morocco	1.500	2.500	2.488
Tunisia	3.000	2.500	3.483
Subtotal, Near East	**3,299.215** [1]	**3,360.000**	**3,354.193**
EUROPE			
Partnership for Peace (PfP)	[33.400]	[62.000]	[62.689]
Albania	1.600	4.500	4.229
Bulgaria	4.800	8.500	7.762
Croatia	4.000	0.000	3.980
Estonia	4.000	6.350	6.169
Latvia	4.000	5.350	5.174
Lithuania	4.400	6.500	6.468
Macedonia	0.000	7.900	7.612
Romania	6.000	11.000	9.453
Slovakia	2.600	8.400	8.359
Slovenia	2.000	3.500	3.483
Bosnia	0.000	3.000	2.985
Malta	0.450	0.000	2.985
Czech Republic	6.000	9.000	8.956
Hungary	6.000	9.000	8.956
Poland	8.000	12.300	12.240
Subtotal, Europe	**53.850**	**95.300**	**98.811**
INDEPENDENT STATES OF THE FORMER SOVIET UNION			
Partnership for Peace (PfP)	[12.350]	[15.900]	[16.818]
Georgia	3.000	4.500	4.478
Kazakhstan	1.500	1.900	1.891
Kyrgyzstan	1.000	1.600	1.841
Moldoval	.250	1.500	1.493

Table 2 (Continued)
FOREIGN MILITARY FINANCING PROGRAM FUNDING
FY2001 Funding Allocation
(Dollars in Millions)

Country/Program by Geographical Region	FY2000 FMFP Funding	FY2001 Budget Request	FY2001 FMFP Funding
Ukraine	3.250	4.000	3.980
Uzbekistan	1.750	1.700	2.438
Subtotal, Independent States of the former Soviet Union	**12.350**	**15.900**	**16.818**
WESTERN HEMISPHERE			
Argentina	0.450	1.000	.995
Caribbean Regional	[1.700]	[2.450]	[2.438]
Bahamas	0.050	0.140	0.139
Belize	0.100	0.200	0.199
Dominican Republic	0.400	0.650	0.647
Guyana	0.100	0.125	0.124
Haiti	0.300	0.450	0.448
Jamaica	0.500	0.585	0.582
Trinidad and Tobago	0.250	0.300	0.299
Eastern Caribbean	1.300	1.550	1.542
Subtotal, Western Hemisphere	**3.450**	**5.000**	**4.975**
AFRICA			
Africa Regional Stability	0.000	18.000	17.911
Nigeria	10.000	0.00	0.000
Subtotal, Africa	**10.000**	**18.000**	**17.911**
EAST ASIA AND THE PACIFIC			
East Timor	0.000	0.000	1.791
Mongolia	0.000	2.000	1.990
Philippine	1.437	2.000	1.990
Subtotal, East Asia and the Pacific	**1.437**	**4.000**	**5.771**
SOUTHEAST EUROPE INITIATIVE (SEI) SUPPLEMENTAL APPROPRIATION			
Bosnia			2.985
Albania			4.378
Bulgaria			5.672
Macedonia			5.970
Romania			7.463
Slovakia			2.388
Slovenia			1.990
Subtotal SEI supplemental			**30.846**

Table 2 (Continued)
FOREIGN MILITARY FINANCING PROGRAM FUNDING
FY2001 Funding Allocation
(Dollars in Millions)

Country/Program by Geographical Region	FY2000 FMFP Funding	FY2001 Budget Request	FY2001 FMFP Funding
OTHER			
FMFP Administrative Costs	30.495	33.000	32.838
Enhanced International Peacekeeping Capabilities (EIPC)	2.500	6.000	5.970
Subtotal, Other	**32.995**	**39.000**	**38.808**
RESCISSION	**6.006**	**0.000**	**7.867**
TOTAL FMFP	**$3,419.303** [1]	**$3,538.200**	**$3,576.000**

[1] FY2000 totals do not reflect the Wye River supplemental.

INTERNATIONAL MILITARY AND EDUCATION TRAINING (IMET)

Table 3 provides the FY2001 funding allocations for IMET, again, by region, country, and program. The SEI supplemental added $2.875 million to the initial appropriated level of $55.000 million. After the mandated rescission of $0.127 million, a total of $57.748 million remained for final allocation. This final FY2001 IMET figure exceeded the FY2000 level of, after rescission, $49.810 million and the FY2001 request for $55.000 million. When comparing the middle *Budget Request* column with the right hand *Funding* column by region, the following regions experienced a decrease in IMET funding: Africa ($425 thousand), East Asia and the Pacific ($200 thousand), and Western Hemisphere ($60 thousand). The Near East and Former Soviet Union regions experienced no changes while the South Asia region had a $60 thousand increase. The European region initially had a $1.000 million decrease, but with a SEI supplement of $2.875 million, the resultant was a $1.785 million increase. The appropriated SEI supplemental was unaffected by the mandated 0.22 percent rescission during the allocation process. In comparing the left hand *FY2000 Funding* column with the right hand *FY2001 Funding* column, all of the regions experienced an increase in funding.

Table 3

INTERNATIONAL MILITARY AND EDUCATION TRAINING (IMET)
FY2001 Funding Allocation
(Dollars in Thousands)

Country/Program by Geographical Region	FY2000 IMET Funding	FY2001 Budget Request	FY2001 IMET Funding
AFRICA			
Angola	00	50	50
Benin	356	350	390
Botswana	479	500	580
Burkina Faso	00	70	00
Burundi	00	70	00
Cameroon	189	160	180
Cape Verde	123	100	120
Central African Republic	103	100	110
Chad	100	75	130
Congo (Brazzaville)	00	75	110
Congo (Kinshasa)	00	75	00
Côte d'Ivoire	22	100	00
Djibouti	163	125	150
Eritrea	27	345	155
Ethiopia	152	400	175
Gabon	47	75	150
Ghana	450	425	450
Guinea	179	175	230
Guinea-Bissau	22	50	50
Kenya	422	425	450
Lesotho	86	85	85
Liberia	00	75	00
Madagascar	160	125	160
Malawi	354	350	350
Mali	270	300	320
Mauritania	00	75	100
Mauritius	79	60	80
Mozambique	178	200	200
Namibia	175	195	195
Niger	00	60	100
Nigeria	525	650	650
Rwanda	164	250	100
Sao Tome	45	85	85
Senegal	764	750	800
Seychelles	72	60	60
Sierra Leone	00	100	170
South Africa	904	825	1,200
Swaziland	105	85	85
Tanzania	167	175	200

Table 3 (Continued)

INTERNATIONAL MILITARY EDUCATION AND TRAINING (IMET)
FY2001 Funding Allocation
(Dollars in Thousands)

Country/Program by Geographical Region	FY2000 IMET Funding	FY2001 Budget Request	FY2001 IMET Funding
Togo	00	50	0
Uganda	247	385	100
Zambia	137	160	175
Zimbabwe	286	325	00
Subtotal, Africa	**7,543**	**9,170**	**8,745**
EAST ASIA AND THE PACIFIC			
Cambodia	00	100	00
Fiji	8	160	00
Indonesia	00	400	200
Laos	00	50	50
Malaysia	740	700	700
Mongolia	512	525	650
Papua New Guinea	177	180	180
Philippines	1,415	1,400	1,500
Samoa	85	120	120
Solomon Islands	53	150	150
Thailand	1,730	1,560	1,595
Tonga	103	100	100
Vanuatu	63	100	100
Vietnam	00	50	50
Subtotal, East Asia and the Pacific	**4,956**	**5,595**	**5,395**
EUROPE			
Albania	646	800	800
Bosnian and Herzegovina	601	800	800
Bulgaria	1,000	1,100	1,100
Croatia	514	525	525
Czech Republic [1]	1,441	1,700	1,400
Estonia	789	800	750
Greece	25	25	25
Hungary [1]	1,398	1,700	1,400
Latvia	749	750	750
Lithuania	750	750	800
Macedonia	504	550	550
Malta	100	100	150
Poland [1]	1,670	1,700	1,300
Portugal	656	750	750

Table 3 (Continued)

INTERNATIONAL MILITARY EDUCATION AND TRAINING (IMET)
FY2001 Funding Allocation
(Dollars in Thousands)

Country/Program by Geographical Region	FY2000 IMET Funding	FY2001 Budget Request	FY2001 IMET Funding
Romania	1,093	1,300	1,250
Slovakia	633	700	700
Slovenia	579	700	700
Turkey	1,554	1,600	1,600
Subtotal, Europe	**14,702**	**16,350**	**15,350**
INDEPENDENT STATES OF THE FORMER SOVIET UNION			
Georgia	409	475	475
Kazakhstan	567	600	600
Kyrgyzstan	358	400	400
Moldova	487	600	600
Russian Federation	717	800	800
Turkmenistan	313	325	325
Ukraine	1,338	1,500	1,500
Uzbekistan	547	550	550
Subtotal, Independent States of the Former Soviet Union	**4,736**	**5,250**	**5,250**
WESTERN HEMISPHERE			
Argentina	740	750	800
Bahamas	112	115	115
Belize	161	275	275
Bolivia	548	600	650
Brazil	223	250	250
Chile	499	500	550
Colombia	900	1,040	1,040
Costa Rica	280	200	200
Diminican Republic	487	450	450
Eastern Caribbean	487	560	560
Ecuador	518	550	550
El Salvador	523	525	525
Guatemala	228	250	250
Guyana	168	195	195
Haiti	222	300	00
Honduras	548	525	525
Jamaica	461	500	500
Mexico	865	1,000	1,000
Nicaragua	194	220	220
Panama	117	110	150
Paraguay	210	200	200

Table 3 (Continued)

INTERNATIONAL MILITARY EDUCATION AND TRAINING (IMET)
FY2001 Funding Allocation
(Dollars in Thousands)

Country/Program by Geographical Region	FY2000 IMET Funding	FY2001 Budget Request	FY2001 IMET Funding
Peru	455	475	475
Suriname	102	100	100
Trinidad & Tobago	132	125	125
Uruguay	326	300	350
Venezuela	384	400	400
Subtotal, Western Hemisphere	**9,890**	**10,515**	**10,455**
NEAR EAST			
Algeria	115	125	125
Bahrain	216	235	235
Egypt	1,006	1,100	1,100
Jordan	1,679	1,700	1,700
Lebanon	582	575	575
Morocco	904	955	955
Oman	230	250	250
Tunisia	906	955	955
Yemen	125	135	135
Subtotal, Near East	**5,763**	**6,030**	**6,030**
SOUTH ASIA			
Bangladesh	456	460	475
India	480	475	500
Maldives	100	110	110
Nepal	216	200	220
Sri Lanka	203	245	245
Subtotal, South Asia	**1,455**	**1,490**	**1,550**
SOUTHEAST EUROPE INITIATIVE (SEI) SUPPLEMENTAL APPROPRIATION			
Albania			400
Bosnia			375
Bulgaria			500
Croatia			500
Macedonia			200
Romania			300
Slovakia			250
Slovenia			350
Subtotal, SEI supplemental			**2,875**

Table 3 (Continued)

INTERNATIONAL MILITARY EDUCATION AND TRAINING (IMET)
FY2001 Funding Allocation
(Dollars in Thousands)

Country/Program by Geographical Region	FY2000 IMET Funding	FY2001 Budget Request	FY2001 IMET Funding
NON-REGIONAL			
General Costs	765	600	298
E-IMET schools [2]			1,800
Subtotal, Non-regional	**765**	**600**	**2,098**
RESCISSION	**190**	**00**	**127**
TOTAL IMET	**$50,000**	**$55,000**	**$57,875**

[1] The Czech Republic, Hungary, and Poland also received $300,000, $300,000, and $400,000 respectively from prior year "no-year funding" so each country receives $1.700 million in IMET funding during FY2001 as authorized by Section 511, P.L. 106-280. This "no-year" funding is the result of $1.000 million in annual IMET since FY1999 remaining available until expended.

[2] Includes $1.000 million in FY2001 funding and $800,000 in general cost funding.

ECONOMIC SUPPORT FUND (ESF)

Table 4 provides the FY2000 ESF allocations also by regions, countries, and programs. The mandated .22 percent rescission was $5.104 million bringing the total for final allocation to $2,314.896 million. Unlike FMFP and IMET, this year's security assistance program for ESF experienced no supplemental funding. While this year's funding was slightly greater than requested by the Administration, it was overall, after its rescission, $27.191 million less than last year's funding level of $2,342.087 million, after its rescission. The Near East, Europe, and Western Hemisphere regions received less funding than last year while the regions of East Asia and the Pacific, South Asia, and Africa were higher. Israel is in its third year of agreed upon reductions in ESF support. With an annual ESF reduction of $120 million, Israel is to be removed from the ESF in ten years. This year, Israel received $840 million in ESF funding. However, the agreement also requires that Israeli's FMFP funding is to increase annually by $60 million during the same ten year period.

Table 4

ECONOMIC SUPPORT FUND (ESF)
FY2001 Funding Allocation
(Dollars in Millions)

Country/Program by Geographical Region	FY2000 ESF Funding	FY2001 Budget Request	FY2001 ESF Funding
NEAR EAST			
Egypt	727.267	695.000	692.603
Israel	949.056	840.000	840.000
Jordan	149.500	150.000	149.483
(Wye River supplemental)	(50.000)		
Lebanon	15.000	12.000	34.879
Yemen	0.000	4.000	3.986
Middle East Fact Finding	0.000	0.000	2.790
Middle East Democracy	6.000	4.000	3.986
Middle East Multi-laterals	4.000	4.000	2.990
Middle East Regional Coop	10.000	5.000	4.983
Iraq Opposition	10.000	10.000	24.914
West Bank-Gaza	85.000	100.000	84.707
(Wye River supplemental)	(400.000)		
U.S.-North Africa Partner	5.000	4.000	3.986
Subtotal, Near East	**1,960.823** [1]	**1,828.000**	**1,849.307**
EUROPE			
Cyprus	14.950	15.000	14.948
Ireland	19.525	19.600	24.914
Irish Visa Program	4.000	5.000	4.983
Europe Regional	21.139	0.000	0.000
Subtotal, Europe	**59.614**	**39.600**	**44.845**
AFRICA			
Angola	0.000	5.000	3.986
Nigeria	20.000	25.000	24.914
Sierra Leone	1.500	0.000	0.000
SADC Initiative [2]	1.000	1.000	0.997
Safe Skies	2.000	2.000	1.993
Organization for African Unity	0.000	2.000	0.997
Regional Organizations	0.000	1.000	0.997
Governments in Transition	10.000	20.000	15.945
Education for Development And Democracy	10.000	15.000	14.947
Great Lakes Initiative	10.000	10.000	9.966
Presidential Economic Growth Opportunity	2.000	2.000	1.993
Africa Regional	6.000	15.000	13.951
Subtotal, Africa	**62.000**	**98.000**	**90.686**

Table 4 (Continued)

ECONOMIC SUPPORT FUND (ESF)
FY2001 Funding Allocation
(Dollars in Millions)

Country/Program by Geographical Region	FY2000 ESF Funding	FY2001 Budget Request	FY2001 ESF Funding
SOUTH ASIA			
India	0.000	5.000	4.983
South Asia Democracy	8.000	5.000	4.983
South Asia Regional	3.000	0.000	0.000
South Asia Energy and Environment	0.000	4.000	3.488
South Asia Regional Stability	0.000	1.000	0.997
Women and Children Fund	0.000	5.000	4.484
Subtotal, South Asia	**11.000**	**20.000**	**18.935**
WESTERN HEMISPHERE			
West Hemisphere Regional	27.000	43.650	8.367
Guatemala	20.000	20.000	14.948
Haiti	60.000	50.000	49.827
Peru/Ecuador Peace	11.000	10.000	9.966
AOJ/ICITAP [3]	6.500	10.000	6.976
Subtotal, Western Hemisphere	**124.500**	**133.650**	**120.084**
EAST ASIA AND THE PACIFIC			
Burma	3.500	3.500	3.488
Cambodia	10.000	20.000	14.948
Indonesia	23.000	50.000	49.828
Mongolia	6.000	12.000	11.959
Philippines	0.000	5.000	3.986
Regional Democracy	3.000	5.000	5.882
Accelerate Economic Recovery	5.000	8.000	4.982
East Timor	25.000	10.000	24.914
Chinese Compensation	0.000	28.000	28.000
China NGO (Tibet Culture)	0.000	0.000	0.000
EAP Environmental Initiative	3.500	6.000	3.488
Regional Security	0.250	0.250	0.249
Regional Women's Issues	2.500	4.000	2.990
So. Pacific Fisheries Treaty	14.000	14.000	13.952
Subtotal, East Asia and the Pacific	**95.750**	**165.750**	**168.666**
GLOBAL			
Human Rights and Democracy	9.000	18.000	13.404
Holocaust Victims Trust Fund	11.000	0.000	0.000

Table 4 (Continued)

ECONOMIC SUPPORT FUND (ESF)
FY2001 Funding Allocation
(Dollars in Millions)

Country/Program by Geographical Region	FY2000 ESF Funding	FY2001 Budget Request	FY2001 ESF Funding
Partnerships to Eliminate Sweatshops	4.000	5.000	3.986
Environmental Diplomacy	4.000	5.000	4.983
Subtotal, Global	**28.000**	**28.000**	**22.373**
RESCISSION	**22.913**	**0.000**	**5.104**
TOTAL ESF	**$2,365.000** [1]	**$2,313.000**	**$2,320.000**

[1] FY2000 totals do not reflect the Wye River supplemental.

[2] SADC - Southern African Development Community.

[3] AOJ/ICITAP - Administration of Justice/International Criminal Investigation Training Assistance Program of the U.S. Department of Justice.

PEACEKEEPING OPERATIONS (PKO)

Table 5 presents the FY2001 funding allocations for international PKO authorized by Section 551, FAA. Like ESF, this year's PKO program was not a part of the SEI supplemental. The program, though, was reduced by $0.279 million as a part of the mandated 0.22 percent rescission, bringing the final allocation level to $126.721 million for FY2001. This figure represents a $23.231 million or 15.5 percent decrease from last year's final funding level of $149.952 million. The Africa Regional PKO program received the only increase in funding with the four Organization for Security and Cooperation in Europe (OSCE) programs together receiving a significant reduction of $30.646 million.

Table 5

PEACEKEEPING OPERATIONS (PKO)
FY2001 Funding Allocation
(Dollars in millions)

Program	FY2000 PKO Funding	FY2001 Budget Request	FY2001 PKO Funding
Africa Regional	$16.654	$15.000	$26.500
African Crisis Response Initiative	20.000	20.000	20.000
East Timor [1]	8.500	18.000	8.500
Haiti	3.800	4.000	1.721
Israel-Lebanon Monitoring Group	0.450	1.000	0.000
Multinational Force and Observers	15.902	16.000	16.000

Table 5 (Continued)

PEACEKEEPING OPERATIONS (PKO)
FY2001 Funding Allocation
(Dollars in millions)

Program	FY2000 PKO Funding	FY2001 Budget Request	FY2001 PKO Funding
OSCE Regional [2]	0.000	10.000	16.700
OSCE (Bosnia)	51.271	21.000	18.500
OSCE (Croatia)	0.000	0.000	3.300
OSCE (Kosovo)	33.375	29.000	15.500
RESCISSION	**0.582**	**0.000**	**0.279**
TOTAL PKO	**$150.534**	**$134.000**	**$127.000**

[1] Includes $500,000 for the Office of Defense Force Development.

[2] OSCE - Organization for Security and Cooperation in Europe

Rescissions

Finally, Table 6 recaps all four appropriated programs, but reflecting the P.L. 106-552 mandated 0.22 percent rescission. The table demonstrates how the rescission percentage, unlike last year, was uniformly applied to the four programs at 0.22 percent. It also shows the original program figures appropriated by the annual appropriations act for security assistance, P.L. 106-429; the dollar value by program for each rescission; and finally the program funding amounts actually available for allocation to countries and programs.

Table 6

SECURITY ASSISTANCE FUNDING RESCISSIONS FOR FY 2001
(Dollars in Millions)

Program	Initial Appropriation Level	Rescission Funding Value	Rescission Percentage	Funds Remaining For Allocation
FMFP	$3,576.000	$7.867	.2200	$3,568.133
IMET	57.875	0.127	.2194	57.748
ESF	2,320.000	5.104	.2200	2,314.896
PKO	127.000	.279	.2197	126.721
TOTAL	**$6,080.875**	**$13.377**	**.2200**	**$6,067.498**

CONCLUSION

Taking rescissions into consideration, this year's security assistance funding of $6,067.498 million represents an increase of $109.089 million more than last year's level of $5,958.409. FY2001 Southeast Europe Initiative (SEI) supplemental of $30.808 million for FMFP and $2.875 million for IMET does not compare to the FY2000 Wye River supplemental of $1,375.000 million for FMFP and $450.000 for ESF. Both FY2000 and FY2001 did experience subsequently enacted mandatory rescissions of 0.38 percent and 0.22 percent respectively amounting to $29.691 million and $13.377 million respectively. Overall, the FY2001 FMFP and IMET programs realized increased funding over the FY2000 programs. The FY2001 IMET increase of $7.938 million or nearly 16 percent over FY2000 funding is especially noteworthy.

About the Author

Ken Martin is an associate professor with nearly thirteen years of service on the DISAM faculty. His duties include Legislation and Foreign Policy functional manager and editor of the annually republished DISAM "green textbook", *The Management of Security Assistance.* Ken retired from the U.S. Navy in 1991 after over 24 years of active duty as a surface warfare officer. He received his undergraduate degree in economics from the Illinois Institute of Technology and his Masters in Administration from Central Michigan University.

March 2001 Address to the Senate Foreign Relations Committee

By

Secretary of State Colin L. Powell

[The following has been extracted from a testimony presented to the Senate Foreign Relations Committee,Washington, D.C., 8 March 2001.]

I think before going into a very short version of my prepared statement, I would like to talk to some of the foreign policy issues that Senator Biden raised because, for the most part, I am here to talk about the budget, but of course we can talk about any issues that members wish to talk about. Let me start with Iraq. Iraq and the situation in Iraq was the principal purpose of my trip throughout the Persian Gulf and Middle East area the week before last. When we took over on the 20th of January, I discovered that we had an Iraq policy that was in disarray, and the sanctions part of that policy was not just in disarray, it was falling apart. We were losing support for the sanctions regime that has served so well over the last ten years. With all of the ups and downs and with all of the difficulties that are associated that regime, it was falling apart. It has been successful. Saddam Hussein has not been able to rebuild his army, notwithstanding claims that he has. He has fewer tanks in his inventory today than he had ten years ago. Even though we know he is working on weapons of mass destruction, we know he has things squirrelled away; at the same time we have not seen that capacity emerge to present a full-fledged threat to us.

So I think credit has to be given to the United Nations and to the Permanent 5 and to the nations in the region for putting in place a regime that has kept him pretty much in check. What I found on the 20th of January, however, was that regime was collapsing. More and more nations were saying let's just get rid of the sanctions, let's not worry about inspectors, let's just forget it. There was all kinds of leakage from the front line states, whether it was through Syria, through Jordan, through Turkey, or down through the Persian Gulf with the smuggling of oil.

And so what I felt we had to do was to start taking a look at these sanctions, remember what they were oriented to in the first place. With respect to the sanctions let's call what the United Nations does basket one. It has nothing to do with regime change. That is U.S. policy. That is U.S. policy that lets us put in basket two, the no-fly zone, or in basket three, Iraqi opposition activities.

My immediate concern was basket one, the U.N. basket, and how it was falling apart. And it seemed to me the first thing we had to do was to change the nature of the debate. We were being accused and we were taking on the burden of hurting Iraqi people, hurting Iraqi children, and we needed to turn that around. The purpose of these sanctions was to go after weapons of mass destruction. That's why they were put in place in the first instance at the end of the Gulf War.

So let us start talking about how the Iraqi regime is threatening children, their own children and the children of Saudi Arabia and Kuwait and Syria and all over the region, how they were in danger of what Saddam Hussein was doing, and take away the argument he was using against us.

In order to make sure that that carried forward, we then had to take a look at the sanctions themselves. Were they being used to go after weapons of mass destruction and was that the way they were connected to our original goals, or, increasingly, were those sanctions starting to look as if they were hurting the Iraqi people? And it seems to me one approach to this was to go to those sanctions and eliminate those items in the sanctions regime that really were of civilian use and benefited people, and focus them exclusively on weapons of mass destruction and items that

could be directed toward the development of weapons of mass destruction. I carried that message around the region and I found that our Arab friends in the region, as well as members of the Permanent 5 in the United Nations, as well as a number of my colleagues in NATO, found this to be a very attractive approach and that we should continue down this line. And so we are continuing down this line that says let's see if there is a better way to use these sanctions to go after weapons of mass destruction and take away the argument we have given him that we are somehow hurting the Iraqi people. He is hurting the Iraqi people, not us. There is more than enough money available to the regime now to take care of the needs they have. No more money comes in as a result of a change to this new kind of sanctions policy, but there is greater flexibility for the regime if they choose to use that flexibility to take care of the needs of its people.

How do we get out of this regime ultimately? The inspectors have to go back in. If he wants to get out of this, if he wants to regain control of the oil-for-food escrow accounts, the only way that can happen is for the inspectors to go back in. But rather than us begging him to let the inspectors in, the burden is now on him. We control the money; we will continue to restrict weapons of mass destruction; you no longer have an argument, Mr. Iraqi Regime, that we are hurting your people. You let the inspectors in and we can start to get out of this. If the inspectors get in, do their job, we are satisfied with their first look at things, maybe we can suspend the sanctions. And then at some point way in the future, when we are absolutely satisfied there are no such weapons around, then maybe we can consider lifting. But that is a long way in the future.

So this was not an effort to ease the sanctions; this was an effort to rescue the sanctions policy that was collapsing. We discovered that we were in an airplane that was heading to a crash, and what we have done and what we are trying to do is to pull it out of that dive and put it on an altitude that is sustainable, bring the coalition back together. As part of this approach to the problem, we would also make sure that the Iraqi regime understood that we reserve the right to strike militarily any activity out there, any facility we find that is inconsistent with their obligations to get rid of such weapons of mass destruction.

That takes care of the U.N. piece. On the no-fly zone, we are reviewing our policies to see if we are operating those in the most effective way possible. And with respect to the Iraqi opposition activities, we are supporting those. Our principal avenue of support is with the Iraqi National Congress, and last week I released more of the money that had been made available to us by the Congress for their activities. And we are looking at what more we can support and what other opposition activities are available that we might bring into this strategy of regime change.

And so I think it is a comprehensive, full review to bring the coalition back together, put the burden on the Iraqi regime, keep focused on weapons of mass destruction and keep him isolated and make sure that he is contained. And hopefully, the day will come when circumstances will allow a regime change that will be better for the world.

I hope that the members of the committee will examine this approach as we develop it further, and I hope that you will find a basis upon which you can support it.

Senator Biden also mentioned NATO. I am very pleased that we have solid relations with NATO. There were some irritants in the relationship, and I think those have been taken care of.

With respect to the President's meeting with Kim Dae Jung yesterday, I think it was a very good meeting. They had a good exchange of views. The President expressed his support for President Kim Dae Jung's efforts to open North Korea. It is a regime that is despotic; it is broken. We have no illusions about this regime. We have no illusions about the nature of the gentleman who runs North Korea. He is a despot, but he is also sitting on a failed society that has to

somehow begin opening if it is not to collapse. Once it is opened, it may well collapse anyway. And so we support what President Kim Dae Jung is doing.

At the same time, President Bush expressed in the strongest possible terms yesterday our concerns about their efforts toward development of weapons of mass destruction and the proliferation of such weapons and missiles and other materials to other nations, not only in the region but around the world. North Korea is a major source of proliferation.

And as we look at the elements of the negotiation that the previous administration had left behind, there are some things there that are very promising. What was not there was a monitoring and verification program of the kind that we would have to have in order to move forward in negotiations with such a regime.

And so what the President was saying yesterday is that we are going to take our time, we are going to put together a comprehensive policy, and in due course, at a time and at a pace of our choosing, we will decide and determine how best to engage with the North Korean regime. But it was a good meeting, and I think the two presidents had a very candid exchange of views. And we look forward to more exchanges of views with the South Koreans as we move forward, as well as with the Japanese, so we can move forward together even though we may be on separate tracks from time to time.

Mr. Chairman, I will stop there on foreign policy issues and just briefly touch on what we are trying to do in this budget. As you know, there are many ways that the President engages in foreign policy. Sometimes it is meeting such as he held yesterday with President Kim Dae Jung or meetings he has held with President Fox and held with Prime Minister Chretien of Canada. Sometimes it is sending the Secretary of State whizzing around the world, seven countries in four days. That gets a lot of news.

But the real work of foreign policy is not accomplished just by presidents or by secretaries of state. It is done by the thousands of dedicated Americans who have signed up to serve in the foreign service, to serve as civil servants, to serve as foreign service nationals for those are not Americans representing us around the world. And it is theirs that is the daily grind of foreign policy, punctuated by the occasional thrill and excitement of a diplomatic success. And their activities range from the minor to the sublime, from the courteous handling of a visa application to the inking of a treaty limiting arm control or eliminating conventional arms in Europe.

And I am saying to you, Mr. Chairman, something that you and the members of the committee already know, there are no finer groups of Americans anywhere in the world who represent our interests as well. And it is our obligation to give them the resources they need. I have seen how we try to take care of our military folks. I mentioned this to you at the last hearing how places like Camp Bondsteel look so great when you go over to the Balkans. We ought to make sure that all of our State Department facilities look as great as those military facilities. And I think the budget that we have presented to you, with the increases that I have proposed, start moving us in that direction. We are making strides in classified information technology. We are making sure that our people have access to the internet. We are doing all we can to get a handle on embassy construction. I am especially grateful to a former member of this committee, Senator Grams, for his part in conceiving the five-year authorization of embassy funds. I am very pleased that two and a half years after the bombing in Kenya and Tanzania, we are well on our way to re-establishing our presence there. We have other embassies that are state of the art that are coming up out of the ground now. So we have a lot going on. But I think we can do a better job of managing our embassy construction program.

It is for that reason that I went out and tried to find the best person I could to come in and help me in the department. I have acquired the services of a retired major general in the United States Army. Retired Major General Charles E. Williams is from the Corps of Engineers. He built Fort Drum, New York. He built the Dulles Greenway not far from here. He has brought projects to life all over the world and he knows this business. And he is coming in to serve as the new head of our foreign buildings office. I am going to move it out from under its current location so that I can have more direct reporting responsibility to me and to the Under Secretary for Management.

And General Williams' instructions are get out there, find out what we need to fix in the management of this account. And we want to get rid of the bureaucracy. We want to find private ways of doing things. This is a first step toward perhaps ultimately going in the direction of the Kaden Commission recommendation, which would move it entirely out of the department. I am not there yet, got a long way to go. But this, I think, is an aggressive first step in showing the kind of leadership I want the department to see, that we have identified a problem in that operation, went out and got a leader who is skilled, not just a political appointee, but somebody who knows how to get this job done given him the political mandate to do it. And I'm sure that General Williams will do a good job that will make us all proud.

So, Mr. Chairman, that is the kind of thing we are doing, the kind of thing we are going to do to get our information infrastructure fixed to make sure that 30,000 desks throughout the State Department are wired for unclassified access to the internet. This budget will do that. And then we will start working on classified access to the internet. We are going to make sure that our people are state of the art.

We are going to make sure that if an ambassador somewhere out there needs to get something from the Foreign Broadcast Information Service, he is not going to wait for something to be faxed or mailed to him, he's going to be able to bring it out of the ether, on-line, instantaneously, as he needs it. We are going to get into the state of the art with the State Department. Mr. Chairman, I want our people to be supported as well as all of our soldiers and sailors and airmen and Marines. And we are going to make sure that happens in the years ahead. The President's budget also provides money to hire a number of new foreign service officers. We are below the number we need to get the job done. One of the things we are going to do with this new budget is to create a float. We do not have a float in the department. We always are robbing Peter to pay Paul when a new mission comes along. I need a float, just as we had in the military, so people can go to training, so that there is always a little reserve capacity where people can go off to school and get the additional skills that they need without us vacating a position somewhere in an embassy or in an important office here in Washington.

So we are going to increase the number of foreign service officers. We are going to create a float so they can get the training that they need. And you are going to see, Mr. Chairman, that the budget also provides for the kinds of things that really advance our foreign policy programs aimed at restoring peace, building democracy in civil societies, safeguarding human rights, tackling nonproliferation and counter-terrorism challenges, addressing global health and environmental issues, responding to disasters and promoting economic reform.

The budget expands counter-drug, alternative development, and government reform programs in the Andean region. It helps provide military assistance to Israel to meet cash flow needs. It will fund all of the scheduled payments that are due in 2002 to the multilateral development banks and the U.S. commitment to the heavily indebted poor countries. It increases funding for migration and refugee assistance, for HIV-AIDS one of the biggest problems facing the world today, trafficking in women, basic education for children.

And with respect to trafficking in women and children, let me take this opportunity to thank Senator Brownback for his work in this effort, and for the amendment that you offered last year, Senator. That was successful and added $10 million in economic support funds for efforts in the Sudan to protect civilians from attacks and from slave trades.

Mr. Chairman, the President's budget for 2002 also provides money to support peacekeeping operations, supports political and economic transitions in Africa with emphasis on counties such as Nigeria and South Africa. As I go into these sorts of programs, I'm going to be trying to invest in those countries that have made the necessary changes that put them on the path of democracy and the free enterprise system and not keep propping up despots who won't move in the right direction. The Cold War is over. We don't need to prop up those kinds of institutions and countries any longer.

And so, Mr. Chairman, I think it is a budget that moves in the direction of freedom and democracy and supporting those efforts. It will help to reduce the risks presented by international terrorism. It will help halt the spread of weapons of mass destruction by providing stronger international safeguards on civilian nuclear activity. We are also going to increase funding for the Peace Corps. And I know Senator Dodd has a particular interest in that.

As I noted earlier, we are also going to provide additional money, not for Plan Colombia, per se, but to regionalize our activities so that Plan Colombia just does not become a snapshot, but it is part of a broader strategy for the region.

Mr. Chairman, I can also say to you that I am going to work hard to carve out needless layers within the State Department. I know that the committee has an intense interest in organizational activities and streamlining activities in the Department, and I am going to be on top of that. But I think that all begins with leadership. It begins with putting a team together. It begins with communicating throughout the Department that we are a team. We are going to be linked together on the basis of trust.

When you have got that all going, Mr. Chairman, then you can start to make the organizational changes that I think will be needed and are needed to make sure that the Department is relevant to the needs of the nation and the needs of the world in the 21st century.

Programmatic and Budget Guidance for Foreign Military Sales Administrative Budget for Fiscal Years 2002 and 2003

Defense Security Cooperation Agency
April 12, 2001

The issuance of this programmatic and budget guidance document comes at a time of great change in the area of security cooperation. As we move into the future, it is imperative that we keep in mind that security cooperation is foremost a program of engagement. It is a key component of our national security strategy through the engagement of our allies in coalition and cooperative efforts through IMET, EDA, foreign military sales, and other cooperation programs.

Security cooperation must adopt a culture that is based on performance and results, such as those outlined in the Government Performance and Results Act. As we begin this budget cycle, DSCA and the security cooperation community will implement a new way of planning, programming, and budgeting. This new approach, performance based budgeting, will allow us to link our budgets to corporate strategy, planning, and performance measures. Additionally, DSCA has commissioned a study to assess the need and approach for an FMS wide costing capability. Performance based costing will explore the feasibility of developing a consistent costing backbone that further ensures that as a community we are maximizing the use of our limited resources to accomplish the most we can for the U.S. national security strategy.

As we move into the 21st century, security cooperation must focus aggressively to seek opportunities for adopting automation in support of its business processes. We should particularly emphasize initiatives that increase customer interface and decrease response times. To this end, we should strive to utilize modern technology and internet-based tools which have created a watershed of efficiency and savings in corporate America.

It is inconceivable to run FMS solely like a business though, and DSCA realizes that this is a unique community with a distinct mission. But, we can optimize where possible, and sustain flexibility and creativity in the system. This realization leads to what I call a new paradigm for a new era of security cooperation. It will become increasingly important to develop ways to further the involvement of government through creative industry cooperation to better serve our foreign customers. We must embrace direct commercial sales and other alternative vehicles as opportunities to engage foreign customers and further U.S. interests. As such, direct commercial sales is a program of engagement and DoD and DSCA should and will be involved because U.S. national security interests are involved.

Finally, I want to stress the need for centralized policy direction and budget allocation formulation, but decentralized program execution. This is the only way these programs can achieve their optimal success, and this will require teamwork across the MILDEPs and consensus on strategy and operational objectives.

The challenges are many and difficult, but as a team we can and will meet them head-on and attain our strategic vision of becoming the premier agency recognized and respected as the acknowledged leader in security cooperation around the globe.

TOME H. WALTERS, JR.
Lieutenant General, USAF
Director, DSCA

Overview

Introduction

During the past several months, the Defense Security Cooperation Agency (DSCA), with the assistance and input of key personnel in the implementing agencies (IAs), has undergone considerable change in an endeavor to improve the way we develop and execute the foreign military sales (FMS) administrative budget. The result of that effort is the new performance based budgeting (PBB) cycle. The PBB cycle will improve DSCA communication, collaboration, and partnering with agencies that conduct security cooperation activities.

The primary objective of PBB is the development of a budget process that links budgets to corporate strategy, planning, and performance measures for justification purposes. The key difference in this new PBB process is the use of the FMS core function approach. The new PBB cycle is built around six FMS core functions developed collaboratively with the military departments (MILDEPs) and other key stakeholders:

- Pre-Letter of Request
- Case Development
- Case Execution
- Case Closure
- Other Security Cooperation
- Business Sustaining

As the new budget process matures and as the security cooperation community learns from this transitional year, DSCA anticipates a refinement and possible redefining of the core functions over time. Figure 1 provides an overview of the core functions.

The first year of initiating the PBB cycle will be one of transition and learning. As a transitional year, the PBB cycle focuses on budgeting for the FMS administrative fund allocation. Other funding and programs will be added to the PBB cycle as the process matures and when feasible.

The purpose of the DSCA programmatic guidance, referred to as the *Corporate Security Cooperation Performance Plan* or CSCPP in the FMS PBB implementation plan (October 25, 2000) is to provide specific information on how DSCA and the IAs will conduct business in FY2002 and the out years. This document will address the business and financial outlook of DSCA as well as lay the framework for a performance plan for the IAs. The guidance document begins with an introduction of the business and financial outlook for DSCA and the IAs. The outlook includes financial information regarding the FMS administrative trust fund, including revenue forecasts, ceiling levels, and funding targets. The next section describes the major trends and challenges facing the security cooperation community. The information in this section is derived from the call for security cooperation issues completed in December 2000 as well as from meetings, selected documents, surveys, and various communications with members of the security cooperation community. The final section is the programmatic and budget guidance for the MILDEPs. This guidance was used by the IAs in the development of their Implementing Agency Security Cooperation Performance Plan (IASCPP), and for presentations at the security cooperation programming conference on April 10, 2001. The security cooperation programming conference was instrumental in setting final programmatic budget levels for the IAs throughout the upcoming budget execution year.

Core Function	Definition
Pre-Letter of Request (LOR)	Efforts expended prior to receipt of a LOR, includes responding to inquiries, pre-requirements determination, developing a total package approach (TPA), if required or specifying the mix of FMS and direct commercial sales (DCS) under a hybrid approach.
Case Development	Efforts required to process customer requests, gather, develop and integrate price and availability data for preparation of a Letter of Offer and Acceptance (LOA). These efforts continue from receipt of a customer's LOR through case preparation, staffing, and customer acceptance.
Case Execution	Overall coordination to initiate case implementation efforts required to conduct and execute case arrangement, security assistance, team management, technical, logistical, and financial support, and the contractual efforts under acquisition and contracting.
Case Closure	All actions required to perform logistical reconciliation, financial reconciliation, certify line, and case closure.
Other Security Cooperation	All efforts involved in the administration and management of special programs and projects associated with security cooperation requirements, particularly, the non-FMS security cooperation programs authorized under the Foreign Assistance Act, such as International Military Education and Training (IMET), the Foreign Military Financing (FMF) program, the grant Excess Defense Articles (EDA) program, and direct commercial sales.
Business Sustaining	Efforts required in providing employee supervision, leadership, and guidance including personnel management, workload management, and secretarial support that cannot be traced directly to one of the other five core functions or specific cost objectives.

Figure 1: Core Functions

Security Cooperation Outlook

This section presents the overall financial outlook for the FMS program by focusing on three elements: budget outlook, sales projections, and budget targets. These elements frame the health of the fiscal and budgetary landscape of FMS by impacting the FMS trust fund administrative account balance. The budget outlook is a three year projection of anticipated income (sales) and expenses (budgets). The FMS sales projections are the most important data input into generating the projected revenue streams. Finally, the MILDEP budget targets are in essence the spending or expenditure levels that comprise the annual FMS budget ceiling level and expenses. Before presenting the outlook for FY2002 and beyond, this section presents a high-level wrap-up for FY2000. The purpose of this section is to communicate to the IAs the intricacies of what is

involved in developing sales and revenue projections, ceiling level, as well as MILDEP budget targets. These budget targets are reiterated in the MILDEP guidance section of this plan along with specific instructions for the IAs to prepare for the upcoming security cooperation programming conference. While DSCA is keenly aware that security cooperation is more than a sales program and is also a program of engagement, the fiduciary responsibility of maintaining a fiscally sound operation is also imperative.

Current FMS Business Environment

A review of FY2000 and early FY2001 business activity reveals a number of strategic and operational initiatives that will impact the security cooperation community in monumental ways. Many of the programmatic and strategic issues are addressed in the following section, entitled Major Issues and Trends. Given the sales levels, the revenue generated from the FMS administrative rate and logistical support charge is adequate to maintain the solvency of the FMS administrative account for the foreseeable future. From a fiscal perspective, the sales of the last two complete years, FY1999 and FY2000, reached over the $12 billion level, and FY2001 sales are projected at $12.8 billion. FMS has recovered from the economic downturns and "Asian flu" of the FY1997 - FY1998 period. Even as the U.S. government increases partnering efforts with industry vis-à-vis direct commercial sales, DSCA expects a continued strong FMS environment. The outlook of FMS within the security cooperation framework is promising.

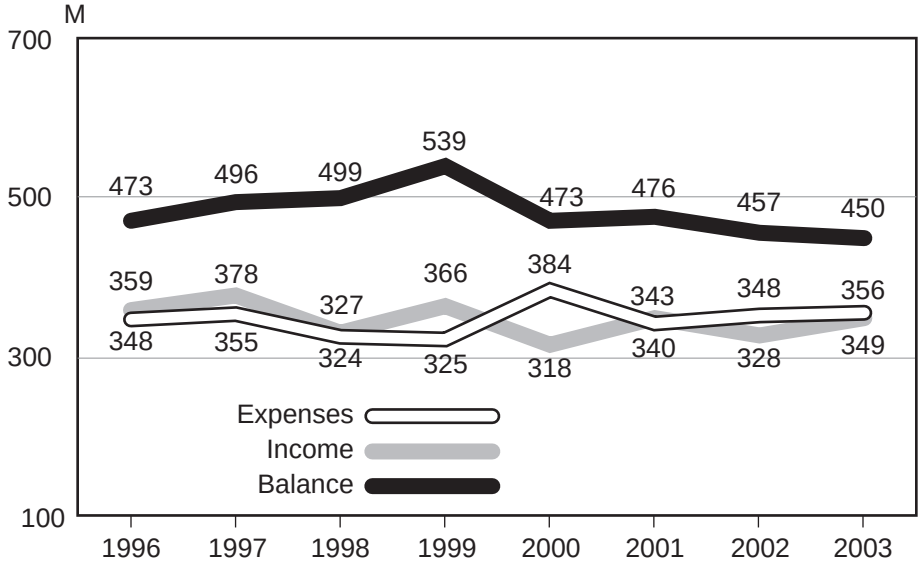
FMS Budget Outlook

This section is focused on the FMS administrative fund budget outlook. This is a three year projection (FY2001 - FY2003) of anticipated income and expenses. The significance of these revenue and expense actual results and estimates is that they permit an assessment of the solvency of the FMS administrative fund. They provide the context for decisions about the future FMS budget annual ceilings. The overall DSCA fiscal stewardship requirement is to evaluate trends and balance income and expenses over the forecasting period. Given the sales projections independently arrived at, DSCA is responsible for adjusting rates or expenses to finance estimated requirements (budgets). Within these parameters, DSCA is also required to maintain a closeout reserve for unanticipated and/or adverse conditions.

At current levels of estimated sales, we anticipate that sufficient revenue will be generated to finance the current FMS military department work force, accommodate pay raises, inflation, and some programmatic increases. Figure 2 provides the current budget outlook scenario, including anticipated budget targets. These targets are described in more detail later in this section. The budget outlook is comprised of three important components: expenses, income, and the fund balance. The components and their interaction determine the level of spending available annually. Income per se does not determine the amount of spending in one fiscal year. Due to the timing of the collections from FMS cases, income and expenses do not match within any given accounting period. Thus, annual income and expenses are two distinct elements in FMS.

Expenses for the out years are set by the DSCA Office of the Comptroller. Since 1995, most of the expense levels were developed and presented in a five year plan created to assist in reducing the DoD FMS work force after the surge from the Desert Storm and Desert Shield era FMS cases, and in anticipation of lower workload from significantly reduced sales, i.e., the $7-8 billion range. Thus, the five year plan determined fixed expenditure numbers or baselines for the MILDEPs with the end in mind of balancing expenses with anticipated income. For the most part these baselines have been followed. There have been, however, adjustments, to some MILDEP baselines. For instance, due to strong sales in 1996, the 1997-2000 planned reductions were extended to a longer period, and the rate of decrease was moderated. Additionally, the Navy and DSCA engaged in a dialogue about the Navy's FMS workload and its administrative funding, and

subsequently increases were applied to its 2000 and 2001 baseline levels. Now, due to trend in actual and expected sales at the $12 billion level, DSCA is reviewing the baselines. Consequently, the five year plan will be superseded by the PBB cycle planning and programming efforts.



	1996	1997	1998	1999	2000	2001	2002	2003
Official Sales ($B)	10.5	8.8	8.6	12.2	12.1	12.8	11.1	11.8

Note: Sales revised for FY2001. FY2002 and out years budget baselines are under revision - plan to stabilize, add pay raises and inflation, and seek OMB and Congressional approval for new ceiling levels.

Figure 2: Budget Outlook

The Denver Liaison Office (DLO) estimates the income line with data input from DSCA's Program Support Division and its various country program managers. The income line of the budget outlook is comprised of three interdependent inputs or components: new sales, prior sales, and the resulting revenue stream of estimated collections. The collections come from the initial 2.5 percent FMS administrative charge and the remaining administrative revenue throughout the life of the case, and the logistics support charge. The income projections are based on historical "life of case" experience developed by DLO, using at least fourteen years of data and multiple factors incorporated into a revenue model. The most significant input to the annual update to this revenue model is projected sales. The process and methodology for developing sales projections are discussed in the next subsection.

The third component of the budget outlook is simply the difference between the income and the expense, the fund balance. A healthy fund balance is critical to the success and survival of the FMS program. As Figure 2 illustrates, these variables, particularly the resulting fund balance, have dramatic impacts on the posture of the FMS program from year to year. Consequently, major shifts in sales and/or revenue requires strategic changes and/or analyses of the FMS expenditures and priorities.

Funding Targets and Expenditures

The annual funding targets and ceilings are currently developed by adjusting the FY2001 baseline with pay raise factors and any scheduled programmatic adjustments. As Figure 3 illustrates, there are four categories of components to the budget targets: the baselines, the actuals,

and the two target years. The fiscal year budget baselines, as discussed earlier, were originally developed in a 1995 five year plan that sought to reduce the work force after increased FMS case activity associated with Desert Shield and Desert Storm; however, these baselines are currently under review. The FY2001 actuals represent the actual total budget expended by the IAs in the previous fiscal year. Finally, the fiscal year budget targets are developed by multiplying the baseline by inflation factors. The budget targets are split into personnel and non-personnel expenses. Personnel expenses are multiplied by the pay raise factors contained in the *U.S. Government Green Book*. Non-personnel expenses are multiplied by the non-pay raise factors also contained in the *Green Book*. These are also adjusted for the correct time period. For instance, most pay raises split fiscal years, so it is often necessary to apply three quarters of the pay raise to one fiscal year and the remaining quarter to the following fiscal year. These components comprise the budget targets by which implementing agencies budget. Figure 3 illustrates the FY2001 baseline and actuals, and the FY2002 - FY2003 budget targets.

Implementing Agency	FY2000 Baseline	FY2001 Baseline	FY2002 Target	FY2003 Target
Army	75.634	77.271	79.303	81.149
Navy	50.278	51.118	53.572	54.768
Air Force	76.375	75.943	78.007	79.892
Other	140.713	135.668	137.118	140.191
Total	343.000	340.000	348.000	356.000

Note: Dollars in Millions

Figure 3: FY2002 - FY2003 Target Summary in Millions

It was originally intended that this PBB Programmatic and Budget Guidance document would contain the floor and ceiling for the out year targets; however, this has changed slightly. For the purposes of the upcoming fiscal year, the targets in Figure 3 are in essence the floor. No ceiling will be issued. However, there is the potential for these targets to be adjusted by up to 5 percent of the MILDEP target (subject to the congressional notification process) when the above targets are analyzed, and from the information obtained from the security cooperation planning conference. As Figure 4 illustrates, baselines for all IAs increased from FY2000 to FY2001, with the exception of the Air Force and other agencies. Likewise, the out year budget targets (FY2002 to FY2003) contain slight increases for all IAs. Programmatic decreases in the other agencies category (i.e., DSAMS) decreased the baseline of this category, as well as the out year targets. Figure 4 illustrates the whole number and percentage changes for the out year targets by MILDEPs.

The process and methodology for determining MILDEP budget targets will no doubt change in the future as a result of the increased use and reliance on the new PBB cycle. It is foreseen that this process will provide a much clearer linkage between necessary resources to produce and/or perform an output or objective. In addition, the planned performance based costing (PBC) initiative could provide an even more disciplined and analytical tool for setting budget targets by relying on cost models that map the relationship between outputs and resource consumption and usage. Similar to the new revenue projection process, timely information used in a model could provide a tool for developing budget baselines, ranges, and scenarios of potential future

occurrences. DSCA foresees its new security cooperation programming conference, the first of which occurred on April 10, 2001, as the most important vehicle for developing future budget targets. During the conference, DSCA and IAs began a focused discussion about resources needed to conduct FMS and other security cooperation programs.

Implementing Agency	FY2000 Baseline	FY2001 Baseline	FY2002 Target	FY2003 Target
Army	75.634	77.271	79.303	81.149
#Change		1.637	2.032	1.846
%Change		2.16%	2.63%	2.33%
Navy	50.278	51.118	53.572	54.768
#Change		0.84	2.454	1.196
%Change		1.67	4.80%	2.23%
Air Force	76.375	75.943	78.007	79.892
#Change		-0.432	2.064	1.885
%Change		-0.57%	2.72%	2.42%
Other	140.713	135.668	137.118	140.191
#Change		-5.045	1.45	3.073
%Change		-3.58%	1.07%	2.24%
Total	**343.000**	**340.000**	**348.000**	**356.000**

Note: Dollars in Millions

Figure 4: Percent Changes FY2001-FY2003 Baseline and Targets

For planning purposes during the transition FY2002 budget, MILDEPs should begin to assess the budgetary targets with particular emphasis on FY2002 and FY2003. The MILDEPs should review the amounts as planning levels against which they should baseline their security cooperation programs within the core functions. Emphasis should be given to determine how the planned core business functions can be accommodated within these totals. Above target needs should also be a part of this analysis and should be accompanied by a clear explanation of the reason for the above target need, what core function the above target need impacts, how the above target need supports the objectives and broad vision of this budgetary guidance plan, as well as the programmatic impact if the above target need is not granted. Initial plans, issues, and requests should be voiced at the planning conference.

These instructions will be expanded in the programmatic guidance section at the end of this document, and issued in more detail during the actual budget call process of the PBB cycle in May 2001. For purposes of the security cooperation programming conference, MILDEP analysis should be high-level and programmatic in nature.

Development of Sales Projections

In order to ensure that stakeholders of the security cooperation community understand how the sales projection process works we are providing a discussion on this very important topic in

this document. The development of sales revenue projections allows DSCA to strategically manage the trust fund balance, and to gain important insight into the future of the program itself. Because FMS must sustain itself with administrative fees from foreign military sales, the revenue projections are an important part of determining the level of the congressional FMS trust fund ceiling.

The methodology for determining revenue projections has recently undergone revision. With assistance from an external think tank, both the technical sales forecasting methodology and the internal process of developing sales estimates were revised. The new methodology is essentially based on a two-pronged approach:

- An improved bottoms-up sales estimates process by country

- A new linear regression forecasting model based on statistical analysis of historical data and variables

The largest technical methodology revision is the development of a robust linear regression forecast model for each country which develops low, medium, and high FMS sales ranges that are used as a baseline for revenue forecasts. The baseline (high-medium-low) sales projections are developed by using ten years of actual sales data by country for the upcoming plan year. For instance, for FY2003, ten years of actual sales data by country was entered into a model, data outliers (extreme spikes/highs or extreme dips/lows) in the data were removed (or smoothed), and conservative baseline revenue projections for the plan year were developed for each country in low, medium, and high categories. These ranges were compared to the bottoms-up sales estimates by country to further solidify the sales ranges or bands.

The final FMS sales projections are developed by taking the halfway point between the mean and the high sales levels developed by the baseline projections. The FMS sales projections are intentionally conservative as it is much more acceptable to explain increases in sales projections (unforeseen sale for instance) to stakeholders than to explain a decrease in sales projections. Thus, DSCA understands that the base level may well increase over time as new major sales are made, either through FMS or direct commercial sales (for which FMS is likely to be the vehicle used for the follow-on sustainment and/or upgrade over the life cycle of that system).

Major Issues and Trends

Introduction

This section provides a broad view of issues and trends occurring within and/or impacting the security cooperation community. These issues and trends were solicited through the call for security cooperation issues, the first process in the new PBB cycle which asked essentially all members of the community for input. Other significant issues and trends are merely internal and external forces that impact any industry. These are not exhaustive, but according to input and analysis, represent significant issues at the forefront of security cooperation.

The questions in the call for security cooperation issues were developed to engage agencies and stakeholders to respond to issues and concerns that were both internal and external to their organizations. The participants provided responses and challenges they felt would affect not only their organization, but also the entire security cooperation community. The responses included the following examples:

- As foreign customers' military budgets decrease, implementing agencies must find alternative ways to engage customers that will benefit U.S. strategic interests and the customers.

Such engagements may include a greater reliance on other security cooperation programs such as IMF, IMET, and EDA. The Defense Security Cooperation Agency and implementing agencies must ready themselves for alternatives to FMS activities.

- The FMS process for case development, implementation, and closure is cumbersome and arduous. The security cooperation community needs to work to develop a more streamlined process.

- The sharing of information was a common theme throughout the responses. The call is for a standard information infrastructure that will allow agencies to share information with each other. In addition, agencies stressed that customers also need the availability of timely information with regard to their FMS cases and accounts.

- The potentially changing role of DFAS will impact resources for implementing agencies. As DFAS completes analysis standardizing the role it has with the MILDEPs, potential impacts on resources will need to be considered.

- With changing administrations in and outside the U.S., strategic priorities may also change. Implementing agencies must be ready to meet the challenges and demands of new initiatives and priorities.

Some issues and trends are of such major significance that they cross and impact every stakeholder involved with security cooperation. These issues impact programs, policy, and budgets. As part of DSCA's security cooperation programmatic guidance, these trends and issues will be addressed in the upcoming fiscal year. The major trends and issues common to all the implementing agencies that responded to DSCA's security cooperation issues call and that DSCA identified are:

- Work Force
- Direct Commercial Sales
- Automation
- Program Management Lines
- Policy Formulation
- Performance Measures/Metrics Standardization

The following are brief descriptions and analyses of the impact of these common issues on the mission of security cooperation. Many of the policy-related issues discussed below have been mentioned by stakeholders such as the General Accounting Office (GAO).

Work Force

Several respondents to the call for security cooperation issues voiced a number of growing concerns about the workforce that conducts security cooperation activities. The concerns centered around adequate training, availability, and demographics of personnel. The responses to the call confirmed the thinking of DSCA. In an effort to be proactive in dealing with work force concerns, the Director of Defense Security Cooperation Agency tasked the Defense Institute of Security Assistance Management (DISAM) to perform a study of the security cooperation workforce, which was released February 2001. The DISAM faculty, through a review of best practices and related studies, a series of interviews with managers, and a web-based survey, examined the composition of the security cooperation workforce in terms of required skills, grade

structure, years of service, retirement eligibility, and attitudes towards career progression. The end result of the study is a series of recommendations designed to enhance workforce planning and professional development for the security cooperation community. (This study is available on the DISAM homepage at http://disam.osd.mil.)

Interviews with security cooperation managers in several dozen headquarters and field organizations centered around the potential creation of a career field in international affairs for security assistance personnel, as well as the participation of security cooperation personnel in a variety of existing management development internships. While respondents to both personal interviews and the web-based survey generally preferred the development of functional expertise (logistics, finance, contracting, etc.) to early specialization in international political issues, most respondents favored an increased focus on career development and specialized training for security cooperation personnel. A DSCA-funded security cooperation internship program was proposed as an outcome of this workforce analysis to develop a cadre of employees with the correct mix of business and international relations skills. Such an internship would include specially-tailored graduate education in both of these topics. Other proposed professional development initiatives included formal certification in security cooperation, job rotations to different agencies within the same geographic area, creation of a security cooperation career progression guide, and setting up a "corporate university" type of information-sharing web portal to foster the exchange of security cooperation information, documents, best practices, and professional development initiatives. These proposals will be shared with the Training and Career Development Integrated Process Team (IPT), sponsored by DSCA and led by the Deputy Under Secretary of the Air Force for International Affairs (SAF/IA), that is currently reviewing the draft policy, *International Affairs Education, Training, and Career Development Guidelines*.

Following the review of the DISAM study, expected in May 2001, and the SAF/IA analysis, it is expected that DSCA will formalize a mechanism and approach to address these looming issues in partnership with the MILDEPs. It is envisioned that the internship program would be conducted at the MILDEPs, and DSCA would provide additional funding for the internships and would centrally manage the personnel spaces. This would not preclude the MILDEPs from establishing an internship program within their established budget targets as an augmentation to the DSCA directed program. Any other initiatives in this area are expected to be surfaced from the IPT, established by DSCA to consider personnel matters.

Direct Commercial Sales

The old paradigm was that direct commercial sales was a program that only involved industry, which meant that DSCA and IAs need not get involved. The new paradigm, which is that DCS is a program of engagement, and as such, DoD and DSCA will be involved because U.S. national security interests are involved. Direct commercial sales provide additional opportunities to engage foreign customers and further U.S. interests. Partnering with industry is another way to support national security strategies. DoD, in conjunction with DSCA's Legislative and Public Affairs Directorate, has drafted an amendment to the *Arms Export Control Act* (AECA) which would allow DSCA to improve support services to U.S. defense firms involved in overseas defense procurements; the amendment also provides a mechanism to charge industry partners directly for support services. The policies and terms for DSCA's support and advocacy of defense firms are being developed concurrently with the anticipated changes with the AECA. DSCA will conduct surveys and meetings to make determinations on how to best support direct commercials sales/contracts in conjunction with supporting national strategic policy. The discussion will include resource requirements, as well as potential impact on agencies that conduct security cooperation activities. DSCA plans to support direct commercial sales and will determine appropriate funding sources, regardless of the outcome of the legislative process. The ultimate

goal of any effort is to further U.S. strategic interests by teaming DSCA with not only industry but also implementing agencies.

Direct commercial sales not only affect DSCA, but also the MILDEPS and other IAs. As DSCA develops policies to work with industry, so too must the MILDEPS and IAs. Implementing agencies have more than just a stake in DCS; they have a vital role in defining how direct commercial sales support national strategic interests. There are significant challenges for the IAs, such as the potential imbalance between the level of effort required to support DCS and the initial return on the sale. Implementing agencies must be proactive in dealing with direct commercial sales, to ensure that the impact of this other security cooperation activity has a positive impact on foreign military sales cases. Currently, some of these DCS issues are being reviewed by the partnering IPT.

Automation

In leveraging information technology, DSCA will take advantage of the expansion of internet and other technology tools that have helped not only other government agencies, but also other industries. There will be a strong focus on web-based technology to directly facilitate security cooperation processes. The use of information technology (IT) should achieve cost savings, increase productivity, and improve the timeliness and quality of customer service delivery. Information technology should enhance and improve business processes and support management decisions and policies. The use of information technology in the security cooperation community is paramount to improving the exchange of information and the efficiency with which services are delivered to security cooperation stakeholders and customers. The Defense Security Cooperation Agency is in the process of determining the best possible use of technology to automate security cooperation activities. The goal of DSCA is to leverage information technology so that it supports security cooperation.

As the security cooperation community utilizes information technology, the agency will realize great gains in productivity and efficiency. The security cooperation community will embrace new technology systems that will empower the community to better work efforts. The community will explore replacing legacy systems that are repaired and modified from year to year. As it moves forward with information technology, the community must first progress in thinking about the way the organization conducts business. First, it will define the best way to do business and then determine how best to use technology to make that process as efficient as possible. The use of information technology requires enormous capital investments. The only way to maximize the return on investment for information technology is to first develop the business process. Information technology is the tool that will support the process.

In addition to these efforts, DSCA is also reviewing FMS wide systems such as the DSAMS. DSAMS is an instrumental part of FMS execution. Due to the rapidly changing landscape of technology, as well as the changing needs of IAs and customers, the case execution module is undergoing a thorough user's requirements analysis. This analysis should provide DSCA with a much better understanding of the IA needs, as well as how technology can accommodate such needs.

During the next fiscal year and the out years, DSCA will work to evaluate existing legacy systems as well as ongoing technology improvements to determine optimum ways of leveraging technology to improve the delivery of service through automation, improved communication, and increased access to information. Information technology investment will be made in areas that improve the way we do business.

Program Management Lines

The use of program management lines (PMLs) specifically as it relates to activities considered standard and those that should be charged to the case has been debated for some years. Currently, each implementing agency interprets the policies for case funded expenses and PMLs differently. The current policies regarding PMLs allow agencies to exercise their own discretion in determining what expenses should be charged to their customers. The Defense Security Cooperation Agency is in the process of revising policies that will bring consistency to how each IA determines when a service or item should be funded with PMLs and which should be funded through FMS administrative funds. This guidance will be reviewed by the MILDEPs prior to codification.

A matrix has been developed to capture all major activities and the types of costs such as personnel pay, benefits, and overtime that may be associated with those activities. The purpose of the matrix is to align activities with costs and the sources of funding. The information for the matrix was collected from exiting policy and guidelines including the *Security Assistance Management Manual* (SAMM), financial management reviews, and past budget calls.

Refinement of policy regarding PMLs will standardize the use of program management lines across each IA. As these policies are considered, the budgetary impact must also be examined. Funding shifts in PMLs (either positive or negative) may lead to funding shifts in FMS or other funding. As with any other significant policy change, each IA must determine the impact of PML policies on the overall FMS budget. The budgetary impacts, with detailed supporting information should be communicated to DSCA. The change in the use of resources may not result in changes in the funding ceilings of implementing agencies.

Policy Formulation

Whether refining the policies for PMLs or direct commercial sales, the changes involve programmatic and budgetary consideration. Any significant changes in policy must be considered from a programmatic and budgetary point of view. The discussion and dialogue involved with examination of policy must involve a study of the budgetary impact. If not, any change in policy that has significant budgetary implications will result in a program or activity that is inadequately resourced, inefficient, and ineffective. DSCA will work with implementing agencies to fully define policy formulation that encompasses programmatic and budgetary assessments. Not every policy change requires a study of the budgetary impact, but when a fundamental change in business process is under consideration, a budgetary assessment is necessary for sound decision-making. DSCA encourages IAs to invigorate the policy formulation process with helpful insights, surveys, and assessments from both the programmatic and budgetary sides of the agencies.

Performance Measures and Metrics Standardization

The security cooperation community currently has a number of different performance measures and metrics. Some of these include the metrics developed for the new FMS core functions, those used in the quarterly deputies' forum, as well as those developed by the MILDEPs. In reviewing these measures, one can find areas of commonality and difference. Reproduction of measures and standards can serve to reinforce shared goals and priorities, and some forums are more suited for strategic, rather than operational, measures. However, duplication of efforts to develop measures creates confusion and weakens objectives. As we standardize the core functions and core activities involved in conducting FMS and security cooperation, we must also determine what measures provide us with information for benchmarking and improving our business. The development of performance measures and goals

must involve dialogue and partnership among DSCA and all the IAs. Measures that are developed separately and in varying degrees provide little to no useful information in determining how resources are used or how well we conduct our work. We must examine existing measures and criteria as a community to best find standards that can be applied not only across each agency, but at varying levels within the agency. Additionally, performance measures should be linked to strategy and objectives. Currently, there are initiatives in place to review performance metrics, including the business process IPT.

Budget and Programmatic Guidance

This section reiterates the IA funding targets for FY2002 and FY2003, discusses high-level funding guidance which will be followed by a more detailed execution document during the budget call in May 2001, discusses business area initiatives by core function, and specifically provides instructions on how to respond to this guidance document in preparation for the security cooperation programming conference scheduled for April 10, 2001.

Anticipated Funding Levels

Figure 5 illustrates the anticipated funding levels for the IA budget levels for FY2002 and FY2003. The IA levels have been adjusted for pay raises and inflation. Accordingly, the overall budget levels are expected to increase by 2.35 percent in FY2002 and 2.30 percent in FY2003.

Implementing Agency	FY2000 Baseline	FY2001 Baseline	FY2002 Target	FY2003 Target
Army	75.634	77.271	79.303	81.149
Navy	50.278	51.558	53.572	54.768
Air Force	76.375	75.943	78.007	79.892
Other	140.713	135.668	137.118	140.191
Total	343.000	340.000	348.000	356.000

Note: Dollars in Millions

Figure 5: Anticipated Funding Levels for FY2002 - FY2003

During the transition year for the preparation of the FY2002 budget, MILDEPs should begin to assess and plan programmatic execution using the budgetary targets above. These targets should represent FY2002 and FY2003 baselines by object class and core functions. Emphasis should be given to determine how the planned core business functions can be accommodated within these totals. Above target needs should be a part of this analysis and should be accompanied by a clear explanation of the reason for the above target need, what core function the above target need impacts, how the above target need supports the objectives and broad vision of this budget and programmatic guidance plan, as well as the programmatic impact if it is not granted. Guidance for developing above target needs is outlined in the following subsection. In light of the potential need, the baseline review, and the possibility of requesting a ceiling increase

from congress, these targets may very well change. However, there is no guarantee at this point of a funding increase.

Overall Funding Guidance

Specific templates for usual and above target budgets, including the new presentation by core functions, will be distributed during the budget call process of the new PBB cycle scheduled to take place in May 2001. However, in order for the MILDEPs to understand how the overall guidance will work and what will be expected at the programming conference, this subsection discusses some of the overall budget expectations.

Because DSCA works within a constrained budget environment, there are certain essential baseline priorities that must be included in the MILDEP budget to ensure current levels of service are sustained. MILDEPs will be authorized to reallocate within the baseline priorities before submitting above target needs. Specific guidance on reprogramming will be provided with the May 2001 budget call. The baseline priorities are listed in Figure 6.

All budgetary items should be presented by both the regular object class and by core function. During the transition year FY2001, the crosswalk methodology utilized by the MILDEPs to translate object class to core functions is left to the discretion of the MILDEP, however, suggested and/or accepted methodologies may be necessary in the future.

Business Area Emphasis

Within the new PBB cycle, the FMS community, and perhaps later all of security cooperation, will begin to budget by a common language of core functions. The first year of the PBB cycle is one of transition, therefore baseline information regarding budgeting by core function is left to the discretion of the MILDEPs. As information is gathered and discussed during and after the security cooperation programming conference, adjustments will be made if necessary.

Pre-LOR

Funding should be directed to insure that all routine and non-routine pre-LOR activities are handled in a timely manner. Wherever possible, automated solutions should be explored for routine pre-LOR activities such as weapons system descriptions, price quotes, estimated delivery times, and other frequently recurring information. These activities should be assessed to determine if a database (web-based), decision support tool, knowledge sharing tool, or other methods can be utilized to decrease time associated with such activities.

Additionally, MILDEPs are encouraged to begin assessing their ability to track the initial non-financial FMS performance measures developed last year. It is anticipated that in the next calendar year (approximately April 2002), DSCA will perform the first execution review for the new PBB cycle on the FY2002 financial data, as well as the non-financial performance measures. The initial non-financial performance measures for pre-LOR are the scope of pre-LOR activities by routine and non-routine in the form of basic counts.

Essential Baseline Priorities	Description	High Level Directions
Salaries	Labor expenditures associated with full and part-time positions and salaries in direct support of the FMS mission.	MILDEPs must make sure all annual costs associated with salaries, salary adjustments, associated with full and overtime, benefits, workers compensation, and unemployment compensation are figured into the FY2002 and FY2003 budget. Target submission should be consistent with those reflected in FY2001 budetary submission.
Travel	Expenditures related to travel in direct support of the FMS mission	Funding for travel should be added to the the budget at current service levels plus inflation (Green Book multiples).
Rents and Other Contractual Services	Expenditures asociated with rents and other contractual services in direct support of the mission	Rents and other contractual services should be included at current level plus inflationary adjustments (Green Book multiples).
ADP	Expenditures associated with development and modernization of security assistance ADP systems that are essential to the FMS mission.	Development and/or modernization of security assistance ADP systems are limited to that which is absolutely essential to support critical missions. New developmental effort is not authorized. DSAMS requirements will be identified at the DSCA level.
Other or Additional Needs	Expenditures associated with other budgetary needs, including improvements, new programs, new employees, and other activities in support of the FMS mission.	Any items to be budgeted that are over and above the budget target must be defined as above target that will be considered during the overall budgeting process. Above targets should be presented as follows: Description of the above target including the related program/weapon system/service/product. Projected cost of the above target by labor and non-labor. Explanation as to why this activity/service/product cannot be accomodated within the regular level of funding. Budgetary impact and/or alternatives should above target not be accepted.

Note: High-level guidelines will be reiterated in detailed budget call documents in May 2001

Figure 6: Essential Baseline Priorities for FY2002 - FY2003

Case Development

Funding for LOA development should be directed to insure that 80 percent of LOAs are processed within 120 days of LOR receipt (the metric used in both the *SAMM* and the Quarterly Deputies' Forum). Emphasis should also be directed to insure the accuracy of pricing included in all LOAs and the quality and comprehensiveness of LOA rates. It is understood that there is a relationship between the quality and time expended in the pre-LOR phase and the quality and accuracy of the data and information in the case development phase; however, again MILDEPs are encouraged to emphasize routine and non-routine service levels for an optimal mix.

Additionally, MILDEPs are encouraged to begin assessing their ability to track the initial non-financial FMS performance measures developed last year in anticipation of the first execution review scheduled for April 2002 for the FY2002 budget. The initial non-financial performance measure for case development is the number of LORs received (including LOA and P&A data) in the form of a basic count.

Case Execution

The level of effort for case execution is believed to consume the single largest commitment of resources within the core functions. Case execution is complex and specific requirements vary by case. As DSCA reanalyzes the approach for the DSAMS case execution module pending a detailed analysis of current user requirements, MILDEPs are encouraged to assess the case execution phase for process efficiencies and automation insertion and/or improvements. Some ideas that have arisen in various forums include inventory management, distribution, and logistics, bar coding customer files, automated reports, web-based customer status checks, and automated tickler files that notify users of open supply complete cases.

Additionally, MILDEPs are encouraged to begin assessing their ability to track the initial nonfinancial FMS performance measures developed last year in anticipation of the first execution review around April 2002. The initial non-financial performance measures for case execution are the number of cases not supply complete, the number of open supply discrepancy reports (SDRs), the number of formal reviews (PMRs, CMRs, and FMRs), and number of supply complete cases less than and more than two years old.

Case Closure

Funding for case closure should be directed towards those supply or logistically complete cases that have not yet been closed, particularly those that have been supply complete over two years. As previously discussed, in the initial FMS performance measures development session last year, monitoring of the number of supply complete cases less than and greater than two years are expected to begin on a regular basis through execution reviews in April 2002.

Other Security Cooperation

Within the core function of other security cooperation, emphasis should be placed on the level of effort expended on other security cooperation initiatives, such as the increasing growth of non-FMS activities as evident in the annual DSCA manpower surveys. Emphasis and awareness should be placed on the following non-FMS issues:

- FMF/IMET - Although it is anticipated that the new administration will be more responsive to the value of this program as a tool of engagement, it is unrealistic to expect near-term congressional approval of substantial funding increases in this area. This is also true for the

IMF administrative fund. Planning for FY2002 and FY2003 for IMET and FMF should, thus, assume a conservative and modest increase over FY2001 levels.

- EDA - Increased attention is being given to this program as worldwide military budgets decline. The MILDEPs should anticipate increased interest in and demand for excess material of all kinds.

- Drawdowns - The MILDEPs should be postured to respond to at least one presidential drawdown in each of FY2002 and FY2003.

- Direct commercial sales - As discussed in the Trends and Issues Section of this guidance document, use of DCS is expected to increase. While this is a worthy and increasingly popular mechanism for foreign customers and industry partners, DSCA must be cognizant of the budgetary and fiscal impacts of DCS initiatives. Thus, MILDEPs are encouraged to monitor and communicate such issues.

Again, while these are instrumental tools in security cooperation, emphasis should be placed on the budgetary impact, and MILDEPs are encouraged to note the level of effort expended on such initiatives.

Business Sustaining

Business sustaining activities are those that sustain a program and/or organization. These are for the most part administrative, technical, legal, and human resource support services. Emphasis should be placed on current levels of business sustaining support.

DSCA recognizes that a significant change will be in determining the effort and resources needed for business sustaining activities. The core function of business sustaining is an expense that needs to be monitored and accounted for during the course of the year. As the security cooperation community begins to examine and evaluate activities by core function, the community can begin to develop more accurate information on the use of resources, and eventually ways of using resources more efficiently.

MILDEP Response and Next Steps

This subsection provides the detailed steps and time line for the IAs to prepare their responses to this budget guidance document which was presented in the security cooperation programming conference on April 10, 2001.

DSCA has provided a vision from the director, Lieutenant General Walters, an overview of the budget outlook including budget targets, critical trends, and issues in the security cooperation community, as well as broad business area emphasis by core functions. The goal of this document is to provide a clear picture of the security cooperation community, as well as to begin the critical dialogue needed for DSCA and IAs to foster a more collaborative and accountable planning, programming, and budgeting process. Indeed, this entire document should be considered a source of understanding the general direction that DSCA is taking for the FY2002 and FY2003 budget preparation, and should provide issues upon which to reflect as the formulation of the responses for the security cooperation programming conference occurs. Please note that the IA response is an instrumental part of the ongoing budgetary and programmatic dialogue that will take place over the next fiscal year, and the response should provide target levels, but also invoke thought on the direction of security cooperation from the MILDEP perspective.

Key Date	Event
February 15, 2001	DSCA budget guidance published and released
March (throughout)	MILDEP responses prepared (MILDEP support on-hand for assistance and support)
April 10, 2001	Security cooperation programming conference
May (early)	DSCA budget call
August (early)	MILDEP budget submissions

Figure 7. Budget Preparation Key Dates for FY2002 and FY2003 Budget Call

Figure 7 provides a budget preparation time line.

As the figure illustrates, the month of March will most likely be the busiest month as MILDEPs adjust to the new PBB cycle format and requirements. However, MILDEP support and assistance will be in full effect

In the April 10, 2001 security cooperation programming conference, the MILDEP's presentation included the components listed in Figure 8. The overall objective of the presentation was to begin a programmatic dialogue with MILDEPs to coordinate and link the DSCA corporate level priorities and funding to MILDEP priorities and actions:

- Determine what program areas and priorities could be accommodated within the MILDEP target.

- Determine what program areas and priorities could not be accommodated within the MILDEP target, and what might be need above the target funding.

- Set the stage for a programmatic level discussion of priorities and funding.

Requirements	Programmatic Guidance Response Directions
I. Programmatic and Resources Issues	
A. Anticipated programs and operations within the target level and above the target level for FY2002 and FY2003, and generally for out years	1. Given the anticipated targets for FY2002 and FY2003 in total and for your MILDEP, and the budget and programmatic guidance outlined by business area (core functions) contained in business area section above of this plan, request the MILDEPs address the following: • Describe the anticipated program activity level in your MILDEP for FY2002 (and where possible for FY2003) highlighting such activities as major new business opportunities (pre-LOR); efforts to meet or surpass the LOA development guidelines (LOA development);management of the existing business base in such areas, including any ongoing or new initiatives that affect country program management, financial management, requisitioning processing, and acquisition/ contracting (case execution); closure targets and efforts to meet or surpass established targets, including any initiatives to improve the existing closure process (case closure); efforts in other security cooperation programs that are impacting the FMS administrative budget (other security cooperation); any activities being undertaken in the business sustainment area. • Can the anticipated program activity level in FY2002 and FY2003 be accommodated within the planning targets? 2. DSCA is prepared to entertain needs above target, not to exceed 5 percent of the MILDEP target. • Presentation should be by order of importance. Explain why these programs may not be accommodated within the target budget level. • What core functions/business area are most impacted what are the general business impacts of not funding this program or operation? • Does this anticipated above the target level need impact only FY2002, or does it impact FY2003 and/or out years as well?
B Anticipated Sales and Workload	1. Please provide your general projections of workload and sales levels by: • New Sales • Existing/sustainment • Other programs and/or operational initiatives with resource implications

II. Strategic and Operational Issues	
A. Director's Statement	MILDEPs are encouraged to respond to and/or elaborate briefly on issues and concepts identified by the director (for instance, ideas and approaches to web-based initiatives and/or solutions, and/or ways to make the new paradigm work better with FMS)
B. Issues and Trends	1. MILDEPs are encouraged to respond to and/or comment on the issues and trends and particularly offer solutions and/or ideas for approaching/ resolving issues 2 MILDEPs are requested to provide issues and trends that are not currently included in the guidance, and that they believe wil have significant impact on their operations.
III. Out Year Comments	
Out year (FY2003-FY2007) comments	MILDEPs are encouraged to respond to and/or elaborate briefly on anticipated changes to their business base or infrastructure that may impact the MILDEP budget position.
IV. Feedback on New PBB Cycle	
Feedback on the New PBB cycle	1. MILDEPs are incouraged to provide feedback on their perception of and potential improvements to the first three processes of the new PBB cycle (this may be done in writing and/or via the web-site to save time) 2. Do you have suggestions for the first security cooperation programming conference?

Note: It is understood that the budget detail may very well change: however, a good presentation of baseline target budgets is expected.

Figure 8: MILDEP Requirements for Programmatic Guidance Response during Programming Conference

PERSPECTIVES

Country Reports on Human Rights Practices - 2000

By

Michael E. Parmly, Acting Assistant Secretary of State,
Bureau of Democracy, Human Rights, and Labor, February 2001

Preface

For the past quarter of a century, these reports have grown in breadth and stature every year. As such they reflect our country's deep and abiding commitment to universal human rights and the unprecedented growth in democracy, freedom, and human rights throughout the world.

The year 2000 saw many improvements in human rights from the consolidation of democracy in Nigeria and Ghana to the defeat of an entrenched dictator in Serbia and the election of a new president in Mexico. At the same time, the continued deterioration of conditions in China and Cuba and the abusive policies pursued by the regimes in Iraq and Sudan and a number of other countries offer proof that the battle to promote universal human rights is far from finished. We who believe in human freedom and the rule of law must not lose sight of the challenges that lie before us.

This year's report covers 195 countries. No country, our own included, can claim a perfect human rights record; nor should any seek exemption from international scrutiny. Each nation must be accountable for the way it treats its citizens. The purpose of these reports, therefore, is to provide to the best of our ability a comprehensive and accurate report on the human rights conditions in every country.

The interest in these annual country reports can be seen in the hundreds of thousands of hits our web site at www.state.gov will receive from every part of the world over the next few days, and in the countless discussions, both public and private, that will follow. The report for the year 2000 thus takes its place within the context of a new and revolutionary era of global human discourse. It is my deepest hope, therefore, that these reports can stimulate new dialogue and provide new encouragement for all countries to strengthen their commitments to universal human rights and fundamental freedoms.

Overview

Why The Reports Are Prepared

This report is submitted to the Congress by the Department of State in compliance with sections 116(d) and 502(b) of the *Foreign Assistance Act of 1961 (FAA)*, as amended, and section 504 of the *Trade Assistance Act of 1974*, as amended. The law provides that the Secretary of State shall transmit to the Speaker of the House of Representatives and the Committee on Foreign Relations of the Senate, by February 25 "a full and complete report regarding the status of internationally recognized human rights, within the meaning of subsection (A) in countries that receive assistance under this part, and (B) in all other foreign countries which are members of the United Nations and which are not otherwise the subject of a human rights report under this Act."

We have also included reports on several countries that do not fall into the categories established by these statutes and that thus are not covered by the congressional requirement.

The responsibility of the United States to speak out on behalf of international human rights standards was formalized in the early 1970s. In 1976 Congress enacted legislation creating a Coordinator of Human Rights in the Department of State, a position later upgraded to Assistant Secretary. In 1994 the Congress created a position of Senior Advisor for Women's Rights. Congress has also written into law formal requirements that U.S. foreign and trade policy take into account countries' human rights and worker rights performance and that country reports be submitted to the Congress on an annual basis. The first reports, in 1977, covered only countries receiving U.S. aid, numbering 82; this year 195 reports are submitted.

How The Reports are Prepared

In August 1993, the Secretary of State moved to strengthen further the human rights efforts of our embassies. All sections in each embassy were asked to contribute information and to corroborate reports of human rights violations, and new efforts were made to link mission programming to the advancement of human rights and democracy. In 1994 the Bureau of Human Rights and Humanitarian Affairs was reorganized and renamed as the Bureau of Democracy, Human Rights, and Labor, reflecting both a broader sweep and a more focused approach to the interlocking issues of human rights, worker rights, and democracy. The 2000 human rights reports reflect a year of dedicated effort by hundreds of State Department, foreign service, and other U.S. government employees.

Our embassies, which prepared the initial drafts of the reports, gathered information throughout the year from a variety of sources across the political spectrum, including government officials, jurists, military sources, journalists, human rights monitors, academics, and labor activists. This information-gathering can be hazardous, and U.S. foreign service officers regularly go to great lengths, under trying and sometimes dangerous conditions, to investigate reports of human rights abuse, monitor elections, and come to the aid of individuals at risk, such as political dissidents and human rights defenders whose rights are threatened by their governments.

After the embassies completed their drafts, the texts were sent to Washington for careful review by the Bureau of Democracy, Human Rights, and Labor, in cooperation with other State Department offices. As they worked to corroborate, analyze, and edit the reports, the Department officers drew on their own sources of information. These included reports provided by U.S. and other human rights groups, foreign government officials, representatives from the United Nations and other international and regional organizations and institutions, and experts from academia and the media. Officers also consulted with experts on worker rights issues, refugee issues, military and police matters, women's issues, and legal matters. The guiding principle was to ensure that all relevant information was assessed as objectively, thoroughly, and fairly as possible.

The reports in this volume will be used as a resource for shaping policy, conducting diplomacy, and making assistance, training, and other resource allocations. They also will serve as a basis for the U.S. government's cooperation with private groups to promote the observance of internationally recognized human rights.

The country reports on human rights practices cover internationally recognized individual, civil, political, and worker rights, as set forth in the Universal Declaration of Human Rights. These rights include freedom from torture or other cruel, inhuman, or degrading treatment or punishment; from prolonged detention without charges; from disappearance or clandestine

detention; and from other flagrant violations of the right to life, liberty, and the security of the person.

Universal human rights aim to incorporate respect for human dignity into the processes of government and law. All persons have the inalienable right to change their government by peaceful means and to enjoy basic freedoms, such as freedom of expression, association, assembly, movement, and religion, without discrimination on the basis of race, religion, national origin, or sex. The right to join a free trade union is a necessary condition of a free society and economy. Thus the reports assess key internationally recognized worker rights, including the right of association; the right to organize and bargain collectively; prohibition of forced or compulsory labor; the status of child labor practices and the minimum age for employment of children; and acceptable work conditions.

Introduction

The 25th Edition of the Country Reports

For the past quarter of a century, the *Country Reports on Human Rights Practices* have chronicled the ebb and flow of human rights, bearing witness to the conditions that affect people's lives in every nation of the world. Yet despite all the suffering or perhaps because of it the cause of human rights is stronger now than ever. The expansion of democracy and human freedom that the world has experienced over the past twenty-five years has many causes.

This expansion rests on the fundamental belief that there are rights and freedoms to which every human is entitled no matter where he or she resides. This idea is so powerful and so universal that it gains strength with every passing year. The primary focus of the *Country Reports* always has been events in the countries that the reports cover. If newspapers are the first drafts of history, the reports are surely the second drafts, carefully researched cross-sections of the good and bad that transpire around the world every year. But the reports are not just history. They are documents backed by the full weight of the American people and government. They speak for those who have no voice, bearing witness for those who have not had access to free trials, nor have enjoyed other fundamental human rights and protections. As the reports have done since their first appearance in March 1977, they represent the nation's commitment to respect for universal human rights and its interest in promoting these rights in every country of the world. The reports are a tangible manifestation of the Department of State's intense focus on human rights issues.

The Year in Review

The year saw a number of advances in human rights, democracy, and fundamental freedoms. The Yugoslav people voted Slobodan Milosevic out of office in September, ending more than a decade of authoritarian rule and offering hope for a new, more tolerant and democratic era in Yugoslavia. Nigeria continued to make progress in its transition to democracy, while a peaceful transfer of authority took place in Ghana following generally free and fair elections. Ethiopia and Eritrea signed a peace accord in December, ending a conflict that created at least a million internally displaced civilians in both countries. The election of Vicente Fox marked the first time in modern Mexican history that a member of an opposition party was elected president. Peru's decision to renew its acceptance of the compulsory jurisdiction of the Inter-American Court of Human Rights appeared to represent a renewed commitment to the rule of law. And South Korean President Kim Dae Jung's engagement policy led to some easing of tensions with North Korea.

United Nations Secretary General Kofi Annan reiterated the United Nations' support for the promotion of human rights and instructed its agencies to place emphasis on both reporting and programming initiatives that strengthened respect for human rights. The International Criminal Tribunal for the former Yugoslavia continued to try alleged war criminals, including a war crimes trial based on charges of rape and other sexual violence. The International Criminal Tribunal for Rwanda also continued to try persons for genocide-related crimes. At the regional level, a number of institutions continued to work to strengthen democratic norms and practices. The Organization of African Unity denied a seat at its summit to Côte d'Ivoire due to its 1999 coup. The Organization of American States (OAS) sent a mission to Peru in the wake of elections that international and domestic observers deemed to be seriously flawed. The government subsequently announced new elections that are scheduled to take place in April 2001. The OAS mission also sponsored a dialogue among government, opposition politicians, and civil society representatives aimed at reforming the country's beleaguered democratic institutions. The Organization for Security and Cooperation in Europe engaged in active and public human rights reporting in Kosovo and monitored elections in a number of countries. A number of member states of the Council of Europe began to publish reports of the Committee for the Prevention of Torture.

At the international level, the global spread of democracy was affirmed in both governmental and non-governmental arenas. The governments of over 100 countries that have chosen a democratic path and that represent every region of the world, level of development, and various historical experiences, convened a June ministerial meeting in Warsaw, Poland, under the rubric of a Community of Democracies. Participants endorsed the Warsaw Declaration, which committed their governments to uphold democratic principles and practices. The community of democracies meeting sought to enhance cooperation among participating governments through several avenues, including an informal caucus at the U.N. General Assembly to share information and support democracy-related issues and resolutions within the U.N. system.

At the same time these positive trends took place, China's poor human rights record worsened during the year, as the authorities intensified their harsh measures against underground Christian groups and Tibetan Buddhists, destroyed many houses of worship, and stepped up their campaign against the Falun Gong movement. China also sharply suppressed organized dissent. In Burma the military continued its severe repression, holding Aung San Suu Kyi under house arrest for much of the year, detaining her supporters, imprisoning many religious believers, and coercing numerous persons, including children, into forced labor. North Korea's situation remained among the worst in the world. The government stifled all dissent and widely curtailed freedom of religion, political prisoners were held in forced labor camps, and malnutrition remained widespread. In Afghanistan the Taliban continued to be a major violator of human rights, severely restricting women's and girls' access to education, medical facilities, and employment. Iraq remained under the complete domination of one of the world's most repressive regimes, as security forces routinely executed, tortured, beat, raped, or otherwise intimidated and abused any perceived political opponents. Cuba's overall human rights record remained poor, as the government retained tight surveillance over anyone considered a potential opponent. The human rights situation in Belarus worsened in a number of areas, as the Lukashenko regime took severe measures to neutralize political opponents and repressed all calls for democracy. Turkmenistan remained one of the most totalitarian countries in the world, as the Committee on National Security maintained tight control over the country, and a personality cult centered around President Saparmurat Niyazov continued. In Israel and the occupied territories, following the outbreak of violence in September, Israeli security forces sometimes used excessive force in contravention of their own rules of engagement, killing approximately 300 Palestinians and injuring thousands in response to violent demonstrations and other clashes in Israel, the West Bank, and Gaza. Palestinian security forces and members of Fatah's Tanzim killed numerous Israeli soldiers and civilians in the cycle of violence.

Continuing internal conflict marred the human rights situation in a number of countries. In Colombia both paramilitary and guerrilla groups continued to commit acts of violence and other serious abuses in many parts of the country, with numerous massacres of civilians and the murder, kidnaping, and intimidation of human rights defenders, trade unionists, journalists, and other targeted groups. War, exacerbated by external intervention, continued to wrack the Democratic Republic of the Congo, enabling perpetrators of human rights violations to enjoy virtual impunity in large portions of the country. The Government of Sudan continued its bombing of civilian population centers, support for slave taking, and forced religious conversions, while preventing international humanitarian assistance from reaching large portions of the country. Numerous credible reports of human rights abuses by Russian forces in Chechnya, which included extrajudicial killings, torture, and rape, provoked widespread condemnation and calls for accountability; the Chechens committed numerous abuses as well, such as the execution of prisoners. In Indonesia security forces were responsible for numerous instances of indiscriminate shootings of civilians, torture, beatings, and other abuses in Aceh, Irian Jaya, and elsewhere, and the government was ineffective in deterring social, interethnic, and interreligious violence in the Moluccas and Sulawesi.

Developments in Human Rights, Democracy, and Labor

1. Global Democratic Trends

The year witnessed new strides towards the globalization of democracy. Many, if not most, governments, civil society leaders, and multilateral institutions now pursue and promote open economies and freer societies. A majority of people in the world now live in democratic countries or countries that have begun to implement some democratic and political reforms. The overall trend remains one of positive, incremental change, despite some reversals.

Elections bolstered democratic transitions in Croatia, Ghana, Mexico, Suriname, and Yugoslavia during the year. An active civil society and increasingly independent media helped to ensure the success and transparency of these elections. Setbacks included continuing conflict in the Middle East and Africa, a coup in Fiji, and a breakdown of the government and law and order in the Solomon Islands. In China, despite widespread government abuses, important aspects of civil society continued to develop. Seriously flawed elections took place in other countries, most notably in Azerbaijan, Kyrgyzstan, Côte d'Ivoire, and Haiti.

On the non-governmental side, increased global networking among organizations and private citizens mirrored the growth of active civil societies at the national level. The World Forum on Democracy, held jointly with the Warsaw Community of Democracies Ministerial in June, brought together an unprecedented international gathering of scholars, civic, religious, labor, and business leaders to assess the challenges to democracy. The Forum provided to the ministerial assembly recommendations that included convening the informal caucus of democracies that was launched at the United Nations in the fall. Representatives of non-governmental organizations from over 80 countries also met in São Paulo during November to consider how to meet the challenges to democracy. They developed a list of practical steps non-government organizations could take in their own countries to support the democratic process.

2. Integrity of the Person

In Algeria reports of abuses such as torture and arbitrary detention continued to decrease during the year; however, extrajudicial killings by security forces and terrorist groups claimed the lives of many hundreds of persons. The torture of political opponents is widespread in Uzbekistan. Cameroon's security forces reportedly killed many dozens of persons over a six month period in the city of Douala, and the abuse of detainees throughout the country remained

endemic. The brutality associated with the Revolutionary United Front (RUF) in Sierra Leone abated somewhat; however, there continued to be reports of serious abuses, such as extrajudicial killings, rapes, and beatings in the 60 percent of the country that the government does not control. The RUF also committed human rights abuses in Guinea. The Libyan government resorted to intimidation to control the political opposition, as security forces arbitrarily arrested and detained individuals who frequently were held incommunicado or tortured.

3. Press Freedom

Freedom of the press remains nonexistent in such countries as Cuba, Iraq, Libya, and Turkmenistan. There were severe restrictions on the press in Sudan, Uzbekistan, and China, except in Hong Kong. The disappearance of Ukrainian Georhiy Gongadze, whose alleged remains were found late in the year, raised serious concern about press freedom in Ukraine. In Russia Kremlin efforts to gain control over a major independent television network posed a threat to hard-won press freedom as well. In Iran dozens of newspaper offices were closed, and a number of Iran's most prominent journalists and editors were arrested or harassed as hard-line elements within the government sought to silence their critics. However, there was some easing of press restrictions in Syria, and the press in a number of countries in North Africa continued to demonstrate more freedom.

4. Religious Freedom

The year saw the continuation of religious repression and discrimination in every region of the world. Based on the *Department's Annual Report on International Religious Freedom 2000* (issued in September and covering the period July 1999 through June 2000), all five countries designated as "countries of particular concern" by the Secretary of State in 1999, Burma, China, Iran, Iraq, and Sudan were redesignated. This designation reflects the particularly severe violations of religious freedom by the governments of those countries. In each the situation remained serious; in some notably China, religious repression increased.

In Uzbekistan, despite the release of some religious prisoners, the government continued to incarcerate and abuse others because of their religious beliefs and practices. In particular some Muslims were vulnerable to mistreatment because of their alleged association with terrorists. The government of Turkmenistan failed to allow non-Sunni Muslims and non-Russian Orthodox Christian believers to register, despite earlier promises to do so, and continued its crackdown on Protestant worshipers and its suppression of practitioners of other faiths for not being registered. In Russia there were concerns about the uniform implementation by local officials of federal regulations requiring the reregistration of religious groups and organizations. In Georgia there was increased discrimination against some religious minorities, including Jehovah's Witnesses. In Laos some religious prisoners were released, but the practice by certain local officials of forcing Christians to sign renunciations of their faith continued, as did the harsh treatment of Christians in prison.

In Saudi Arabia non-Muslim public worship is prohibited, and the government detained and subsequently deported several persons whom it considered to have violated the prohibition. The government supports the Sunni Muslim majority, and discrimination against members of the Shi'a minority persists. Pakistan's blasphemy law continued to be abused and directed against the country's religious minorities, in particular the Ahmadiya and Christian communities. In Europe some states have adopted or are considering discriminatory legislation or policies that tend to stigmatize expressions of religious faith by certain groups by wrongfully associating them with dangerous "sects" or "cults."

On a more positive note, religious life in a number of countries of the New Independent States continued to progress during the year, as some governments tried with varying degrees of success to bring local and regional officials into line with national policy. In Azerbaijan the treatment of religious groups continued to improve, as it has since President Aliyev's public commitment to religious liberty in 1999.

5. Women

The year saw women's human rights attract more international attention than in the past, but actual gains worldwide were limited. In Egypt women were granted the right to divorce on grounds of incompatibility. In Rwanda a law was passed that improves women's rights in inheritance, family matters, and credit. Despite some progress made in these and other areas, serious problems remain. In many parts of Africa, female genital mutilation continued to damage the physical and psychological health of women and girls. Societal discrimination prevented women in many countries from taking advantage of economic opportunities. In Afghanistan the Taliban's restrictions on education and work continued to confine women to the home. Traditional patriarchal societies continued to devalue women and girls. In China coercive family planning practices continued to harm women and female children, despite some government experimentation with noncoercive practices. In a number of countries in the Middle East and South Asia, so-called honor killings and dowry deaths continued to be major problems.

Violence against women remained a pervasive problem, cutting across social and economic lines. Domestic and sexual violence against women is found on every continent. While governments publicly condemned violence against women, too few took concrete steps to address it.

6. Children

Children are among the most vulnerable of any group in society and face particular threats to their human rights. Around the world, children face dangerous and unhealthy conditions, working in factories, fields, and sweatshops, as domestic servants, or, in some cases, as prostitutes. The trafficking of children for forced labor, prostitution, and pornography is a growing and lucrative business for criminals. In many cities large numbers of street children lack shelter, food, education, and support and are vulnerable to many forms of abuse, despite the best efforts of governments and non-government organizations. In countries such as Colombia, Sri Lanka, Sierra Leone, and Uganda, armed rebels force children to serve as soldiers or recruit them with promises or threats. In many countries, children are denied access to education, in some cases because they cannot afford the fees for books and uniforms, in others because they must work to support their families, thereby severely reducing their chances for a better life. Many governments deny girls the opportunity to attend school or complete their schooling.

Some improvements in the lives of children took place during the year, as some governments took steps to aid children and strengthen protection of their rights. For example, in Venezuela some 500,000 children attended school for the first time when the government prohibited registration fees. The government of Tunisia sponsors an immunization program that targets preschool age children and reports that over 95 percent of children are vaccinated. At the end of the year, the Moroccan UNICEF chapter and the National Observatory of Children's Rights began a human rights awareness campaign regarding the plight of child maids that received widespread media exposure. The Minister of Justice in Benin established a National Commission for Children's Rights, which held its initial session in July; the Benin government also has made serious efforts to combat child abuse and trafficking in children. In March several government agencies in the Philippines signed a memorandum of agreement on the handling and treatment of children involved in armed conflict, which treats child insurgents as victims to be

rescued and rehabilitated, rather than as enemies to be neutralized and prosecuted. The United Nations opened two important documents for signature during the year: the *Optional Protocol to the Convention on the Rights of the Child Concerning Children in Armed Conflict* and the *Optional Protocol to the Convention on the Rights of the Child Concerning the Sale of the Child*. Non-government organizations also are extremely active in the field of children's rights throughout the world, advocating legal reform and providing services.

7. Worker Rights

During the year, there were countervailing negative and positive trends affecting worker rights. Among the positive developments, over fifty countries ratified the International Labor Organization's (ILO) Convention on the Worst Forms of Child Labor (Convention 182), the most rapid international approval for any convention in the organization's 81-year history. The U.S. *Trade and Development Act of 2000* encouraged international community ratification of the convention by linking ratification to continued eligibility for Generalized System of Preferences status. The act also incorporated worker rights criteria into trade preference eligibility for African and Caribbean Basin programs.

For the first time, the ILO adopted a resolution that called for measures to secure compliance with fundamental worker rights. In November the ILO's governing body judged that the government of Burma had not taken effective action to deal with the "widespread and systematic" use of forced labor. It called on all ILO member states to take appropriate measures to ensure that Burma does not perpetuate or extend its system of forced or compulsory labor.

Among negative trends during the year was the impunity with which a dramatically increasing number of trade unionists were killed, tortured, and intimidated in Colombia. Elsewhere a growing trend toward the negotiation of individual contracts between companies and workers and the resort to the formation of "cooperatives" in place of trade unions deprived workers of the protection afforded by union representation and of protection under national labor legislation.

8. Trafficking in Persons

Trafficking in persons poses a serious challenge to human rights. This rapidly growing global problem affects countries and families on every continent. Traffickers prey upon women, children, and men from all walks of life, and of every age, religion, and culture. Traffickers particularly exploit women and children who suffer from poverty and are marginalized within their own societies, the most vulnerable segments of the population. Trafficking has grown significantly in recent years and serves as one of the leading sources of revenue for international criminal organizations in part because it is low-risk and high-profit. In some countries, local police and immigration and customs officials are involved or complicit in trafficking. Traffickers deprive their victims of their basic human dignity, subject them to inhuman and degrading treatment, and treat them as chattel that can be bought and sold into forced and bonded labor across international and within national borders. Victims often find themselves in a strange country, unable to speak the language, and without identification or documentation. Many are subject to violent and brutal treatment by their captors. Some come from countries in which the police and other authorities are a source of repression rather than a source of help, and they are reluctant to seek assistance. Many are threatened with retribution against themselves or their families should they try to escape. Many victims face additional risks from dangerous working conditions, including the threat of harm from exposure to dangerous pesticides or sexually transmitted diseases.

The underground nature of trafficking makes it difficult to quantify. Reliable estimates range from 700,000 to 2 million persons trafficked globally each year. Victims are trafficked into sweatshop labor, prostitution, domestic servitude, unsafe agricultural labor, construction work, restaurant work, and various forms of modern-day slavery. Governments around the world have taken steps to combat these heinous practices, enacting legislation to criminalize trafficking and strengthen penalties against it, and taking steps to aid victims. In December eighty-one countries signed the *Trafficking in Persons Protocol to Prevent, Suppress, and Punish Trafficking in Persons, Especially Women and Children*, supplementing the U.N., *Convention Against Transnational Organized Crime*. More countries are expected to sign the *Trafficking Protocol* in the coming months. Non-government organizations are especially active in the anti-trafficking field; their efforts globally include awareness campaigns, the provision of medical and psychological support and shelter for victims, as well as job training.

9. Corporate Responsibility

In recent years, partnerships among governments, businesses, and civil society to promote human rights, support civil society, and address corporate responsibility needs have expanded. Two of the best-known examples are the Sullivan Principles and the U.N. Global Compact, which encourage corporations, on a voluntary basis, to recognize international human rights, labor, and environmental standards. During the year, a group of major oil, mining, and energy companies, human rights and corporate responsibility organizations, and an international trade union federation worked with the U.S. and British governments to forge a set of voluntary principles on security and human rights. The principles provide a mechanism for a continuing dialogue on important security and human rights issues.

History of the Human Rights Reports

The first edition of the *Country Reports* was a product of its times. While the United States had been at the forefront of the international human rights movement since the end of World War II and the creation of the United Nations, the Cold War and the gradual ending of colonialism dominated the first decades of that movement. However, the early 1970s gave rise in the Congress and throughout the country to new concepts and measures of accountability. An important force behind this changing environment was an ever-growing community of non-government organizations whose global outlook, commitment to human rights, and access to the media helped shape public opinion and government decision making. In 1973 Representative Donald Fraser held hearings on human rights in the Committee on Foreign Affairs Subcommittee on International Organizations. That same year, a sense of Congress resolution was passed urging the Nixon Administration to link U.S. foreign assistance programs to respect for human rights within those recipient countries. The Congress amended the *Foreign Assistance Act* three years later to require the Secretary of State to transmit to Congress "a full and complete report" every year concerning "respect for internationally recognized human rights in each country proposed as a recipient of security assistance."

Thus in March 1977, the first volume of *Country Reports* was submitted to Congress. The report covered eighty-two countries. Because it focused on nations with whom the United States had formal security assistance programs, most of them were longstanding allies and friends. The initial report was brief only 143 pages and at the end of each entry was a rating, taken from *Freedom House*, judging whether the country was free, partly free, or not free.

Like any innovation, the new report had its critics. To some the very existence of such a document harmed relations with the very nations with which the United States had established the best ties. To others the report fell short of full disclosure. Such criticism has helped improve the

reports ever since. They now cover virtually every country of the world and include a level of detail that would have stunned earlier readers.

For the 1978 report, thirty-three additional countries that received U.S. economic assistance were added to the original eighty-two. The next year, the *Foreign Assistance Act* was amended again to require an entry on each member of the United Nations. The 1979 report thus expanded to 854 pages and covered 154 countries, including for the first time discussions of Cuba, the Soviet Union, and the People's Republic of China.

By then the basic format of the report had been established, although it would undergo many modifications over time. The first section was *Respect for the Integrity of the Person*, and it included, as it still does, subsections on torture; cruel, inhuman, or degrading treatment or punishment; arbitrary arrest or imprisonment; denial of fair public trial; and invasion of the home. The second section was entitled *Government Policies Relating to the Fulfillment of such Vital Needs as Food, Shelter, and Health Care*. Third was *Respect for Civil and Political Liberties*. This section included separate subsections on freedom of speech, press, religion, and assembly, freedom of movement within the country for travel and immigration, and freedom to participate in the political process. Fourth was *Government Attitude and Record Regarding International and Non-governmental Investigation of Alleged Violations of Human Rights*.

In 1980 a subsection was added on disappearances. The following year's report saw a recasting of the section on fulfillment of vital needs as *Economic and Social Circumstances*. The 1982 report added subsections on political and extrajudicial killing and disappearances and expanded the discussions on freedom of speech and the press, peaceful assembly, religion, movement, and the political process. The following year, the *Right of Citizens to Change Their Government* was added. In 1986 a new section entitled *Discrimination Based on Race, Sex, Religion, Language, or Social Status* was introduced, along with another section on the Status of Labor.

In 1989 a subsection was added on the use of excessive force and violations of human rights in internal conflicts. The labor section was revised to include specific discussions of the right of association, the right to organize and bargain collectively, minimum age for employment of children, and acceptable conditions of labor. The 1993 report saw an expansion of the discrimination section to include specific discussions of the rights of women, children, the indigenous, people with disabilities, and national, racial, and ethnic minorities. In 1993 the reports appeared on the Department of State's web site for the first time, an event that dramatically increased the number of individuals who had immediate access to them. Additional coverage on refugees and asylum was added three years later. In 1997 the subsection on forced and bonded child labor was upgraded substantially. In 1998 the report was published for the first time in two volumes.

Later in 1998, Congress passed the *International Religious Freedom Act*, which mandated annual reports on the state of international religious freedom in every country. The first of these reports appeared in September 1999, the same year that Congress requested that a new section be added to the reports on trafficking in persons. The reports that year also included a new focus on access to political prisoners and genocide.

EDUCATION AND TRAINING

DISAM 2001 Curriculum Review

By

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On February 21 and 22, DISAM conducted its annual curriculum review with participants from the Unified commands, training activities, military services and other implementing agencies. Although there were a few rumblings about coming to Dayton, Ohio in the middle of winter, the review was well attended by implementing agency representatives from DFAS, DSCA, SAF/IA, AFMC, AFSAT, Navy IPO, DUSA/IA, AMC, SATFA, USASAC, USMC, and the Coast Guard, along with unified command participants from CENTCOM, EUCOM, PACOM and SOUTHCOM. The stated purpose of the curriculum review is twofold: to review and validate formal changes to the content of DISAM courses, and to determine the number of classes and student quota allocations for FY2002. As in previous years, DISAM took advantage of the gathering to inform the community of other on-going significant educational and professional development initiatives that are relevant to the security cooperation community. This article contains some of the highlights of the meeting. A complete set of the minutes, along with copies of the presentations is posted to the DISAM web page at http://disam.osd.mil.

As preparation for the curriculum review discussions, the meeting began with a definition of the responsibilities for curriculum development and maintenance at DISAM. Most of the faculty members at DISAM, in addition to being instructors, directly participate in developing the content and organization of the information provided in the classes.

The core material presented in courses at DISAM is divided into functional areas such as logistics, finance, training management and acquisition. A faculty member is assigned as the functional coordinator for each area of concentration, and is responsible not only for developing the blocks of material presented in each class, but also for keeping all the material up-to-date and making sure that the DISAM instructors are informed of any changes or updates that occur. Their efforts include writing the objectives for each class, composing a lesson outline, developing the practical exercises, providing visual aides and/or vugraphs, and monitoring the test questions. In addition, the functional coordinators direct the training of new faculty and provide continuing education and guidance for the current faculty.

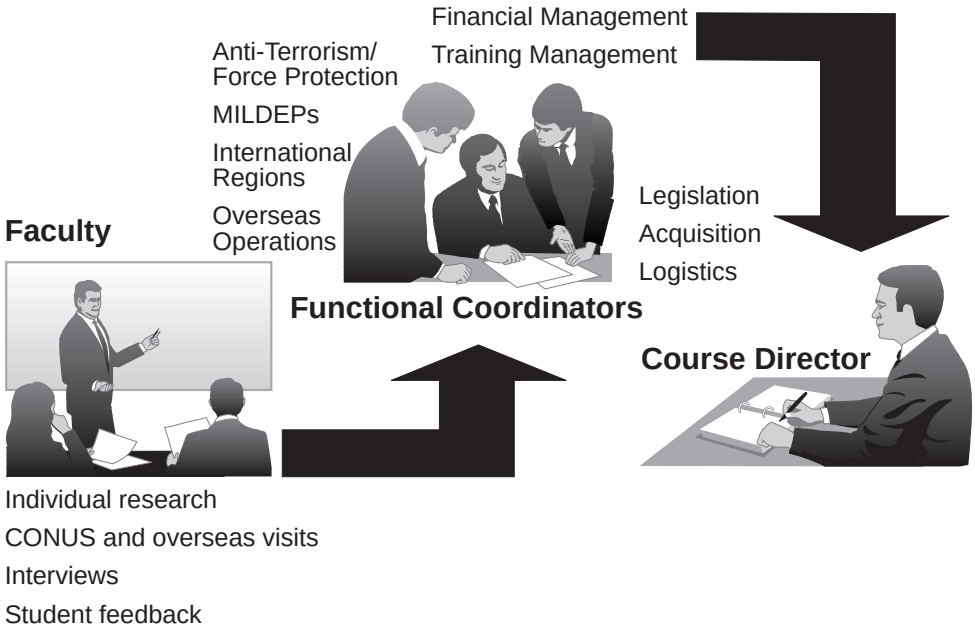
In turn, each course at DISAM (SAM-C, SAM-O, SAM-E etc) is assigned a course manager in charge of incorporating the materials from the functional coordinator into a course. This integration effort involves developing the schedule and the sequence of instruction. The course manager is also responsible for making sure the materials in the classroom, including the course books, are properly put together and available for the classes.

One of the most important functions a DISAM faculty member will perform is the duty of class manager. Each offering of a course will have a faculty member assigned as class manager whose functions are broad in scope, including both administrative and instructional activities. While not directly involved in the development of the curricula, the class manager monitors the

instruction and makes sure the information is relevant and timely, and will notify the functional coordinator of any discussions or concerns that are pertinent.

The Army, the Navy and the Air Force are each assigned a DISAM faculty member as the service lead who is responsible for maintaining current information regarding policies and procedures within each individual service. The Navy lead faculty member also monitors the Marine Corps and the Coast Guard practices. This information is used for general instruction and for the service unique seminars in SAM-CF, SAM-CM, SAM-CR and SAM-A.

The Overseas course, SAM-O, focuses heavily on regional practices both from the viewpoint of the unified commands and from the perspective of the individual countries. A regional seminar director faculty specialist is assigned to each region and is responsible for maintaining current information on policies and practices. DISAM students are assigned to a region based on their assigned countries for cross cultural and political/military studies; for administrative purposes, students are assigned to a unified command group. The regional seminar leaders for Asia, Africa, Mid-East, Europe and Latin America coordinate with the unified commands for policies and practices, and also develop country specific information for the students.



Curriculum management at DISAM starts out with the faculty obtaining material through individual research, professional background, contacts, conferences, professional memberships, career fields etc. The information is researched for applicability and put together in the proper format by a functional coordinator, a MILDEP leader or a seminar director, who also maintains the currency of the material. All the information and research is integrated into a particular DISAM course or seminar by the seminar directors or the course managers. Twice a year, DISAM sets aside a week for in-service faculty training to ensure that instructors are current and the materials presented in the classroom are appropriate. On the inside back cover of this *Journal*, there is a list of DISAM faculty, and their individual specialty assignments.

Colonel Judy-Ann Carroll, DISAM Commandant, formally opened the 2001 DISAM curriculum review with an update of DISAM activities. COL Carroll began her presentation with an overview of the DISAM mission, emphasizing the management focused curricula of the

DISAM courses. She introduced the newly assigned DISAM Directors: Ernie McCallister, Director of Academic Support, and Mark Ahles, Director of International Studies.

In addition to the basic management courses, over the past two years DISAM has developed and added five new specialized courses in direct response to requests by the security cooperation community. The Logistics Customer Support Course (SAM-CS) provides in-depth logistics, supply and transportation training. The Contract Management course (SAM-CT) is a limited on-site course specifically designed to provide an overview of security cooperation information for DCMC personnel. The Reconciliation and Case Closure course (SAM-CR) is specialized training focused on assisting the community to quickly and accurately close supply completed cases so that the foreign customer funds may be reconciled and excess funds made available for other uses. Case closure has been a continuing problem for the security cooperation community. The SAM-CR course requires MILDEP instructors to augment the DISAM faculty. The Advanced Training Automation Workshop (SAM-TA) for U.S. government personnel includes advanced applications for the DISAM developed training management system (TMS) users. The International Training Management course (SAM-IT) is an add-on to the Foreign Purchaser Class for international students to provide training in the available automated systems that support the training management program and the international security assistance network.

In December 1999, DISAM was mandated to serve as a repository to collect and disseminate best practices by former Deputy Secretary of Defense John Hamre. DISAM supports this on-going effort through our educational mission in several ways. Guest speakers in the DISAM courses provide current practices and policies which are incorporated into classes. The DISAM faculty travel to locations and interview personnel directly working in security assistance, and also attend conferences and meetings. The DISAM *Journa*l is published quarterly and distributed throughout the world and other DISAM publications are available on-line either through the Deskbook or the DISAM web page. DISAM is the international programs coordinator of the Defense Acquisition Deskbook.

As a further effort to disseminate information, DISAM proposed an outreach program that will send a team of instructors on the road to provide informational briefings to groups of 30 people involved in international programs. See the article entitled "DISAM Outreach Program"by Gary Geilenfeldt beginning on page 95 of this *Journal*. The participants in the curriculum review endorsed this program and encouraged DISAM to proceed. Navy IPO has already initiated a request and has agreed to prototype the first offering.

The DISAM report on the distance learning initiatives included some good and some bad news. The distance learning survey was accomplished and results were shared with the participants at the review. DISAM has developed a plan for a virtual classroom and a series of computer based training modules. Unfortunately, with the creation of several new traditional courses, DISAM faculty members have not had sufficient time to make many advances in the distance learning domain. A new instructor, who has considerable experience in developing computer based training classes, has been hired to take over the distance learning projects. New developments will be posted to the DISAM web page as they become available and will be reviewed at curriculum review in 2002.

In a joint venture with OUSD(ISPS), DISAM has agreed to assume responsibility for implementing and executing the International Program Security (IPS) Course mandatory training program. The Deputy Secretary of Defense memorandum dated October 22, 1999 mandated "All DoD personnel responsible for negotiating, overseeing, managing, executing, or otherwise participating in international activities shall successfully complete either the International Security Requirements Course offered by DTUSD(P)PS, the International Programs Security and Technology Transfer Course taught by the Defense Systems Management College, or an

executive version of the course for mid-level and senior manager. Examples of applicable activities include security assistance, cooperative research, foreign disclosure, specific country relationships and other international policy activities." DISAM has incorporated relevant material into the SAM-C and SAM-O courses and will shortly assume direct management of the 5-day course and the 2-day seminar. Additional information is available at http://www.acq.osd.mil/ips/ipsrcchome.htm

Craig Brandt provided an overview of results of the workforce survey conducted by DISAM under the direction of DSCA. This study looked at the results of downsizing, lack of new hires, aging of federal workforce, the possibility of a new security assistance career field and the use of a security assistance internship program in relation to career development. The DISAM investigators visited twenty six headquarters and field organizations to conduct interviews with security assistance managers in those organizations. In addition, DISAM conducted a survey over the internet to obtain demographic data for the security assistance workforce. Three hundred thirty responses were received. A copy of the study report is posted the DISAM web page.

For the afternoon sessions, the participants divided into two groups. One group conducted an in depth review of the CONUS series classes, with focus on military service unique instruction in the Financial Management Class, the Case Reconciliation/Case Closure Class and the Case Management Class.

A concurrent session was directed at updates in support for the SAOs, and included details on the revisions to the Overseas Class. One of the major updates to the SAM-O class is the incorporation of a management studies track which is targeted towards the SAO chiefs and administrative personnel, and begins during the second week of instruction. The management studies track features discussions of relationships and responsibilities, embassy life and integration into the embassy country team, and strategic planning. Additional topics include the joint manpower program and updating joint manpower documents; an outline of the administrative and personnel policies applicable to SAOs; USDR and SAO force protection officer designees responsibilities; and resources management authorities, policies and processes for the legal expenditure and use of government resources and facilities, including the ICASS program.

During the second day of the review, the focus shifted to DISAM administrative issues. DISAM's current facility, Building 125, is scheduled for demolition. DISAM will move to another building on Wright-Patterson AFB, Building 52, in FY2002. Previously a high altitude aircraft laboratory during WW II, Building 52 has gone through many transformations and is currently undergoing renovation for DISAM. The projected move will necessitate that DISAM close for a month. The scheduled time is July 2002, with a back up time in November 2002 to accommodate potential slippage in construction and renovation. No classes will be scheduled during the month of July 2002 and most of November 2002. DISAM will still conduct on-site courses and send out METs.

An ongoing issue from the previous curriculum review, is the fill rate of DISAM courses. DISAM continues to receive complaints from students unable to get quotas for classes, while at the same time, we are only experiencing a 75 percent fill rate. In order to assist in the quota process, DISAM is increasing projected class sizes and allocating additional quotas to the MILDEPs. Also, DISAM will advertise on the DISAM web page, all available seats, including unfilled quotas, thirty days prior to a class start date. Potential students can notify DISAM directly of their desire to attend a class. DISAM in turn will direct them to the appropriate quota manager. It will be necessary for the students to complete a DD Form 1556 with supervisor's signature, and the DISAM student eligibility questionnaire. Both of these forms are available on the web page, along with a list of the service points of contacts.

As a future initiative, DISAM will be looking into the possibility of direct web page registrations. This endeavor as currently envisioned, will have DISAM advertise on the DISAM web page an offer to accept student requests for standby seats. Potential students can notify DISAM directly of their desire to attend a class via the website. DISAM in turn will forward their request to the appropriate quota manager. Thirty days prior to the start of a class DISAM will contact by e-mail individuals on the waiting list using two criteria. The criteria for filling a seat are first, DISAM's service ratio requirements, and second, first in, first out from the list of standby students that meet DISAM needs. Students will still be required to complete a DD Form 1556 with supervisor's signature, and the DISAM student eligibility questionnaire.

The FY2002 Class Offerings are listed below. As soon as the actual class dates are available, they will be posted to the DISAM web page.

FY 2002 DISAM OFFERINGS	C	CF	CM	CO	A	E(1)	TO	CS(2)	CR(3)
	8	3	3	2	2(4)	3	4	3	2

This chart does not include SAM-O, SAM-F, SAM-P, SAM-TA, SAM-IT, METS, or On-Site Courses.

NOTES:

(1) Average of 15 U.S. government executives per class. This class is combined with an average of 15 industry students for an overall class size of 30.

(2) CS Courses will be scheduled in residence only for FY 2002. If a specific group requires an on-site course, they must request it through the on-site coordinator, and provide the funding.

(3) There will be two resident CR Courses. Additional CR courses will be scheduled on-site as programmed by the MILDEP coordinators, and funding must be provided.

(4) One Advanced course will be conducted with training management focus.

Reviewing the curriculum is a constant improvement process at DISAM. While the formal review is only held once a year, changes to courses are continuously incorporated each time the class is presented. Recommendations and on-going feedback from end-of-course evaluations are carefully reviewed and used as applicable. DISAM faculty members constantly monitor activity within the security cooperation community to make sure the information presented in our courses is current and valid. Suggestions and updates are always welcome.

About the Author

Virginia Caudill is an associate professor and the Director, Management Studies at DISAM. She has over twenty-six years of international and security assistance experience. She has a bachelors degree from the University of the Americas in Mexico, and an MPA from University of Dayton. In addition she has an adult education teaching certificate from Milligan College in Tennessee. She has been teaching at DISAM since 1988.

Distance Learning Survey Results

By

Commander Patrick K. Hawkins, SC, USN
Defense Institute of Security Assistance Management

Introduction

In April 2000 the Defense Institute of Security Assistance Management (DISAM) undertook the task to determine the training needs of the security assistance community. To accomplish this task a security assistance training survey was developed to quantitatively assess the training needs in terms of course delivery methodology. DISAM currently uses a traditional classroom instructional method of teaching at the DISAM facility on Wright-Patterson, AFB, Ohio and various on-site locations throughout the world. DISAM as well as many other activities throughout the world are relying more heavily on the internet and telecommunications technologies. Subsequently, it is a natural progression to explore the possibility of using these technologies to provide training to distant locations at reduced cost, increased efficiency and convenience.

DISAM collected data from respondents using the commercially available software program, Perseus Survey Solutions for the web V2.0, a product of Perseus Development Corporation. This program allowed for the creation and distribution of survey information by collecting, analyzing and reporting results to the survey administrator. The Perseus program allowed for the establishment of a collection file, which was downloaded and the data set was analyzed for trends. The format of the survey allowed the respondent to answer the various questions as well as defining specific goals that were desired. Respondents were asked to note their preferences for studying multimedia lessons delivered via the personal computer either in the workplace or at home. DISAM did not record or maintain data on the identity of the respondent, ensuring complete anonymity. Data were collected over a period of several months.

Data Collection

Data collection was straightforward. Each respondent was requested to identify the organization or assignment which best described their work location, number of years working in security assistance, and grade or rank. In addition, the respondent was requested to respond to a number of questions concerning prior attendance in formal DISAM training courses, either in resident at Wright-Patterson AFB or one of the numerous on-sites. Each respondent was requested to respond to having previous experience with distance learning or web-based training and if the respondent had a preference to either internet/web or CD-ROM media format. The survey asked if the respondent would participate in security assistance training via the internet/web or CD-ROM and if their preference was to study during duty hours, off duty hours or a combination. Finally the respondent was asked if the virtual classroom were provided, which topics in security assistance would be most beneficial to the respondent and were any other topic areas that were not covered that needed to be covered in the virtual classroom.

Results

A total of 274 responses were received on the survey with the majority, 62 percent, from three general organizations, SAO/DAO, implementing agencies and DoD field activities. (Figure 1). Of the 274 responses over 50 percent (139) had five or more years in a security assistance related position and additional 59 (21.5 percent) between one and three years of experience. (Figure 2) Of the respondents 36.5 percent were in pay grades GS-12/13 or O-3/4 which is consistent with

the known demographics for the security assistance community. (Figure 3) GS-14 or O-5 made up an additional 17.2 percent. Most had attended at least one traditional DISAM course during their career (56.2 percent) with 23 percent attending three or more. (Figure 4) Most, 65.7 percent, have never previously participated in distance or web-based training. (Figure 5) If given a preference to a mode of either web-based (internet) and/or CD-ROM media, most respondents 62 percent indicated either internet/web or CD-ROM was acceptable. (Figure 6) An additional 20.4 percent indicated only the internet as an acceptable medium. CD-ROM was the least acceptable with 15.3 percent. (Figure 7) When asked if they would participate in security assistance training via internet/web or CD-ROM-based Virtual Classroom, an overwhelming 84.7 percent responded favorably. Those responding favorably to the distance learning alternative indicated a preference for either during regular duty hours (46.0 percent) or a combination of both on and off-duty (38.7 percent), while 12.8 percent indicated a preference for off-duty hours only. (Figure 8).

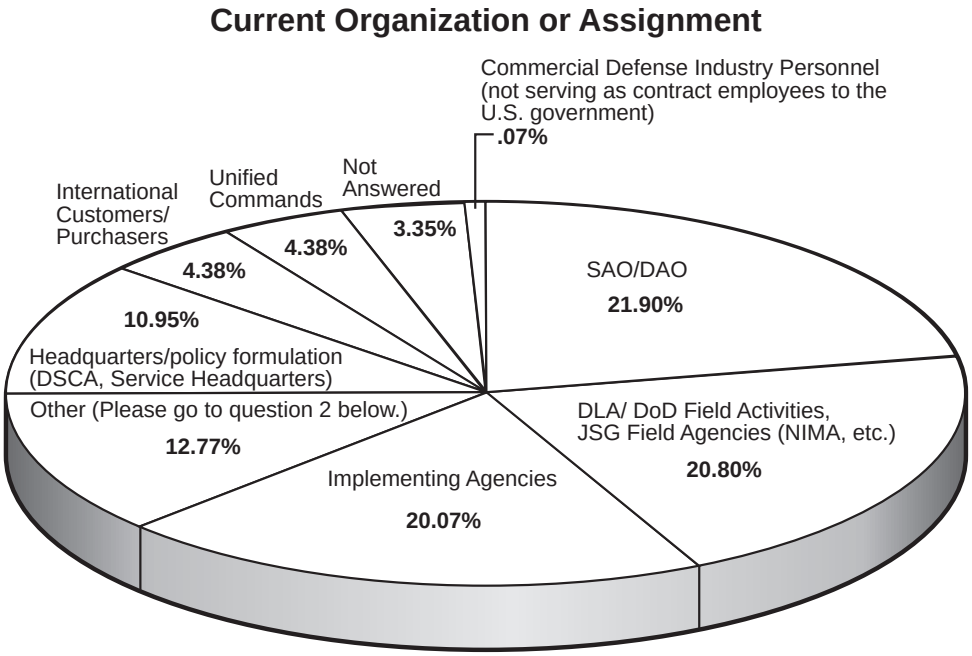


Figure 1

In addition to general questions concerning preferences, the survey requested the respondents to indicate topics they would be most interested in if the CONUS Orientation course were offered via Virtual Classroom. Overall, the average response was favorable with an average of 3.1 on a scale which ranged from 1 (not at all interested) to 5 (completely interested). (Graphs 1 and 2). The respondents were required to grade each topic area currently offered in the CONUS Orientation course and indicate their level of interest. The most requested topics were foreign military sales process (3.7), foreign policy, legislation, and the security assistance budget (3.6), FMS agreements - terms and conditions (3.5), FMS acquisition policy and process (3.5) and security assistance funds management (3.4). The least favorable were topics on introduction to security assistance (3.1), introduction to the security assistance organization (3.1) and international armaments cooperation program (3.1). Even though these three topics exhibited the lowest overall scores an average 3.1 indicates a moderate interest in the subject topics.

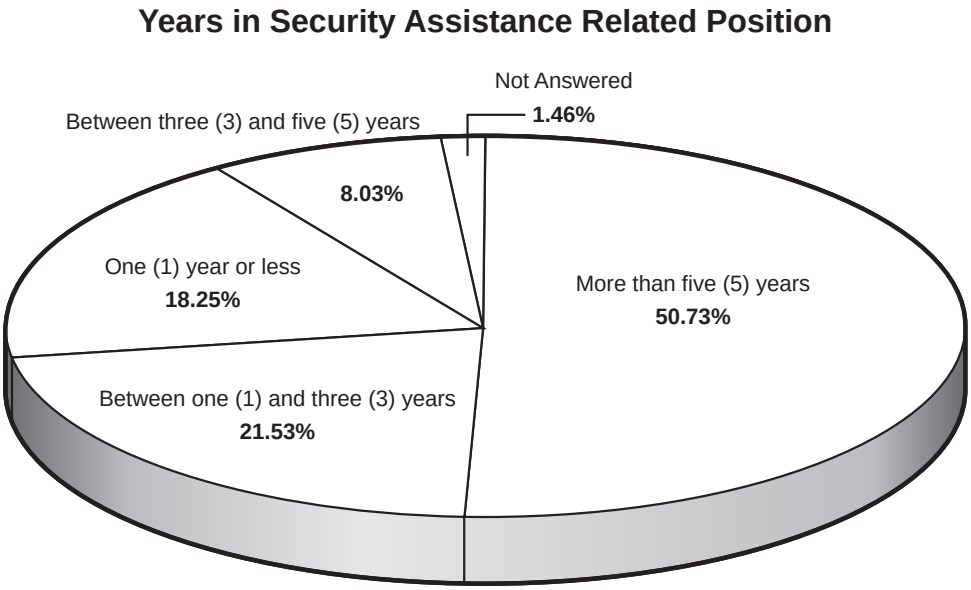


Figure 2

Discussion

What is Distance Learning?

Distance learning is a structured, flexible alternative for the student unable to attend traditional classroom courses using a variety of media to include computer conferencing, compressed video services, independent study, interactive television, on-line (internet) and satellite video-conferences. (Northcentral Technical College Program). In this survey, DISAM only explored using the future student's personal computer via the World Wide Web or through a combination of web-based and CD-ROM media.

Discussion of Survey Results

In the past, most distance education (learning) focused on adult learners, with an increase in alternative work arrangements, coupled with flextime and work-at-home arrangements has led to greater individual responsibility and learner autonomy *(*Spodick 1995*)* The concept of distance learning has been in existence for many years, recent studies have indicated that about one-third of the nation's 2-year and 4-year post-secondary education institutions offered distance education courses in the 1997-1998 academic year with another one-fifth planning to start offering such courses with the next three years with an estimate of 54,470 different distance education courses offered, *(*Lewis, Snow, Farris and Levin, 2000*)*. Distance education in the United States is not nearly "high tech" as everyone imagines while video conferencing and real-time transcontinental virtual classrooms may be the wave of the future, today's distance learning often employs the more common technologies of video cassette, CD-ROM, local TV broadcasting and electronic mail, *(*Helf, 1999*)*.

The onset of web-based internet access and the web page development of many organizations both private and public has highlighted the ease and convenience of exploring distance learning as an alternative to the face-to-face classroom setting. Some respondents expressed concern over losing the interaction among the instructor, "a live professor" and the students. However, there were just as many respondents that thought the idea of the virtual classroom was a viable alternative. Distance learning allows the student to learn and continue

their education and work at their individual pace. The author does not dispute that a significant amount of learning is realized in the classroom environment where ideas can be discussed and fully understood.

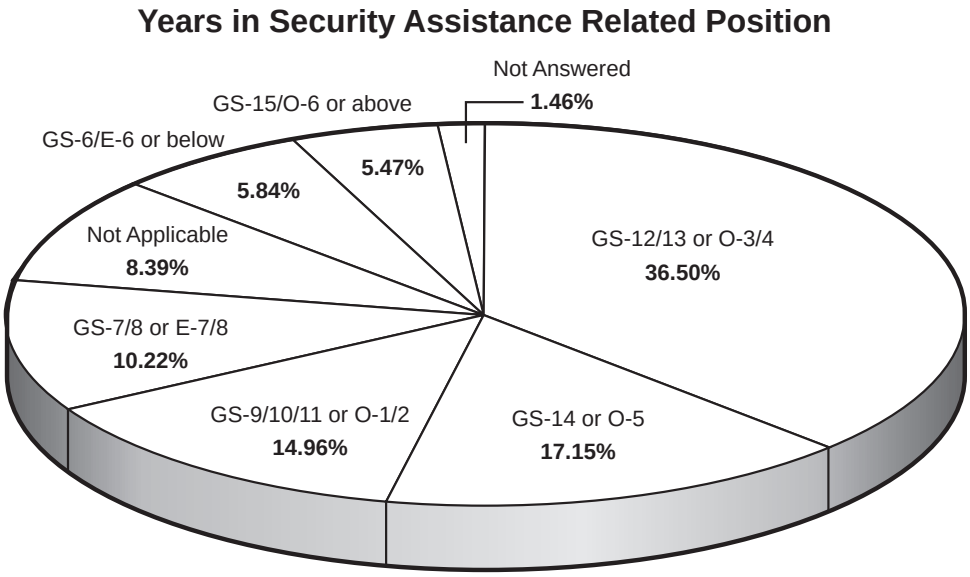


Figure 3

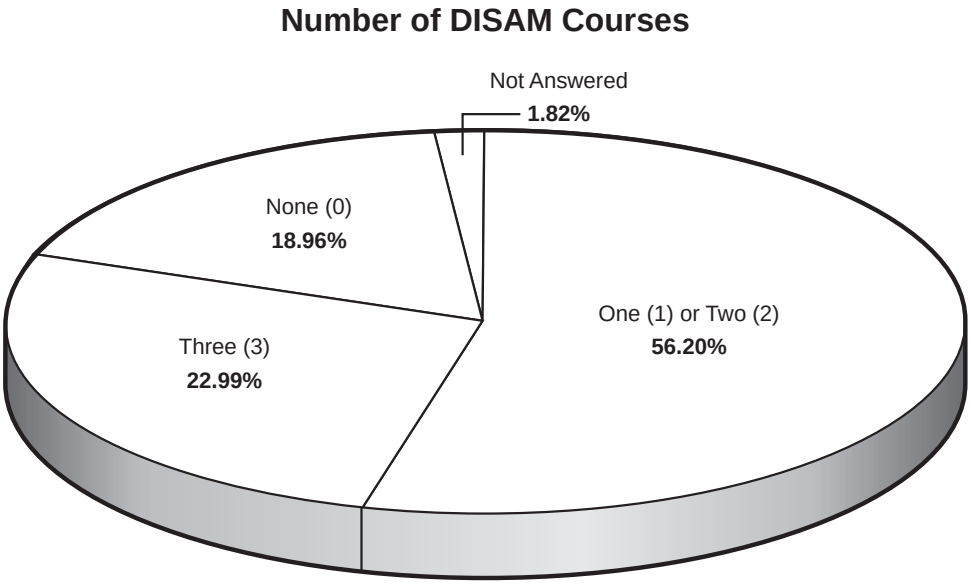


Figure 4

Within the security assistance community, training of the workforce beginning with baseline knowledge of the security assistance process is paramount to mission accomplishment. The reduction of the workforce and increased demand for productivity are driving factors in the exploration of an alternative method of keeping the community trained. Some respondents to the survey addressed this issue and expressed concern that personnel cutbacks would not permit them to find time during normal working hours to participate in training. It is critical to train the workforce in the unique aspects of foreign military sales process but equally important to keep

the workforce current in an increasingly changing environment. A number of respondents commented on the need of refresher training on selected topics would be beneficial for personnel that had a great deal of experience but may need assistance specific issues.

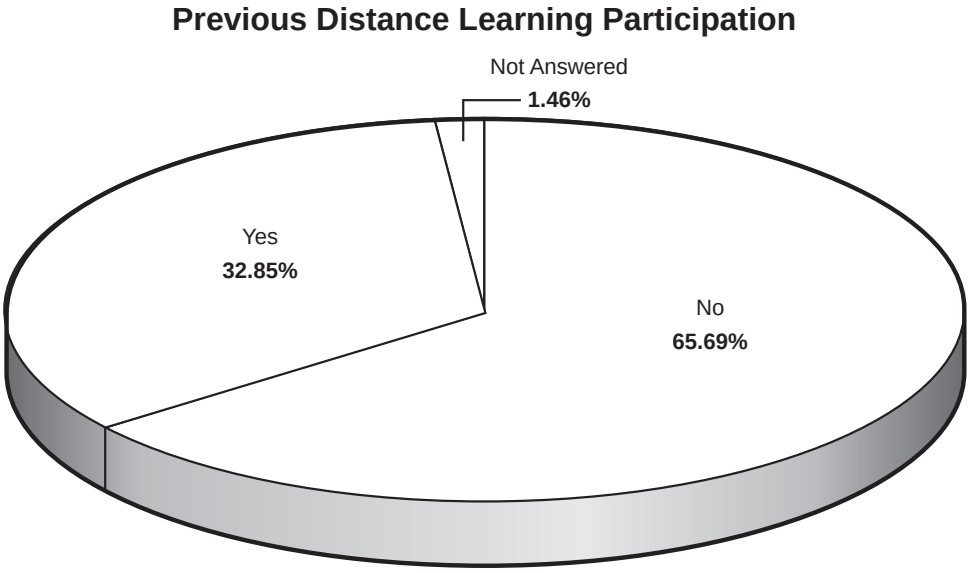


Figure 5

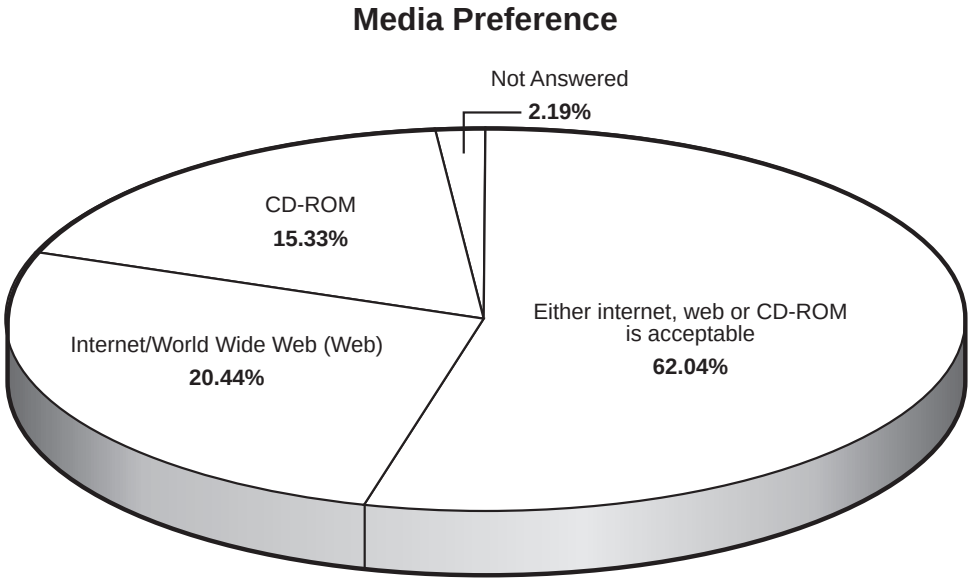


Figure 6

In a recent DSCA employee survey, employees felt they were adequately trained to produce high-quality work. The increasing workload and the reliance on performance measurements to drive improvements in quality, cost, and timeliness indicate that exploring an alternative method of learning is appropriate. Distance learning is not the overall solution to time management in training. There are a number of challenges that must be overcome for distance learning to be a viable alternative. These include, just to mention a couple, technological literacy including computer literacy and loss of content in the technology, and providing information

rather than instruction, (Spodick 1995). In addition, concerns were expressed in the survey that guidelines must be in place to insure minimum standards for each agency to give time, space, adequate resources and privacy necessary to successful completion of the course. These comments implied that distance learning would occur during regular business hours. Distance learning can occur during off-duty hours using computers at the student's resident. The data in the survey are split on this issue, 45.85 percent indicated a preference for distance learning during regular duty hours, 12.8 percent on off-duty hours and the remaining a combination of off-duty and duty hours. Personal home computers are more commonplace today then ten years ago. A recent April 1999 survey conducted by *CommerceNet/Nielsen Media Research* discovered that 92 million people have access to the internet. Individual commands will have to establish policies for training during duty or off duty hours. Based on the responses obtained in the survey the majority would utilized the opportunity if presented regardless of the time of the training.

Training Via Internet

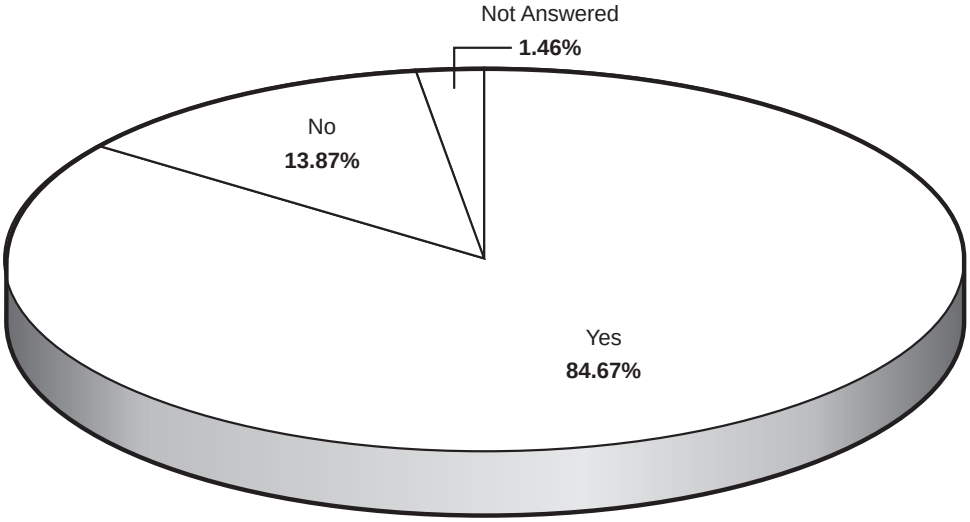


Figure 7

Time Participation

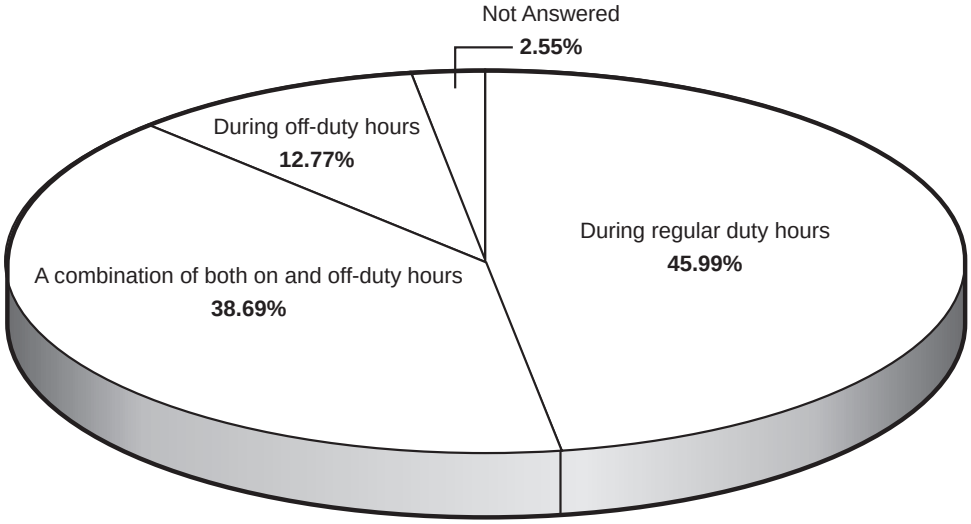
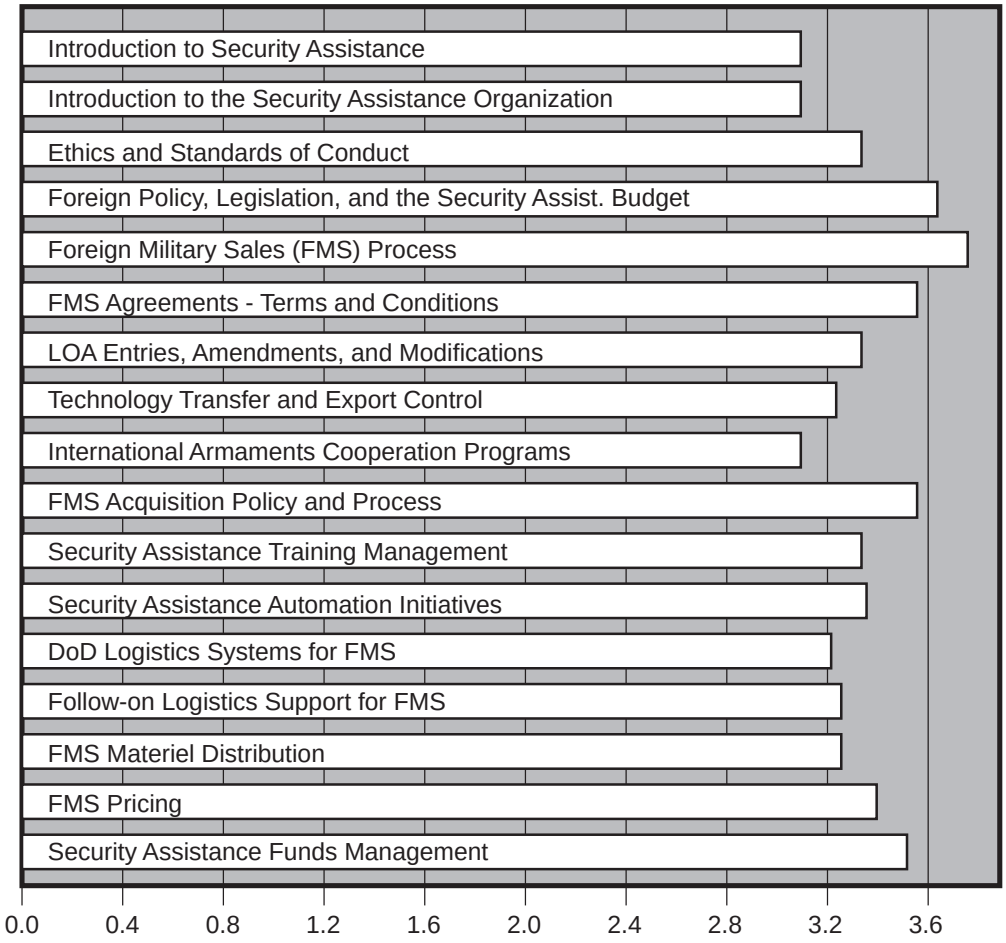


Figure 8

The respondents indicated a preference for a number of topics to be included in the virtual classroom with foreign military sales process and foreign policy, legislation, and the security assistance budget. Both these topic areas are covered extensively in the DISAM CONUS (SAM-C), CONUS Orientation (SAM-CO) and Overseas Course (SAM-O). Those topics are time sensitive and changes occur frequently. The virtual classroom would provide a means of keeping the security assistance community informed of changes. Overall, acceptance of all topics was high.

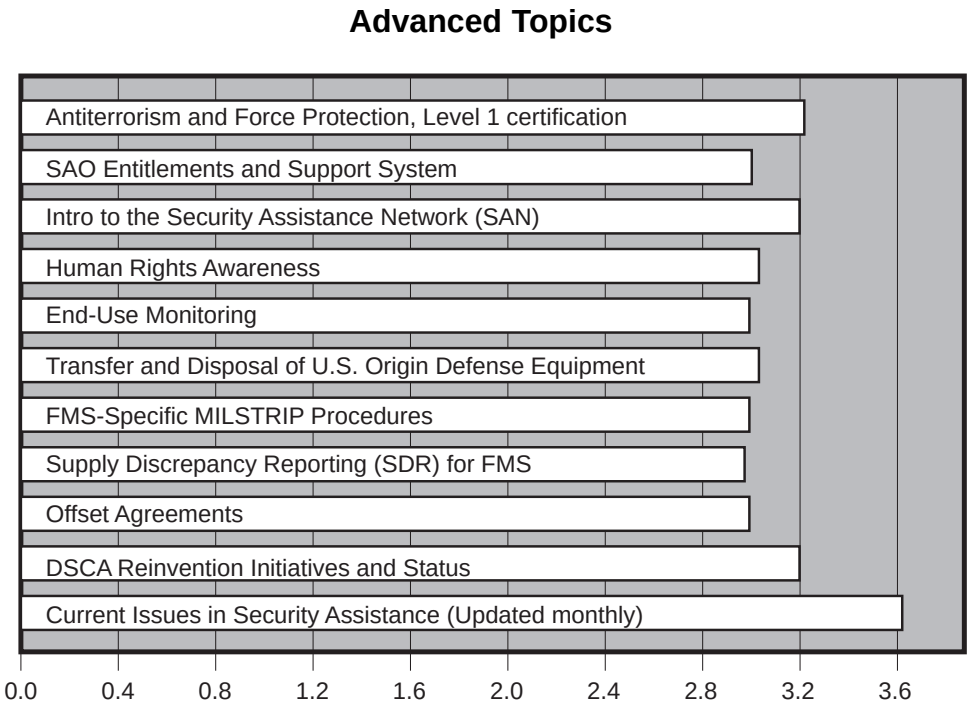
Topics in Security Assistance



Graph 1

Conclusion

Based on the results of the survey, distance learning is a viable alternative to the traditional classroom instruction. Distance learning allows the student to use a combination of web-based or CD-ROM media to stay current in the fast-paced security assistance environment. Each self-paced learning course may to taken at the student's time either on or off-duty based on the individual command's policy.



Graph 2

About the Author

Commander Hawkins is an assistant professor and has been at DISAM since December 1995. He is a graduate of the California Polytechnic State University, San Luis Obispo, California and holds a Master of Science in materiel acquisition management from the Florida Institute of Technology. He is the Deputy Director of Research and the functional coordinator for contracting and acquisition topics in all DISAM courses.

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Unexplored Territory or a Cross-Cultural Communications Nightmare: The Internet and Business Communication

By

Thomas M. Dop
Defense Institute of Security Assistance Management

In the fall of 2000 I conducted a research project in partial fulfillment of a master's degree program. This project had to be directly related to my job, security assistance and defense cooperation, and my degree, information resource management. I chose to study the effect that cross-cultural relations had on communicating across the internet. The following is a summary of the results of this study.

Background

Over the past decade there has been an explosion in information technology and the use of the internet to conduct normal business communication. With most offices now wired for both internal and external communication, e-mail appears to be taking over our everyday lives. This technology boom has provided mixed results. On the positive side we are now able to communicate with anyone, anywhere in the world because time zones do not apply to electronic messages. Also, with the use of e-mail, there is a very structured audit trail that can be followed if a problem arises based on an electronic communication. On the negative side it seems as if personnel within an office would rather send e-mail to a co-worker in the office next door rather than actually talking to them face-to-face. This appears to have caused a decline in interpersonal and social skills within the workplace.

In DISAM's course offerings, we teach over 350 international students per year. Once students graduate from a DISAM course, they are provided with unlimited access to faculty members for follow-up questions, for research problems, or for advice on security cooperation issues via the telephone, facsimile, or through e-mail. The use of internet technology coupled with the use of e-mail has greatly increased the number of questions former students have posed and therefore, the number of possible communication errors has risen. Since the faculty cannot see or hear the international students, they cannot pick up on their body language or hear the inflections used in their words while asking a question. In this type of situation the chances of a miscommunication are greatly increased. As an example, when a person has a question, they send an e-mail to a DISAM faculty member who in turn can query several members of the faculty at one time on the issue. There have been several instances where former students have used this function and then become upset with the response they have received because they felt the faculty member did not fully understand the question or did not take the time to fully research the problem. In reality what happened was that the faculty member was not able to read key cultural pointers in the students' body language and spoken language so they did not really understand what the student was asking. Instead they researched the inquiry as they perceived it. The result of these miscommunications has been that the DISAM faculty, at times, appears to be somewhat less than capable when responding to these requests.

One of the key groups of people who have been affected by the increased use of the internet and the technology it represents are foreign service nationals (FSNs), who are citizens of a particular country who are employed by the U.S. government to fill certain positions within the American embassy in that country. These employees have the peculiar circumstance to spend part of their day in the American culture and to live the rest in their native culture. In the case of those

involved with security cooperation, it appears to be even more complicated because they are constantly using the internet to ask questions, working with security cooperation specific software programs, and participating in training related to their careers.

DISAM is bombarded with e-mail on a daily basis, much of which comes from former international students and from FSNs. The impression is that these e-mails are, at times, difficult to understand and have a cultural spin to them that is not always understood by the recipient. Specifically, when responding to e-mail over the past several years it seems as if I, and others, have upset international students and FSNs with our responses without knowing why. Often times something said in jest in e-mail is taken literally and leads to further cross-cultural problems. Exacerbating the issue is that with electronic communication the sender of the message is not able to hear the inflection of the receiver's voice or to see the receiver's body language to pick up on clues as to the receiver's response to the message. On the basis of this experience, this study was designed to investigate the belief that cross-cultural differences could negate some of the benefits of using e-mail for international communications. The researcher hoped that the study would highlight any problems with respect to communicating over the internet globally, and thus lead to reducing these problems.

What is Culture?

Culture is the integrated pattern of human behavior that includes beliefs, customs, and traditions of a particular group of people. Only people can "mean" something and that meaning can be traced to the sender's culture (McLaren, 1998). McLaren informs us that it is not so important what message is sent, but instead, what message is received. With English being the most important and widely used form of business communication, those using it must be careful to avoid bias and remain aware of the context of the message they are sending and receiving. The pitfall of this is that, when confronted with an uncomfortable situation, one naturally tends to fall back on one's own cultural upbringing (Neulip and Ryan, 1998). These authors state that there is always a degree of concern when meeting someone new, but that it becomes even harder to overcome this concern when the individuals are from different cultures. For many cultures the use of body language and other cultural pointers are far more important than words (Stag, 1998). He further goes on to state that emotional sensitivity and saving face are important to other cultures while Americans prefer to deal with a cost/benefit result void of emotional dealings.

Culture seems to have a profound relationship on trust when dealing with people from other cultures. Trust between employees and their customers can help reduce many business costs as well as enhance the relationships within the organization (Doney, Cannon, and Mullen, 1998). They go on to assert that trust is a by-product of risk. The ability to place oneself at risk is directly dependent on the person's societal norms and values, one's culture. When people share the same culture they are more likely to have a trusting relationship because they both follow the same path to build that trust. Finally, these authors pose an interesting twist. Trust may be the basis on which a culture is formed. Without trust as one of the basic societal norms the culture will likely not last.

Can communication across the internet and culture be tied together? In order for people to communicate they must have something in common (Agre, 1998). Agre believes that effective cultural exchange can occur across the internet, but that technology is not the answer in and of itself. If you place technology into an organization that currently has internal problems, the problems will continue to flourish. This tends to muddy cultural exchange on the internet (Peters, 1998). Peters believes that technology can overcome national boundaries and generate new, unique ideas, but only if individuals have a common starting point.

Ethnocentrism can also cause problems in inter-cultural settings. It is a quality of most every culture and can lead to great misunderstanding and ill will if it is allowed to go unchecked (Hilton and Kameda, 1999). These authors believe that very often individuals have stereotypes of those from other cultures and find it hard to be open to suggestions that go against those stereotypes. Although the preference is for face-to-face contact because of the nuances it allows, efficient and effective communication can still take place on the internet because most users are willing to take chances with their communication without threat of embarrassment.

Methodology

In order to gain a better understanding of what I might find in my research, I conducted a review of recently published information that might pertain to the topic. I concentrated my research in four major areas including communication on the internet, cross-cultural relations, education across the internet, and computer-based training. Articles on all topics were readily available and showed the positive and negative viewpoints of all areas.

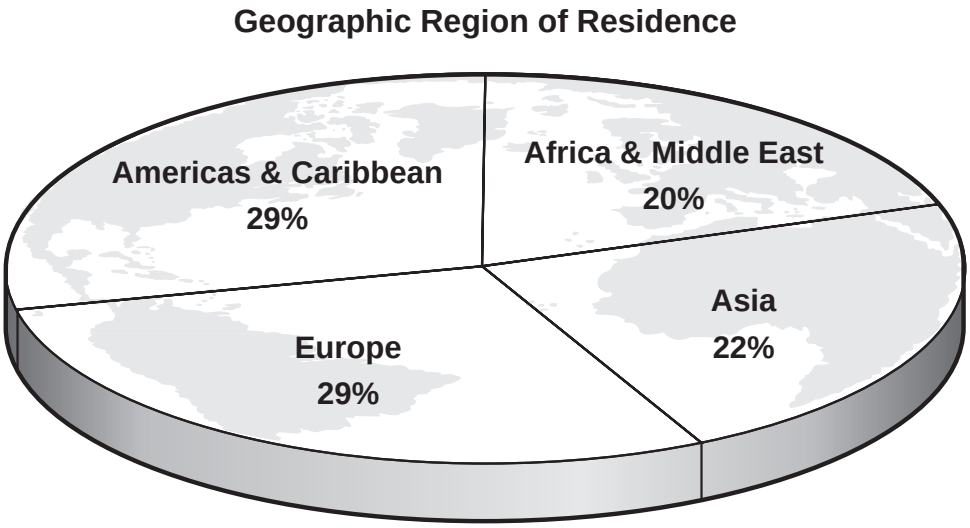
Once this literature review had been completed, the decision was made to survey all FSNs in the security cooperation arena to determine their perceptions and attitudes towards communicating via the internet. The reason that FSNs were chosen was threefold. First, they work in an environment in which they must deal daily with Americans, whose culture differs from their own. Second, most FSNs use e-mail on a daily basis to perform their standard job functions, and third, they were more likely to respond because they were informed that the results of the survey would be used by DISAM to better support the FSNs in the future.

The survey was constructed using Perseus SurveySolutions for the web software and was placed on the DISAM web server for easy access. The survey consisted of one open-ended and fifteen structured questions, the latter based on a standard 5-point Likert scale ranging in values from 1-strongly disagree to 5-strongly agree. The questions were grouped into three main categories: communicating via the internet, basic computer user training, and education across the internet. These three areas were chosen because I believed there was a direct correlation between a users computer literacy, the fear, or lack thereof, of a structured education environment, and their use of electronic communication. An e-mail cover page was sent to ninety-one FSNs asking them to spend five minutes filling out the survey so that the results could be evaluated. A total of 40-FSNs responded for an overall return rate of 41 percent. The survey was made available on the web for two weeks.

Results

In order to evaluate the data in an appropriate manner, three demographic questions were asked of the respondents. Specifically, the respondents were categorized by gender, age, and geographic region of residence. The most balanced demographic response was found in the region of residence; therefore this demographic was used as the basis for analysis. There were twelve respondents from the Americas and the Caribbean, twelve from Europe, nine from Asia/Pacific, and eight from the Middle East and Africa (Figure 1).

The first statement dealing strictly with cross-cultural attitudes was “I think that all of my e-mail communications are completely understood by the recipient(s).” This statement yielded the most like responses to a single question on the survey with twenty-six respondents selecting agree. The overall mean was 4.05, giving at least a hint that communicating across cultures was not impaired. Africa and the Middle East posted the highest average with 4.25. Latin America and the Caribbean scored 4.17, Europe was at 3.92, and Asia/Pacific came in with a score of 3.89.



Graphic Region of Residence

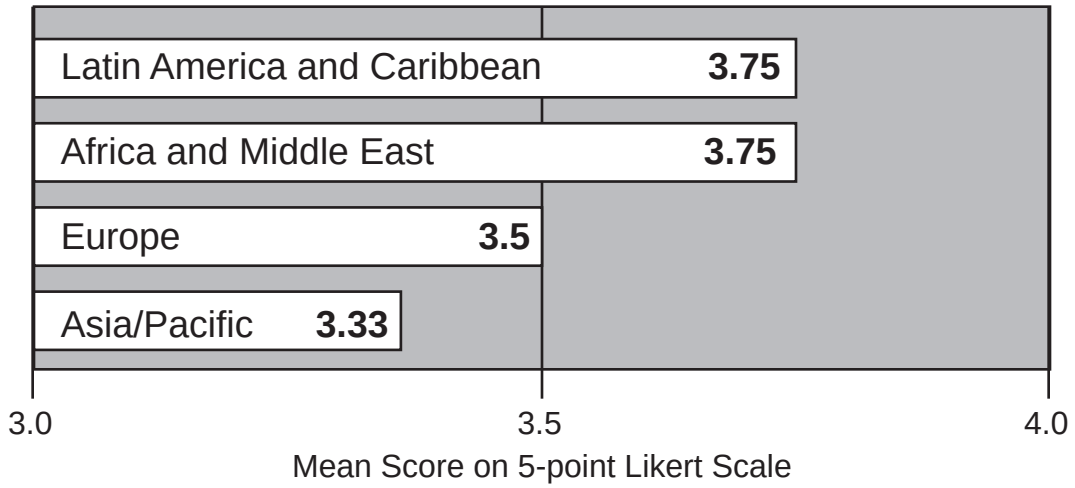
The FSNs were also asked to comment on the statement "I always understand e-mail messages sent to me." The researcher believed that there would be a strong correlation between this statement and the previous one. This proved to be the case, with the mean for this question of 4.225 which correlates well with the overall mean of 4.05 on the previous answers. Geographic distribution of the answers shows Africa and the Middle East with a score of 4.50, Asia/Pacific at 4.44, Latin America and the Caribbean at 4.09, and Europe at 4.00.

One possibility for miscommunication could be related to the language abilities of the FSNs, since most of the communications are in English. When asked if "I am fluent in English," the mean score of 4.225 indicated that the FSNs strongly believed themselves competent in their ability to read and understand English. The responses to this question were as follows: Europe with an average mean of 4.42, Latin America and the Caribbean with 4.27, Africa and the Middle East with 4.125, and Asia/Pacific with 4.00.

The research also presented two statements to determine the extent to which the FSNs had actually experienced difficulties in dealing with e-mail. The first, "I have never had a problem understanding the meaning of e-mail I have received," generated an overall mean of 3.585. Latin America and the Caribbean and Africa and the Middle East tied for the highest mean score at 3.75. Europe had a mean of 3.50 and Asia/Pacific had a mean of 3.33. The second, "I never have problems communicating with someone from my own culture via e-mail," elicited responses averaging of 4.125. Tabulation of responses to this question yielded remarkably different results, especially when comparing Africa and the Middle East with a high of 4.625 to the Asia/Pacific region's low of 3.56. Latin America and the Caribbean had a score of 4.27 and Europe a 4.08. When taken together, it appears that the respondents are confident of understanding e-mail in general they are when assured that it the message is coming from someone within their own culture.

In addition to the Likert scale questions, there was also an open-ended request for comments about communicating on the internet. The responses emphasized two themes relevant to cross-cultural communications. The first theme was that of speed and convenience. Eleven of the respondents commented on this and essentially believe that the internet holds huge advantages over traditional communication methods for several reasons. First, it transcends all time zones,

which allows people in places such as East Asia to get their message out without having to call someone in the middle of the night. Second, using the internet to communicate allows the sender a chance to think about what they are saying before they actually send the message. According to three of the respondents, the ability to go back and edit the message prior to sending it has actually reduced the number of communication problems. Third, the sender and receiver now have an electronic record of all communications which can aid greatly in conflict resolution and when there is turnover within a position.



The second major theme that was raised was that of cross-cultural relations while communicating via the internet. Six respondents unanimously supported the theory that communication problems do occur, but not because two or more people are communicating electronically. Instead the reason is simply inherent in communication itself. Specifically, they state that they have communication problems on the telephone, in person, and via the facsimile machine due to language barriers and personality conflicts. In other words, the problem is with the communication itself, regardless of the medium used.

Overall the findings were fairly constant among all respondents for each question given. The strongest overall perception was to the question that stated, "I like to communicate using e-mail." This question had the highest average score of 4.55, approaching a rating strongly agree for all respondents. Based on these calculations it seems obvious that the foreign service nationals fully support communicating via e-mail.

Conclusion

The major overall conclusion drawn from this research project is that the hypothesized problems with cross-cultural relations while communicating via the internet do not really seem to exist in the security assistance and defense cooperation community. This finding surprised the researcher, as one of the primary reasons this project was undertaken was because there was an appearance that these problems were rampant.

The foreign service nationals believe that communicating across the internet is quick, easy, and in many cases simpler than communicating in person. There was also a strong belief amongst the FSNs that most e-mails that they send, as well as those they receive, are fully understood by both parties. Additionally, analysis of the open-ended question revealed that the respondents are not really experiencing any cross-cultural relations problems because of their use of e-mail. Specifically, in the FSN community, it appears as if communicating in this way has actually

lessened the number of problems instead of increasing them. Several FSNs stated that they thought there were fewer cross-cultural relations problems because they now review their e-mail before sending it and actually make changes to make the meaning clearer instead of saying the first thing that comes to mind.

I would like to extend my thanks and gratitude to all of the FSNs who took part in the survey. Without your support I never could have completed this project. For a complete write-up of the entire project please contact me at tom.dop@disam.dsca.osd.mil.

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Creating the International Training Management Web Site: A Corporate University Portal That Shares Best Practices

By

Charles E. Collins, Jr.
Defense Institute of Security Assistance Management

This article traces the development of the International Training Management web site as an instructional resource at the Defense Institute of Security Assistance Management (DISAM). It examines the process that took place as attempts were made to use existing automated systems to enhance the availability of instructional materials for international training management education. It also examines the contribution of the web site to the collection and documentation of international training management best practices and the role of the web site as an instrument of the DISAM corporate university.

For years, at DISAM, we have attempted to provide our overseas security assistance office (SAO) and international military student office (IMSO) course students with printed copies of current training policy messages, articles, key references, and examples of training management best practices. We wanted our international training management students to take with them essential documents and publications that deal with the actual accomplishment of their duties. This resulted in the constant hassle of having to keep on hand a sufficient quantity of printed copies of the most current training publications. Today that is no longer a problem. We now provide access to every known international training management article, message, reference, lesson, exercise, and best practice document. We do this via the internet which makes that information available not only to current and future DISAM students but to all current practitioners who have need of this information in their day to day international training jobs, anywhere in the world.

The First Use of Automation to Support Training.

We had always provided our international training manager students with copies of essential documents and publications that they could take with them. We had also provided copies of selected publications in binders for use in class. Normally the typical DISAM students would take with them a class notebook, tailored to a specific student's community need. The biggest difficulty in accomplishing this was the constant difficulty of updating the materials, printing them, and having enough on hand for student requirements. And, unless there was a special request from the field, only DISAM students received these materials. Consequently, it was quite natural to turn to automation to help with the provision of these training materials.

The first attempt at providing these materials electronically was to make all international training references, selected exercises, and some presentations available via download from the training library of the security assistance network (SAN). This effort provided the added advantage of making these materials available not only to DISAM students but to other SAN users worldwide. The most significant limitation was that only registered SAN users could have access to the materials. There are many other members of the international military training community who are not active users of the SAN. And, how about the international military community itself (both managers and students) who need information about training in the United States?

The second significant automation effort involved the use of the Defense Acquisition Deskbook system. As Deskbook became the preferred host for all security assistance publications and all international training references were hosted on Deskbook, we began to make some real progress. DISAM students could then be provided a copy of the Deskbook CD-ROM disk with all of their international training references and others needing those references could access them at the Deskbook web site. The limitation, however, was to security assistance training references. Few other published items were added to Deskbook, the process being somewhat involved, in spite of the excellent support efforts of the Deskbook program management office.

What was needed was a process where the DISAM functional expert could research, find materials, and quickly make these materials available via the internet. The solution was obvious: develop and implement an international training management web page hosted on the DISAM web server.

Almost a Web Page.

DISAM had been hosting its own web page since March 1998 and hosting the DSCA web page since November 1999. Our web master is a DISAM faculty member who came to DISAM with significant experience in developing and authoring web pages. With the advent of the DISAM and DSCA web pages, he had quickly put that experience to work and had developed two web pages that were quickly recognized as among the best in DoD. The DISAM intranet web page also quickly evolved and a second DISAM staff member in the library was sent to MS Frontpage training and was then coached by the DISAM web master to develop and maintain that web page. Consequently, the DISAM web master has become much in demand, with his priorities being established many times at DSCA.

At the same time the training faculty was attempting to add selected training management documents to the SAN. There was a certain amount of difficulty in doing this, due to the different formatting of HTML documents created in Netscape Composer versus the Foxpro web developer software. The system manager of the SAN suggested hosting and maintaining the desired documents on the existing DISAM web server and simply linking to them from the SAN. Since MS Frontpage was already being used in the development of the DISAM web page, it only made sense to use Frontpage to create the desired HTML documents.

The DISAM international training functional experts prepared the new documents to be hosted on the DISAM web server. These documents were then linked from the SAN Main Training Menu. The disadvantage was that it still took several days to get the desired document on the internet because of the overall DISAM web master's workload and priorities of the SAN system manager. Thus, only a few documents were actually made available in this manner. And, even when this was accomplished, the documents so established were still only available to registered SAN users.

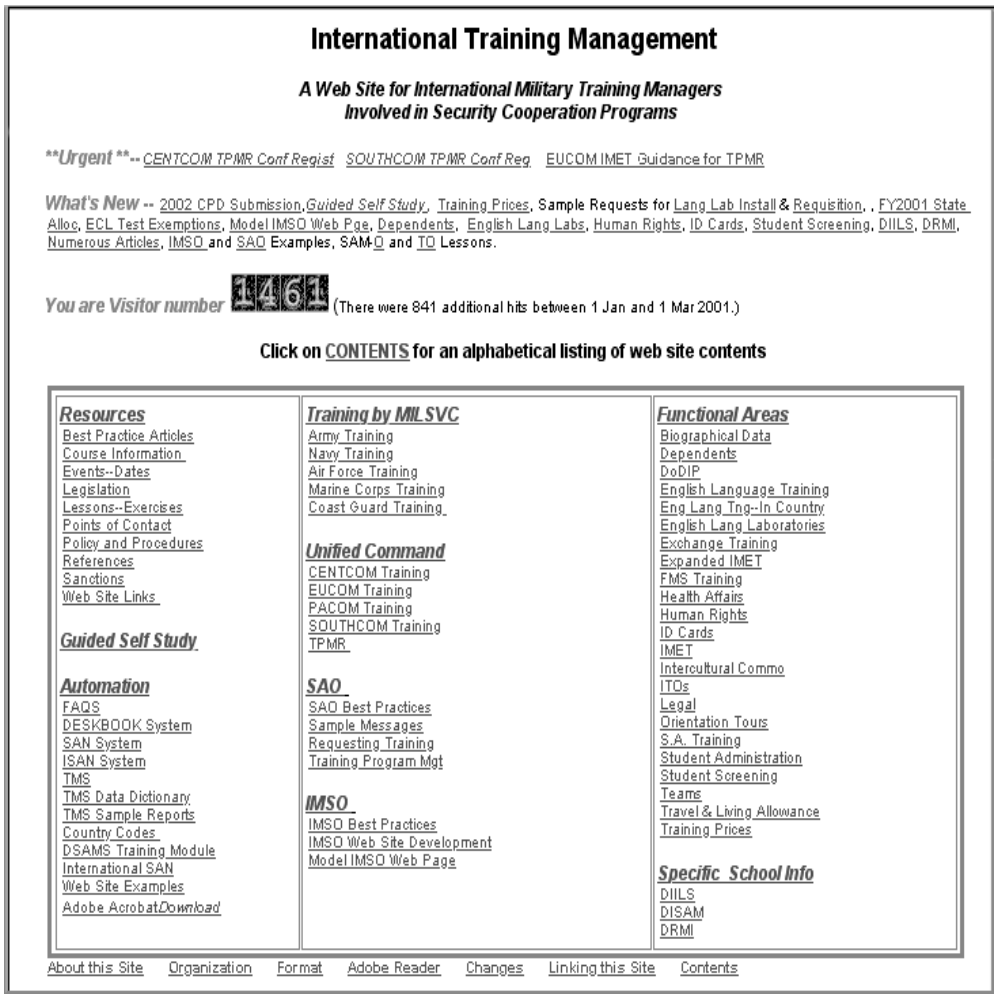
A New Web Page.

Now, only one step away from creating a new web page, the DISAM training functional expert was actually preparing the HTML documents. It also became obvious that the use of Adobe Acrobat to save and format documents for the internet was a good choice. Once a series of HTML and Adobe documents had evolved, it was only natural to link them together into a true web page. Thus, the International Training Management (ITM) web page was created.

It took several weeks of concentrated effort to research and collect all available written materials in electronic format. Then the next step was to identify the target audiences of the web

page and tailor the presentation of the collected materials to suit those needs. We went through several complete revisions of the ITM web page before it began to settle down.

There still remained one more critical step in the complete evolvement of the ITM web page. The International Training Management web page truly existed at this point. The drawback came in how it was being maintained and updated. The DISAM training faculty was authoring the individual web pages but still having to go to the DISAM web master to have them published on the internet. And, others were setting priorities for his limited availability. The last step was about to take place establishing an independent web master for the ITM web page.



International Training Management

A Web Site for International Military Training Managers Involved in Security Cooperation Programs

***Urgent** -- CENTCOM TPMR Conf Regist SOUTHCOM TPMR Conf Reg EUCOM IMET Guidance for TPMR

What's New -- 2002 CPD Submission, Guided Self Study, Training Prices, Sample Requests for Lang Lab Install & Requisition, , FY2001 State Alloc, ECL Test Exemptions, Model IMSO Web Pge, Dependents, English Lang Labs, Human Rights, ID Cards, Student Screening, DIILS, DRMI, Numerous Articles, IMSO and SAO Examples, SAM-O and TO Lessons.

You are Visitor number 1461 (There were 841 additional hits between 1 Jan and 1 Mar 2001.)

Click on CONTENTS for an alphabetical listing of web site contents

Resources
Best Practice Articles
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Legislation
Lessons--Exercises
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FAQS
DESKBOOK System
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ISAN System
TMS
TMS Data Dictionary
TMS Sample Reports
Country Codes
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Air Force Training
Marine Corps Training
Coast Guard Training

Unified Command
CENTCOM Training
EUCOM Training
PACOM Training
SOUTHCOM Training
TPMR

SAO
SAO Best Practices
Sample Messages
Requesting Training
Training Program Mgt

IMSO
IMSO Best Practices
IMSO Web Site Development
Model IMSO Web Page

Functional Areas
Biographical Data
Dependents
DoDIP
English Language Training
Eng Lang Tng--In Country
English Lang Laboratories
Exchange Training
Expanded IMET
FMS Training
Health Affairs
Human Rights
ID Cards
IMET
Intercultural Commo
ITOs
Legal
Orientation Tours
S.A. Training
Student Administration
Student Screening
Teams
Travel & Living Allowance
Training Prices

Specific School Info
DIILS
DISAM
DRMI

About this Site Organization Format Adobe Reader Changes Linking this Site Contents

Finally, Our Own Web Page!

It took a few hours of work between the DISAM LAN manager and the DISAM web master to set the required accesses so that the DISAM training functional web master could author and then publish the ITM web page on the internet. The rest is history. Today, when a new element of the ITM web page is identified, researched, and authored, the result is published on the internet in a matter of minutes. This work is accomplished entirely within the faculty group that is responsible for the conduct of international military training management education. Thus it is the training subject matter experts who are actually running the ITM web site. They, of course, are the ones who best know what is needed on the web site to enhance the educational process.

And, they are the ones who are in continuous contact with the worldwide U.S. security cooperation training community. Obviously, this has value well beyond the schoolhouse by the publishing of procedural information that is truly needed by training managers in the field. In fact, this may ultimately be the most significant value of the ITM web page, because many of these procedures have not been documented adequately or simply that good procedural instructions published conventionally have not reached managers in the field.

Identify an Informational Need and Publish It

Unfortunately there are many areas in the management and administration of the security assistance training program where adequate procedural instructions have not been prepared or have not been provided to all who need them. Now, with the existence of the ITM web page, documenting and publishing them for all via the internet makes a lot of sense. Following are a few of the latest examples of accomplishing this.

Recently a guest speaker from the Defense Institute of International Legal Studies (DIILS) was present at DISAM to give a human rights awareness presentation. After collaborating with this subject matter expect, it was decided to create a human rights web page as a part of the overall ITM web page. The first result of this collaboration was a page that provided human rights references, Power Point presentations, links to various human rights web sites, etc. This page was created within a thirty minute period, including being published on the internet. It was done entirely by the DISAM training faculty member in collaboration with the DIILS subject matter expert. The DIILS instructor was obviously surprised at the ease with which this was accomplished.

Following the December 2000 Army IMSO conference, a visit was made to the IMSO office at the U.S. Army Command and General Staff College (CGSC). The purpose of this visit was to explore the development of a Model IMSO Web Site. Prior to this visit, the DISAM training faculty member developed a draft model web site for IMSOs using existing HTML documents from several good examples of IMSO web pages. By simply putting these documents together under the Model IMSO Web Page and indicating in red those items that need to be entered for the particular school, a model web page was developed. An interested IMSO can simply save the HTML files concerned to his/her computer, open them in MS Word, and make any desired changes. The resulting HTML files can then be given to the school web master to be hosted on the school web server and linked through the school web page. The folks at the CGSC IMSO office have developed an incredible web page, probably one of the most advanced in use today. Following this visit, a separate Model IMSO web page will probably be developed and tailored for each military service.

In the October 2000 training policy meeting we were asked to work with DLIELC and the U.S. Army Communications Electronics Command which is responsible for the acquisition of English language laboratories. The objective was to better document the procedures for the procurement, shipment, and installation of language laboratories and the ordering and shipment of DLIELC provided materials needed for the labs. Again a web page was created within the overall ITM web page to fulfill this need. Thus, following the visit to DLIELC with the Army CECOM representative, a web page was created to provide guidance and required information for this acquisition process. The following information is now available in two web pages dedicated to the overall in-country English language training program, language laboratories, and materials for the labs. Information provided on language labs includes, point of contact information, technical information on types of labs available, how to add a language lab to a training program, a sample message to request requisitioning of the language lab, a sample message to request installation of the lab, current status of all language lab orders, current status of orders for language lab materials, and links to related web sites. This is a wealth of information that

previously was only provided to SAO training managers at the annual training program management reviews. Today, that information is available on the internet at the ITM web site.

Publishing Best Practices

The training management faculty has for many years attempted to collect best practice documents from our international training managers. These were provided in hard copy and later as digital files on computer floppy disks to students attending international training courses. As CD-Rom read/write equipment became available, materials were made available via this medium. We had also begun putting some of the more significant documents on the Defense Acquisition Deskbook (DAD) system. While Deskbook is an excellent system and the folks that host our materials are excellent, the process still takes time. And, we are simply one of many clients who want to get their materials on Deskbook. Thus, it wasn't until our International Training Management web site became available that we really began to collect in earnest materials from the field that represented some of the best practices and examples of how to do it. We went to the entire international training community, to training managers both overseas and in the U.S., and solicited input of their examples of best practices. This was done multiple times by e-mail and input was requested in electronic format as an e-mail attachment. The response was overwhelming, with very excellent materials being provided. Checklists, briefings, and guides for international students poured in. Solutions to problems encountered were quickly offered. It was quite obvious that the folks who were contributing these materials felt as though they were making a real and lasting contribution to the establishment of a body of material that would truly be available to their associates worldwide. And this continues today, now that there is an International Training Management web page that encourages the sharing of these best practices.

Is the ITM Web Page Worth the Time and Effort Involved in Maintaining and Running It?

The preceding clearly shows the value of documenting a new procedural area and adding it to the ITM web page. Again, there are many areas presently in the administration and management of the security assistance training program where procedures need to be documented and published via the internet for all international training managers to see. And, due to the constant changes that occur in the training program, new procedures will continuously have to be documented and published.

The ITM web page does require continuous update and maintenance. All web pages do, if they are to remain viable and worthwhile. Perhaps this is the optimistic way of looking at this issue, but isn't it easier to update something one place only, and then be done with it? Once the change has been made and published, that information is immediately available to all. There is no requirement to republish hard copy and go through the agony and imperfection of manual distribution. The actual work involved in making a change, for example adding a link to a new reference or adding a new document to the web page, is a matter of a few minutes of work. Collectively, a lot of time is involved in updating and making changes. But, this is not a valid criticism, because the value of the entire web page increases as all of these collective changes are made.

Doesn't a web master get tired of making changes that users are constantly recommending? Not really, if he wants the web page to truly be a valuable management tool that all training managers will find useful. Perhaps we need to identify who the web master actually is. The web master of the ITM web site is a security assistance training functional expert who teaches others how to manage our international training program. That functional training expert is also responsible for providing a significant amount of customer support to our international training management community. To put it frankly, the ITM web page actually saves time and effort in providing that customer assistance. Instead of writing out answers to numerous E-mail questions

and inquiries, references are simply made to the ITM web site and answers provided with a web site address.

The added advantage of many training managers looking at what is published in the ITM web site and bringing required changes to the attention of the ITM web master is a decided advantage. Again, as these additions and changes are made, web site becomes even more valuable. The web site actually becomes a vehicle for effecting change. In an effort to actually solicit the input of material from the field, we queried all SAO, IMSO, military department, and other training managers for examples of electronic documents that they are using to manage their portion of the training program. We have been adding these continuously to the ITM web site.

A Comment on the Style and Format of the ITM Web Page

The format and style of the International Training Management web page was purposely kept simple, without the use of extensive web page graphics. We decided to do this so that the impact of accessing the ITM web page files could be kept as small as possible, particularly for our overseas users. Opening most of the military school house web pages using a typical slower telephone modem connection is less than satisfactory. ITM pages open much faster because they are basically a textual HTML document. The only exception to this is that Power Point presentations have been provided. Even these are now provided as an Adobe Acrobat file as are many of the larger textual documents.

The use of Adobe formatting provides much smaller files that open much easier. Of course, this requires the use of Adobe Acrobat Reader, but all U.S. government users surely should have this now on their computer. Adobe Acrobat Reader is free. We provide it via the DISAM distributed Security Assistance Software CD-Rom disk and, from the ITM home page, we point to the Adobe web site where you can download Adobe Reader at no cost.

The Access Issue

There certainly is a significant issue involving access. Many of our overseas SAO offices that have a local internet provider and thus come in with a foreign URL address, cannot successfully access .MIL addresses. We have provided a partial solution for them that involves logging on the Security Assistance Network (SAN) and using the SAN proxy server. Some users who are having trouble with .MIL access have not yet registered to use the SAN proxy server.

The Army CGSC does have concerns about all of their materials being available on the open internet and is considering putting their course materials on an intranet that would only be available via limited .MIL access. CGSC is considering using Army Knowledge Online as the system to provide access from outside the CGSC installation. DLIELC has placed its web site on a commercial server and thus their web page carries an .ORG address, insuring easy access by all. DISAM has placed their web pages, including the ITM web page, on a .MIL server that is not behind a firewall. This is a correct statement, in that such an arrangement has been set up at Wright-Patterson AFB. Obviously there are significant access issues to be dealt with.

Is Internet Web Page Use Applicable to Other DISAM Instructional Areas and to Other Schools?

Once the ITM web page was actually ready for use, the value of the page both for in-house educational use and for use by managers in the field quickly became evident. Naturally, the idea of using a similar web page approach in providing information for other DISAM instructional areas became apparent. To that extent, the DISAM training faculty briefed other functional managers at DISAM on the establishment and use of a web site to host training materials for other

security assistance functional areas such as international logistics, FMS case management, FMS financial management, etc. While the value of providing instruction and reference information via the internet was quickly recognized, the biggest drawback was the thought that these other functional experts would also have to learn to use MS Frontpage and actually run a web page. This appeared to be a daunting task and review of it is still underway as this article is being published. Actually, within the DISAM Overseas course, the regional seminar directors had already been providing their instructional materials via CD-Rom disk. Providing these materials via the internet is simply a natural extension of this.

During the previously mentioned visit to Ft Leavenworth Kansas it was found that the Army Command and General Staff College has now adopted use of the internet as the total repository of all instructional materials. This is done for all students, U.S. and international alike. Inquiries at other military schools have revealed similar interest in providing instructional materials via the internet. The Air Force Institute of Technology is perhaps typical, covering the entire range from providing only conventional hard copy, to providing electronic format on disk, to complete use of electronic format via the internet. When one considers the rapidly expanding use of the internet in so many distance learning applications in our civilian education community, there is little doubt that it is only a matter of time until use of an internet web site for educational information sharing purposes becomes the norm.

Is the ITM Web Page an Instrument of the DISAM Corporate University?

For those not familiar with the concept of the Corporate University, a quick search of the internet reveals a wealth of information on the subject. Obviously, this concept of what modern, successfully competitive industry training and education should be is very profound. It should be fairly safe to establish that DISAM must become the corporate university for the Security Cooperation community. It is also obvious from the literature that internet based education is an absolutely essential element of a successful corporate university. If DISAM is to keep pace and successfully evolve as that corporate university, computer based training and online education and training must proliferate.

The newly developed ITM web page is simply one step in that direction. It is the first attempt to pull together the entire body of international training management resources and make that readily available to all international training practitioners. Obviously more sophisticated educational instruments will have to be developed and made available via the ITM and DISAM web sites. The lessons and exercises provided in the ITM web site are essentially those developed and used in resident international training courses at DISAM. Also of interest is the newly developed DISAM Virtual Classroom.

For those who have not seen or used our currently established distance learning online facility, you may wish to read Dr. Larry Mortsolf's "Distance Learning Concept Paper" on the DISAM web site at http://disam.osd.mil/distance_learning/home.htm. The DISAM Virtual Classroom can be found at http://disam.osd.mil/distance_learning/VirtClass/default.htm. It must be emphasized that this is only a prototype of the future DISAM electronic center for distance learning. The Virtual Classroom is at the forefront of DISAM's distance education program. The Security Assistance Management CONUS Orientation (SAM-CO) course presented in the DISAM Virtual Classroom is the first in a series of distance learning educational modules from DISAM. Future offerings will include computer-based training available on CD-ROM, as well as internet-based courses offered from the above web site. All educational materials and content that will be included in the final release are offered in the prototype. DISAM is still in the process of developing interactive testing, however, so this course is presently offered in a non-credit mode only. The newly hired DISAM distance learning specialist has just reported for duty and the development of E-training initiatives at DISAM have only just begun.

About the Author

Charlie Collins is a retired Army foreign area officer and has taught at DISAM since 1980. He is an associate professor at DISAM and is the functional manager for international training management. He has been intimately involved in the development, fielding, and use of all of the current security assistance training automated systems: TMS, the SAN, Deskbook, and the ITM web site. He can be contacted at (937) 255-8094, DSN 785-8094, or e-mail: charles.collins@disam.dsca.osd.mil. Remember, your contributions to the ITM web site are very important.

Training Management System (TMS): The Past, Present, and Future

By

Thomas M. Dop
Defense Institute of Security Assistance Management

The Training Management System (TMS) is a Microsoft Access based software application that is designed to aid security assistance organizations (SAOs) with the management of all facets of international training. DISAM has been the program management office for this software since its inception in 1991. The software has changed greatly over the years in response to recommendations from personnel in the field and to keep up to date with the ever-changing technology available in the world.

The Past

In 1991 it was determined that there should be an easier way for SAO training managers to manage their programs other than by using paper and a pencil. At the time the U.S. Army would send the SAO training information on a 5 1/4" floppy disk each month. This information was in a read-only format and did not allow the SAOs to manipulate the data in any way. The Air Force and Navy would mail a paper printout of their training information to the SAO on a monthly basis. The result was that SAOs had great difficulty in managing their programs because the information was in three different formats, there were time delays in mailing (up to six weeks in some instances), and while reading through these complex documents SAOs often missed new information. Thus TMS was born.

Version 1.0 of TMS was written in a computer language called Clipper and simply automated all of the standardized training listing information and put it in the same format. Versions 2.0 and 3.0 of the software were primarily written in FoxPro language by a contractor and added new features such as report generation and invitational travel order (ITO) preparation to the system so that training managers could more easily perform their mission. All subsequent versions of TMS, including version 4.0, have been written in Microsoft Access language and the programming of the software has been taken in-house at DISAM to improve support and to decrease costs. With the downsizing that has occurred in most organizations over the past decade most training managers have come to rely very heavily on the software and continue to provide valuable input to DISAM on enhancements that need to be included in future versions of the software.

The Present

In the spring of 2000, version 5.0 of the TMS software was released at each of the unified command training program management reviews (TPMRs). A demonstration of the software along with training on its use was given to each SAO at these conferences. The overwhelming response from the training managers was "thanks for a job well done."

Several new enhancements were added to the software in the 5.0 release. The largest change was that the software was completely rewritten from Microsoft Access version 2.0 to Microsoft Access version 1997. This allowed DISAM to overcome Y2K problems with previous versions and to add in several new functions that were not available in previous versions of the TMS software. Chief amongst these enhancements was the ability to easily e-mail all reports and ITOs via the internet.

In late calendar year 2000 several personnel changes were made within DISAM that precluded an in-depth rewrite of the software prior to the TPMRs scheduled for the spring of 2001. Therefore, at the TPMRs in the spring of 2001, there will not be many changes to the TMS software. Primarily the changes include fixes to any known bugs in the system and a few new management reports. DISAM will offer a version of TMS written in Microsoft Access 2000 at the TPMRs, but as of yet, the software has not been totally tested so it is not ready for worldwide distribution. A new TMS programmer has joined the DISAM team and will attend several of the TPMRs to learn first hand from the uses what their concerns are, but new programming changes will not start until the conclusion of the TPMRs.

As has been done in the past, as users come across bugs in the system or determine that there is a new requirement for the software, they should continue to forward them to DISAM for review and implementation into future versions of the software. The specific points of contact at DISAM are Tom Dop tom.dop@disam.dsca.osd.mil and Aaron Prince aaron.prince@disam.dsca.osd.mil. As these requirements are gathered, DISAM will put together a plan for implementation and then send it to DSCA for final approval before any programming progresses. In this way we can ensure that all user requirements are viable and appropriate for use in the software worldwide.

The Future

The future of the TMS software is very much up in the air. The security cooperation community, specifically DISAM, Defense Security Cooperation Agency, and DSADC, is currently undergoing a review of all information technology (IT) processes to determine which IT functions should be performed at each location. The survey was completed during April with projected decisions on possible ways of changing the way IT is managed from the Director, DSCA by June.

Regardless of who ultimately ends up with responsibility for the software it is clear that several enhancements are needed. First, the software will be fielded in Microsoft Access 2000 language. There are several advantages to this, the most important of which is that it allows the programmer greater flexibility in designing and managing the TMS software. The final fielding of this version of TMS is projected for late summer of 2001.

Once the software is stable in an Access 2000 environment the real work will begin. The plan is to add several high priority items to the software. Some of these enhancements include the capability of uploading the ITO and biographical information directly to the security assistance network (SAN), providing the ability to download the standardized training listing from within TMS, basing temporary living allowance calculations on actual school location data, extending the two year training plan to a seven year plan, and enhancing and adding several new reports.

Once these priority items have been created, tested, and fielded the focus will change to other items personnel have requested be added to the software. Examples include building an interface between the SAO, international military student office (IMSO), and foreign purchaser versions of the software to electronically pass student and course information, enhancing error messages to more clearly define problems in the software, and allowing for the modification of the report structure in the custom reporting function. These enhancements, both high and low priority, are expected to take approximately two work-years worth of effort to complete.

Another major focus of the software that must be addressed in the near term is that of compatibility with the Defense Security Assistance Management System (DSAMS). The DSAMS training module is expected to come on-line within the next two years and will require a major rewrite of the TMS software. Because so many processes and requirements change within DSAMS, nearly all of TMS will need to be scrubbed to ensure it can accept and transmit

data to DSAMS. The current projection is that this will take an additional two man-years of effort to complete.

With the possibility of up to four man-years worth of work ahead and only one programmer currently scheduled for tasking on the TMS project, the near term outlook for TMS is somewhat murky. Most likely the system will be fielded in an Access 2000 version and then the focus will turn to required DSAMS changes. In other words there will be few, if any, changes to the software in response to user input. Once the entire conversion has been made to make the software compatible with DSAMS, the focus will return to user requirements.

About the Author

Mr. Thomas M. Dop is an assistant professor and Asia-Pacific Regional Studies Director at the Defense Institute of Security Assistance Management and has been the program manager for the Training Management System software since 1993. He is a former U.S. Navy surface warfare officer. He holds a Master of Science in Administration degree in information resource management from Central Michigan University and a Bachelor of Science degree from the U.S. Naval Academy.

Computer Security in the Age of the Internet

By

Timothy E. Reardon
Defense Institute of Security Assistance Management

Computer security prior to the internet was relatively easy. Few organizations had the capability to access computer systems outside of their organization. There was little chance that those computer systems that did have access outside the organization could be infected with a computer virus. The arrival of the internet provides easy access to and rapid dissemination of information from a variety of sources, http://www.asc.wpafb.af.mil/cbt/content/iabasics/slide30.html. The key now is to provide users with maximum internet availability; when using computer systems for performing official organizational business, while safeguarding against security risks. This article will provide insights concerning establishing a computer security program.

The term information assurance is used by government agencies in addition to the term "computer security". The components of information assurance are that only authorized users have access to systems http://ase50.wpafb.af.mil/cbt/content/iabasics, that these computer systems operate correctly and the data provided by these computer systems is accurate. Information assurance is not a program, but the integration of people, policy, technology, procedures and doctrine.

As we evaluate computer security in our organizations, it is important to look at identifying computer system vulnerabilities and correcting these vulnerabilities. This is known as risk management. We will look at risk management, the physical and software aspects of computer security, and computer security tools users and organizations can use in identifying and eliminating securities vulnerabilities.

Risk Management

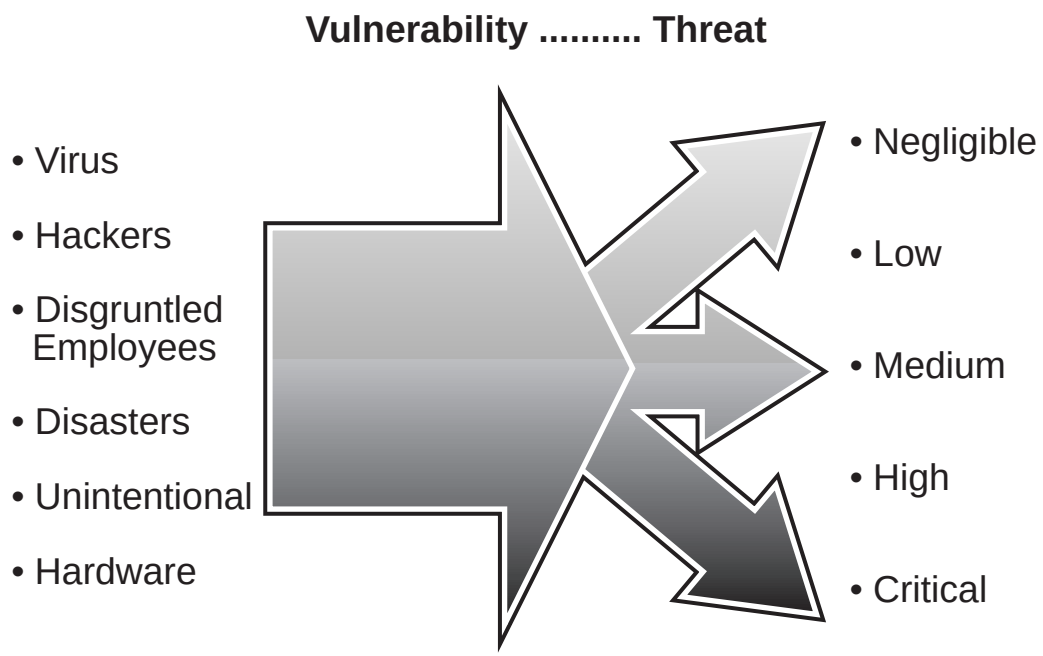
A fundamental aspect of risk management is the identification of vulnerabilities and their associated threats. The chart on the next page identifies the different types of vulnerabilities and the threat levels associated with these vulnerabilities. An example of this is viruses. All viruses attack potential system vulnerabilities; however, the associated risk with a particular virus can be low, medium, or high depending on the damage that can be done. You should also realize that computer systems are not just subject to vulnerabilities which are intentionally inflicted by hackers or disgruntled employees but may result from natural disasters, such as floods or fires. In addition, there are also unintentional vulnerabilities, such as a employee mistakenly deleting an important file needed by the organization.

Computer Security

The most important elements of computer security are physical security, security provided by the operating system the computer system uses, computer security software applications and encryption, and combinations of both physical and security software applications .

Physical security relates to the physical barriers that may be in place to prevent unauthorized access to computers. Doors, dead bolts, and key control systems are example of physical security devices for facilities.

The operating system that the computer system uses to process commands or instructions also has built-in security features, such as password protection for user accounts and screen savers.



Hackers, however, have discovered vulnerabilities in the operating system software, especially computer systems that are used as web servers, and they have exploited these vulnerabilities to gain unauthorized access to computer systems. Microsoft and other operating system software developers continuously provide software releases to correct these vulnerabilities. The reader should be aware of which operating system software is being used on your computer system and should ensure that the latest service releases are installed.

Software applications such as Norton or McAffee anti-virus products are examples of computer security software applications. Additionally, software used in enabling public key and other encryption technologies are also examples of computer security software applications.

Firewall and proxy servers can use both physical hardware and software to protect computer users. A firewall protects all computer systems within a defined boundary and allows only authorized users outside the boundary to access computer systems within the boundary; users not listed in the firewall server's access list are excluded from computer systems within the boundary. Think of a computer firewall in the same regards as a car firewall. A firewall in a car is designed to protect the occupants of the car from injury by preventing the spread of an engine fire to the driver and passenger compartments of the car. A computer firewall protects computer systems within the designated boundary and prevents access to these systems by unauthorized users.

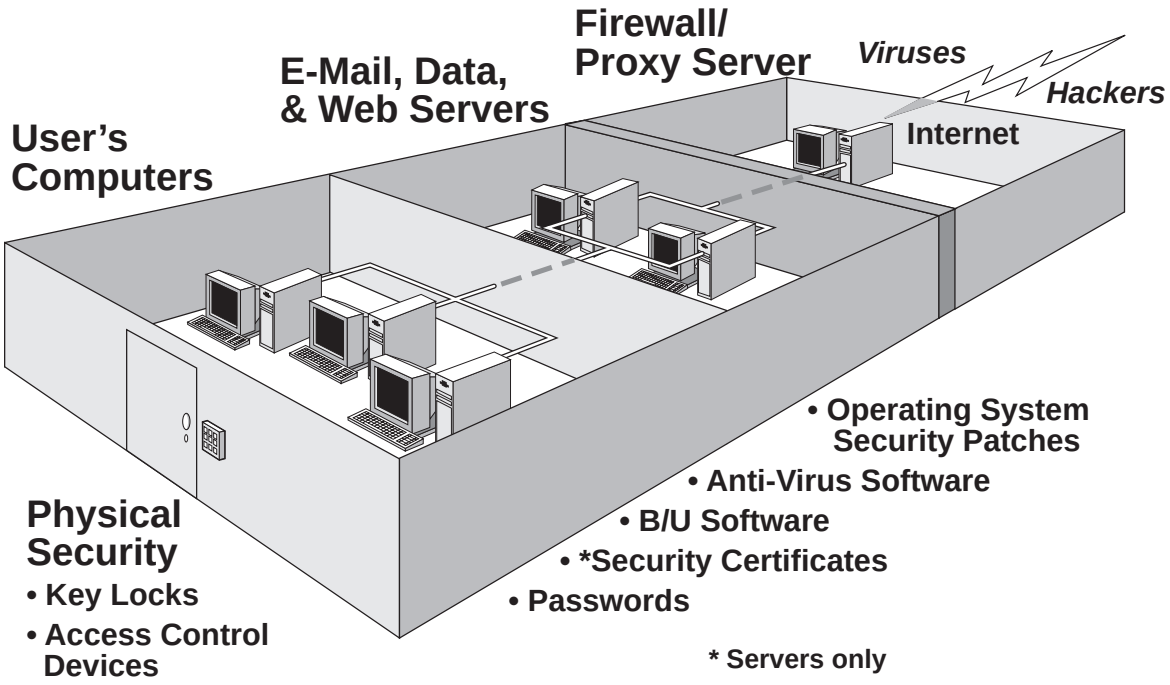
A proxy server is slightly different from a firewall in that a proxy server does not allow direct access to an authorized computer system. Instead, a proxy server is used in conjunction with web servers to retrieve pages a user requests. When a user attempts to access the web server, the proxy server intercepts the request. The proxy server then requests the pages from the web server and sends the requested pages to the user. The user in this case never accesses the web server directly; however, the user does receive the requested information. This processes ensures that users cannot connect to the web server and introduce computer viruses or malicious code to the web server.

Computer Security Tools

A virus is a self-replicating, malicious program introduced to computer systems and leaves no obvious signs of its presence. A virus can destroy all the data on your hard drive and leave the

drive inoperable. The four steps to virus protection are to prevent viruses, detect viruses, eradicate viruses, and to report virus incidents. Computers system that display the following signs could be infected with a computer virus:

- Unable to operate
- Unusual messages displayed
- Files are missing, have increased in size, or are corrupt
- System operates slowly
- Sudden lack of disk space
- Unable to save or access a file



Example of a computer security system

The most important security tool is virus protection software. Make sure it is installed on your computer system and make sure you have the most current virus definitions. Virus definitions are updated when new viruses discovered. The virus definition files are released whenever necessary to combat against new known viruses, so it is important that the current virus definition file is installed on your computer system. You need to remember that a virus definition may not have been released for a computer virus that was recently discovered. Thus the battle to create new definitions is never ending. You have to wait until the anti-virus manufacturer has found a cure for the virus and released a new virus definition file.

Other computer security tools are monitoring event logs on servers, ensuring that file and account permissions are properly set, that computer systems use password protection and that

passwords are composed of at least eight characters and that the password combination includes both letters and numbers (alphanumeric) and has at least one special character.

Physical security is also very important and should not be overlooked. Access should be limited to the area where the network servers and communications equipment (network hubs, switches, routers, etc.) are kept. Individuals who depart the organization should no longer have unescorted access to the building or to the computer systems in the building.

Summary

It was indicated at the beginning of this article that the internet provides us with instant access to a vast amount of data; however, it has created security vulnerabilities. The following table is a visual representation of some computer security elements you should consider when implementing a computer security program.

In conclusion, you should remember that if you can see other computer systems on the internet, then users of those computer systems can see or even access your computer system as well. An effective computer security program is designed around the concept of identifying computer vulnerabilities and providing computer system users with guidance on how to eliminate, or at least reduce, these vulnerabilities.

About the Author

Timothy Reardon is an assistant professor at DISAM and has served on the DISAM faculty for ten years. He is the functional manager for the DISAM network and is the organization's computer security officer. Timothy has designed and installed local area networks for several security assistance field activities and has over seventeen years of computer networking experience. Timothy graduated from Park college with a B.S. in management. He is also an adjunct faculty member of Miami Jacobs College. You may contact Tim at DSN 785-8524, or (937)-255-8524, or by e-mail timothy.reardon@disam.dsca.osd.mil.

DISAM Outreach Program

By

Gary Geilenfeldt
Defense Institute of Security Assistance Management

New Offering

DISAM has a new offering. It is the DISAM Security Cooperation Outreach Program

Purpose

The purpose of the DISAM Security Cooperation Outreach Program is to provide current and updated information in the area of security cooperation to DoD activities involved in international programs.

DISAM has been designated as the repository for security assistance best practices and as such is directed to facilitate the sharing of information. To make security cooperation members aware of current trends that will affect our community, DISAM has created an outreach program. We will provide updates on current issues and demonstrate where to find information to train security cooperation personnel. Some examples of topics provided below.

- Current legislation
- Role of DSCA
- Security cooperation IPTs
- Professional development issues
- DSAMS and case execution system update
- E-commerce and its impact on FMS
- SAMM rewrite
- FMR rewrite
- Information available on-line
  - Deskbook
  - WebPages
  - Other
- DoD 5000 rewrite
- Open forum-questions-feedback
- Partnering with DISAM
  - DISAM *Journal*
  - DISAM classes
- Open issues

Format

A not-to-exceed four hour individualized and flexible presentation given to any requesting organization involved in international programs, tailored to their specific activities. If desired, it

can be given once in the morning and once in the afternoon to any audience which the requesting organization feels will benefit.

Goals

One of the goals is to assist in the maintenance of a well informed security cooperation workforce. The second goal establishes an effective working relationship, with minimal disruption to the requesting activity by individualizing information whenever and wherever possible to best meet the needs of the requesting activity.

Procedure

If interested in the DISAM Outreach Program, contact DISAM, attention Director of Management Studies to request this offering, giving multiple dates and times for scheduling purposes, e-mail: virginia.caudill@disam.dsca.osd.mil. Note any issues of particular concern to your organization to help in selecting the most relevant topics. Provide a room/facility large enough to accommodate the numbers anticipated, with Power Point capability, and internet access if possible. DSN 785-5850, COM 937-255-5850, e-mail gary.geilenfeldt@disam.dsca.osd.mil

Cost

DISAM will fund. The organization needs only to allow its personnel time to attend the presentation.

Size

The Outreach Program must have at least thirty participants, but will accept as many participants as your space can handle. (The Outreach Program is not intended as a basic introductory course. The participants should already have some background and knowledge of security cooperation programs.)

How Often

The Outreach Program will be offered once a year; every other year is most realistic.

Benefits

The outreach program is designed to share information and promote feedback from the field so that those practices that are actually being used can be incorporated into effective instruction. By consulting with personnel who confront difficulties everyday, we can surface good ideas that can potentially solve FMS problems throughout our community. It is the purpose of the DISAM visit to collect information on current problems and approaches in order to enhance classroom presentations. If the outreach program can encourage solutions to current problems through a multi-faceted approach, it will be worth the effort.

About the Author

Gary G. Geilenfeldt is an associate professor and has been at DISAM since August 1988. He holds a B.S. degree in business administration and a Masters degree in business education from Mankato State University. He is a retired Navy Supply Corps officer and a former enlisted man in the U. S. Marine Corps.

DISAM SAM-CR Development Effort Awarded

By

Gregory W. Sutton
Defense Institute of Security Assistance Management

The American Society of Military Comptrollers, Aviation Chapter, has recognized the "FMS Case Reconciliation and Closure Course Development Team" for "outstanding contributions to the financial management community during FY2000." The citation, which accompanied the "Team Achievement Award," is summarized below and speaks highly of this cooperative effort and all those involved. Sadly, only twenty team members could be cited by name, but the Defense Institute of Security Assistance Management (DISAM) wishes to offer congratulations to the dozens of MILDEP, and DoD Agency personnel who worked tirelessly to make this effort a success. DISAM also wishes to acknowledge the efforts of Lieutenant Colonel Tim Edem, Air Force Institute of Technology, for his assistance in developing and processing the nomination documents.

In an extraordinary effort, the Defense Institute of Security Assistance Management (DISAM) put together a cross-service, interagency team of financial professionals to develop a course that addresses the need for financial reconciliation of foreign military sales (FMS) cases in record time. This effort is worthy of recognition because of the involvement of not only all military services (USAF, USN, USA, USMC), but also several other government agencies.

Over the years, increasing attention from the military departments and DFAS, not to mention the State Department and the foreign purchasers, has been focused on the impact of untimely FMS case financial reconciliation and case closure. Each military service has unique computer databases that must be reconciled internally. Information that is passed to DFAS then must be reconciled with the DFAS-managed FMS trust fund. Since FMS cases involve not only procurement items, but also logistics support and personnel services, there are many reporting requirements from several different offices. In addition, careful attention must also be paid to the unique control processes and surcharges involved when dealing with non-appropriated security assistance funds. The costs in terms of personnel resources, unnecessary cash commitments, and unmatched disbursements have been significant. Case closure inhibitors are well documented, and a key one was the lack of training for financial personnel.

DISAM convened an initial planning meeting in July 1999 to develop strategy, methodology, schedule, and the roles and responsibilities of all participants. A training effort of this magnitude was significant in that it required a cooperative team from the military departments, the Defense Finance and Accounting Service Denver Center and field sites at Wright-Patterson AFB and St. Louis, Defense Security Cooperation Agency comptroller, a DoD contractor in support of the USAF, as well as several members of the DISAM faculty and management. Due to the unique nature of each department's data systems used to track and monitor FMS case performance from development through closure, it was determined that the majority of course hours be conducted in service unique seminars utilizing a hands-on instructional methodology.

DISAM provided overall course objectives, developmental direction and assistance to the service seminar leaders, and completely developed the introductory blocks of the course (i.e. introduction, FMS process and financial overviews, data automation overview/update). DFAS-AW/DE developed a block of instruction on case closure from their perspective. The services and implementing agencies developed objectives and training materials for each seminar, with DISAM assistance as desired. The result of this intense, multi-agency effort was the creation of

a four and one-half day course in the requirements, methodologies, and tools for successful financial reconciliation and closure of FMS cases.

Foreign military sales administrative account funds were used for course development, primarily for the meetings and conferences. DISAM provides the funds for student travel/per diem for attendance at two annual SAM-CR courses in residence at WPAFB. DISAM also provides the funds for instructors and guest speakers only for one SAM-CR on-site course for each service per year. SAF/IA provides the funds for their contractor's effort.

To date, three resident course offerings have been completed (April 2000, July 2000, April 2001), and eight on-site classes have been conducted. A total of 432 students attended the classes in 2000 and 2001. A copy of the current SAM-CR course description is available on the DISAM web site (disam.osd.mil).

Feedback is solicited to improve or modify the curriculum in two fashions: end of course student surveys/critiques, and subjective evaluation by the DISAM instructors, service seminar leaders, and DSCA and DFAS personnel. Students overwhelmingly note significant improvement in their own skills, abilities, and knowledge of tools for reconciliation and closure. This was even more pronounced in later offerings where students were less experienced. Perceptions of 200-300 percent improvement were not uncommon. On average, student evaluations of all blocks of instruction are exceptionally high.

Informal feedback from affected DoD agencies has been exceptionally positive in terms of productivity of course graduates. Statistically, FMS cases continue to be closed at an accelerated rate, but at this time, there is no quantifiable evidence of a correlation with attendance at this course. An indication of the effectiveness of the class is that the requests for additional classes have exceeded the instructor availability, and a waiting list has been created.

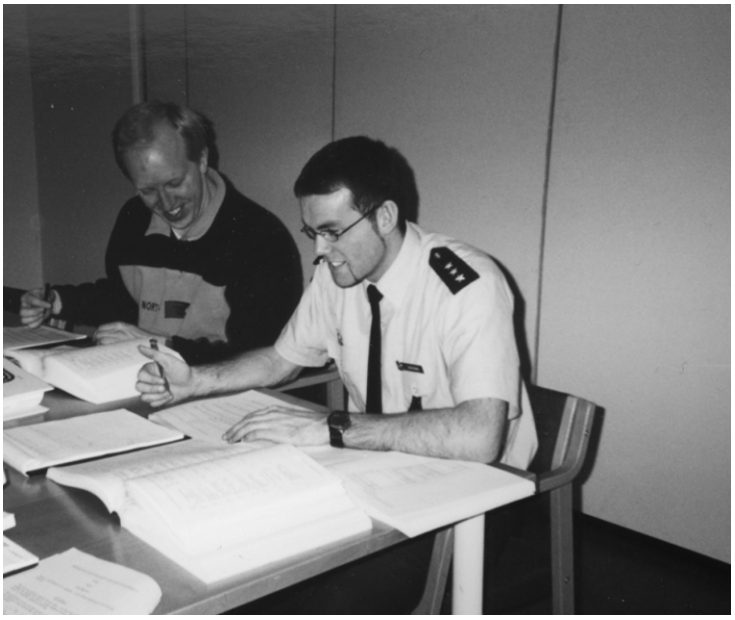
This course is an excellent example of across agency teamwork to meet an educational objective in the furtherance of military financial management and comptrollership.

DISAM Returns to Norway

Over the years, various DISAM mobile education teams have gone to Norway. In the past, the courses have been held at the Royal Norwegian Air Force School of Logistics at Stavern, a small summer resort town on the Oslo fjord. Renowned as the spot in Norway that has the most sunny days, Stavern is always a quaint site for an MET. However, the DISAM MET found out that Norwegian summer resorts in February are not well-populated places. Nonetheless, the enthusiasm of the team of Craig Brandt, Chris Parsons, CDR Pat Hawkins, and LTC Mark Bourgeois was only slightly chilled by the zero degrees Fahrenheit on the first day of class. The warm reception by the school and by our host, Captain Tore Christensen, quickly prepared us for teaching a Foreign Purchaser's Course (SAM-F) as well as a Foreign Purchaser's Executive Course (SAM-FE).

Lieutenant Colonel Mark Bourgeois presents Captain Tore Christensen, the host for the DISAM team during its visit, with a memento of the occasion.

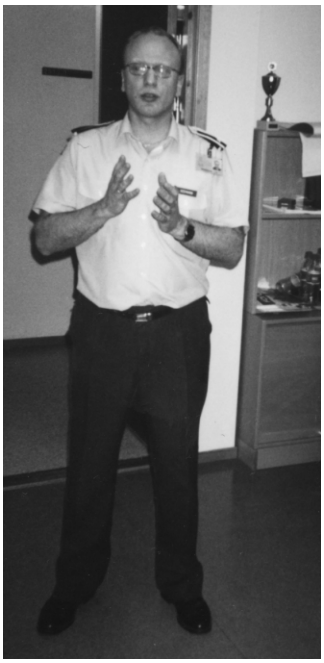
During the period 5-15 February 2001, DISAM taught the two week SAM-F and the one-week SAM-FE to students primarily representing the RnoAF Air Materiel Command. Other students came from the Norwegian General Auditing Office, Royal Norwegian Air Force Staff, the Chief of Defense Joint Staff, and the Norwegian Embassy, Washington, DC.



Lars Christian Horne and Captain Lars Ole Hageskal discuss the computation of the transportation charge on the LOA.

The base at Stavern was originally a shipyard dating from the mid-eighteenth century. Over the years it has also served as a training command for the Army as well as the Air Force. Because of its historical importance in the area, the base commander, Colonel Arne Hill-Jensen, treated the

DISAM team to a tour of the installation. The team visited the original buildings which are still in use as well as the museums which portray the history of the base.



Major Jan Seeman, chief of instructor personnel at the Royal Norwegian School of Logistics, offered remarks at the closing of the foreign purchaser's course.

Olga Ragnild and Yngvar Holm of the RnoAF Materiel Command complete the logistics exercise.

To close out our two weeks, Major Jan Seen, Chief of Instructor Personnel at the Logistics School, offered his remarks at graduation, congratulating the students on their accomplishments. During the closing ceremonies, the students were awarded their graduation certificates and the DISAM badge. A delicious example of local baking topped off the ceremony.

Captain Christensen and the entire administrative staff of the Logistics School went out of their way to insure that the DISAM team was well cared for during our visit. In the preparations before the course, the training manager of ODC Oslo, Karin Aarkvisla, worked with DISAM and the Logistics School to iron out all of the difficulties in presenting the class.

The day of graduation was a historic one in Stavern. We were saddened to learn that the Norwegian government had announced the decision to close the base as part of the overall defense downsizing. While this team may be the last from DISAM to enjoy the delights of Stavern, we are confident that our relationship with the Norwegian forces will continue in the future.

SECURITY ASSISTANCE COMMUNITY

Training Tuition Pricing Categories

Defense Security Cooperation Agency Training Tuition Pricing Categories. [The following is a reprint of SECDEF Washington DC//DSCA.]

1. The following countries have been approved for IMET funds for FY2001 and are eligible for IMET incremental pricing for training unless specific remarks apply and/or other correspondence prevents execution.

Sub-Sahara Africa:

Angola - See paragraph 5
Cameroon
Chad
Eritrea - See paragraph 5
Ghana
Senegal
South Africa
Togo - See paragraph 5
Uganda - See paragraph 5
Zambia
Benin
Cape Verde
Congo (Brazzaville)
Ethiopia - See paragraph 5
Rwanda - See paragraph 5
Seychelles
Swaziland
Uganda - See paragraph 5
Botswana
Central African Republic
Djibouti
Gabon
São Tome
Sierra Leone
Tanzania
Zambia

East Asia & Pacific:

Indonesia - See paragraph 5
Mongolia
Samoa
Tonga
Laos
Papua New guinea
Solomon Islands
Vanuatu
Malaysia
Philippines
Thailand
Vietnam

Europe:

Albania
Croatia
Greece
Lithuania
Poland
Slovakia
Bosnia and Herzegovina
Czech Republic
Hungary
Macedonia
Portugal
Slovenia
Bulgaria
Estonia
Latvia
Malta
Romania
Turkey

Near East Asia:

Algeria
Jordan
Oman
Bahrain
Lebanon
Tunisia
Egypt
Morocco
Yemen

Independent States of the Former Soviet Union:

Georgia	Kazakhstan	Kyrgyzstan
Moldova	Russian Federation	Turkmenistan
Ukraine	Uzbekistan	

South Asia:

Bangladesh	India - See paragraph 5	Maldives
Nepal	Sri Lanka	

Western Hemisphere:

Argentina	Bahamas	Belize
Bolivia	Brazil	Chile
Colombia	Costa Rica	Dominican Republic
Eastern Caribbean	Ecuador	El Salvador
Guatemala - See paragraph 5	Guyana	Honduras
Jamaica	Mexico	Nicargua
Panama	Paraguay	Peru
Suriname	Trinidad and Tobago	Uruguay
Venezuela		

South East Europe Initiative:

Albania	Bosnia	Bulgaria
Croatia	Macedonia	Romania
Slovakia	Slovenia	

2. If a country currently receiving IMET funding decides to purchase additional training under a foreign military financing (FMF) wholly funded case, that country will be charged the FMS incremental price, less military pay and entitlements. If a country currently receiving IMET funding decides to purchase additional training using its national funds, it will be charged the FMS incremental price.

3. The following countries under the North Atlantic Treaty Organization (NATO) standardization agreement 6002 ratified by the U.S. government are eligible for FMS NATO pricing:

Beligium
Canada
Czech Republic - Also eligible for incremental pricing
Denmark
France
Germany
Greece - Also eligible for incremental pricing
Hungary - Also eligible for incremental pricing
Italy
Luxembourg
Netherlands
Norway
Portugal - Also eligible for incremental pricing

Spain - Also eligible for incremental pricing
Turkey - Also eligible for incremental pricing
United Kingdom

4. Major non-NATO allies that have reciprocal financial agreements for training and are eligible for FMS NATO pricing:

Australia
Egypt
Israel
Japan
New Zealand

If a country with a reciprocal financial agreement for training purchases additional training under a FMF wholly funded case, that country will be charged the NATO price less military pay and entitlements.

5. High income foreign allies eligible for FMS incremental pricing:

Australia
Finland
Singapore
Spain
Korea

6. The following countries are currently subject to various restrictions, congressional holds, congressional notification requirements, Brooke/620Z sanctions, or other problems that preclude execution of IMET or FMS programs:

Afghanistan	Angola	Belarus
Cambodia	Comoros	Côte d'Ivoire
Democratic Republic of the Congo (Formerly Zaire)	Ecuador - FMS suspended	Equatorial Guinea
Eritrea	Ethiopia	Fiji
Gambia	Guatemala - FMS suspended	Guinea-Bissau
India - IMET can be executed		
Indonesia - IMET and FMS sales prohibited (P.L. 106-113)		
Iran	Liberia	Mauritania
Myanmar (Formerly Burma)	Pakistan	Rwanda
Somalia	Sudan	Togo
Uganda	Zimbabwe	

6. Countries not listed in paragraphs 1 through 4 that purchase training under FMS must purchase training on a full FMS price basis.

7. Training obtained by countries through FMS will be priced in accordance with chapter 7, Volume 15 of the DoD Financial Management Regulation, DoD 700.14R.

8. Questions on specific country eligibility for IMET and/or FMS training should be directed to the corresponding DSCA country program directors. Questions related to training financial issues should be directed to DSCA - COMPT/FM, DSN 329-3744. Any changes to this message will be provided as necessary by separate message. The DSCA point of contact is Ms. Vanessa Glascoe, DSCA-COMPT/FM.

SECURITY ASSISTANCE CALENDAR

9-12 Jul	NAVAIR International Logistics Conference, Virginia Beach VA
20-24 Aug	Navy IMSO Conference, Fredericksburg VA
27-30 Aug	SOLE International Logistics Symposium, Philadelphia PA
12-13 Sep	DLA 2001 Expo, Orlando, FL (Contact Linda Kimberlin at DSN 427-7515.)
26-27 Sep	Security Cooperation 2001 Conference
29 Oct-2 Nov	USSOUTHCOM SA/DCS Conference, Miami FL

POINTS OF CONTACT

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3500 Defense Pentagon,
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OFFICE OF USD (COMPTROLLER)

OUSD (Comptroller)
Room 3E822, 1100 Defense Pentagon
Washington DC 20301-1100

DSN: 227-6142
Commercial: (703) 695-6142
Data Fax: (703) 697-7538
Web Site: http://www.dtic.mil/comptroller

DEFENSE SECURITY COOPERATION AGENCY (DSCA)

Director (DSCA)
Defense Security Cooperation Agency
ATTN: (Directorate Division)
2800 The Pentagon
c/o USDP Mailroom 4B687
Washington DC 20301-2800

Commercial: (703) 604-6604
DSN for: 601 is 329, 602 is 332, 604 is 664

(Unsecure) ERASA;s Fax: 604-6539 or 4-0547
(Unsecure) MEAN's Fax: 604-0541 or 4-6543
(Unsecure) COMPT's Fax: 604-6538 or 4-6536
(Unsecure) GC's Fax: 604-6547 or 4-6539
(Unsecure) LPA's Fax: 604-6542
http://www.dsca.osd.mil

OFFICE OF THE DIRECTOR (DSCA) 604-6606

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EUROPE, RUSSIA, AMERICAS, & SUB-SAHARAN, AFRICA (ERASA) DIRECTORATE	604-6595
EUROPE/RUSSIA DIVISION (ERASA)	604-6644
AMERICAS/SUB SAHARAN AFRICA DIVISION (ERASA)	604-6639
WEAPONS DIVISION	604-0243
FOREIGN MILITARY FINANCING CONTRACT REVIEW (FMFCR)	604-6630
PROGRAM MANAGEMENT DIVISION (PMD)	604-6638
MIDDLE EAST ASIA, NORTH AFRICA (MEAN) - DIRECTORATE	604-6640
MIDDLE EAST, SOUTH ASIA, NORTH AFRICA - REGION (MEAN)	604-6632
ASIA-PACIFIC REGION (MEAN)	604-6615
OFFICE OF THE COMPTROLLER	604-6556
DIRECTORATE FOR INFORMATION TECHNOLOGY AND DSAMS PROGRAM MANAGEMENT OFFICE (PMO)	601-3766
HUMANITARIAN ASSISTANCE AND DEMINING	601-3660

DEFENSE INSTITUTE OF SECURITY ASSISTANCE MANAGEMENT (DISAM)

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Library Commercial: (937) 255-5567
Library Fax: (937) 255-8258
Directorate of Research Commercial: (937) 255-3196
Directorate of Research Data Fax: (937) 656-4685
Web Site: http://disam.osd.mil

DEFENSE INSTITUTE OF INFORMATION LEGAL STUDIES

Defense Institute of Information Legal Studies
360 Elliot Street
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DSN: 948-1524
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DEFENSE FINANCE AND ACCOUNTING SERVICE (DFAS)

Defense Finance and Accounting Service
DFAS-HQ/ASP
1931 Jefferson Davis Highway
Room 421
Arlington VA 22240-5291

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Defense Finance and Accounting Service-Cleveland Center
1240 East 9th Street
Anthony J. CelebrezzeFederal Bldg
Cleveland OH 44199-2055

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Defense Finance and Accounting Service-Columbus Center
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Columbus OH 43218-2317

DSN: 869-7716
Commercial: (614) 693-7716
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Defense Finance and Accounting Service-Kansas City Center
1500 East Bannister Road
Security Manager, DFAS-KC/CO
Kansas City MO 64197-0001

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Commercial: (303) 676-7383
Data Fax: (DSN) 926-7369
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Defense Logistics Information Service
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74 Washington Avenue North, Suite 7
Battle Creek MI 49017-3084

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DEFENSE LOGISTICS INFORMATION SERVICE

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ATTN: DLIS-KI
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DEFENSE REUTILIZATION AND MARKETING SERVICE (DRMS)

Defense Reutilization and Marketing Service
74 Washington Avenue North
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Battle Creek MI 49016-3412

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DEFENSE LANGUAGE INSTITUTE ENGLISH LANGUAGE CENTER (DLIELC)

Commandant
Defense Language Institute
English Language Center
2235 Andrews Avenue
Lackland AFB TX 78236-5259

DSN: 473-3540
Commercial: (210) 671-3540
Data Fax: DSN 473-2890

NATIONAL IMAGERY AND MAPPING AGENCY (NIMA)

National Imagery and Mapping Agency (NIMA)
4600 Sangamore Rd
Bethesda MD 20816-5003

Commercial: (301) 227-2029
Web Site: http://l64.214.2.59/nimahome.html

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UNIFIED COMMANDS

USEUCOM PENTAGON LIAISON OFFICE

USEUCOM Pentagon Liaison Office
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Washington DC 20318-0520

Commercial: (703) 693-4580
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UNITED STATES EUROPEAN COMMAND (USEUCOM)

HQ USEUCOM/(ECJ4-ID)
Unit 30400 Box 1000
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430-7455/8445
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Data Fax: DSN 430-7225

SA Middle East Africa Division (ECJS-M)
Commercial: 49-711-680-7142/7242
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UNITED STATES ATLANTIC COMMAND (USACOM)

U.S. Atlantic Command
Headquarters of the Commander in Chief
Attn: JS 5
1562 Mitscher Avenue, Suite 200
Norfolk VA 23551-2488

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UNITED STATES PACIFIC COMMAND (USPACOM or HO USCINCPAC)

HQ USCINCPAC
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Camp H. M. Smith HI 96861

DSN: (315) 477-7654
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UNITED STATES SOUTHERN COMMAND (USSOUTHCOM)

USSOUTHCOM
Attn: SCJX-XX
3511 NW 91st Avenue
Miami FL 33172-1217

DSN: (Voice Code 312) (503) 567-1853
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UNITED STATES CENTRAL COMMAND (USCENTCOM)

Headquarters, U.S. Central Command
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UNITED STATES NAVAL FORCES CENTRAL COMMAND (USNAVCENT)

Deputy Commander
USNAVCENT
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SIPIR NET: flynnb@cusnctam.navy.smil.mil
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UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

USSOCOM/SOLA-M
Plans Division
7701 Tampa Point Boulevard
MacDill AFB FL 33621-5323

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OFFICE OF THE DEPUTY UNDER SECRETARY OF THE ARMY FOR INTERNATIONAL AFFAIRS

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102 Army Pentagon
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Web Site: http://www.army.mil

Assistant Deputy Undersecretary of the Army for International Affairs (Security Cooperation)
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Web Site: http://www.anny.mil

UNITED STATES ARMY SECURITY ASSISTANCE COMMAND (USASAC)

Commander
U.S. Army Security Assistance Command
5001 Eisenhower Avenue
Alexandria VA 22333-0001

DSN: 767-8380
Commercial: (703) 617-8380
Data Fax: (703) 617-3640
Web Site: http://www.amc.army.mil/amc/sac/index.html

Operations and Logistics Directorate (AMSAC-OL)
54 M Avenue, Suite 1
New Cumberland PA 17070-5096

Commercial: (703) 617-8383
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Data Fax Commercial: (717) 770-6800

SECURITY ASSISTANCE TRAINING FIELD ACTIVITY (SATFA-TRADOC)

Director
SATFA-TRADOC
Attn: ATFA-XX
Ft. Monroe VA 23651-5267

DSN: 680-3800
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Web Site: http://www-satfa.monroe.army.mil

TRADOC-SATFA WASHINGTON LIAISON OFFICE

Director TRADOC/SATFA
Attn: ATFA-WLO (Rm 5W1 1)
5001 Eisenhower Avenue
Alexandria VA 22333-0001

DSN: 767:5965
Commercial: (703) 617-6044
Data Fax Unclassified: (703) 617-3331

ARMY FREIGHT FORWARDER ASSISTANCE

Deputy for Operations
U.S. Army Security Assistance Command
Attn: AMSAC-OL
3rd Street and M Avenue, Bldg 54
New Cumberland PA 17070-5096

Commercial: (717) 770-6843
DSN: 977-6843

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UNITED STATES ARMY SECURITY ASSISTANCE TRAINING MANAGEMENT ORGANIZATION (USASATMO)

Commander SATMO
Attn: AOJK-SA
Building D-2815, Ardennes Street
Ft. Bragg NC 28307-5000

DSN: 239-9108
Commercial: (910) 432-9108
Data Fax Unclassified: (910) 432-3695

UNITED STATES ARMY WESTERN HEMISPHERE INSTITUTE FOR SECURITY COOPERATION (WHINSEC)

Western Hemisphere Institute for Security Cooperation (WHINSEC)
7011 Morrison Av., Ridgway Hall, Room 352
Ft Benning GA 31905-2611

DSN: 835-1631/1722
Data Fax: DSN 835-6964
Web Site: www.benning.army.mil/whis.c/index.htm

UNITED STATES ARMY SIMULATION, TRAINING & INSTRUMENTATION COMMAND (STRICOM)

Commander
U.S. Army Simulation, Training and Instrumentation Command
Attn: AMSTI-CA
12350 Research Parkway
Orlando FL 32826-3276

DSN: 970-5104
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Web Site: http://www.stricom.army.mil/

UNITED STATES ARMY AVIATION AND MISSILE COMMAND (AMCOM)

Commander
U.S. Army Aviation and Missile Command
Attn: AMSAM-SA
Redstone Arsenal AL 35898-5000

DSN: 897-6908
Commercial: (256) 313-6908
Data Fax: (256) 313-6624
Web Site: http://www.redstone.army.mil/

UNITED STATES ARMY TANK-AUTOMOTIVE AND ARMAMENTS COMMAND (TACOM)

Commander
U.S. Army Tank-Automotive and Armaments Command
Attn: AMSTA-(CM-T)
Warren MI 48397-5000

DSN: 786-6585
Commercial: (810) 574-6585
Data Fax: (810) 574-7874
Web Site: http://www.tacom.army.mil

UNITED STATES ARMY TANK-AUTOMATIVE AND ARMAMENT COMMAND ROCK ISLAND (TACOM-RI)

Commander
U.S. Army Tank-Automative and Armament Command
Attn: AMSTA
Rock Island IL 61299-7630

Commercial (309) 782-
DSN: 793-0927
Data Fax: (309) 782-2896/7201
E-Mail: amsta-lc.to@ria.army.mil

UNITED STATES ARMY OPERATIONS SUPPORT COMMAND ROCK ISLAND

Commander
United States Army Operations Support Command - Rock Island
ATTN: AMSTA
Rock Island IL 61299-6000

DSN: 793-3372-8576
Commercial: (309) 782-3372/8576
Data Fax: (309) 782-2250/2743
Web Site: http://www.-acala1.ria.army.mil

UNITED STATES ARMY MEDICAL MATERIEL AGENCY (USAMMA-ILO)

U.S. Army Medical Materiel Agency
Attn: MCMR-MMS-I
1423 Sultan Dr., Suite 100
Ft. Detrick MD 21782

DSN: 343-2058
Commercial: (301) 619-2058

OFFICE OF THE SURGEON GENERAL (DASG)

Office of the Surgeon General
International Medical Program Manager
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5109 Leesburg Pike
Falls Church VA 22041

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UNITED STATES DEPARTMENT OF THE NAVY http://www.navy.mil

NAVY AND MARINE CORPS FREIGHT FORWARDER ASSISTANCE

Naval Inventory Control Point (NAVICP)
Attn: Code P753111
700 Robbins Avenue (Bldg. 4B)
Philadelphia PA 19111-5090

Commercial: (215) 697-5002
DSN: 442-5002
FAX:(215) 697-0766

Message: TWX-NAVICP PHILADELPHIA PA//P75311//

NAVY INTERNATIONAL PROGRAMS OFFICE (NAVY IPO)

Navy International Programs Office
Nebraska Avenue Complex
4255 Mount Vernon Drive Suite 17100
Washington DC 20393-5445

Commercial: (202) 764-2800
DSN: 764-2800
Data Fax (Unclassified): (202) 764-2835

DEPARTMENT OF THE NAVY, OFFICE OF THE ASSISTANT SECRETARY OF THE NAVY (FINANCIAL MANAGEMENT AND COMPTROLLER)

Department of the Navy
Office of the Assistant Secretary of the Navy
(Financial Management and Comptroller)
1000 Navy Pentagon
Washington DC 20350-1000

Operations Division (FMB-1)
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FMB E-Mail: FMBcode@NHBS.SECNAV.NAVY.MIL

Financial Management Policy and Systems Division (FMO-1)
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Data Fax: (202) 685-6760

Financial Management Division (FMO-2)
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Commercial: (202) 685-6718
Data Fax: (202 685-6700

Management Accountability and Control Division (FMO-3)
DSN: 325-6742
Commercial: (202) 685-6742
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NAVY JUDGE ADVOCATE GENERAL (NAVY JAG)

Office of the Judge Advocate General of the Navy (Code 10)
Head, International Programs Branch
2000 Navy Pentagon (Room 2D343)
Washington DC 20350-2000
DSN: 227-9161
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Data Fax: (703) 695-8073

COMMANDER, NAVALAIR SYSTEMS COMMAND (COMNAVAIRSYSCOM)

International Programs Department (AIR-1.4)
Building 2272, Suite 355
Naval Air Systems Command Headquarters
47123 Buse Road, Unit IPT
Patuxent River MD 20670-1547
DSN: 757-6685
Commercial: (301) 757-6685
Data Fax: (301) 757-6684
Web Site: http://www.navair.navy.mil

COMMANDER, SPACE AND NAVAL WARFARE SYSTEMS COMMAND (COMSPAWARSYSCOM)

Commander
Space and Naval Warfare Systems Command
FMS Program Office - Code 054-1
4301 Pacific Highway
San Diego CA 92110-3127
DSN: 524-7322
Commercial: (619) 524-7322
Data Fax: DSN: 524-7224

COMMANDER, NAVAL SEA SYSTEMS COMMAND (COMNAVSEASYSCOM)

Naval Sea Systems Command
Security Assistance Program Office (PMS 380 & 333)
2531 National Center, Building 3
Washington DC 20363-5160
DSN: 332-1537
Commercial: (703) 602-1537
Data Fax: (703) 602-9133
Web Site: http://www.navsea.navy.mil/

COMMANDER, NAVAL FACILITIES ENGINEERING COMMAND (COMNAVFACENGCOM)

Command Officer
Naval Facilities Engineering Service Center
Waterfront Structures Division, Code ESC62
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Port Hueneme CA 93043-4370

Commercial: (805) 982-1180
DSN: 551-1180
Data Fax: (805) 982-3491

COMMANDER NAVAL SUPPLY SYSTEMS COMMAND (COMNAVSUPSYSCOM)

Deputy Commander
Security Assistance (SUP07)
Naval Supply Systems Command
700 Robbins Avenue
Philadelphia PA 19111-5098

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Commercial: (215) 3535/3536
Data Fax: (215) 697-4940
Web Site: www.navsup.navy.mil

COMMANDER NAVAL INVENTORY CONTROL POINT (NAVICP)

Commander
Naval Inventory Control Point (NAVICP)
700 Robbins Avenue
Philadelphia PA 19111-5098

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Commercial: (215) 697-2101
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Web Site: www.navicp.navy.mil

Commander
Naval Inventory Control Point
5450 Carlisle Pike
P.O. Box 2020
Mechanicsburg PA 17055-0788

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Commercial: (717) 605-3701
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Data Fax: DSN 922-2953/3744
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Web Site: http://www.netsafa.navy.mil

UNITED STATES ATLANTIC FLEET (CINCLANTFLT)

CINCLANTFLT
U.S. Atlantic Fleet N7
1562 Mitscher Avenue STE 250
Norfolk VA 23551-2487

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Commercial: (757) 836-3534
Data Fax: (757) 836-6794
Web Site: http://www.lantflt.navy.mil

CINCLANTFLT
Foreign Military Sales (Code 734)
1562 Mitscher Ave. Suite 250
Norfolk VA 23511-2487

DSN: 836-3534
Commercial: (757) 836-3534
Data Fax: (757) 836-0141
Data Fax DSN: 836-0141
Web Site: www.clf.navy.mil

UNITED STATES PACIFIC FLEET (CINCPACFLT)

CINCPACFLT
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250 Makalapa Drive
Pearl Harbor HI 96860-7000

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COMMANDER, NAVAL SURFACE GROUP 2

Commander, Naval Service Group 2
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P.O. Box 280003
Mayport NAS FL 32228-0003

DSN: 960-7354
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U.S. MARINE CORPS http://www.usmc.mil

PLANS POLICY AND OPERATIONS DEPARTMENT HQ. U.S. MARINE CORPS

Strategy Plans and Operations Department Hq U.S. Marine Corps
2 Navy Annex
Washington DC 20380-1775

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MARINE CORPS SYSTEMS COMMAND (MARCORSYSCOM IP)

Marine Corps Systems Command (MARCORSYSCOM IP)
2033 Barnett Avenue, Suite 315
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MARINE CORPS COMBAT DEVELOPMENT COMMAND (MCCDC)

Marine Corps Combat Development Command (MCCDC)
Command General TECOM 466 3300 Russell Road
Quantico VA 22134-5001

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U.S. DEPARTMENT OF THE AIR FORCE http://www.af.mil

AIR FORCE FREIGHT FORWARDER ASSISTANCE

Headquarters Air Force Materiel Command
Transportation - Policy Division
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Wright-Patterson Air Force Base OH 45433-5006

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FAX: (937) 257-7680

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DEPUTY UNDER SECRETARY OF THE AIR FORCE FOR INTERNATIONAL AFFAIRS (SAF/IA)

Deputy Under Secretary of the Air Force for
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1080 Air Force Pentagon
Washington DC 20330-1080

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Data Fax: (703) 425-8833
Web: www.safia.hq.af.mil

AIR FORCE SECURITY ASSISTANCE TRAINING (AFSAT) SQUADRON

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Randolph AFB TX 78150-4354

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Commercial: (210) 652-5961
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Oklahoma City Air Logistics Center/LGMRC
3001 Staff Drive STE 2AC196A
Tinker AFB OK 73145-3055

DSN: 336-3929
Commercial: (405) 736-3929
Web Site: http://www.tinker.af.mil/

Ogden Air Logistics Center/FMR-2
6009 Wardleigh Road, Building 1209
Hill AFB UT 84056-5838

DSN: 336-3920
Commercial: (801) 777-5184
Web Site: http://www.hill.af.mil/

Warner Robins Air Logistics Center/LGMRA
480 2nd Street, Suite 200
Robins AFB GA 31098-1640

DSN: 468-2502
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Data Fax: DSN: 468-1725
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CRYPTOLOGIC SYSTEMS GROUP

CPSG
Attn: Mr. Linares
230 Hall Boulevard, Suite 201
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HEADQUARTERS PACIFIC AIR FORCES (PACAF)

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25 E Street STE F-207
Hickam AFB HI 96853-5417

DSN: (Voice Code 315) 449-4941
Commercial: (808) 449-4941
Data Fax: (808) 449-4826
E-Mail: xpxp@hqpacaf.af.mil
Web Site: http://www.cidss.afmil/

Message traffic on all security assistance matters should be adressed to: HQ PACAF HICKAM AFB HI//XPXP//

HEADQUARTERS TWELFTH AIR FORCE

Headquarters Twelfth Air Force (LAIS)
2915 South Twelfth Air Force Drive, Suite 242
Davis-Monthan AFB AZ 85707-4100

DSN: 228-4712
Commercial: (520) 228-4712
Data Fax: (520) 228-7009

INTER-AMERICAN AIR FORCES ACADEMY (IAAFA)

Commandant
Inter-American Air Forces Academy
2431 Carswell Avenue
Lackland AFB TX 78236-5609

DSN: 473-4109/4507
Commercial: (210) 671-4109/4507

UNITED STATES AIR FORCES IN EUROPE (USAFE)

USAFE Programs/LGXI
International Logistics
Unit 3050 Box 105
APO AE 09094-0105

DSN: 480-6788
Data Fax: DSN 480-9768
Computer Fax: DSN 480-6937
Web Site: http://www.usafe.af.mil/direct/lg/lgx/lg/lgx.htm

U.S. DEPARTMENT OF STATE

U.S. ARMS CONTROL AND DISARMAMENT AGENCY

U.S. Arms Control and Disarmament Agency
Weapons and Technology Control Division (NP[WTC)
320 21st Street, NW, Room 4734
Washington DC 20451

Commercial: (202) 647-3496
Data Fax: (202) 736-4833
Web Site: http://www.acda.gov

ASSISTANT SECRETARY OF STATE FOR POLITICAL MILITARY AFFAIRS

Department of State
Assistant Secretary for Political Military Affairs
2201 C Street, NW
Washington DC 20520-7208

Commercial: (202) 647-9022

ASSISTANT SECRETARY OF STATE FOR AFRICAN AFFAIRS

Assistant Secretary of State for African Affairs
Department of State
Room 6234A
2201 C Street, NW
Washington DC 20520-3430

Commercial: (202) 647-4440

ASSISTANT SECRETARY OF STATE FOR INTER-AMERICAN AFFAIRS

Department of State
Assistant Secretary of State for Inter-American Affairs
Room 6263
2201 C Street NW
Washington DC 20520-6258

Commercial: (202) 647-5780
Web Site: http://www.state.gov

ASSISTANT SECRETARY OF STATE FOR EAST ASIAN AND PACIFIC AFFAIRS

Department of State
Assistant Secretary of State for East Asian and Pacific Affairs
Room 6205
2201 C Street NW
Washington DC 20520-63 10

Commercial: (202) 647-9596

ASSISTANT SECRETARY OF STATE FOR EUROPEAN AND CANADIAN AFFAIRS

Department of State
Assistant Secretary of State for European and Canadian Affairs
2201 C Street, NW
Room 6226
Washington DC 20520-6228

Commercial: (202) 647-9626

ASSISTANT SECRETARY OF STATE FOR NEAR EASTERN AFFAIRS

Department of State
Assistant Secretary of State for Near Eastern Affairs
Room 6242
2201 C Street NW
Washington DC 20520-6242

Commercial: (202) 647-7209
Data Fax: (202) 736-4462

ASSISTANT SECRETARY OF STATE FOR INTERNATIONAL NARCOTICS AND LAW ENFORCEMENT AFFAIRS

Department of State
Assistant Secretary of State for International Narcotics
and Law Enforcement Affairs
Room 7333 2201 C Street NW
Washington DC 20520-7310

Commercial: (202) 647-8464

REGIONAL SECURITY AND ARMS TRANSFER POLICY (RSAT)

Office of Regional Security
& Arms Transfer Policy (PM/RSAT)
Room 7424 Main Street
Department of State
Washington DC 20520

Commercial: (202) 647-9750
Web Site: www.state.gov.www/global/arms
Data Fax: (202) 647-9779

OFFICE OF DEFENSE TRADE CONTROLS

Office of Defense Trade Controls (PM/DTC)
Room 200 SA-6
Department of State
Washington DC 20522-0602

Commercial: (703) 875-6644
Data Fax: (703) 875-6647
Web Site: www.pmdtc.org

U.S. DEPARTMENT OF COMMERCE http:www.doe.gov

INTERNATIONAL MARKETING INFORMATION/EXPORT GUIDANCE

U.S. Department of Commerce
U.S. and Foreign Commercial Services
Deputy Assistant Secretary for International Operations
Washington DC 20230

Commercial: (202) 482-6228

DEFENSE TRADE ADVOCACY

Defense Programs Division
U.S. Department of Commerce
Office of Strategic Industries and Economic Security
14th Street and Pennsylvania Avenue, Room 3878
Washington DC 20230

Commercial: (202) 482-3695
Data Fax: (202) 482-5650
Web Site: http://www.bxa.doc.gov

U.S. DEPARTMENT OF TRANSPORTATION

COMMANDANT OF THE COAST GUARD (COMDT COGAM)

Commandant (G-CI)
U.S. Coast Guard
2100 Second Street, SW
Washington DC 20593-0001

Commercial: (202) 267-2280
(Unclassified) Data Fax: (202) 267-4588
(Secure) Data Fax: (202) 267-2167
Web Site: http://www.dot.gov/dotinfo/uscg/ Training
e-mail address: INTLTraining@comdt.uscg.mil

No direct DSN: DSN through USN switch 225-9801 or USCG 226-7103 then ask them to connect you to 267-2280.

RESEARCH AND CONSULTATION

Is there a security assistance procedure, requirement and/or program guidance which is (or has been) presenting a significant problem in accomplishing your security assistance function? If so, DISAM would like to know about it. If you have a specific question, we will try to get you an answer. If it is a suggestion in an area worthy of additional research, we will submit it for such research. If it is a problem you have already solved, we would also like to hear about it. In all of the above cases, DISAM will use your inputs to maintain a current "real world" curriculum and work with you in improving security assistance management.

Please submit pertinent questions and/or comments by completing the remainder of this sheet and returning it to:

DISAM/DR
2335 Seventh Street
Wright-Patterson AFB OH 45433-7803
or
Data Facsimile Number: DSN 986-4685 or Commercial: (937) 656-4685
or via internet: research@disam.dsca.osd.mil.

1. Question/Comment: (Continue on reverse side of this page if required.)
_____
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2. Any Pertinent References/Sources:
_____
_____

3. Contact Information:_____
Name _____
Address _____
Telephone Number _____
_____

4. Additional Background Information: _____
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