



February 20, 2008

SOLUTIONS NOT YET SOUGHT: THE HUMAN SECURITY PARADIGM

ENVIRONMENTAL SECURITY AS AN ENGAGEMENT TOOL

**Prepared For:
National Defense University and Forces Transformation
and Resources Seminar**

**“Transforming National Security:
AFRICOM- An Emerging Command”**

February 20, 2008

Presented by:

S.D. Beebe



February 20, 2008

Disclaimer:

The views expressed in this presentation are solely those of the author and do not reflect official position nor opinion of any United States Government organization.

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Discussion Topics

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BACKGROUND & METHODOLOGY

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HUMAN SECURITY PARADIGM

ENVIRONMENTAL SECURITY

LEVERAGING THE 21ST CENTURY



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Background & Methodology

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- **CHIEF OF STAFF ARMY RESEARCH PROJECT**
- **CONDUCTED OVER 80 COLLECTIVE INTERVIEWS**
- **RESOUNDING COHERENCE IN FINDINGS**



Background & Methodology

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How do Africans view security?

How does the United States view security?

Does the US strategic security paradigm adequately address African security concerns?



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Conclusion Drawn:

Although the current strategic security narrative is necessary to address traditional kinetic threats to US national security, it insufficiently captures non-traditional “creeping vulnerabilities” which fall along the strategic seams of our security institutions.

Left unchecked, these vulnerabilities become increasingly interdependent and combine over time into intractable, hydra-type threats which then defy traditional monolithic security approaches.

The answers to 21st Century security challenges must be as integrated and dynamic as the threats. These are solutions not yet sought.



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GREATEST PROBLEMS FACING AFRICA FROM THEIR PERSPECTIVE

SECURITY SECTOR REFORM

POVERTY

HEALTH

CLIMATE CHANGE/ENVIRONMENTAL SHOCK

“You Americans are always looking for terrorists and weapons of mass destruction. We have those here in Africa. Our terrorism is HIV/AIDS, malaria, and poverty. We have weapons of mass destruction, too. It is an AK-47 carried by a child. And this plays itself out daily in Africa in an unforgiving environment we cannot control.” –African Diplomat

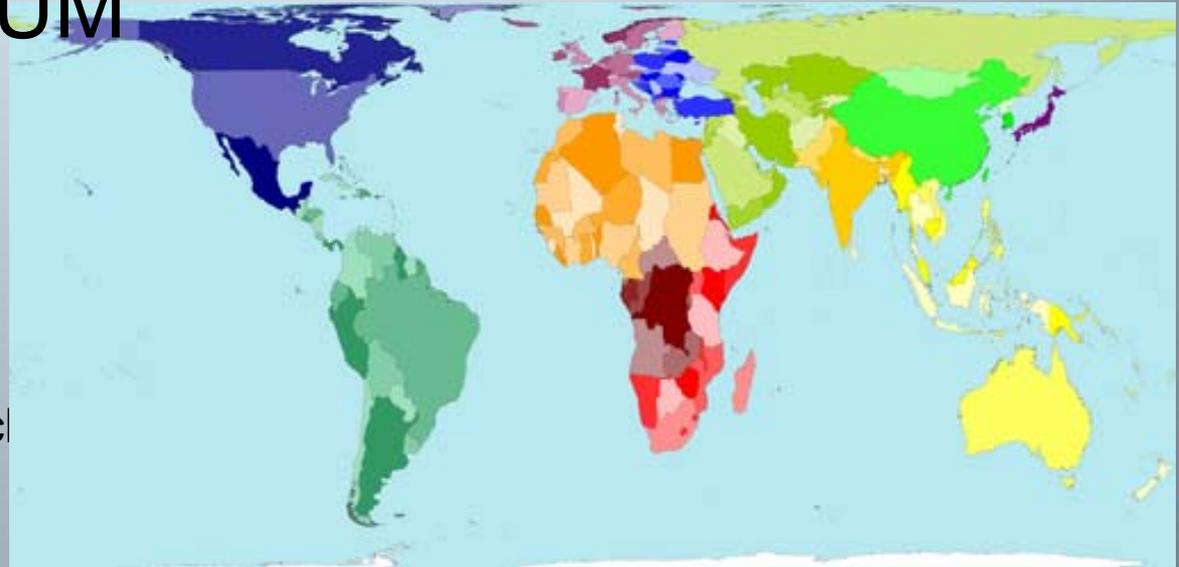


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How do WE define security?

- State Sovereignty
- Protection of territorial borders
- Protection against nuclear attack
- Protection of infrastructure
- Protection of technology
- Protection of economic system



Source: worldmapper.org

Threats from a conventional, realist paradigm are normative, linear, and quantifiable



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AFRICAN SECURITY

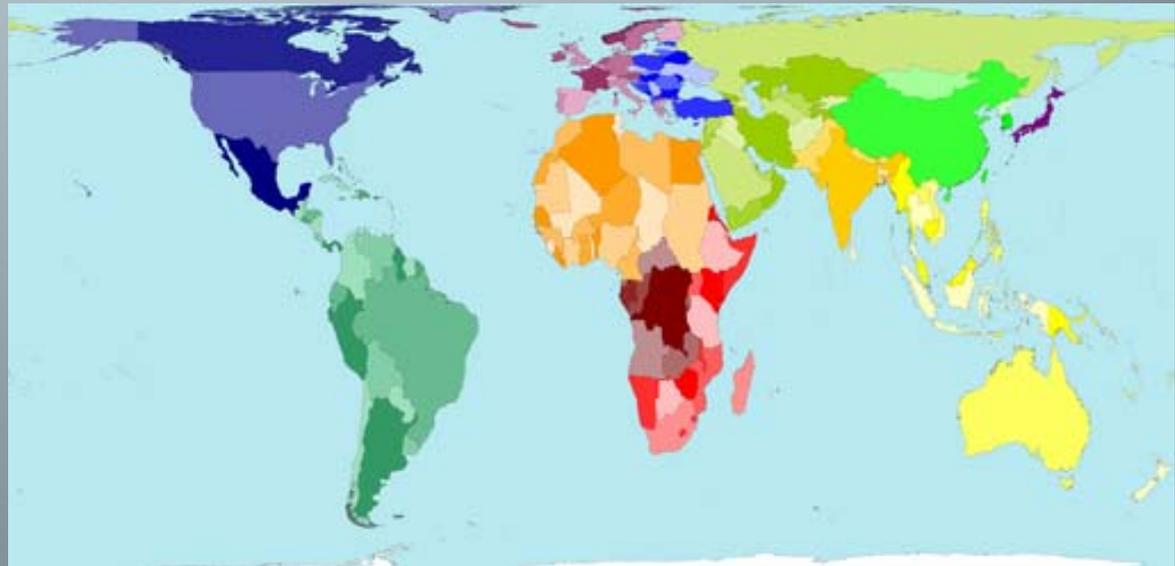
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CONUNDRUM

Systemic Changes have occurred
Politically—Bi-polar to multi-polar world
Economically—Uneven Globalization
Perceptually—Global Infosphere

Securing Systems versus Securing Survival

Impossible to plan for every feasible contingency, the international security landscape has been “untethered” and in reactive mode.

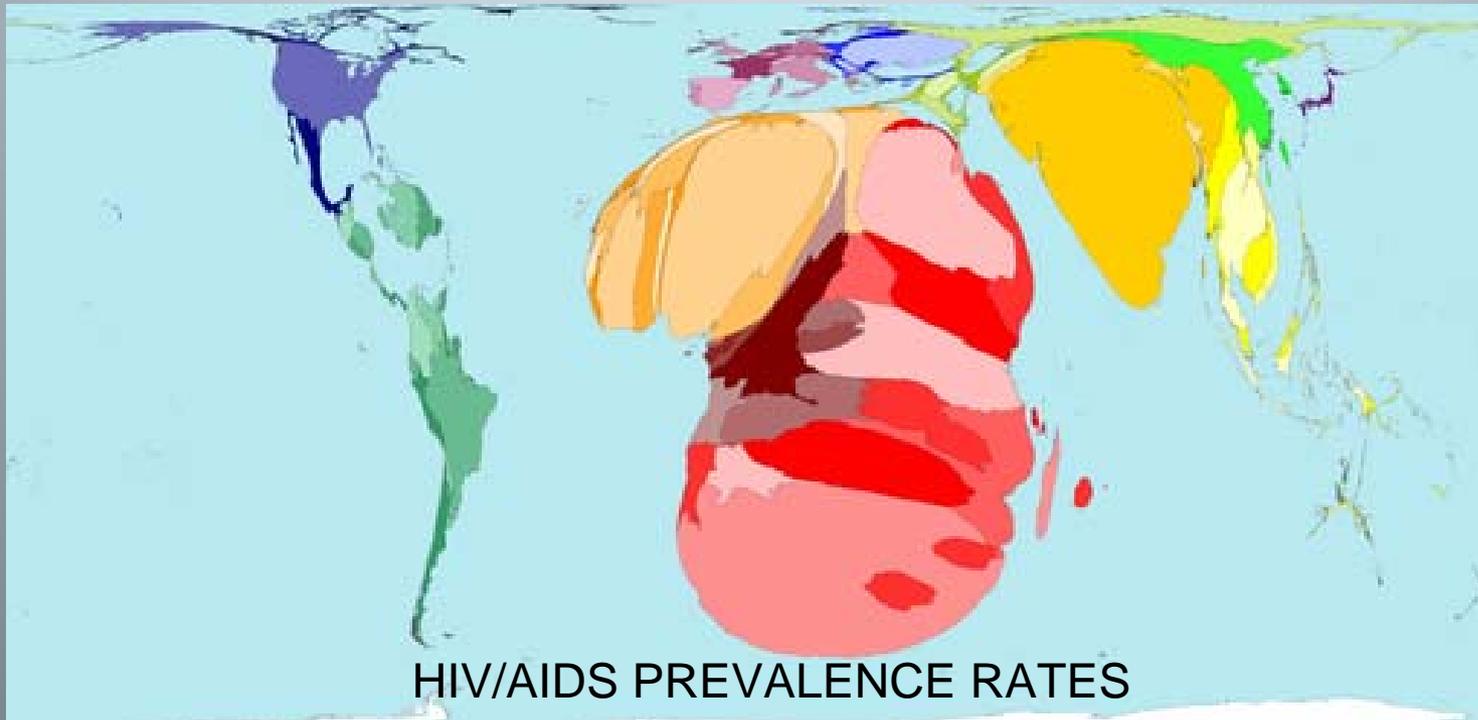


Source: worldmapper.org



OPERATIONALIZING “SECURITY” FOR AN AFRICAN CONTEXT

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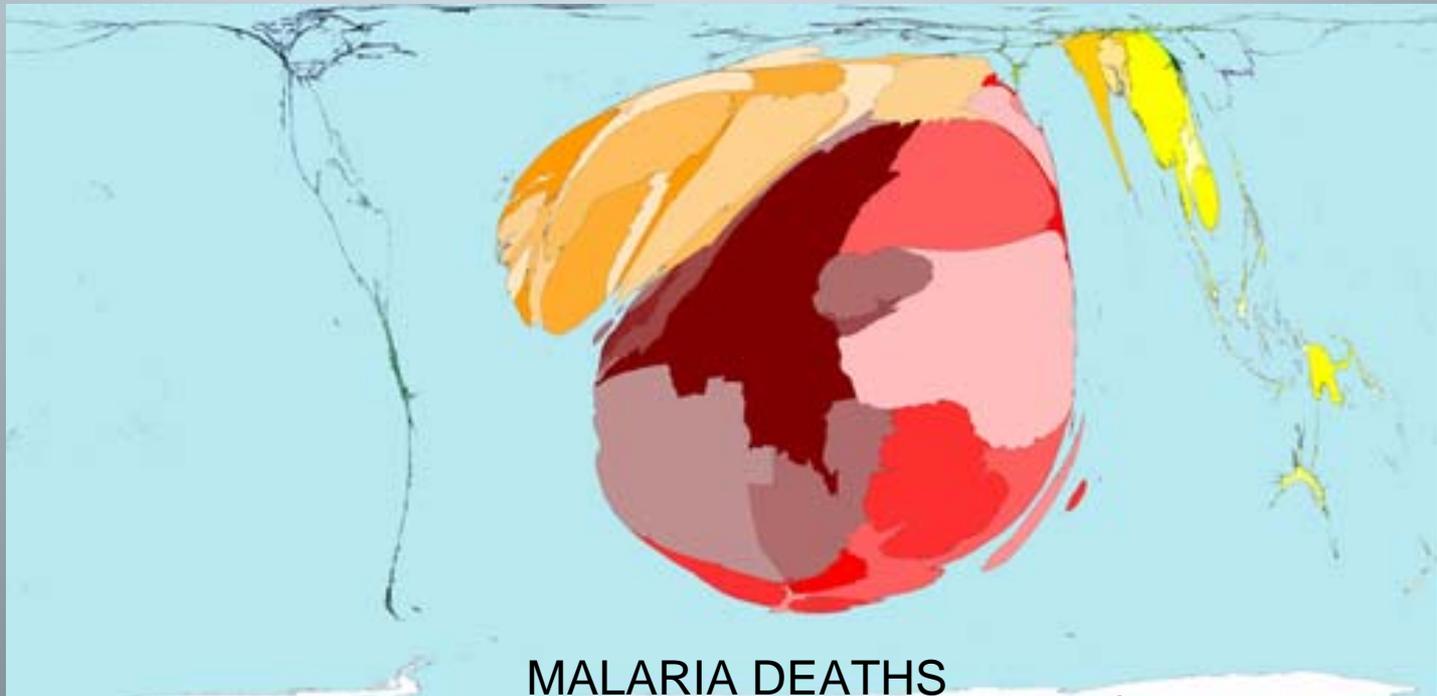
Source: worldmapper.org

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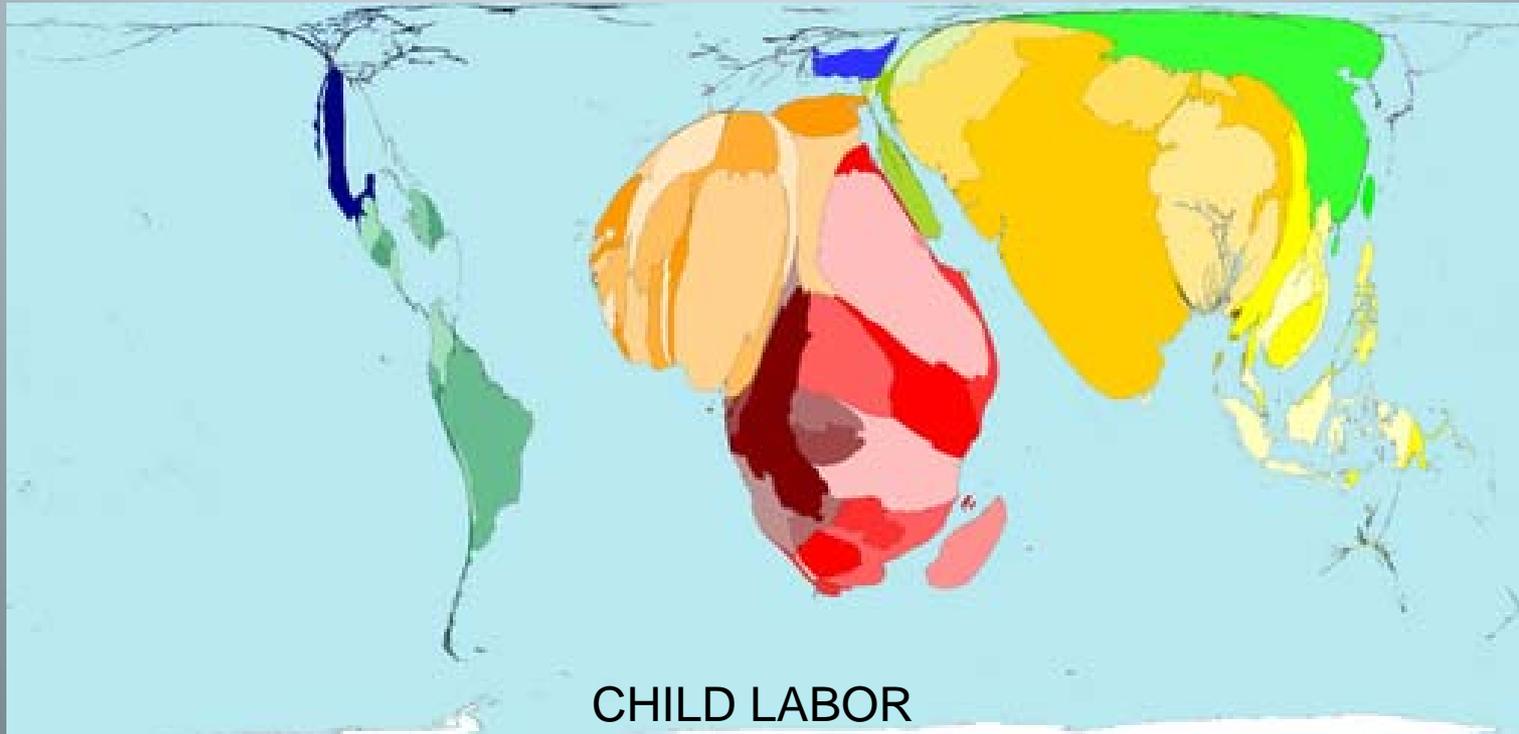
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CHILD LABOR

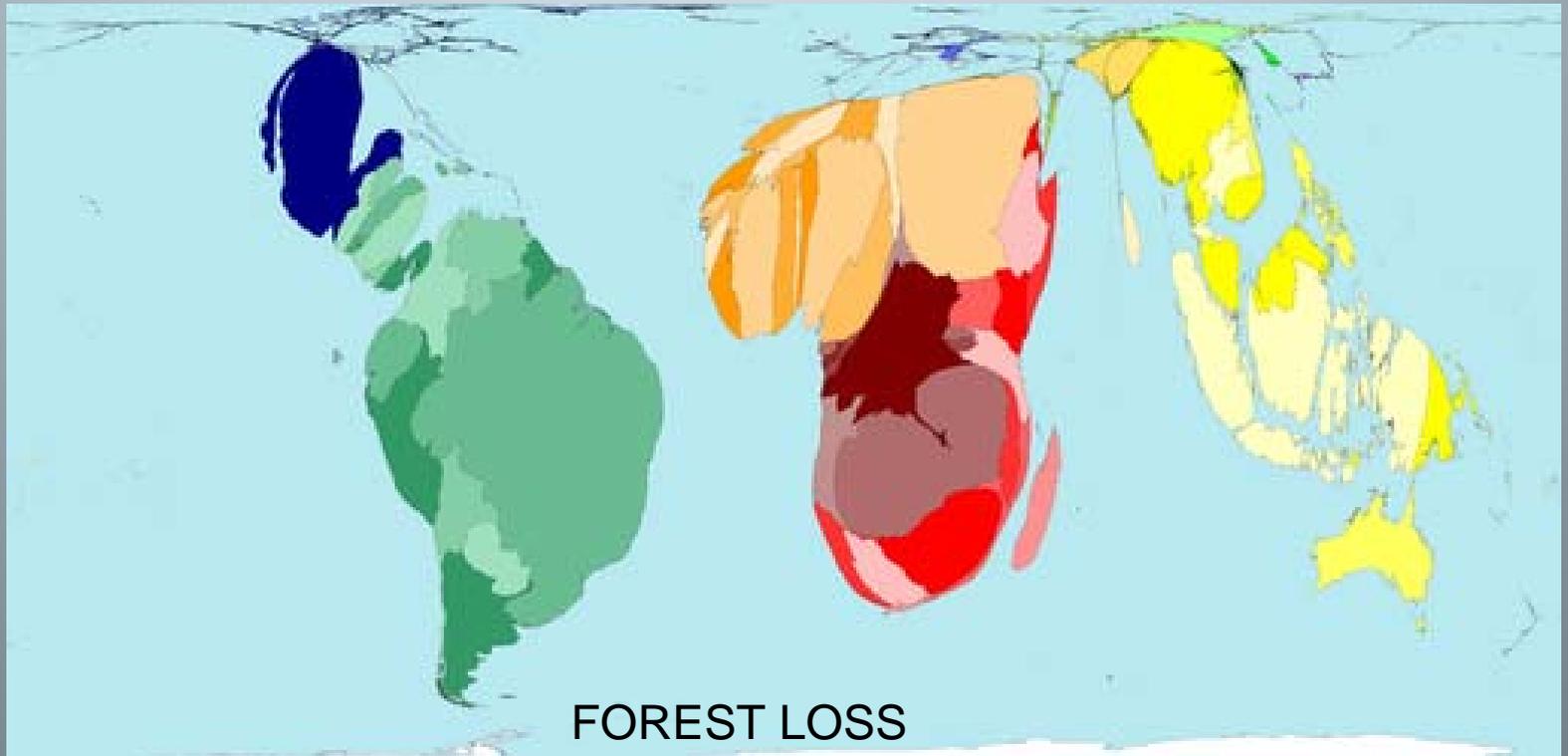
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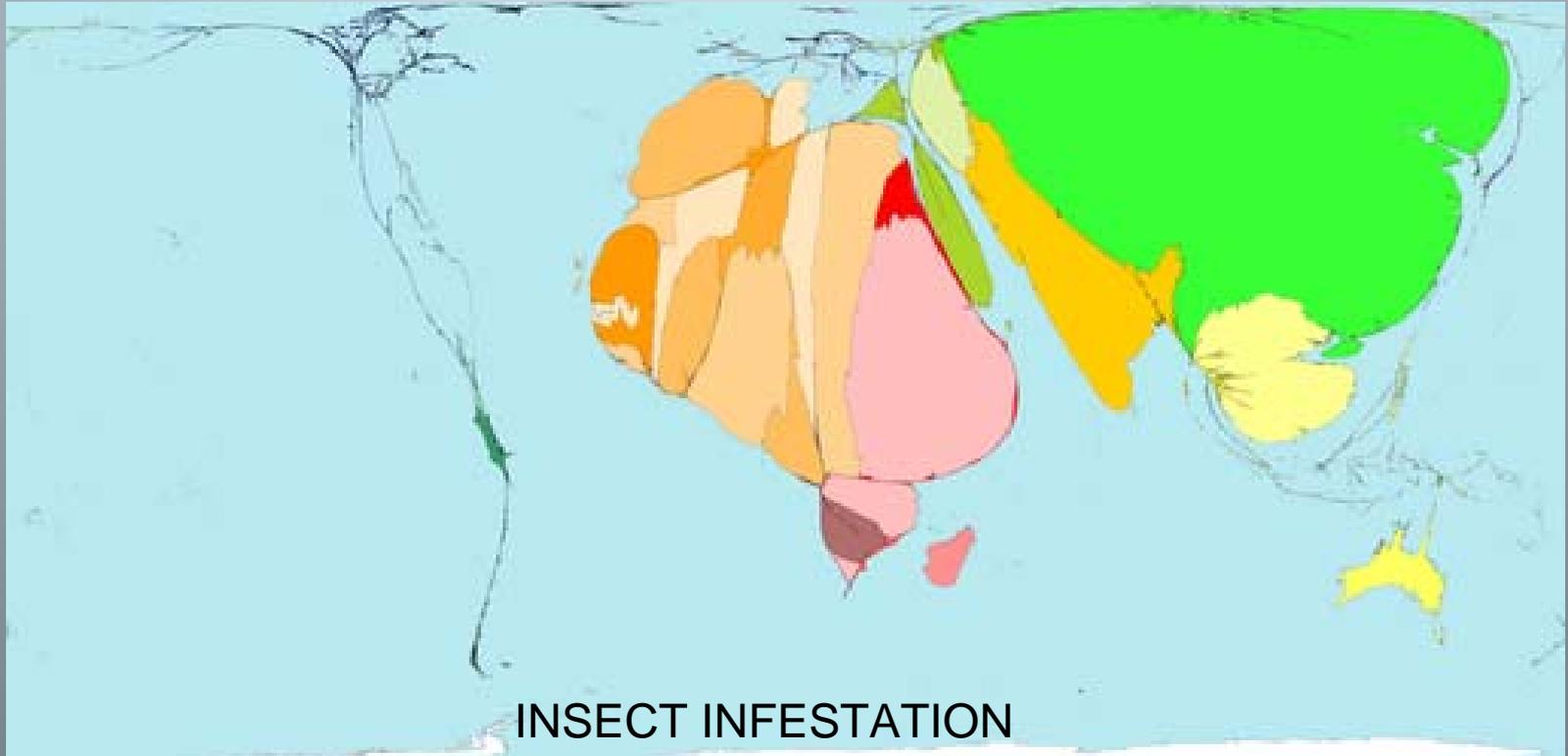
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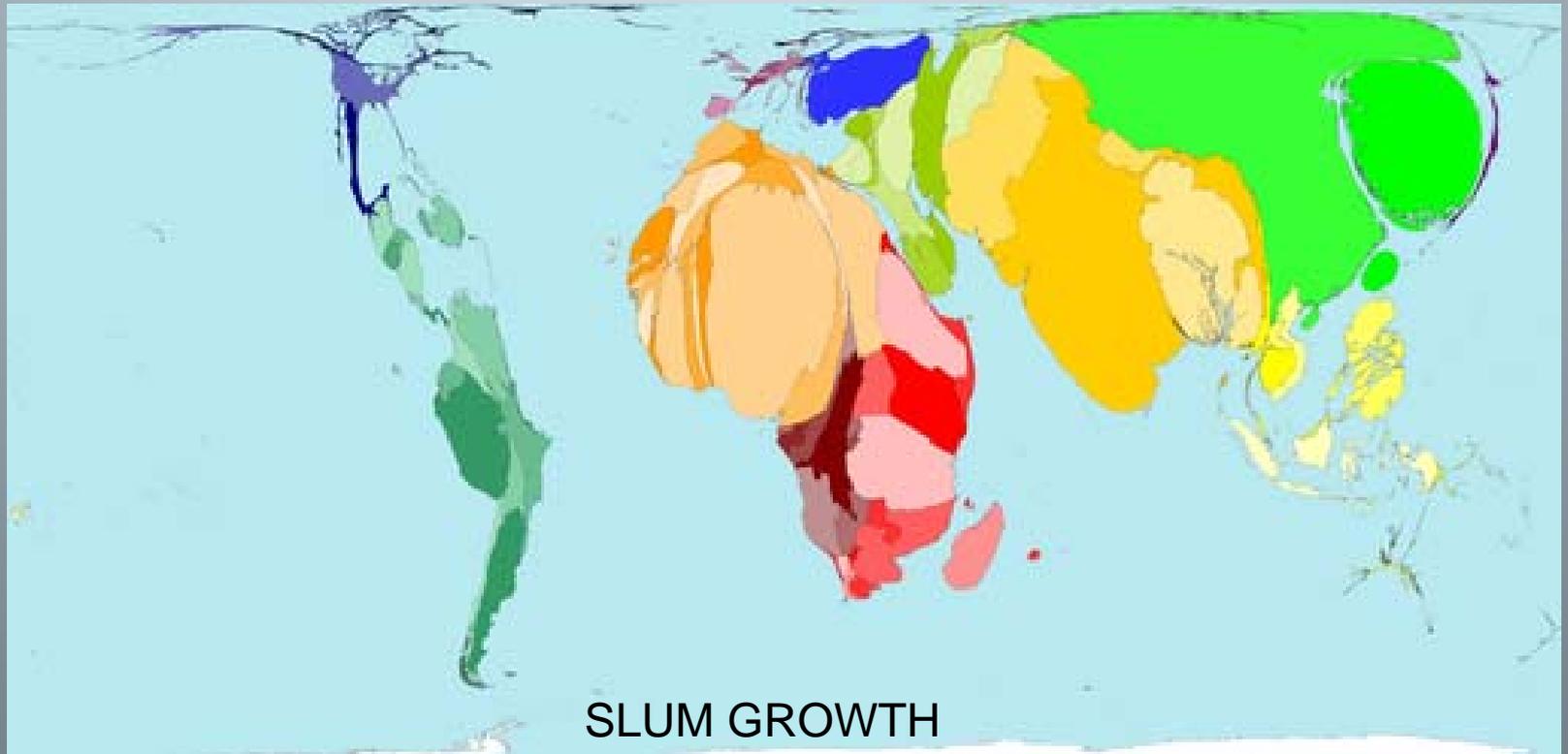
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OPERATIONALIZING "SECURITY" FOR AN AFRICAN CONTEXT

Systems



??What Security/Who's Definition??

Survival





Human Security

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The Genesis of Human Security...

“The concept of security has far too long been interpreted too narrowly: as a security of territory from external aggression, or as protection of national interests in foreign policy or as global security from the threat of nuclear holocaust. It has been related to nation-states more than people...Forgotten were the legitimate concerns of ordinary people who sought security in their daily lives. For many of them, security symbolized protection from the threat of diseases, hunger, unemployment, crime [or terrorism], social conflict, political repression and environmental hazards. With the dark shadow of the Cold War receding, one can see that many conflicts are within the nations rather than between the nations.”

--United Nations Development Program (UNDP) Report 1994



Human Security

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Components of Human Security

Economic Security—the threat is poverty

Food Security—the threat is hunger and famine

Health Security—the threat is injury and disease

Environmental Security—the threat is pollution, environmental degradation, and resource depletion

Personal security—the threat involves various forms of violence

Communal Security—the threat is to the integrity of cultures

Political Security—the threat is political repression

“The battle of peace has to be fought on two fronts. The first is the security front where victory spells freedom from fear. The second is the economic and social front where victory means freedom from want.”

**--United Nations Development Program (UNDP)
Report 1994**



Human Security

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"If there is one word I would use to sum up the atmosphere in Iraq — on the streets, in the countryside, in the neighborhoods and at the national level — that word would be fear."

[By RYAN C. CROCKER, US Ambassador to Iraq](#)



Human Security

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Human Security as a Paradigm

- Referral Object Shifts from Nation-State Rational Actor to Collective Humanity
- Acknowledges Development/Humanitarian considerations into security discourse (DOD 3000.05)
- Transparent
- Proactive—Policeman versus Fireman
- Comprehensive
- Weight of Effort Focused on Process not “Product”—Sustainability
- Multi-lateral—Inclusive of non-traditional partners in security arena
- Interdependency of Variables



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Human Security

Understanding 1-Degree Separation



Economic Security
Food Security
Health Security
Environmental Security
Personal security
Communal Security
Political Security



Human Security

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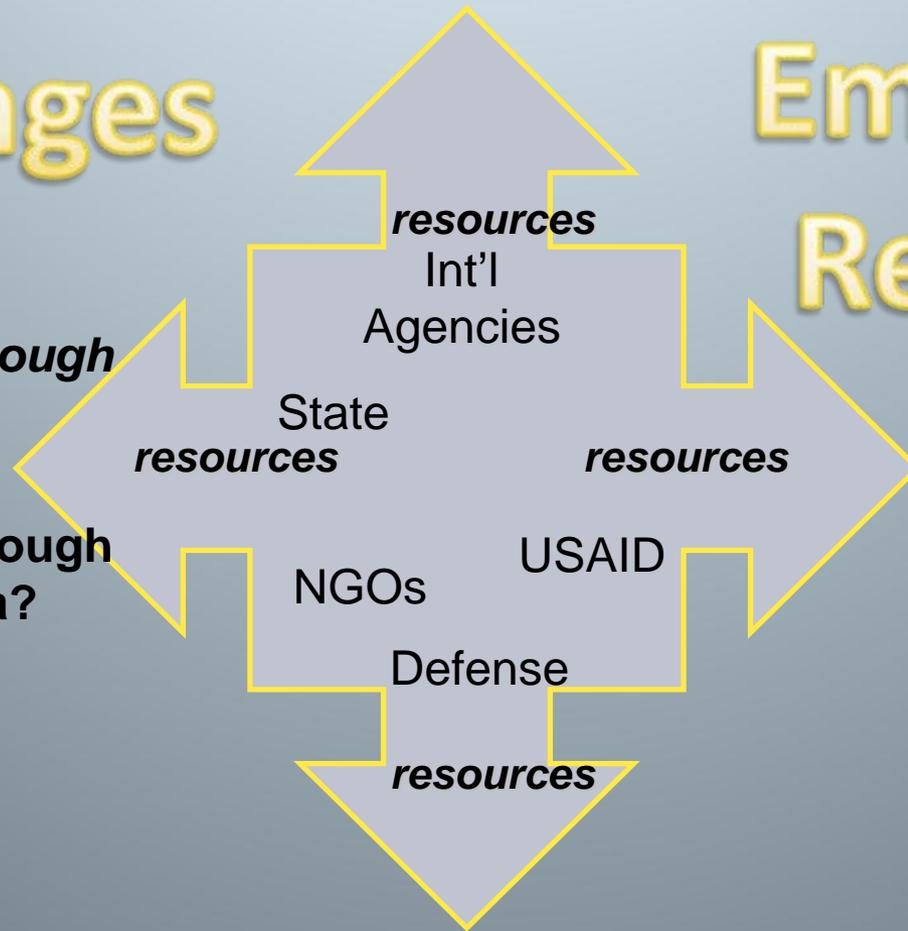
Challenges

Emergency Response

Are we not doing *enough* in Africa?

or

Are we not doing enough *together* in Africa?



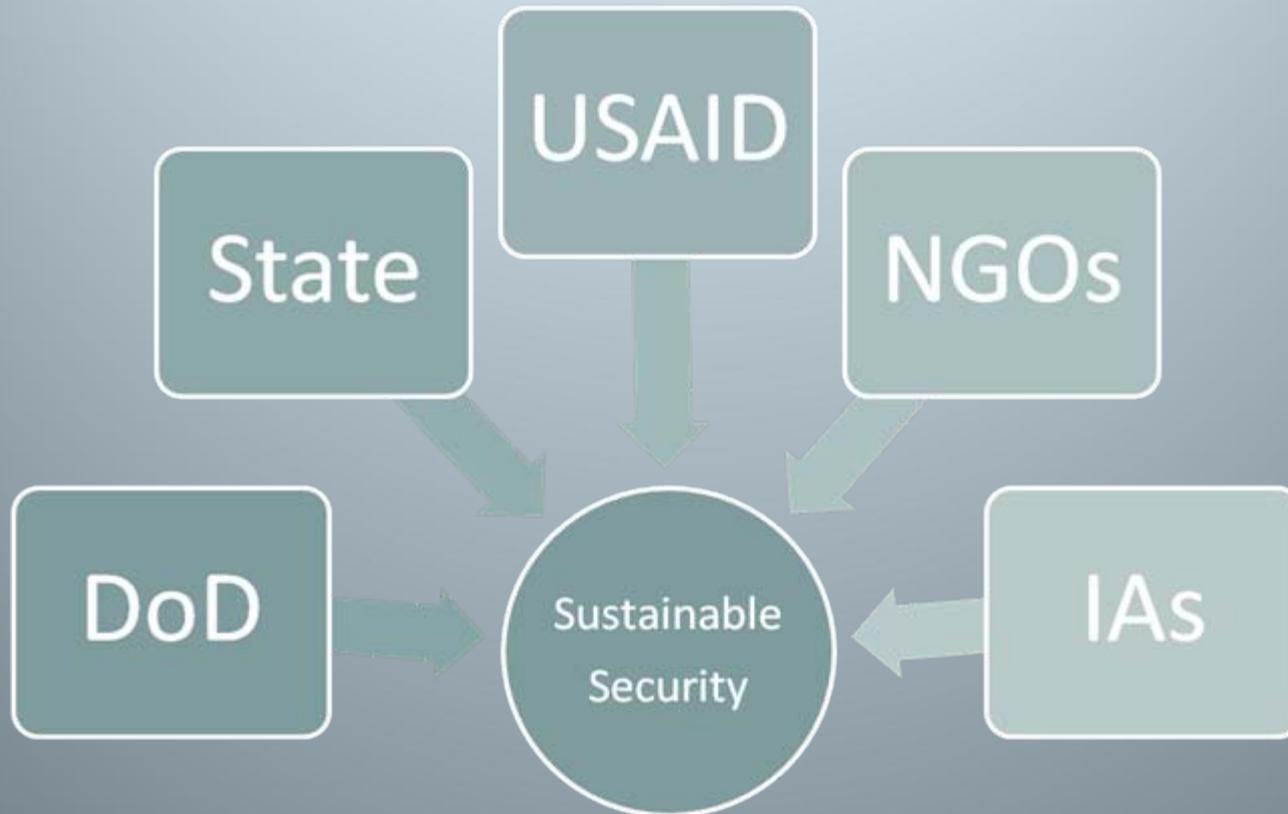
Requirements

Needs



Human Security

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Human Security

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DFID Department for International Development



Foreign & Commonwealth Office

The Africa Conflict Prevention Pool An Information Document

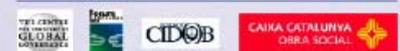
A Joint UK Government Approach to Preventing and Reducing Conflict in Sub-Saharan Africa



Addressing the core drivers of security in a joined-up approach prevents threats from becoming crisis; crisis becoming conflict; and conflict from becoming combat.

A Human Security Doctrine for Europe

The Barcelona Report of the Study Group on Europe's Security Capabilities



This study has been carried out by the Study Group with the support of Caixa de Catalunya and the Universal Forum of Cultures - BARCELONA 2004



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Environmental Security

Any natural or man-made occurrence, remnant of war, or natural resource representing a critical point of security/conflict influencing stability within the state, region, or in an international context concurrently impacting other areas of security.

Constructing a “no regrets” proof of concept as confidence building measures.



Climate Change and Environmental Shock in Africa

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“Numerous African countries and regions already suffer from varying degrees of famine and civil strife... ***Such changes will add significantly to existing tensions*** and can facilitate weakened governance, economic collapses, massive human migrations, and **potential conflicts.**”—CNA Corporation Report on National Security and the Threat of Climate Change

“Contemporary Africa aspires to be a unified system but falls far short. Severe climate change would, in a grim way, ***provide for the first time the missing element of connectivity.*** From one end of the African continent to the other, severe ***climate change will become the common denominator of turbulence and destruction.***”—CSIS/Center for a New American Security

“The [African] continent’s vulnerability to climate change on top of its other problems make the region especially susceptible to humanitarian disasters with some African governments either unwilling or unable to protect their citizens from floods, famine, drought, and disease... Since the United States will be pressured to deploy military forces or at least provide lift and logistic support for large-scale humanitarian emergencies, it has an interest in helping countries minimize adverse effects of climate change through enhanced local capacity to respond to natural disasters.”—Council on Foreign Relations

“Climate Change and National Security:
An Agenda for Action”



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Importance of the Environment

Systems Approach

**Environmental
Concerns**

Nationalism

Economic Growth

Health and Physical Security

Food & Shelter



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Importance of the Environment

**Environmental
Concerns**

Survival Approach *Nationalism*

Economic Growth

Health and Physical Security

Food & Shelter

The Environment



Environmental Security Issues

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- Often Regional / Transnational in scope
- Viewed logistically rather than strategically
- Require multilateral response
- Support to non-traditional security partners in low risk arena



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Environmental Security Advantages

Non threatening

Transcends tensions

Affects all countries

Improved military image

Low cost

Promotes interagency/ international/corporate cooperation

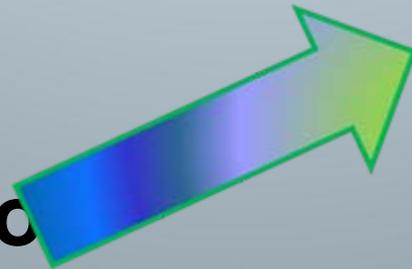


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Environmental Security

Environmental Security

**Confidence/
Communication
Building**



**Conflict
Resolution &
Prevention**



Leveraging 21st Century Technology for Sustainable Security

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Found at: www.activeworlds.com



Virtual Collaborative Environment

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- Initial arrival point in the 3D application
- Many people from different organizations
- Ability to ask a question and get an answer from someone who knows
- A place to establish a personal relationship with someone from another community without actually meeting
- Strong visual content – Seeing the other guy and the same content (pictures, text & links)

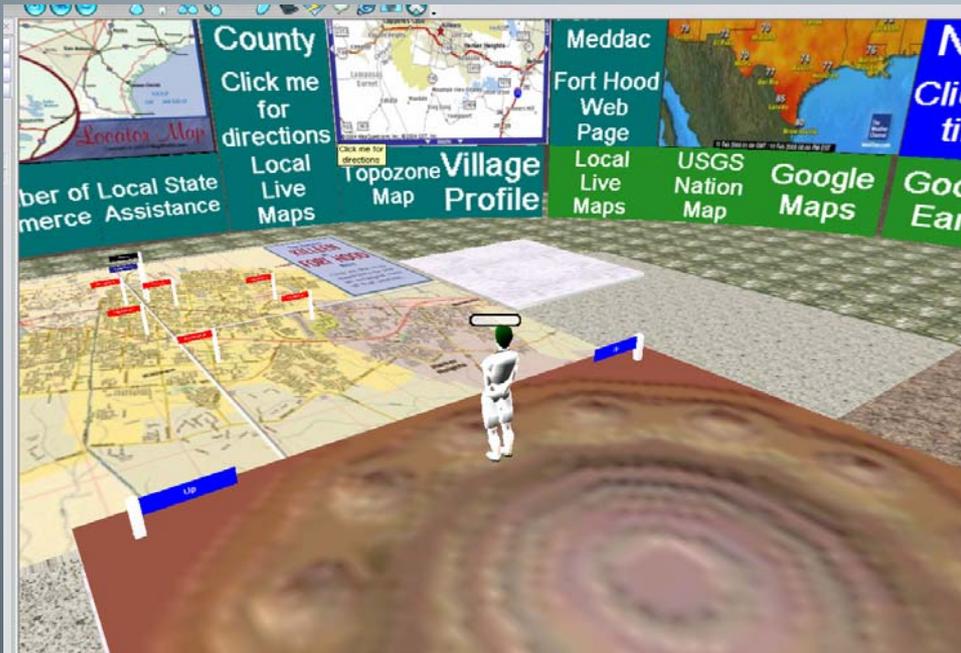




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Virtual Collaborative Environment Crisis Action Centers

- Team members do not travel
- Team members retain full access to all data available from their home network, files and other people within their agency who are not on the team
- The team can coordinate over the web.
- Team activity can be monitored by many authorized observers
- Team members can control access to proprietary data granting access as required over the web.
- **The center can be fully operational in hours not days**





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“Every day the gazelle wakes up in Africa understanding it must outrun the fastest lion in order to survive. Every day the lion wakes up in Africa understanding it must outrun the slowest gazelle for its survival. In Africa, it doesn’t matter what you are, to survive you better wake up and hit the ground running!” --African Proverb

Questions/Comments

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Maritime Security in Africa

Mike Bittrick, Deputy Director

**Bureau of African Affairs/Office of
Regional and Security Affairs**

**NDU AFRICOM Conference 19 Feb 08
Panel III: AFRICOM Missions and Challenges**

African Maritime Security

A satellite-style image of the Earth, showing the African continent in the lower-left quadrant. The land is a mix of brown and green, while the surrounding oceans are a deep blue with white cloud patterns. The horizon of the Earth is visible at the top of the frame.

- Overview
- Policy background
- Challenges
- Opportunities

Maritime security is a complex problem

- Territorial integrity, sovereignty, and international freedom of action at sea
- Multiple facets:
 - National security
 - Energy security
 - Economic growth and trade
 - Food security
 - Human health
- Requires a holistic solution



Coastal resources have high economic value

- Fisheries: A leading SSA export commodity: \$2.7 B/yr
 - Illegal fishing → \$1 Bn/yr lost revenue, threats to fisheries
 - Food security of 200 million
 - Income for > 10 million



- Coastal dumping and oil spills: impacts to human health, ecosystems

Maritime transport is critical to trade

- Key to economic growth and development
- Mechanism for regional integration
- 80% of world trade
- Compliance with international ship and port safety standards impacts trade flows



Basis of U.S. maritime policy in Africa

- National Security Policy Directive (NSPD)-50: US Africa Policy (2006)
- African Maritime Governance Initiative (2007): annex to NSPD-50
 - Provides strategic framework
 - Seeks to address convergence of U.S., African national interests
- National Strategy for Maritime Security (2005)



National interests vary but intersect

- Counterterrorism, counter-piracy and maritime proliferation security at sea
- Countertrafficking (drugs, arms, persons)
- Protecting shipping routes and preserving freedom of navigation
- Energy development and security
- Protection of sovereign natural resources



A holistic approach is required

- Diverse threats with common solutions:
 - Strengthen law enforcement and jurisdiction in territorial waters
 - Secure maritime infrastructure
 - Improve interdiction capability
 - Improve sharing of maritime information/intelligence
- Preventing exploitation of ungoverned space simultaneously addresses multiple threats



AMGI implementation approach

- **Build awareness** within USG and partner nation governments
- **Build capacities** to address multiple facets of problem
- **Build command and control/ integration** capabilities to ensure communication and coordination



Challenges

- Limited (but growing) awareness of threats and vulnerabilities
- Limited resources, capacity and infrastructure → assistance must be targeted/coordinated
- Overshadowed by other immediate threats
- Weak enforcement mechanisms make it difficult to catch and prosecute violators



Opportunities

- Address intersection of national interests for cooperation/assistance
- Encourage development of holistic national and regional strategies
- Energize African Union, Regional Economic Communities
- Use UN, IMO, and G8 to support
- Work with Gulf of Guinea Commission, MOWCA, other advocacy groups



Applicable funding authorities

- Foreign Military Financing
- International Military Education and Training
- Section 1206 Nation Defense Authorization Act
- Law Enforcement (INCLE)
- Economic Support Funds (maritime exception to security assistance restrictions)
- Development Assistance (community-based fisheries management)



Security cooperation platforms

- Africa Partnership Station training/joint exercises
- USCG Mobile Training Teams
- USCG port assessments
- DS/ATA coastal programs
- US Customs Border and Protection/Int'l Customs Organization assistance
- Regional conferences/training (EASWIO, GOG)



Conclusions

- National interests vary but intersect
- Scarce resources and multifaceted threat require a holistic, strategic, and cooperative approach
- Maritime security: nexus of security, economic, environmental issues





Thank you
BEAT NAVY

U.S. Support for Building African Security Capacity

Presentation by

Michael J. Bittrick, Deputy Director
Office of Regional and Security Affairs,
Africa Bureau
Department of State

*Presentation to National Defense
University,
February 19, 2008
Fort Myer, Virginia*



Agenda

- U.S. Security Goals
- Tools to Attain Objectives
- Security Sector Reform/Professionalizing militaries
- Ending Conflict
 - U.S. Capacity Building to Support African PSO - Global Peace Operations Initiative (GPOI) and Africa Contingency Operations Training and Assistance (ACOTA)
- Counterterrorism
- Maritime Safety and Security

U.S. Objectives

- Freer: Increase Stability, Good Governance, Transparency
- Safer: End Conflict in Africa; Build CT and maritime security capacity and deny sanctuary to terrorists
- Better: Professionalize African security sector, Further economic and human development



Tools to Attain Objectives

- Security Assistance funds
 - Foreign Military Financing (FMF)
 - Peacekeeping Operations (PKO)
 - International Military Education and Training (IMET)
 - Non-Proliferation, Anti-Terrorism, Demining and Related (NADR)
- DoD authorities
 - Section 1206 (CT and CT capacity building)
 - Section 1207 (Post-conflict)
 - Title X (JCET etc. etc. – no train and equip)

Tools to Attain Objectives

- Narcotics and Law Enforcement Assistance
 - International Narcotics Control and Law Enforcement (INCLE)
- Diplomacy
 - Regional and sub-regional organizations (AU, ECOWAS, IGAD, etc.)
 - UN, EU, G8 and other partners
- Humanitarian Assistance and Development
 - Economic Support Funds (ESF), Development Assistance (DA), Child Survival and Health (CSH), Transition Initiative assistance

Freer and Safer – Support for Security Sector*

Non-State Actors

Rebels
Militias
Gangs
Criminal orgs.
Cartels
Private Security Companies

Armed and Public Security Forces

Police/Military
Paramilitary
Border security
Coast guards
Intelligence community
Customs agents

Civil Management/Oversight Bodies

Executive
Civilian ministries
Legislatures
Justice system
Municipal and district government/councils

Other Actors

Donors
Intl. Financial Institutions
Neighbors
Regional orgs.

Civil Society

Media
Academia
Civic groups
Think tanks
Business communities

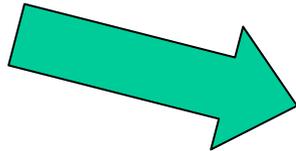
Priority USG SSR Program Efforts

- Liberia
- S. Sudan
- DRC
- Somalia

*** Must be linked to DDR in post-conflict situations**

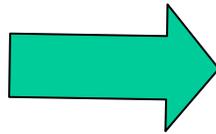
Building Blocks for African Capacity

Operational



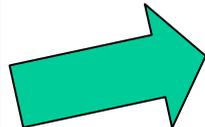
- Ready-to-deploy units with adequate training, equipment and logistics

Armed Forces Institutions

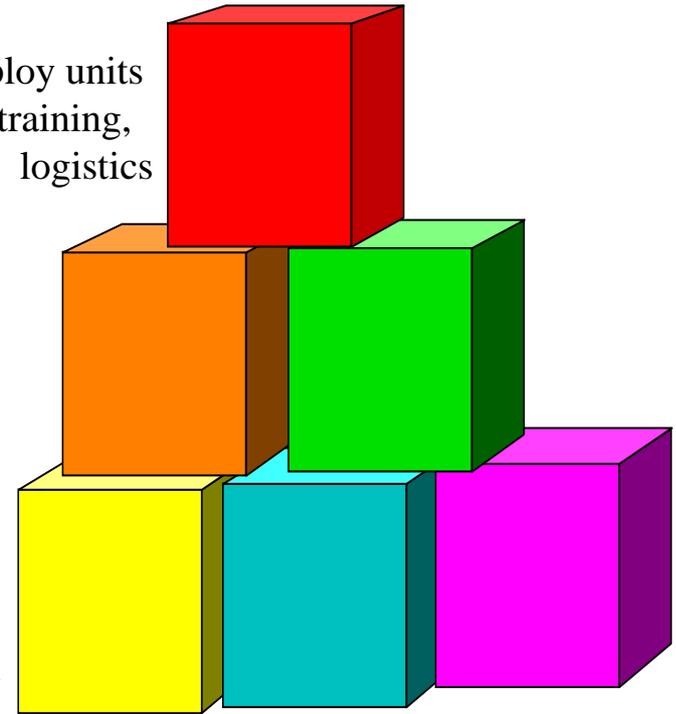


- Mature Training and Logistics institutions
- Capable leadership
- C3I

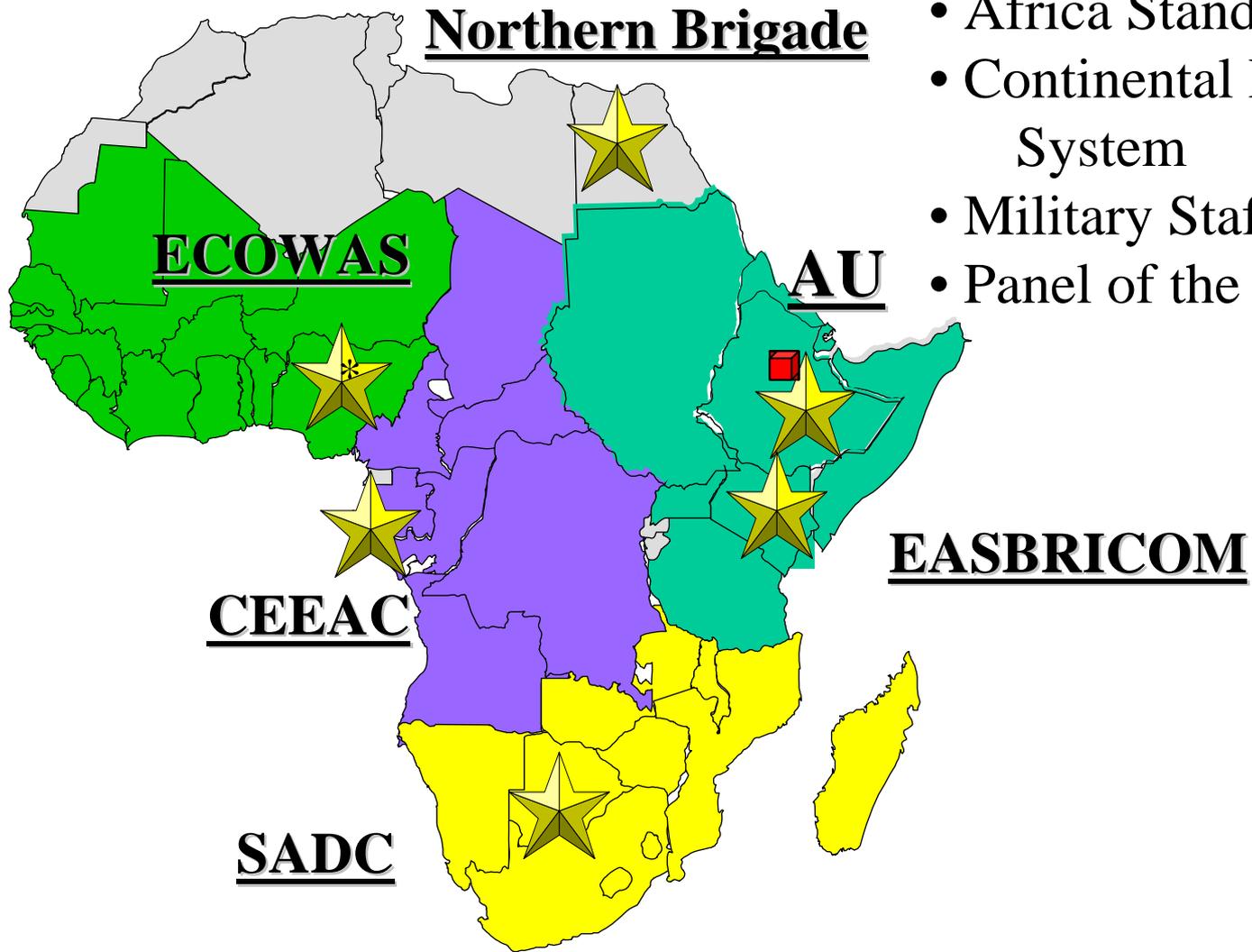
National Security Structure



- Civ-Mil Relations
- Rule of Law
- Defense Resources
- Appropriate/Transparent
- Checks and balances



Africa Peace and Security Architecture



- Africa Standby Force (ASF)
- Continental Early Warning System
- Military Staff Committee
- Panel of the Wise

Ranking UN and AU Troop and Police Contributing Countries

1. Pakistan.....	10,603	10. Senegal.....	2,551
2. Bangladesh.....	9,717	11. Italy.....	2,432
3. India.....	9,316	12. South Africa . . .	2,164
4. Nigeria.....	5,523	13. Uganda.....	1,991
5. Nepal.....	3,674	14. France.....	1,942
6. Jordan.....	3,572	15. Ethiopia.....	1,825
7. Ghana.....	3,438	16. China.....	1,819
8. Rwanda.....	2,975	17. Morocco.....	1,537
9. Uruguay.....	2,594	18. Spain.....	1,199

Note: Total includes UN and AMIS troop and police contributions.

UN figures from October 2007. AMIS figures from January 2006.

Peacekeeping Force Generation

- African Peacekeepers Bearing the Burden...
 - 18,817 of 82,701 in UN Operations plus 8,503 in Sudan and 1,860 in Somalia (data from early-2006)
 - Involved in every PSO in Africa
 - Increasing importance of Civilian Police
- ...And Could Do More
 - 70% of peacekeeping requirements are in Africa and Africans only deploy 32% of the global forces
 - Additional battalions and gendarme units available

African Contingency Operations Training and Assistance (ACOTA) Program

- Train squads, platoons, companies battalions and brigades in the field
- Train and exercise brigade and battalion commanders and their staffs
- Conduct multinational and regional training.
- Train and exercise PSO force commanders and their staffs
- Conduct specialty PSO training as needed.
- Equip peacekeeping training activities
- Train PSO trainers (aka build institutions)
- Part of the Global Peace Operations Initiative (GPOI)

ACOTA Partners

- **Benin**
- **Botswana**
- **Burkina Faso**
- **Cameroon**
- **Ethiopia**
- **Gabon**
- **Ghana**
- **Kenya**
- **Malawi**
- **Rwanda**
- **Mali**
- **Mozambique**
- **Namibia**
- **Nigeria**
- **Niger**
- **Senegal**
- **South Africa**
- **Tanzania**
- **Zambia**
- **Uganda**
- **Mauritania**

Cooperation with Partners in Peacekeeping

G8 and UN

**Support for Peacekeeping in Africa (Clearinghouse mechanisms)
ACOTA and BPST in Nigeria, South Africa, Kenya.**

European Union

Africa Peace Facility, AU RECAMP

U.K., Germany, etc.

PSTC, Kofi Annan International PKO Training Center

France

RECAMP / Bamako PKO Training Center / Cooperating in Senegal

The Netherlands

ACOTA Funding + Rwanda

Canada

***NATO* AU capacity building**

Portugal

Future Mozambique?

Safer – Security and CT Objectives

Assist African countries and regional organizations to secure their borders and interior spaces by countering terrorist/illicit operations and their facilitators, preventing border incursions, and trafficking of persons and contraband through the region.

- Counter terrorist ideology
- Develop and strengthen African security institutional capacity especially to fight terrorism
- Facilitate intelligence and operational coordination across borders



Safer – Security and CT Implementing Means

- Holistic approaches -- public affairs programs, Muslim education, development, customs, border/coastal control, financial services, security sector training (police and military)
- Major Initiatives/Areas of Concern:
 - East Africa Regional Security Initiative
 - Trans-Sahara Counterterrorism Partnership (TSCTP)

Areas for Maritime Capacity Building

- National and local governance and institution strengthening
- Law enforcement, including community policing
- Natural resources management
- Anti-corruption
- Sustainable financing and cost recovery mechanisms
- Private sector partnerships

Summary of Major Security Cooperation Activities

- Support for PSO (e.g. AMISOM, UNAMID ramp up)
- Support AU Institutional Capacity (e.g. Africa Standby Force)
- Peacekeeping training (e.g. ACOTA, regional exercises)
- Post-conflict military SSR (e.g. Liberia, South Sudan. DRC, Somalia)
- Maritime security (All Coasts)

(Some) Medium Term Challenges

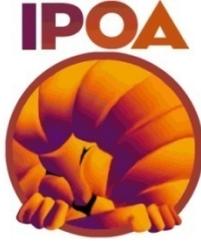
- Prioritizing between the urgent and the strategic
- Forces available
- Seek even greater synergy of effort between State and DoD

State and AFRICOM in Africa – One Team, One Fight!



Security Budget Trends

- Support for PSO:
 - Over \$400M to support the AU in Darfur and Somalia
 - Annual ACOTA budget more than triples over last 4 years to over \$50M
- Post conflict SSR:
 - Over \$200M over 5 years in Liberia
 - Over \$140M over 4 years in S. Sudan
 - At least \$5M annually in DRC
- CT: Defense and support greatly increases
- Maritime Safety and Security: Slow increase from 2004 to 2008 but dropping in 2009
- General Budget:
 - IMET increase by 30 percent between 2006 and 2008
 - Foreign Military Financing (FMF)



AFRICOM

The Role of the Private Sector

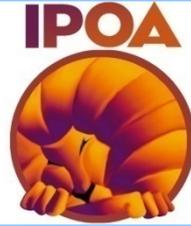
Presented by
Doug Brooks, President
International Peace Operations Association
www.IPOAonline.org

For NDU's "AFRICOM – An Emerging Command"
February 19-20, 2008

1900 L STREET, NW, SUITE 320 | WASHINGTON, D.C. 20036
(T): (202) 464-0721 | (F): (202) 464-0726 | IPOA@IPOAONLINE.ORG

Spicy Quote 1

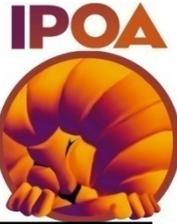
Expeditionary Missions:



“Any military that hopes to be relevant beyond its national borders will work with the private Sector.”

-Doug Brooks

The Peace and Stability Industry



Company Type:	LSCs: Logistics & Support Companies	PSCs: Private Security Companies	SSR&Ds: Security Sector Reform & Development Companies
Sample Service:	Logistics & Supply Risk Consulting Medical Services Construction Maintenance Engineering Waste Management Strategic Transport	Site Protection Travel & Transit Protection Private Security Details Threat Assessment Intelligence	Security Sector Reform Economic Development Crisis Mitigation & Recovery

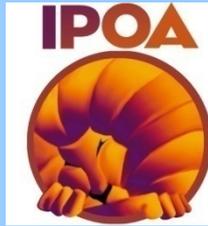


Filling the Gaps: *The Private Sector*

- ***All Militaries lack capabilities.***
- ***Surge capacity!***
 - Faster.
 - Better.
 - Cheaper.
- ***Risk Minimization.***
- ***Control.***
- ***If not private who?***



Spicy Quote 2



Int'l Peace Ops:

“The private sector is revolutionizing international peace operations - no mission could succeed without contractors.”

-Doug Brooks

Westernless Peacekeeping



- **West *unreliable* PKO partner**
 - ❑ **Willing to authorize and fund (sometimes!)**
 - ❑ **NOT willing to send forces**
- **Result: Diverse, undersupported PKOs**
- **International PKOs *can* Work**
- **Non-Western states are *willing***
- **Need support**
 - ❑ **Equipment**
 - ❑ **Relevant training**
 - ❑ **Often private sector**



Industry *Essential* to PKO



- **Allow military focus on policy objectives**
- **Reduce logistical burden, personnel drain**
- **Staying capability, specializations**
- **Reduce military footprint**
- **Vast reconstruction advantages**
 - **Host Country National jobs**
 - **Capacity building**
 - **Real Economic benefits**



- Sierra Leone
- Liberia
- Darfur



Africa

Finding the limits

- **Private firms normal partners in CCOs**
- **Critical to training and mentoring efforts**
- **Indispensable in logistics and transportation**
- **Operate where gov't and mil dare not go**
- ***Not* Decision Makers**
- **Humanitarian security Darfur?**
- **Legal and political caveats**

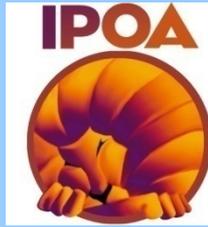
Selling AFRICOM



- **U.S. interest in the continent**
- **Support from NGO community in U.S.**
- **Professionalized mils good for Africa**
 - **Humanitarian**
 - **Political safety (100+ coups since '62)**
- **Positive engagement by the U.S.**
- **Training and preparation opportunities**
- **About time!**

Spicy Quote 3

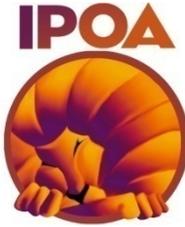
Industry Regulation:



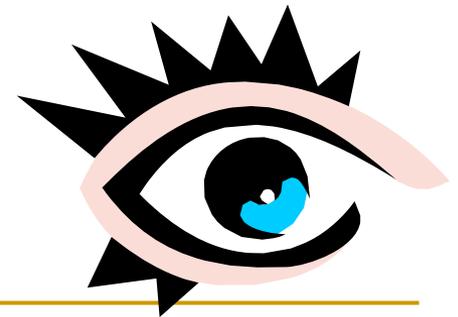
“Good regulation and oversight are good for good companies.”

-Doug Brooks

Regulation and Oversight: Good for the Industry



- **Creates Client Comfort**
- **Enables Fair Competition**
- **Increases Professionalism**



Contractor Coordination



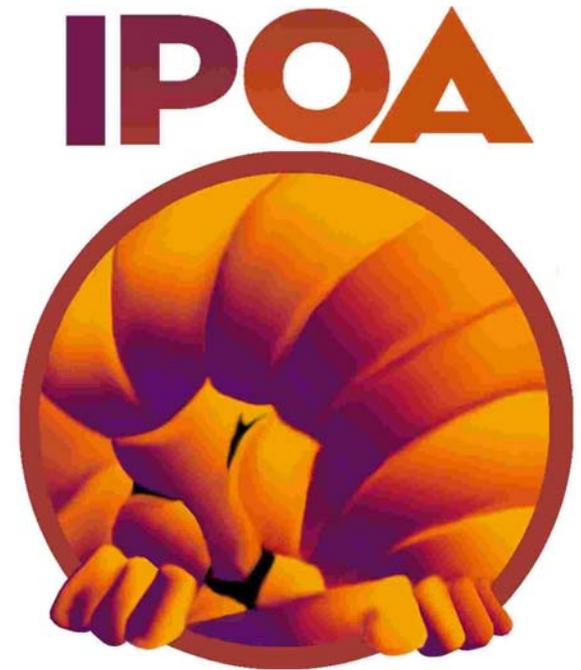
- **Know who controls!**
 - ❑ Not your contractor?
 - ❑ Negotiate with controlling entity
- **Contracts work**
 - ❑ Quality contracts help
 - ❑ Oversee and enforce
- **Know the ground rules**
 - ❑ Security, medical, evacuation etc.
- **Know who you hire!**
 - ❑ Reputable? Member of a Trade Assn.?
 - ❑ Code of Conduct?



IPOA

International Peace Operations Association

- **Not for Profit.**
- **Industry Assn.**
- **Middle Ground . . .**
- **Improve PKOs.**
- **Codes of Conduct.**
- **Regulation and Law.**
- **Advocacy and Education.**



IPOA Members



Questions?

IPOA



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President**

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UNITED STATES SOUTHERN COMMAND

Transforming National Security: AFRICOM – An Emerging Command SOUTHCOM Lessons Learned



*CAPT Kevin Hutcheson
Interagency Partnering Directorate
20 February 2008*

THE OVERALL CLASSIFICATION OF THIS BRIEF IS **UNCLASSIFIED**

UNCLASSIFIED



Agenda

- **SOUTHCOM Overview**
 - **Considerations for AFRICOM through-out**
- **HQ location**
- **Challenges**
 - **Colombia**
 - **JIATF-S**
- **Key Initiatives**
 - **Health Partnership**
 - **Human Rights Program**
 - **State Partnership Program**
- **Interagency Partnering Directorate**

SECDEF Transformation

“25 Priorities”...Promulgated August 2007

“...initiate transformation of Southern Command toward an interagency operation.”

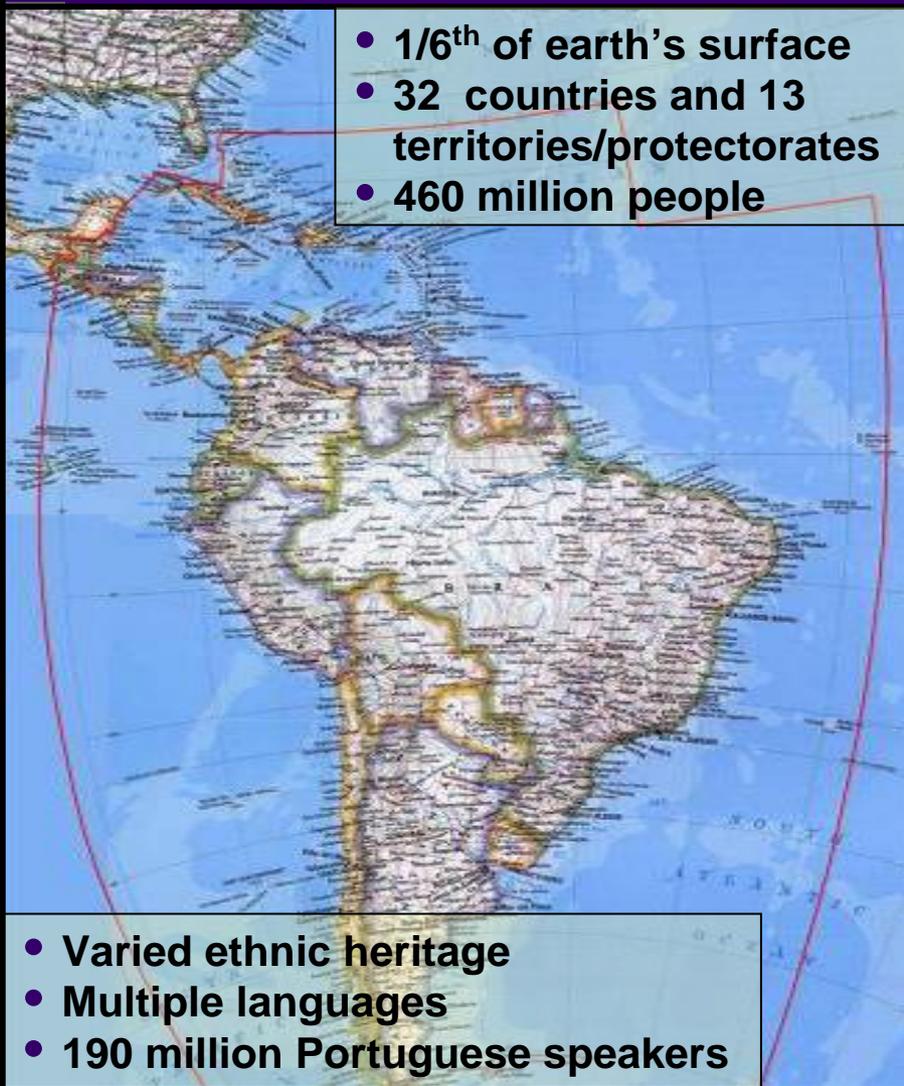
Reorganize SOUTHCOM to improve:

- ***Interagency integration***
- ***Multinational representation***
- ***Strategic communication***
- ***Private-Public Partnering***





Our Focus: A Diverse Region

A detailed map of South America, showing the continent's outline and internal borders. A red line traces the coastline. Two text boxes are overlaid on the map.

- 1/6th of earth's surface
- 32 countries and 13 territories/protectorates
- 460 million people

- Varied ethnic heritage
- Multiple languages
- 190 million Portuguese speakers





Mission

Conduct military operations and promote security cooperation to achieve U.S. strategic objectives



Strategy 2016 Goals

- Hemisphere:
 - Ensure security
 - Enhance stability
 - Enable prosperity
- Southern Command
 - Transform the enterprise



Miami as Headquarters Location

- **The benefits of Miami - 10 years later**
 - **Miami is the “Capitol of Latin America” strong cultural connection, economic, services, etc**
 - **Air travel – central hub**
 - **Much easier to get to the region**
 - **Getting to the HQ in Panama from a partner nation would often have to go through Miami**
 - **to Washington DC (2+30 direct flights)**
 - **Other Federal Agencies have regional offices in Miami (DOS, FBI, DEA, ICE)**
- **No Sovereignty issues with the HQ**
- **Not awash with the local situation – able to have more regional view**

UNITED STATES SOUTHERN COMMAND



Challenges



Challenging Conditions



Poverty
Unequal wealth distribution
Social exclusion
Corruption





Security Challenges



- Narco-terrorism
- Crime/urban gangs
- Illicit trafficking
- Transnational terrorism
- Forgery/money laundering
- Mass migration
- Natural disasters

Transnational & Adaptive Threats

Regional challenges require cooperative solutions



Colombia



- Great success in last decade
- Complex security situation
- Needs support to win peace
- Interagency effort



Major Milestone: Government presence in all 1,098 municipalities



Colombia Lessons

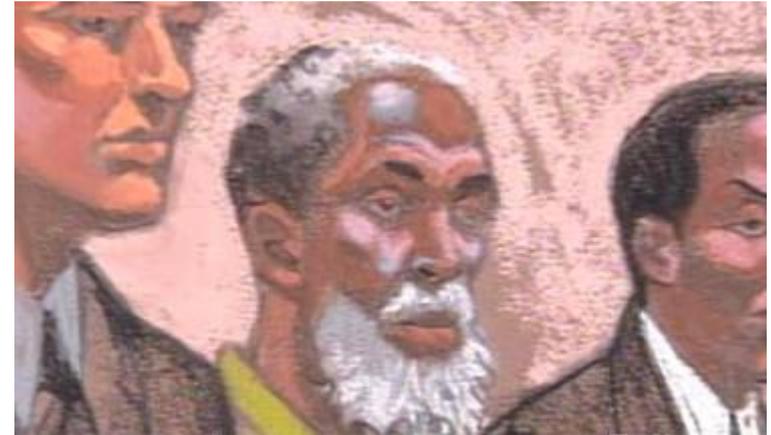
- **Major lessons from “Plan Colombia”**
- **Most important = LEADERSHIP in Colombia!**
 - **Without solid leadership in Colombia seriously committed to transform Colombia, and requesting assistance from/with the US this would not have been possible.**
 - **There is no substitute for leadership on the ground from our partner nations to do something like this.**
- **“Plan Colombia” was a whole of government effort in Colombia. Planning and implementation were done with a USG interagency team in Colombia cooperating and coordinating with highly motivated Colombian counterparts that were committed to changing the security situation and security and justice institutions in Colombia.**
- **The efforts in Colombia serve as an outstanding example of successful Security Sector Reform.**
- **The USG should study this case in detail.**



Terrorism

- **Islamic radical terrorism**
 - Radicals found throughout the region
 - Primarily financing
 - High potential

- **Narco-terrorism**
 - Heavily focused in Colombia
 - Expanding operations in Andean Ridge
 - Closely tied to drug trade network



Highly likely future base of terrorist threats



Drugs & Crime

- **Drugs**

- Continued growth in coca cultivation
- Record drug seizures continue
- Expanding markets and social impact

- **Crime, gangs, & violence**

- 25 murders per 100,000 people in the region as compared with:

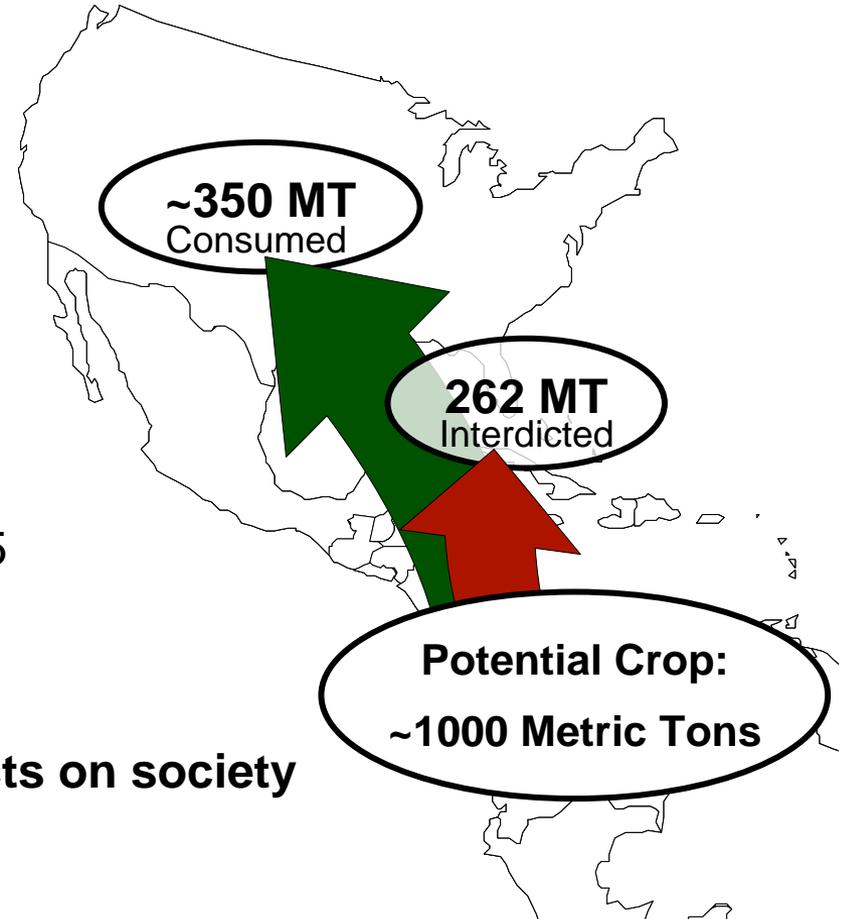


- Africa: 22
- Eastern Europe: 15
- U.S.: 5.5
- Western Europe: 1

- Increasing gang populations and effects on society

- **Economic effect is costly**

2006 Cocaine Flow to U.S.

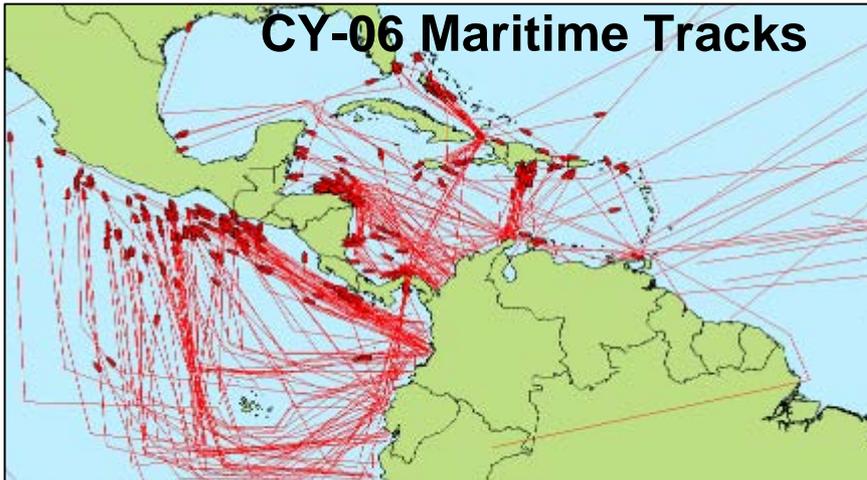


Drugs and crime are the most pressing security issues for the region

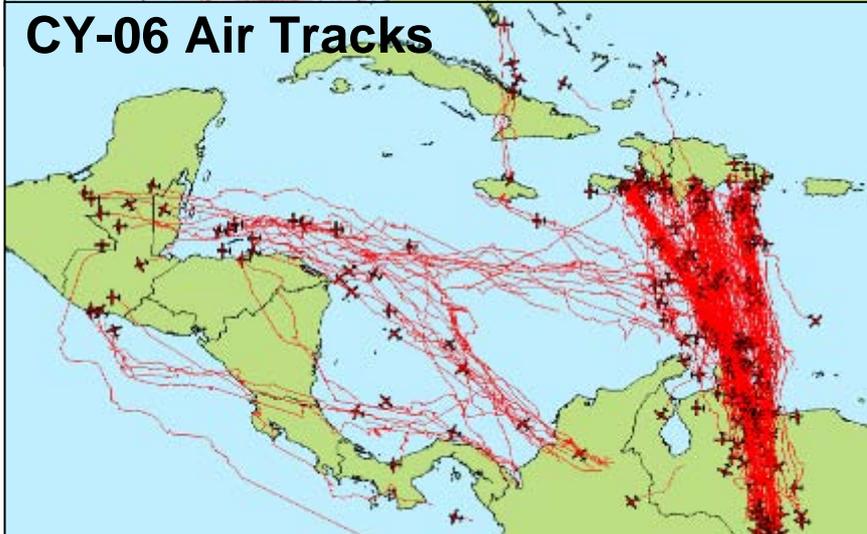


Narcotrafficking Patterns

CY-06 Maritime Tracks



CY-06 Air Tracks



Semi-submersible interrupted by multinational & JIATF-S efforts



Adaptive tactics to avoid interdiction efforts



Joint Interagency Task Force - South



	Argentinean AF
	Brazilian Intelligence Agency
	Colombian AF & Navy
	Ecuadorian AF
	Peruvian Navy
	Salvadoran AF
	French Navy
	Mexican Navy
	Royal Netherlands Navy
	UK Royal Navy
	Spanish Guardia Civil

Services		Army
		Navy
		Air Force
		Marine Corps
		Coast Guard
Law Enforcement Agencies		Customs & Border Protection
		Drug Enforcement Agency
		Federal Bureau of Investigation
Intelligence Agencies		DIA
		NSA
		NGA
		NRO

- ~500 personnel
- Counter illicit trafficking
- Interagency integration
- Multinational participation

↓

- Intelligence fusion
- Planning
- Operations

↓

Over 260 metric tons of Cocaine disrupted in 2006

A model of integration and cooperation



Key Lessons from JIATF-S

- **JIATF-S is “National Task Force”**
 - **After several failed attempts to coordinate across interagency and service boundaries**
- **18 years in the making, built on demonstrated success and demonstrated trustworthiness**
- **A narrow mission well defined – operational focus**
- **Partner Nation participation at the Task Force with links to home Governments**
- **Fused intel**
- **Participation of Law Enforcement agencies**
- **Detect and Monitor by variety of IA and International assets, then hand off to Law Enforcement for intercept and arrest**
- **Able to use a variety of Naval assets as Law Enforcement assets with Legal Detachment (LEDET) aboard**

UNITED STATES SOUTHERN COMMAND



Key Initiatives



Partnering Vision

The rest of the iceberg...





Cultural Understanding

Cultural Awareness

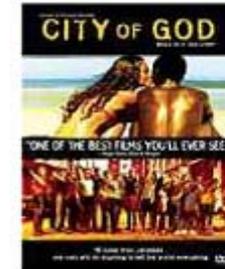
- Command reading list
- Command film series
- Guest speakers & events

Language Initiative

- Goal: 60% of Headquarters personnel speak a second language of the region (Currently: 44%)
- Command Language Office
- Culture of learning



- ★☆☆☆☆ Hated It
- ★★☆☆☆ Didn't Like It
- ★★★☆☆ Liked It
- ★★★★☆ Really Liked It
- ★★★★★ Loved It



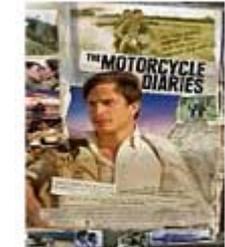
City of God
★★★★★

Busca-Pe (Alexandre) dangerous parts of violent or dead. But h forsaken "city" unfold



Maria Full of Grace
★★★★★

Maria Full of Grace is the portrayal earned her an who agrees to smuggle Norte" -- where she ima



Motorcycle Diaries
★★★★★

This film tells the incredi by Gael Garcia Bernal), The trek became a pers film is based on Che's o



“Another language is another life and to know another man’s language is to know another man’s soul”



Creative Partnering



Innovative



Responsive





USNS COMFORT Mission Lessons

- **Comfort Mission four month deployment – 380,000 patient interactions, NGO participation**
 - **1 weeks stop too short, 2 weeks per stop would provide better opportunity for all involved**
 - **Improve Pre-visit screening and post-visit follow-up**
 - **Use train-the trainer model that builds Host Nation capacity**
 - **Interagency / NGO participation and transportation requirements**
 - **Creating partnerships with host nation officials is a priority – critical time period during which this partnership has to be built in the initial and intermediate planning stages, if this is not done, then it can not be recovered later.**
 - **Critical elements of partnership:**
 - **Clear, consistent message**
 - **Continuity in interaction**
 - **Expectation Management**
 - **Involve the Host Nation**
 - **Engagement is done at every level all the time**
 - **Size Matters: The size of the ship matters, not the class of ship**



USNS COMFORT Mission Lessons

- **SOUTHCOM hosted “Health Partnership for the America’s” Conference**
 - **Future Comfort-like missions**
 - **Focus on Capacity Building**
 - **PAHO**
 - **NGOs**

**SOUTHCOM POC:
Craig.schubert@hq.southcom.mil
Navy Medical Planner,
(305) 437-1955**



Human Rights Program

- Foster strong civil-military relations
- Support U.S. Gov't Efforts
- Highlights:
 - Unique Human Rights Division
 - Center for Excellence
 - Human Rights Initiative





Human Rights Program Lessons

- **SOUTHCOM Human Rights Initiative is unique and a good model for AFRICOM application.**
- **Made possible by the strong desire by some of our partners in the region to fully implement United Nations Human Rights standards, especially regarding their forces involved in UN Peacekeeping missions.**
- **In partnership with a Non-Government Organization based in Costa Rica that does work throughout the region.**
 - **SOUTHCOM provides some funding and expertise for this NGO which in turn acts as a “secretariat” for the program.**
 - **The NGO has relationships with several military forces in the region and provides Human Rights implementation expertise throughout the region in the form of “best practice” or “proven effective methods” doctrine that can adopted by partner nation military forces, provides training, and hosts Human Rights conferences.**

SOUTHCOM POC:

Leana.Bresnahan@hq.southcom.mil

Human Rights Coordinator

(305) 437-1560



State Partnership Program

- Relationships between U.S. states and 26 countries in the region
- Superb military cooperation with U.S. National Guard and local security forces
- Civilian – military benefits
- Long-term partnerships with U.S. citizens and institutions
- First ever regional partnership: Regional Security System (RSS) of the Eastern Caribbean

Arkansas	↔	Guatemala
Connecticut	↔	Uruguay
Delaware	↔	Trinidad – Tob.
District of Columbia	↔	Jamaica
Florida	↔	Guyana
Florida	↔	Venezuela
Florida & U.S. VI	↔	RSS
Kentucky	↔	Ecuador
Louisiana	↔	Belize
Massachusetts	↔	Paraguay
Mississippi	↔	Bolivia
Missouri	↔	Panama
New Hampshire	↔	El Salvador
New Mexico	↔	Costa Rica
Puerto Rico	↔	Honduras
Puerto Rico	↔	Dominican Rep.
Rhode Island	↔	Bahamas
South Dakota	↔	Suriname
West Virginia	↔	Peru
Wisconsin	↔	Nicaragua



RSS CEMENTS TIES

By Janelle Husbands

SECURITY efforts in the region will be significantly enhanced through

...with US National Guard

the Regional Security System (RSS). Office in Dominica, responsible for

confronting the Caribbean, meeting these challenges requires the development of an approach that seeks to promote the principles of co-operation and friendship



Public – Private Cooperation

- Understand and leverage Public – Private cooperation opportunities
 - U.S. private sector partnerships
 - Working relationships with Non-Governmental Organizations
 - Add impact to planned outreach efforts
 - Responsive outreach events
 - Where & when needed



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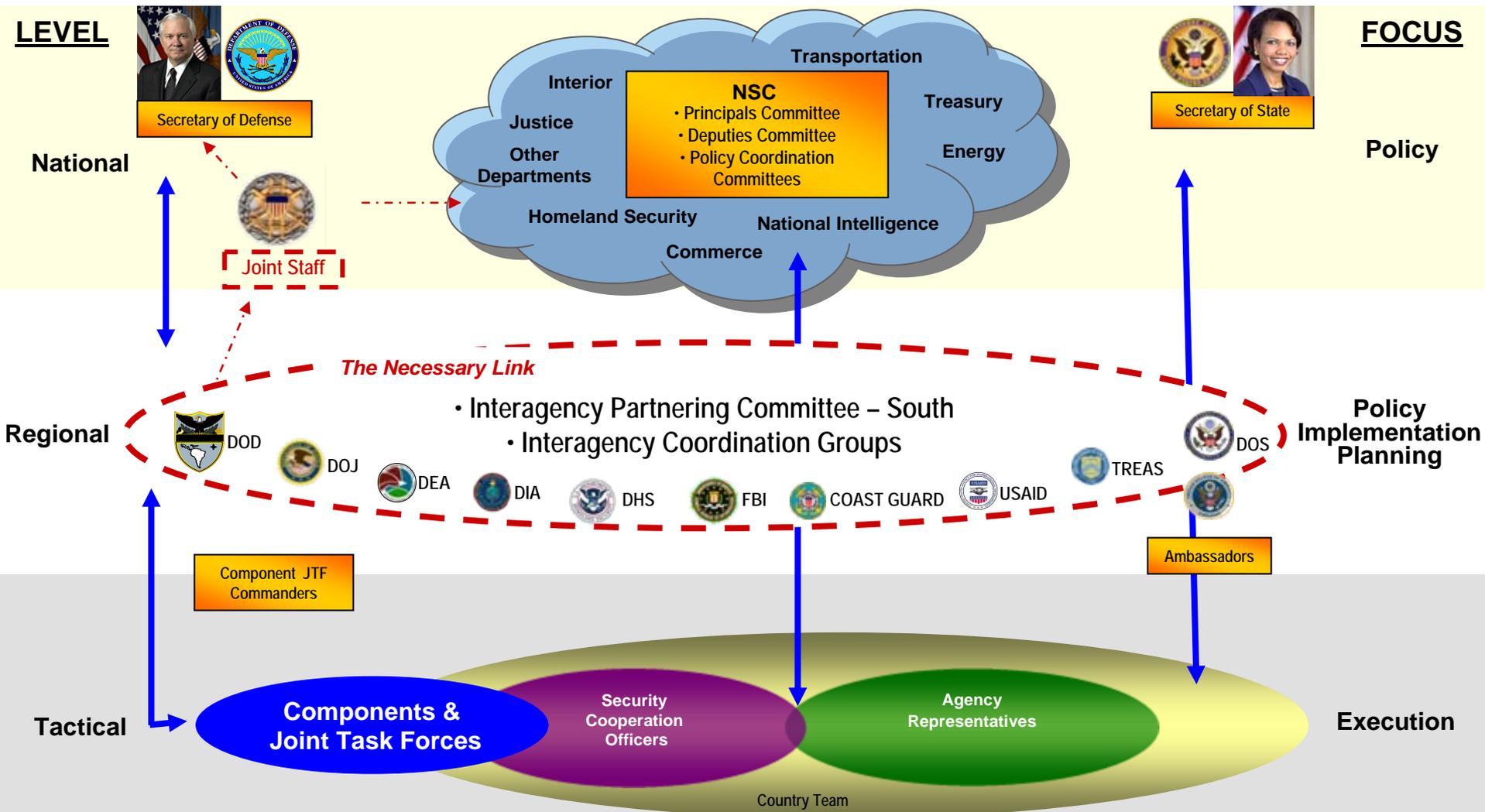


**Directorate of Interagency
Partnering (J9)**



Interagency Operational Partnering

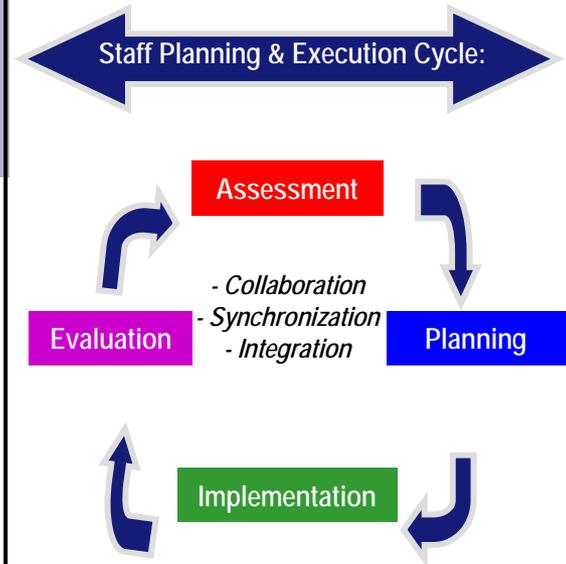
-Turning Policy into Unified Action -





Current SCHQ Interagency Partnering

	Argentina				
	Canada		ARMY	USMC	NAVY
	Chile				
	Colombia		AIR FORCE	NGB	USCG
	Ecuador				
	Peru	DOS-PM DOS-DSS	DHS-CBP DHS-ICE DHS-FAM	USAID/OFDA	
	Uruguay		ODNI		
		ATF BOP DEA FBI		TREAS-OFAC	
		DIA	NGA	NSA	NRO





Current Interagency Partnering Relationships

Core = Full time presence at SOUTHCOM

Direct Support = Part time presence at SOUTHCOM

General Support = Reach out partnering as required; habitual relationship

Core 20

DOS-PM x 3	DOS-DSS	DEA x 2
DHS-USCG x 2	CIA x 2	NRO X 2
NGA	NSA X 2	DTRA *
USAID-OFDA	USAID-OMA*	USAID-LAC*
FBI		

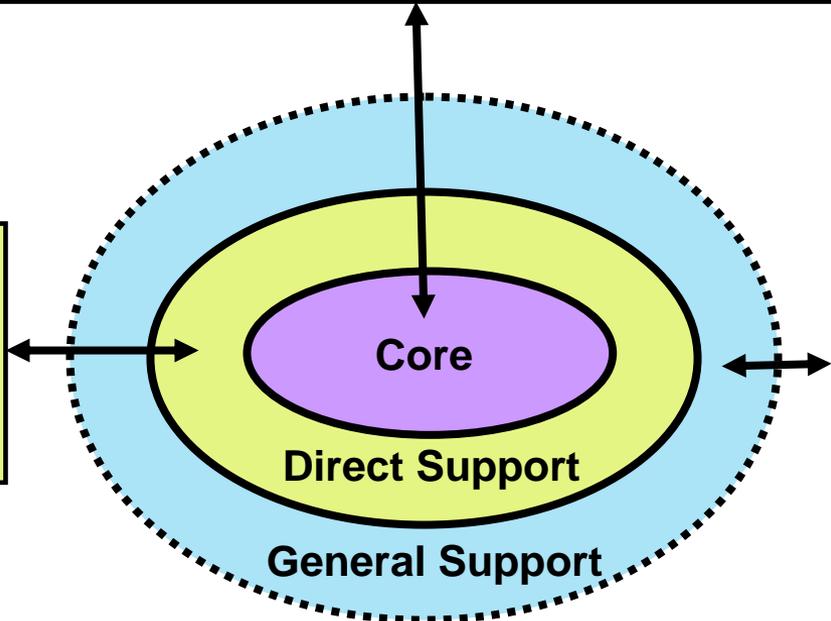
* arrive Nov 07

Direct Support 11

Treas-OFAC	ATF x 2
ICE x 3	Air Marshall
CBP-OBP x 2	FBI x 2

General Support 19

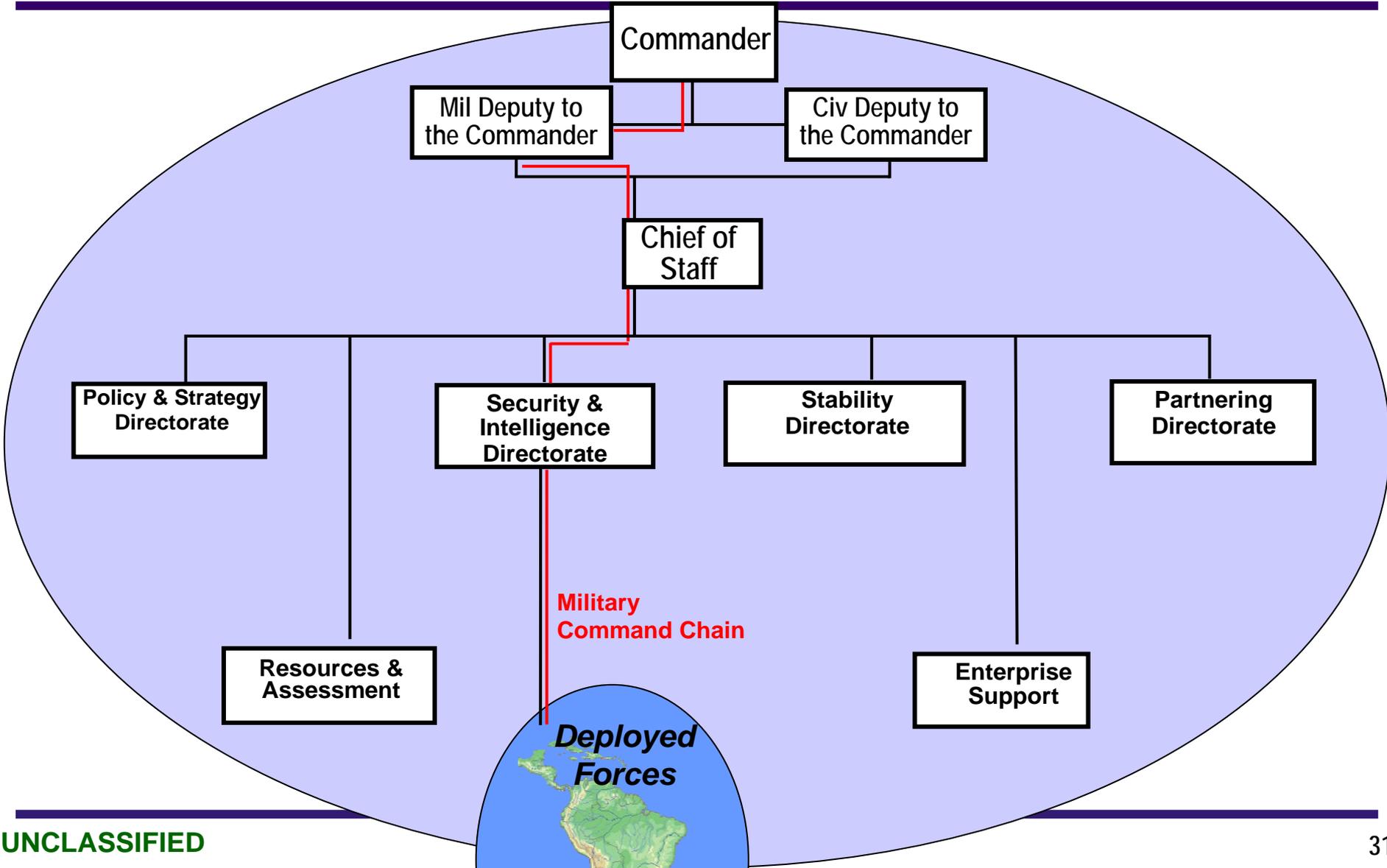
FAA	DOE
DOS-S/CT	DOS-/CRS
DOS-WHA	DOS-PRM
DOS-INL	DOC
DHS	DHS-USCG(D7)
DHS-USCIS	DOJ
TSA	BOP
Miami PD	OAS
PAHO	



TOTAL: 50



U.S. Southern Command Notional Reorganization



Fulfilling the Promise Together

Partnership....

Security

Stability

Prosperity

....for the Americas

Discussion





CAPT Kevin C Hutcheson
Deputy Director for Interagency Integration
Interagency Partnering Directorate (J9)
US Southern Command

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SIPR kevin.hutcheson@hq.southcom.smil.mil

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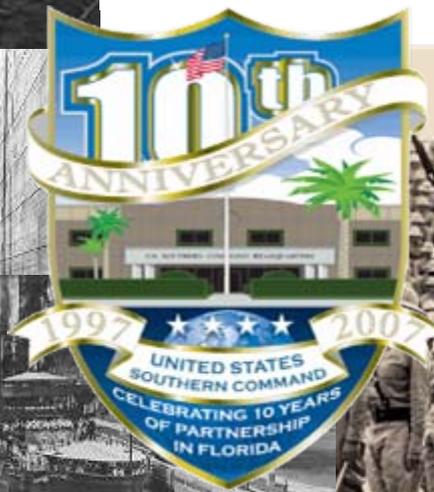
Backup Slides



Our History



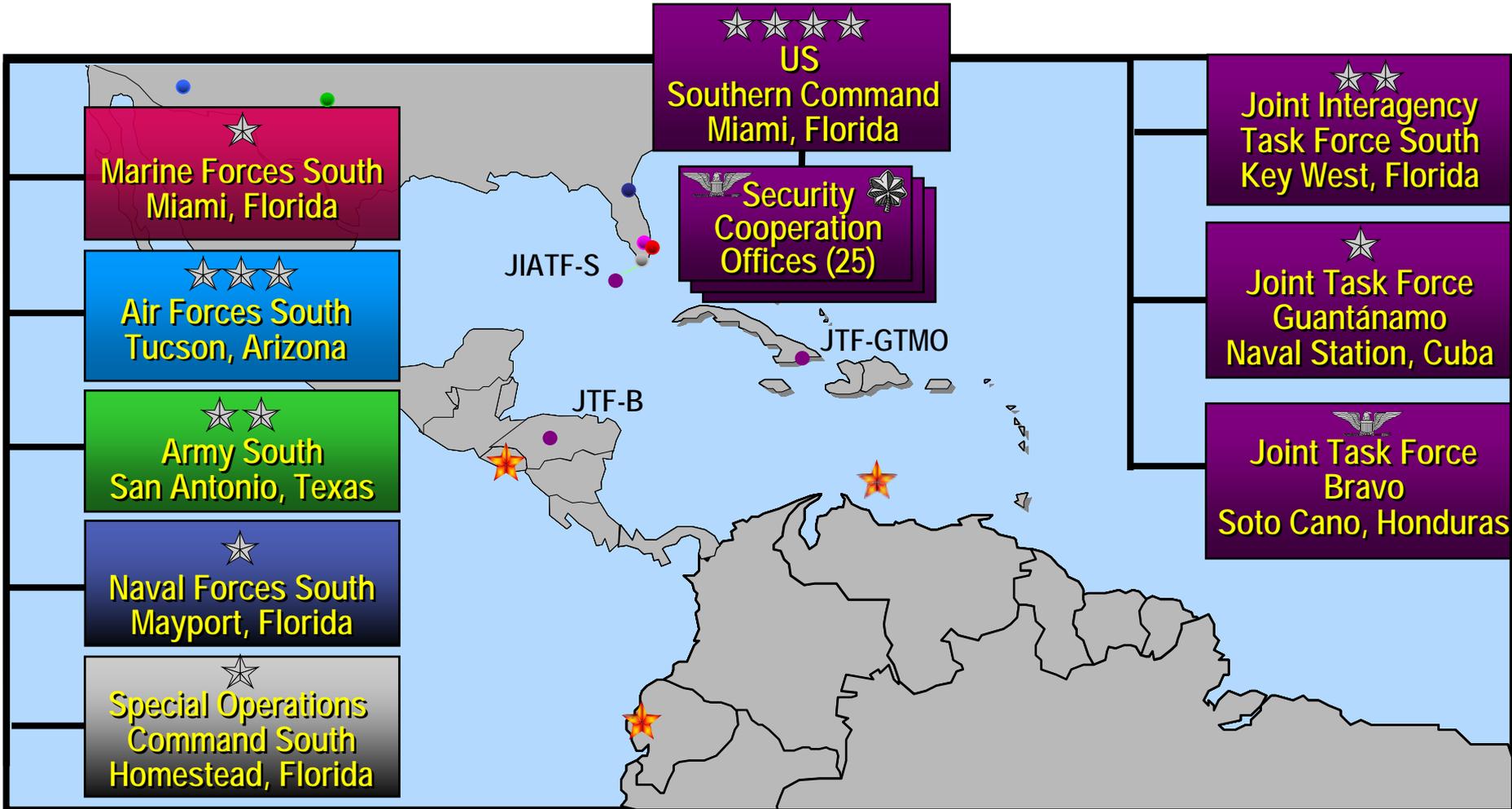
- 1903 – 1917 Panama Canal Zone
- 1917 – 1941 Panama Canal Department
- 1941 – 1947 Caribbean Defense Command
- 1947 – 1963 Caribbean Command
- 1963 U.S. Southern Command
- 1977 Panama Canal Treaties Signed
- 1997 Move to Miami



"Battleship Tennessee" in Miraflores Locks 4/27/16.



Organization



★ Cooperative Security Locations



Joint Task Force – Bravo



- Contingency operations
- Counter-Narcotics operations
- Humanitarian Assistance and Disaster Relief
- Non-Combatant Evacuation
- Outreach projects

Soto Cano Air Base

- 18 helicopters
- ~600 personnel
- Medical detachment
- Personnel recovery
- Airfield support

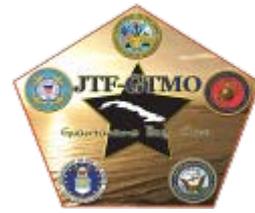


“When the helicopters touched down 3½ hours after the accident, U.S. soldiers came pouring out. Saints couldn’t have looked better.”

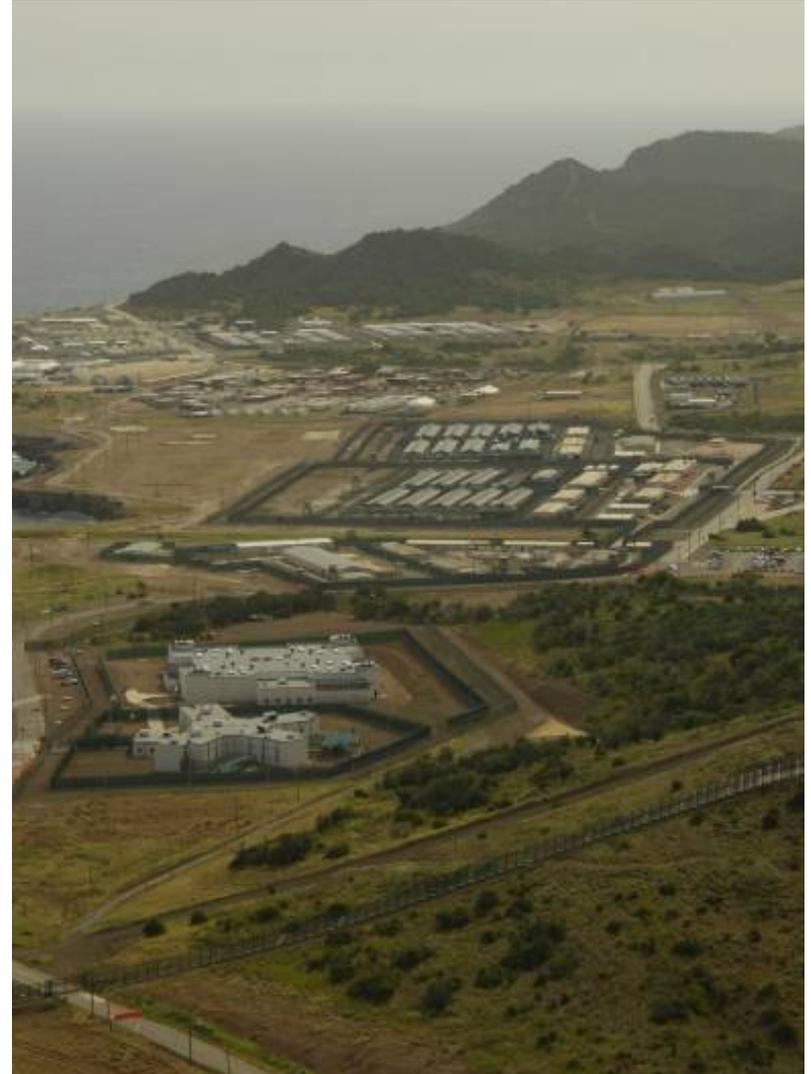
--- U.S. citizen after medical rescue in Honduras



Joint Task Force - Guantanamo



- Legal and transparent operations
- Safe and humane care and custody of detainees
- Facilitate interagency operations to support Global War on Terror
- ~1800 personnel
- Fewer than 350 detainees





Joint Interagency Task Force - South



	Argentinean AF
	Brazilian Intelligence Agency
	Colombian AF & Navy
	Ecuadorian AF
	Peruvian Navy
	Salvadoran AF
	French Navy
	Mexican Navy
	Royal Netherlands Navy
	UK Royal Navy
	Spanish Guardia Civil

Services		Army
		Navy
		Air Force
		Marine Corps
		Coast Guard
Law Enforcement Agencies		Customs & Border Protection
		Drug Enforcement Agency
		Federal Bureau of Investigation
Intelligence Agencies		DIA
		NSA
		NGA
		NRO

- ~500 personnel
- Counter illicit trafficking
- Interagency integration
- Multinational participation

↓

- *Intelligence fusion*
 - *Planning*
 - *Operations*

↓

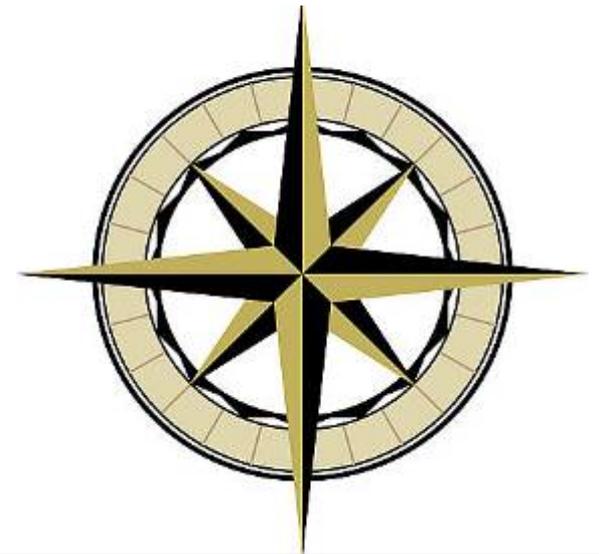
Over 260 metric tons of Cocaine disrupted in 2006

A model of integration and cooperation



Command Heading

- **Understanding the linkages**
- **Facing the challenges together**
- **Fulfilling the promise**



Our Motto: “Partnership for the Americas”



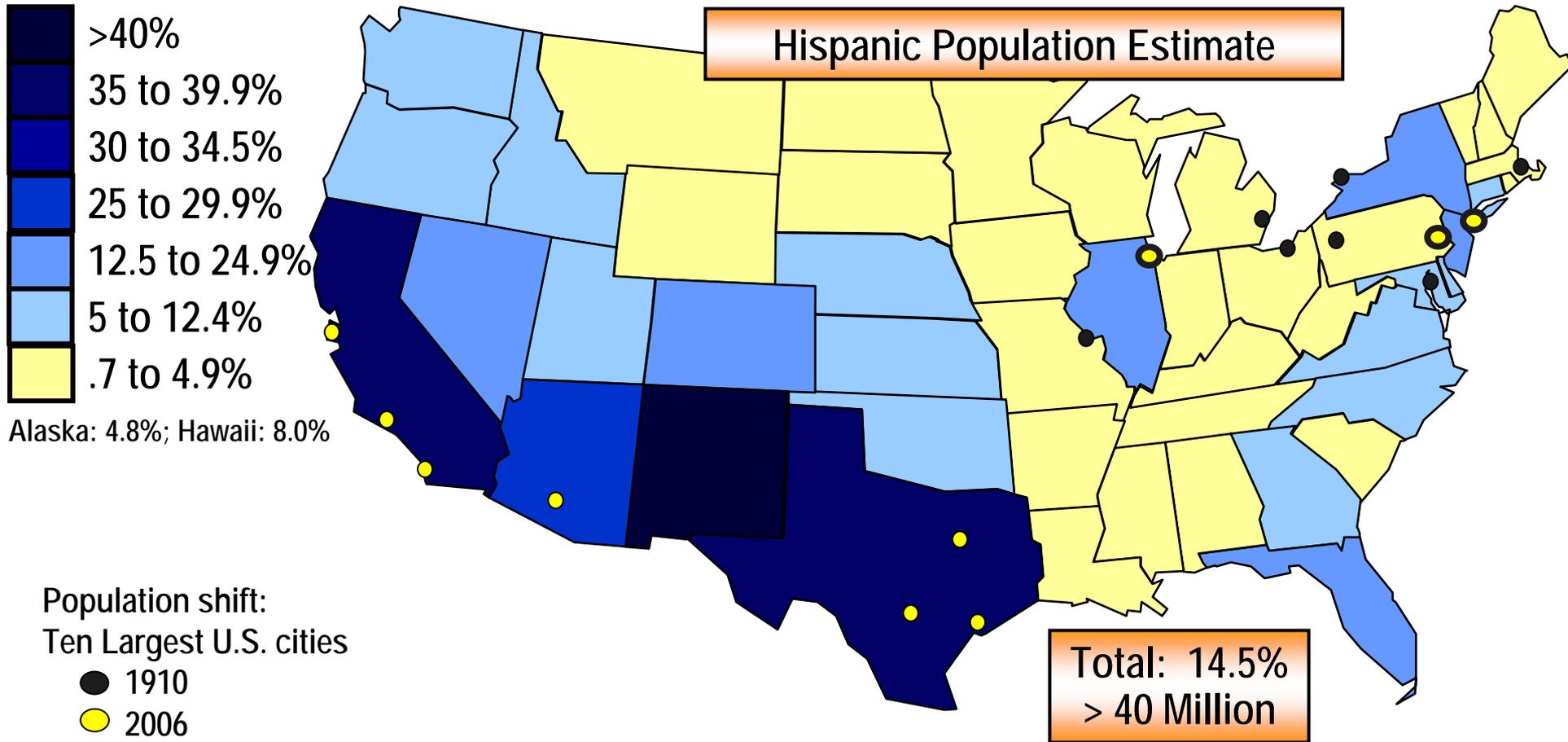
Political – Economic Linkages

- Shared Values
 - Democracy
 - Human rights
- Economic Interdependence
 - Growing Trade
 - ~ 40% of U.S. trade is with this hemisphere
 - Panama Canal
 - ~50% of oil imports come from this hemisphere
 - \$45B in 2006 remittances from U.S. to Latin America and the Caribbean





Cultural Linkages



**Largest, youngest, and fastest growing minority in U.S. (25+% by 2050)
2nd largest Spanish-speaking country behind Mexico**



U.S. Hostages

- Held by narco-terrorists in Colombia
- Longest current U.S. hostage situation



Keith Stansell

Thomas Howes

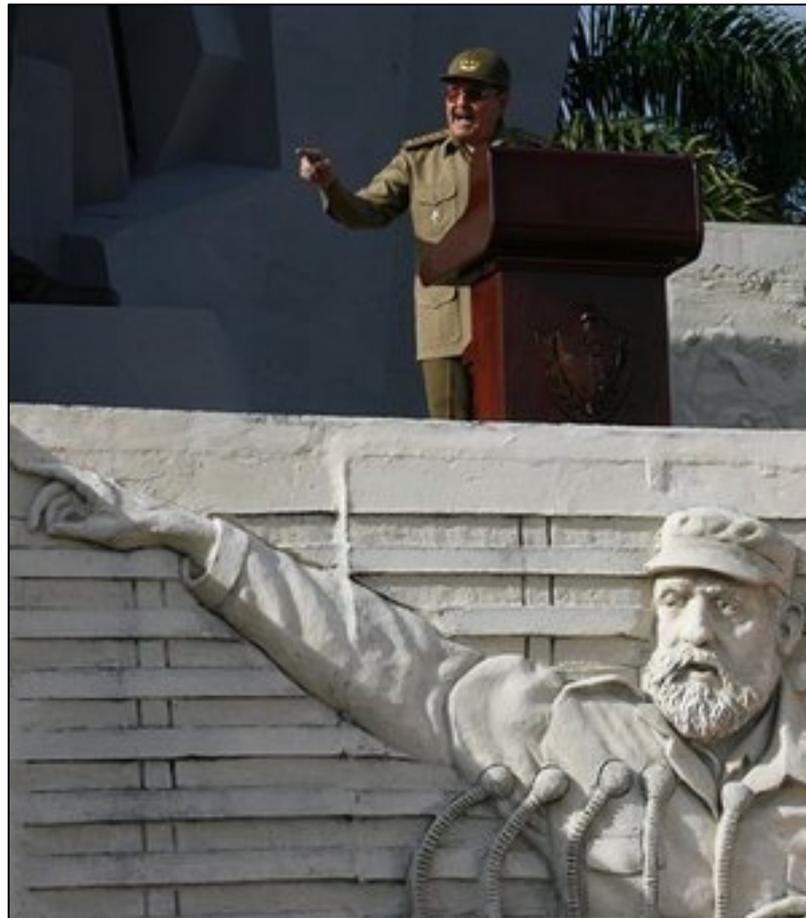
Marc Gonsalves

KIDNAPPED: FEB 13, 2003



Cuba / Mass Migration

- Succession is at hand
- Possible mass-migration event?
- What's next?
 - Deter mass migration
 - Support USG efforts





“Anti-Yanquismo”

- Geopolitical marketplace of ideas
 - Near-term drift in alignments
 - Strong anti-Yanqui messaging



- Main Messengers:
 - Cuba:
 - Fidel Castro
 - Venezuela:
 - Hugo Chavez
 - Bolivia:
 - Evo Morales
 - Ecuador:
 - Rafael Correa
 - Nicaragua:
 - Daniel Ortega
 - Iran:
 - Mahmoud Ahmadinejad





Building Partners

☆☆☆☆ US Southern Command Headquarters

Liaison Officers



Argentina



Canada



Chile



Colombia



Ecuador



Peru



Uruguay



Army



Marine Corps



Navy



Air Force



Coast Guard



Homeland Security



State Department



Department of Defense



Justice



USAID



Treasury



Intelligence Agencies

Partner Academic Institutions



Western Hemisphere Institute for Security Cooperation



Center for Hemispheric Defense Studies



Inter-American Defense College



Inter-American Air Force Academy



Naval Small Craft Instruction & Technical Training School



School of International Graduate Studies



Numerous other leading academic institutions

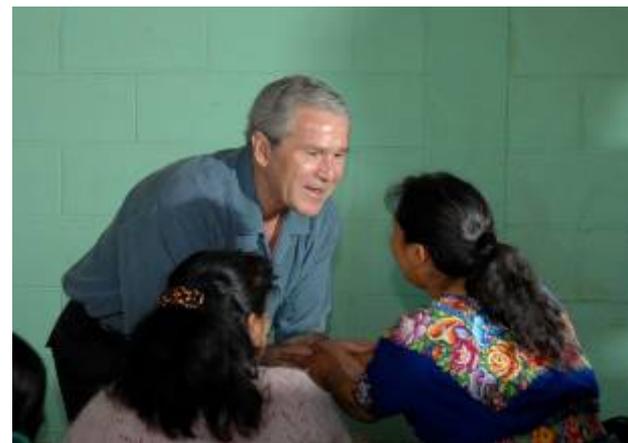
Interagency, multinational, inter-institutional partnerships



Get our message out: “Listen, communicate, listen”



Share common interests
Security as a necessity
Cooperative solutions
Commitment to partners



“In this hemisphere, we are in the business of ideas, not missiles. Our main battery, so to speak, is communication.” -- Admiral Jim Stavridis



Innovation... NOT a One-way Street!





U.S. Southern Command

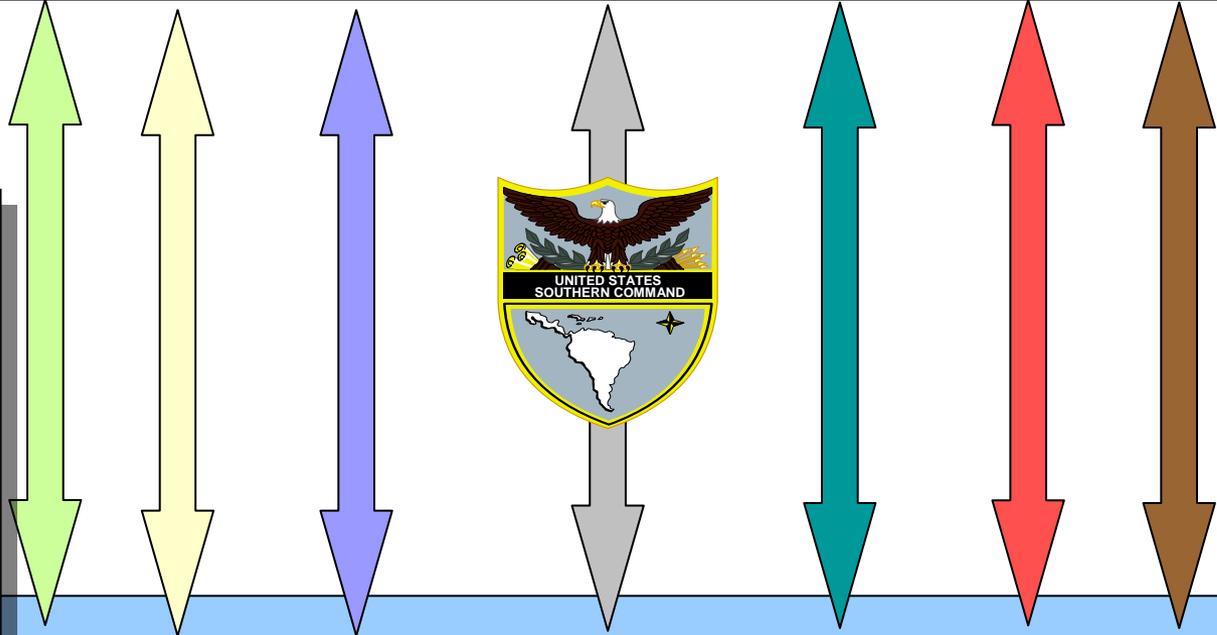
Launching...

Ideas

...not missiles



Current Challenge

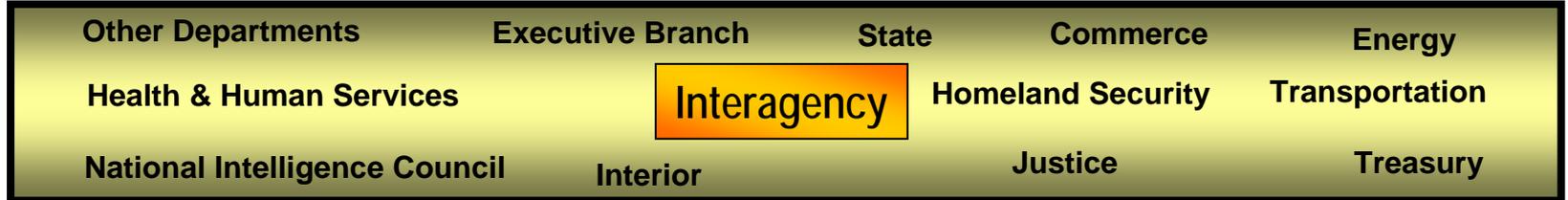


- Some IA coordination via JPGs and Boards, Centers and Cells
- No IA integration mechanism and process for policy implementation
- IA De-confliction during execution

Country Teams
Interagency Representatives & Security Cooperation Officers



Integration through Partnership



SOUTHCOM 2016

- Integrated Operations at SOUTHCOM:**
- Full-spectrum IA Staff Activities
 - Greater IA agility during contingency and crisis
 - Culture of partnership and cooperation
 - Career cross-pollination
 - Greater resource efficiency

**Country Teams
Interagency Representatives,
Security Cooperation Officers & Partner Nations**



U.S. Southern Command Vision

A joint and interagency organization seeking to support stability, security, and prosperity.

Motto: Partnership for the Americas



Directorate of Interagency Partnering (J9)

Mission

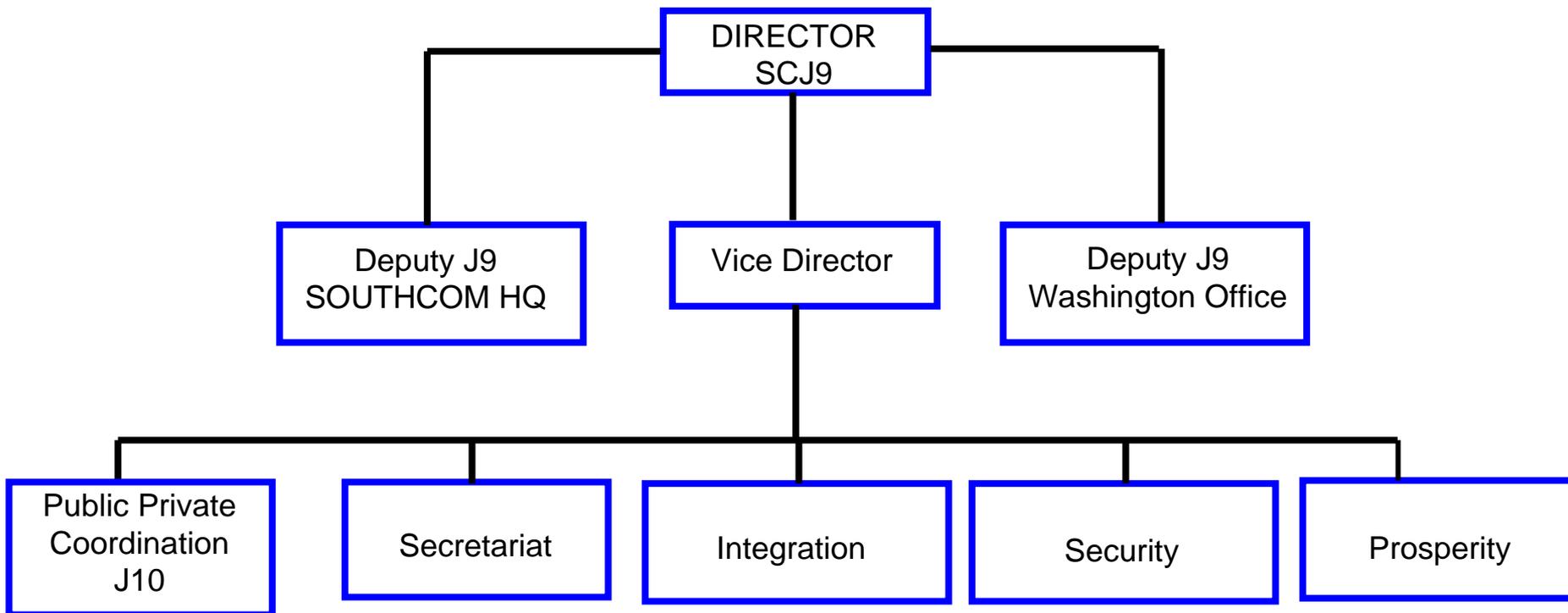
J9 Directorate identifies interagency opportunities and aligns participation within enterprise to expand collaboration and facilitate the transformation of SOUTHCOM into a joint interagency regional security command.

Supporting the Command Vision - A joint and interagency organization supporting security, stability, and prosperity in the Americas.



Directorate of Interagency Partnering

J9 Structure





Interagency Coordination Group (IACG) Meetings

28 Jun 07 – GTMO Migrant Camp Processing Ops (J3/J9)

* DOS-PRM, DOS-WHA, DHS-DRO, USCG, JTF-GTIMO, USCIS, and OSD.

10 Jul 07 – SRS Hostage Working Group (J3/J9)

* DOS, FBI, DOJ, Numerous Intl Agencies, and OSD.

27 Jul 07 – Intelligence Unity of Effort (J2/J9)

* DOS-INR, DOS-INL, DNI, DOJ, DOE, DHS, CIA, TREAS, ATF, DEA, ICE, CBP, USCG, OSD, and JS.

15 Aug 07 – Innovation/Science & Technology (J7/J9)

* DOS-OES, USAID, EPA, DOC, DOE, Corps of Eng, DOE, DHS, CIA, TREAS, ATF, DEA, ICE, USCG, OSD, and JS.

29 Aug 07 – Environmental Conference (J9)

* EPA, DOE, USAID, CSIS, USGS, AWC, and OSD.

17 Sept 07 – International Environmental Conference (J7/J9)

* EPA, DOE, USAID, USGS, AWC, OSD, and Partner Nations.

22 Oct 07 – Energy Disruption (J9/J3)

* DOE, DOS, DOC, JS, OSD, CIA, TREAS and Private Sector.



Interagency Partnering Committee – South (IPC-S) Meetings

7 Mar 07 - Migrant Camps Support & Operation (J9/J3)

- * Partnered with U.S. Coast Guard (Washington).
- * Discussed planning gaps for migrant camp support and operations.

16 May 07 – Hurricane Relief Operations (J9/J4)

- * Partnered with U.S. Agency for International Development (Miami).
- * Discussed hurricane season to synchronize response plans for nations in the Caribbean and Central America and U.S. territories.

29 Jul 07 – Intelligence Unity of Effort (J9/J2)

- * Partnered with Office of the Director of National Intelligence (Washington).
- * Discussed intelligence priorities, challenges, and opportunities to expand IA collaboration in the command's area of focus.

26 Oct 07 – Energy Disruption (J9/J3)

- * Partnered with Department of Energy (Miami).
- * Discussed insights gained from the exercise safeguarding our nation's energy security.

UNITED STATES SOUTHERN COMMAND



Rethinking SOUTHCOM



What We Are Now

- **“Combatant Command” Culture**
 - **Designed to direct combat operations**
 - **Prussian Staff Structure**
 - J-1 through J-8
 - Myriad of Special Assistants
 - **Non-combat tasks are “lesser included case”**
 - **Multi-layered access to Commander**
 - Highly filtered staff product
 - Slow, careful process
 - **Sub-optimal for SOUTHCOM mission**





What We Need

- **Culture of BOTH war and peace**
- **Interagency cooperation**
- **State Department**
- **Combined / International contacts**
 - **More Liaison officers**
- **Strategic communication focus**
- **Public-Private linkages**
- **High speed staff process**
- **Less in Miami, more forward**





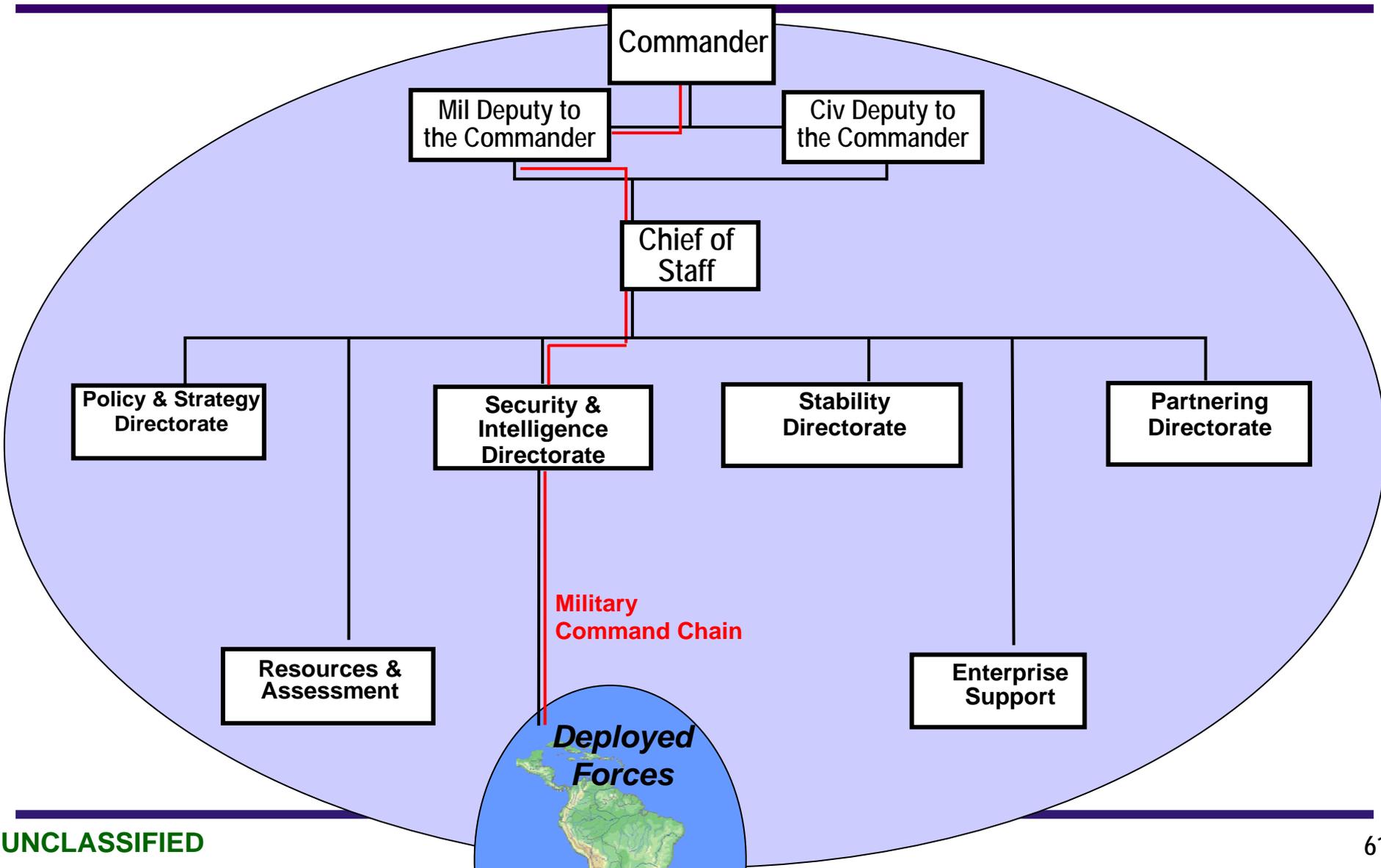
A NEW MODEL

- **Joint, interagency security command**
- **Similar to JIATF-S in Key West**
- **Dual-Deputy structure**
- **Chief of Staff / Strategic Communications**
- **Directorates keyed to SOUTHCOM missions**
- **Leverage VERY Capable Service Components**
- **Find efficiencies – zero / minus growth**





U.S. Southern Command Notional Reorganization





GETTING TO A NEW MODEL

- **Phase in over 3-4 years**
- **Move carefully**
- **Occupancy of Headquarters in Dec 2010**
- **Requires support from other USG agencies**
- **Additional country liaisons, including civilians**
- **Public-private partnerships**



UNITED STATES SOUTHERN COMMAND



AFRICOM
BRIEFING

CAPT Kevin
Hutcheson, USN
USSOUTHCOM, J-9

Human Rights at USSOUTHCOM

13 February 2008



USSOUTHCOM Human Rights Policy

- **DOD has directed each service to develop Human Rights (HR) and Law of War/Law of Armed Conflict training programs.**
 - **USSOUTHCOM established Regulation 1-20 which mandates that all USSOUTHCOM personnel take HR training annually.**
- **USSOUTHCOM maintains a Human Rights Division which administers its HR policy and is responsible for HR training.**
- **The Human Rights Division works with other USG agencies, international organizations, non-governmental organizations (NGOs), and partner nation military forces to promote respect for human rights.**



The Human Rights Division



The HR Division's primary functions are:

- **Analysis:** Analyze, inform, and advise USSOUTHCOM leaders on HR issues
- **Training:** Ensure all DoD personnel (military, civilian and contractor) receive HR awareness education before deploying into the AOF
- **Integration:** Integrate HR concepts into exercises and operations
- **Liaison:** Serve as liaison to HR community
- **Security Cooperation:** Promote HR concepts via regional initiatives





HUMAN RIGHTS AWARENESS EDUCATION FOR DOD PERSONNEL: The Five Rs of Human Rights



- **RECOGNIZE** what constitutes a violation of human rights.
- **REFRAIN** from committing or supporting the commission of human rights violations.
- **REACT** to human rights violations—intervene only if possible and practical.
- **RECORD** violations in detail (time, day, location, personnel).
- **REPORT** violations through the chain of command.



USSOUTHCOM HUMAN RIGHTS STANDING ORDERS

**By Order of the Commander
United States Southern Command**

USSOUTHCOM REPORTING PROCEDURES

THE FIVE Rs OF HUMAN RIGHTS

RECOGNIZE

REFRAIN

REACT

RECORD

REPORT

SC FORM 165 1 JAN 2007

USSOUTHCOM HUMAN RIGHTS STANDING ORDERS

The U.S. Department of Defense (DoD) supports Human Rights Law and the Law of Armed Conflict and enforces standards of conduct which serve to protect the dignity of each individual.

Human rights include fundamental protections for individuals such as freedom from genocide, slavery, murder, torture, cruel, inhuman or degrading treatment, prolonged arbitrary detention, and systematic racial discrimination.

DoD personnel must never participate in any activity which is contrary to this policy nor encourage others to do so. DoD personnel will disengage from activities that are contrary to U.S. policy and will ensure other DoD personnel do not practice, encourage, or condone such activity.

It is the duty of all DoD personnel to record and report any possible human rights violation they observe regardless of whom is involved.

DoD personnel must fully cooperate with any investigation into human rights violations. However, no person loses his/her Article 31 (UCMJ), 5th Amendment rights of protection from self-incrimination.

DoD personnel are visible representatives of United States legal and moral principles. Their actions, words, and deeds must reflect fundamental support of human rights, military honor, and the rule of law.

This USSOUTHCOM card constitutes legal and binding orders on all DoD personnel operating in the AOR.

SC FORM 165, 1 JAN 2007



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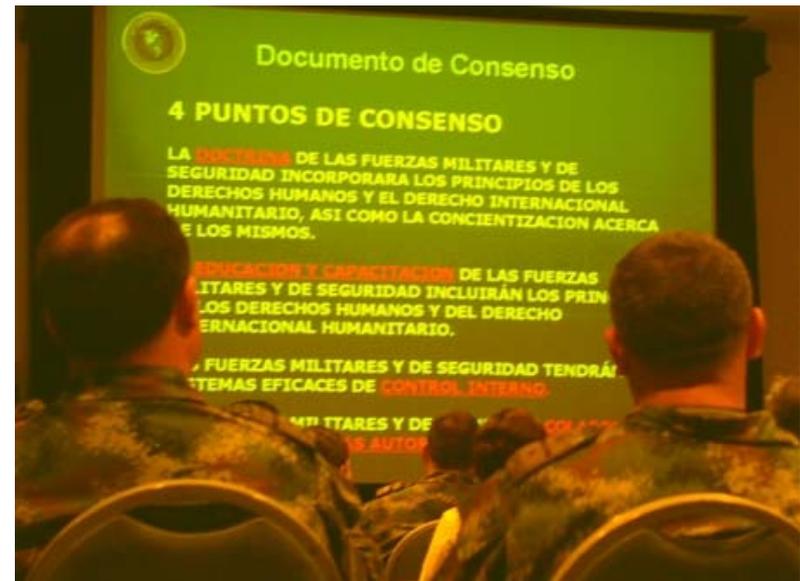
Human Rights Initiative: History

SOUTHCOM Commander established the Human Rights Division in 1995 to promote greater observance of human rights in the Western Hemisphere and directly advise the commander on these issues.

SOUTHCOM Commander also hosted the first hemispheric Human Rights Conference, cosponsored by the Inter-American Institute of Human Rights based in San José Costa Rica. Most of the Ministers of Defense and Chiefs of Defense of the region participated in this conference.

SOUTHCOM Commander stood up a partner nations working group in 1997 charged with establishing common criteria for measuring progress in respect for human rights by the armed forces and security forces.

The result was the **Human Rights Initiative** and its principal product, the **Consensus Document**.





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Phase I: Hemispheric Seminars: 1997-2002

- **Panama:** June 1997
- **Miami:** February 1998
- **Miami:** October 2000
- **Dom. Rep:** March 2001
- **Uruguay:** October 2001
- **Guatemala:** March 2002



A Total of 34 Nations Participated.



MISSION

TO **PREVENT AND SANCTION** VIOLATIONS OF HUMAN RIGHTS AND INTERNATIONAL HUMANITARIAN LAW BY MEMBERS OF THE MILITARY AND SECURITY FORCES AND CREATE **ZERO TOLERANCE** ON THE PART OF THESE INSTITUTIONS FOR ANY VIOLATIONS WHICH ITS MEMBERS MAY COMMIT.



FOUR CONSENSUS POINTS:

THE **DOCTRINE** OF THE MILITARY AND SECURITY FORCES SHOULD INCORPORATE HUMAN RIGHTS AND INTERNATIONAL HUMANITARIAN LAW PRINCIPLES AND AWARENESS.

THE **EDUCATION AND TRAINING** OF MILITARY AND SECURITY FORCES SHOULD INCLUDE HUMAN RIGHTS PRINCIPLES AND PRINCIPLES OF INTERNATIONAL HUMANITARIAN LAW.

THE MILITARY AND SECURITY FORCES SHOULD HAVE **EFFECTIVE SYSTEMS OF INTERNAL CONTROL**.

THE MILITARY AND SECURITY FORCES SHOULD **COOPERATE FULLY WITH CIVILIAN AUTHORITIES**.





HRI Phase II: 2003 – the Present

- Consensus Document completed March 2002
- Seminar Participants ask USSOUTHCOM to support implementation efforts
- USSOUTHCOM in a unique partnership with HR NGO based in Costa Rica that serves as HRI Secretariat





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HRI Secretariat - CECADH

- CECADH is the Center for Human Rights Training, a non-governmental organization based in San José, Costa Rica.
- CECADH serves as the facilitator for HRI.
- CECADH coordinates its activities through the Human Rights Division at USSOUTHCOM and the Security Cooperation Offices (MilGroups) in U.S. Embassies throughout the hemisphere.
- CECADH staff has many years of experience providing human rights training to Armed Forces and Security Forces in Latin America.



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HRI Phase II: Implementation Process





Human Rights Initiative – The Map

USSOUTHCOM Human Rights (HR) PROGRAM

- HR Office advises Command leadership on HR issues, develops training for DoD personnel, serves as liaison with human rights community, and promotes culture of respect for human rights with partner nation military forces.

Human Rights Initiative (HRI)

- Bring representatives of military, security forces, civilian government and NGOs together to develop regional model for military human rights programs. Focuses on doctrine, training, internal controls, and cooperation with civilian authorities.



Status (January 2008)



In-Country Visits Completed



Memorandum of Cooperation (MoC) Signed;
Implementation Conference Pending

- Uruguay, Panamá, and the CFAC



Implementation Conference Held;
Implementing HRI (7 Countries)

- Bolivia, Colombia, Costa Rica, Dominican Republic,
El Salvador, Guatemala, Honduras



Focus FY08+++



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HRI: Current Status

- Nine countries and one regional organization have signed a Memorandum of Cooperation:

- Costa Rica (March 2004)
- Bolivia (April 2004)
- Guatemala (September 2004)
- Uruguay (October 2004)
- El Salvador (April 2005)
- Honduras (July 2005)
- Colombia (August 2005)
- Conference of Central American Armed Forces (CFAC) (November 2005)
- Dominican Republic (March 2006)
- Panamá (December 2007)



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Human Rights Doctrine & Training (HRIDAT) Project

- \$1.759 in CCIF in Jan 07
- Sponsoring activities in seven HRI countries = average >\$150K in each country; 100,000 HR Manuals & Cards, >3,000 Soldiers Trained, > 70 HR Events
- Status
 - Colombia and Bolivia nearing completion
 - Execution in Costa Rica, Dominican Republic, El Salvador, Guatemala, and Honduras through contract with CECADH to be completed by Jul 08
- Sample Activities
 - Production of HR manual and pocket cards for Bolivian soldiers
 - Series of HR and Operational Law Seminars for Colombian military
 - HR training video for Honduran military
 - HR training for commanders of Costa Rican police units
- Benefit to USSOUTHCOM mission:
 - Increase stability and security
 - Concrete benefit from participation in HRI
 - Visible sign of USSOUTHCOM support for HR

UNITED STATES SOUTHERN COMMAND



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Division

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Ms. Leana Bresnahan
Deputy Chief, Human
Rights Division

Tel. 305-437-1560

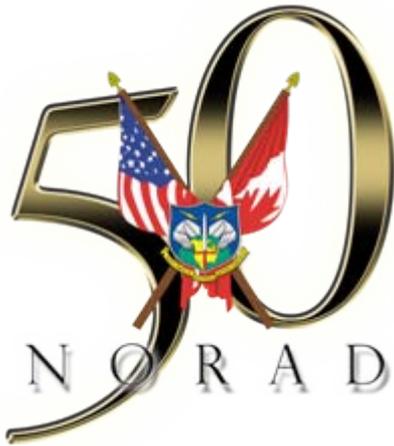
Fax 305-437-1843

**Leana.bresnahan@hq.
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Human Rights at USSOUTHCOM

This Briefing is Classified:

UNCLASSIFIED



NORAD-USNORTHCOM

Creating a Culture of Anticipation and Preparedness

**Bear McConnell
Director, Interagency Coordination**

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Who we are...what we do

- **North American Aerospace Defense Command (NORAD)**
- **United States Northern Command (USNORTHCOM)**

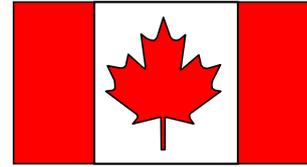
NORAD (bi-command)

- **Aerospace Warning**
- **Aerospace Control**
- **Maritime Warning**

USNORTHCOM

- **Homeland Defense**
- **Civil Support**

How We Fit Together



PRESIDENT

**CANADIAN
PRIME MINISTER**

**SECRETARY
OF DEFENSE**

DEFENCE MINISTER

**CHAIRMAN OF THE
JOINT CHIEFS OF STAFF**

**CHIEF OF THE
DEFENCE STAFF**

**UNITED STATES
NORTHERN
COMMAND**



**NORTH AMERICAN
AEROSPACE
DEFENSE COMMAND**





NORTHCOM MISSION STATEMENT

USNORTHCOM anticipates and conducts Homeland Defense and Civil Support operations within the assigned area of responsibility to defend, protect, and secure the United States and its interests

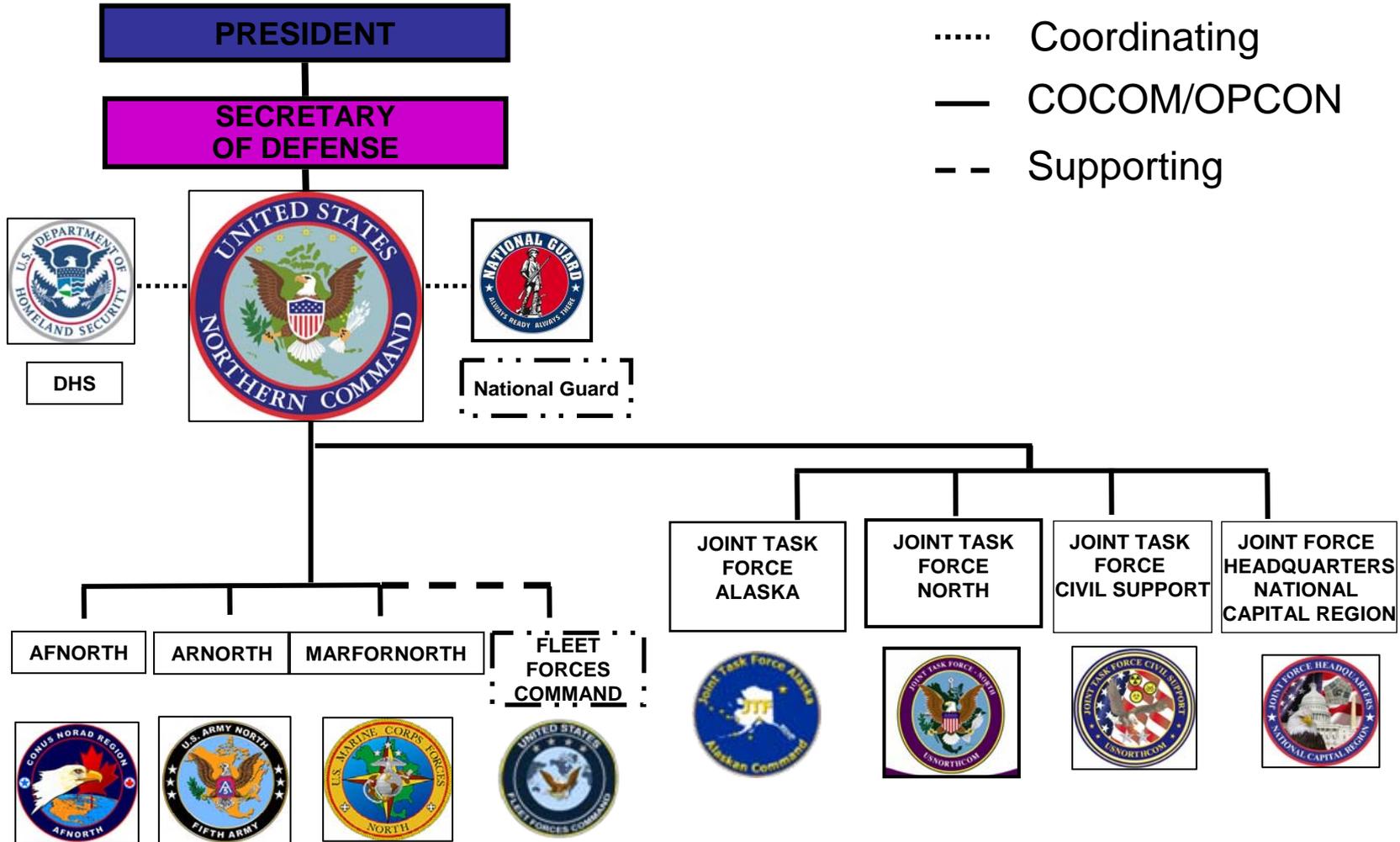
The Interagency Coordination Directorate facilitates unity of effort between USNORTHCOM and its co-responding partners...we must work in concert to efficiently plan and respond

USNORTHCOM C2

U.S. Geographic Combatant Command

Relationships

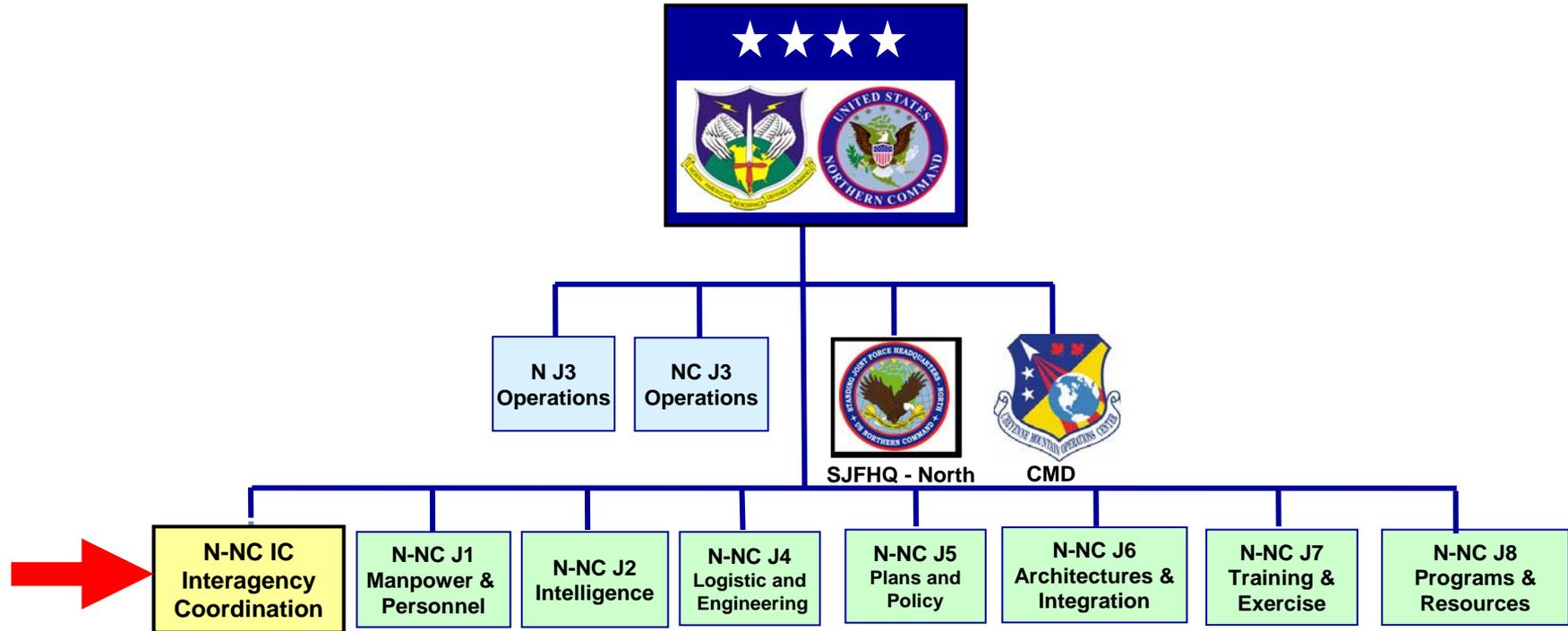
- Coordinating
- COCOM/OPCON
- - Supporting





N-NC Interagency Coordination Directorate

HQS NORAD-USNORTHCOM Peterson AFB



N-NC IC Directorate Mission

Facilitate the integration and synchronization of Interagency activities to ensure mutual understanding and **unity of effort.**



Civil Support and Humanitarian Operations

- **International Context**

- Build relationships with Canadian and Mexican partners
- Both Military and Civilian

- **Domestic Context**

- Supporting role
- Multiple jurisdictions, differing authorities
- State/Federal tensions, political realities
- Local, national and international NGOs
- Private Sector



Mission Partners

Federal Agencies

DHS – Department of Homeland Security
CBP- Customs and Border Protection
FEMA – Federal Emergency Management Agency
TSA – Transportation Security Agency
USCG – US Coast Guard
DNI – Director, National Intelligence
CIA – Central Intelligence Agency
DOS – Department of State
USACE – US Army Corps of Engineers
USGS – US Geological Survey
USPHS- US Public Health Service
FAA – Federal Aviation Administration
FBI – Federal Bureau of Investigation
DOE – Department of Energy
FAMS – Federal Air Marshal Service
DOI – Department of Interior
DHHS – Department of Health and Human Services
NOAA – National Oceanographic and Atmospheric Agency
EPA – Environmental Protection Agency
NASA – National Aeronautics and Space Administration
USDA – US Department of Agriculture
USAID – Office of US Foreign Disaster Assistance

Resident Reps Contingency Reps

Department of Defense

32 DoD Agencies
National Guard Bureau
Commands, Services, Components

International

CANCOM
Public Safety Canada
Mexican Civil Protection Organizations

State and Local

Governors
State Emergency Managers
National Guard

Private Sector

Non-profit
Non-governmental, humanitarian
Business, commercial
Faith- based
Academic



Best Practices

- **A separate Interagency Coordination Directorate**
- **Primary Staff – reports to Commander**
- **Robust information sharing**
- **Operationalized relationships**
- **Integration in Planning, Operations, Exercises**
 - **Interagency Annex V**
 - **Agency participation in exercise development and execution**
- **“Front Door” for agency engagement/support**
- **Strong reach-back to parent organizations**
- **Interagency perspective to military staff, and the reverse**
- **International/Intergovernmental/Interagency approaches to border issues**
- **Engage with NGOs, the private sector, the S and T community**
- **Include interagency initiatives/products/processes into training and education**
- **Identify/support BPC technology and concepts initiatives across the USG, State, local and private sector**
- **24x7 ICG Battle Cell**
- **Interagency context for the Commander’s decision making process.**



N-NC IC Directorate Mantra

***When You Need a Friend, It's
Too Late to Make One!***



Partnership
Security
Stability



UNITED STATES AFRICA COMMAND

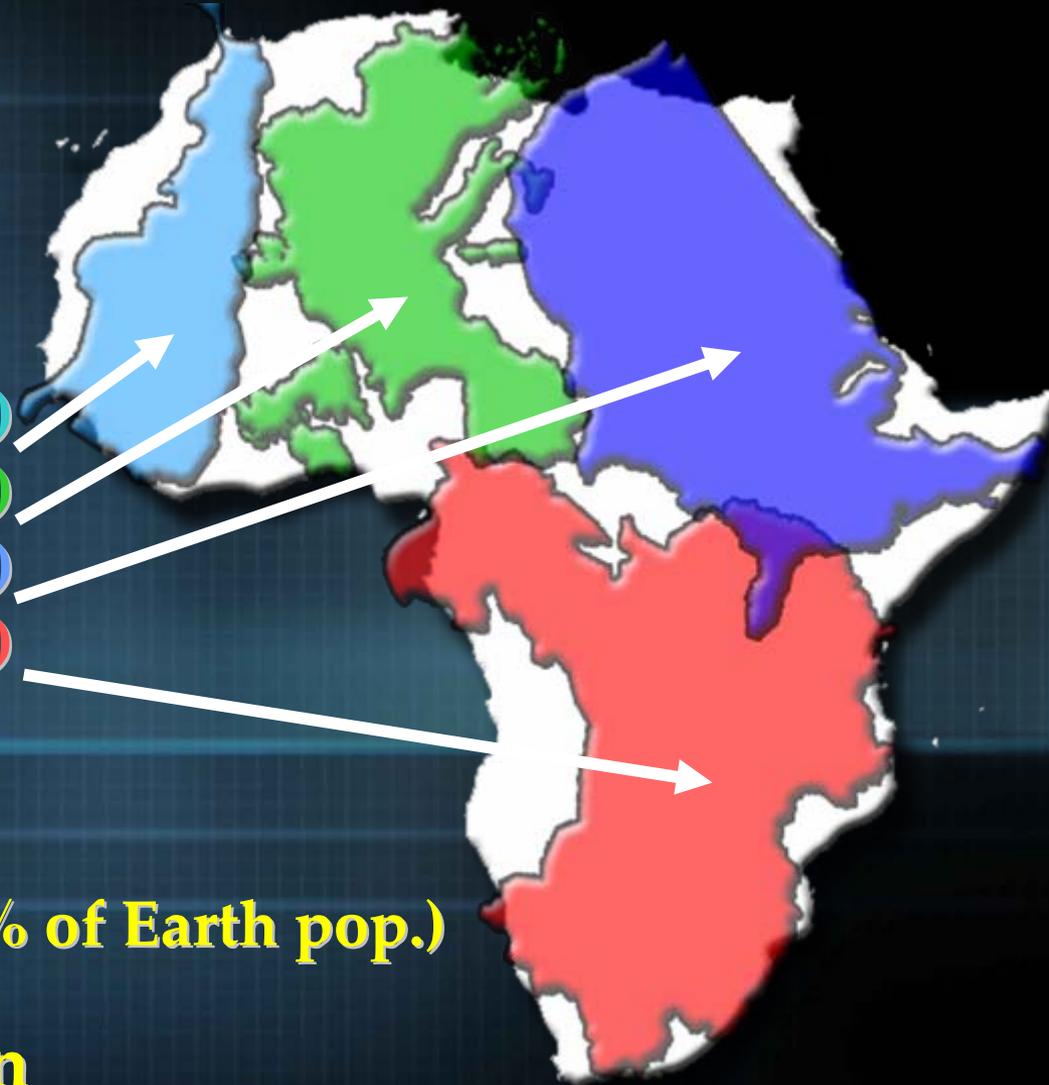




Africa's Size and Diversity

11.6 million square miles

More than **Argentina (1.1)**
Western Europe (1.4)
The United States (3.1)
and China (3.7)



53 nations

>900 million people (14% of Earth pop.)

>2,000 languages spoken



African Challenges

Trans-Sahel: “Undergoverned” Areas and Transnational Extremism; Foreign Fighter Flow to Iraq

Chad/Sudan/CAR: Darfur Crisis/Instability

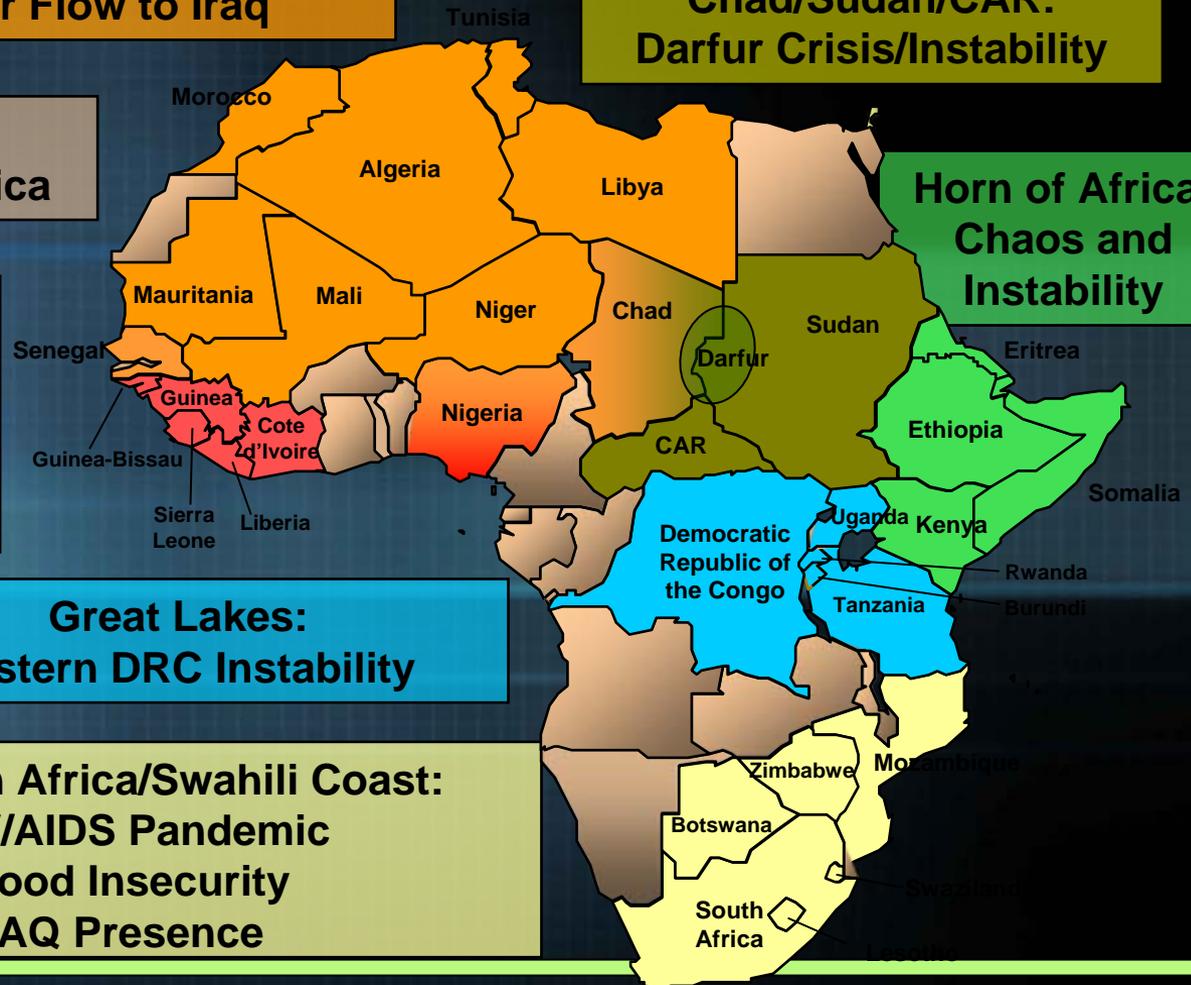
China: Growing Influence in Africa

Horn of Africa: Chaos and Instability

West Africa/Gulf of Guinea: Illegal Arms and Drugs; Oil Disruption; Corruption; Political Instability; Frozen Conflicts

Great Lakes: Eastern DRC Instability

**Southern Africa/Swahili Coast: HIV/AIDS Pandemic
Food Insecurity
AQ Presence**





Strategic Background

- The DoD, in collaboration with other USG agencies, is seeking more effective ways to prevent and respond to humanitarian crises, sustain African unity and stability, and improve cooperation on such transnational issues such as HIV/AIDS and terrorism.
- US National Security Strategy of March 2006
 - Africa holds growing geo-strategic importance
 - Partnering with African states and institutions is the way-ahead
 - Our security depends on strengthening fragile states
 - Commitment to democracy, peace, stability, and prosperity enhances capacity of regional organizations
 - The African Union (AU) membership includes 52 of 53 African states
 - Synchronization of DoD and Inter-Agency efforts
- National Security Presidential Directive (NSPD-50) on Africa



Presidential Direction

Africa is a continent of promise and opportunity, and is linked to the United States by history, culture, economics, and geo-strategic significance. The United States will partner with African nations for an African continent that lives in liberty, peace, stability, and increasing prosperity.

- Our vision is to establish genuine economic partnerships between the United States and African countries to improve Africa's share of global trade
- We must work with African partners to end African's wars by building regional peacekeeping.
- It is important to identify synergies with our European partners that can serve as a force multiplier.

*~ President George W. Bush
Africa Policy*



Mission Guidance (AIG)

“US Africa Command promotes US National Security objectives by working with African states and regional organizations to help strengthen stability and security in the AOR. *US Africa Command* leads the in-theater DoD response to support other USG agencies in implementing USG security policies and strategies.

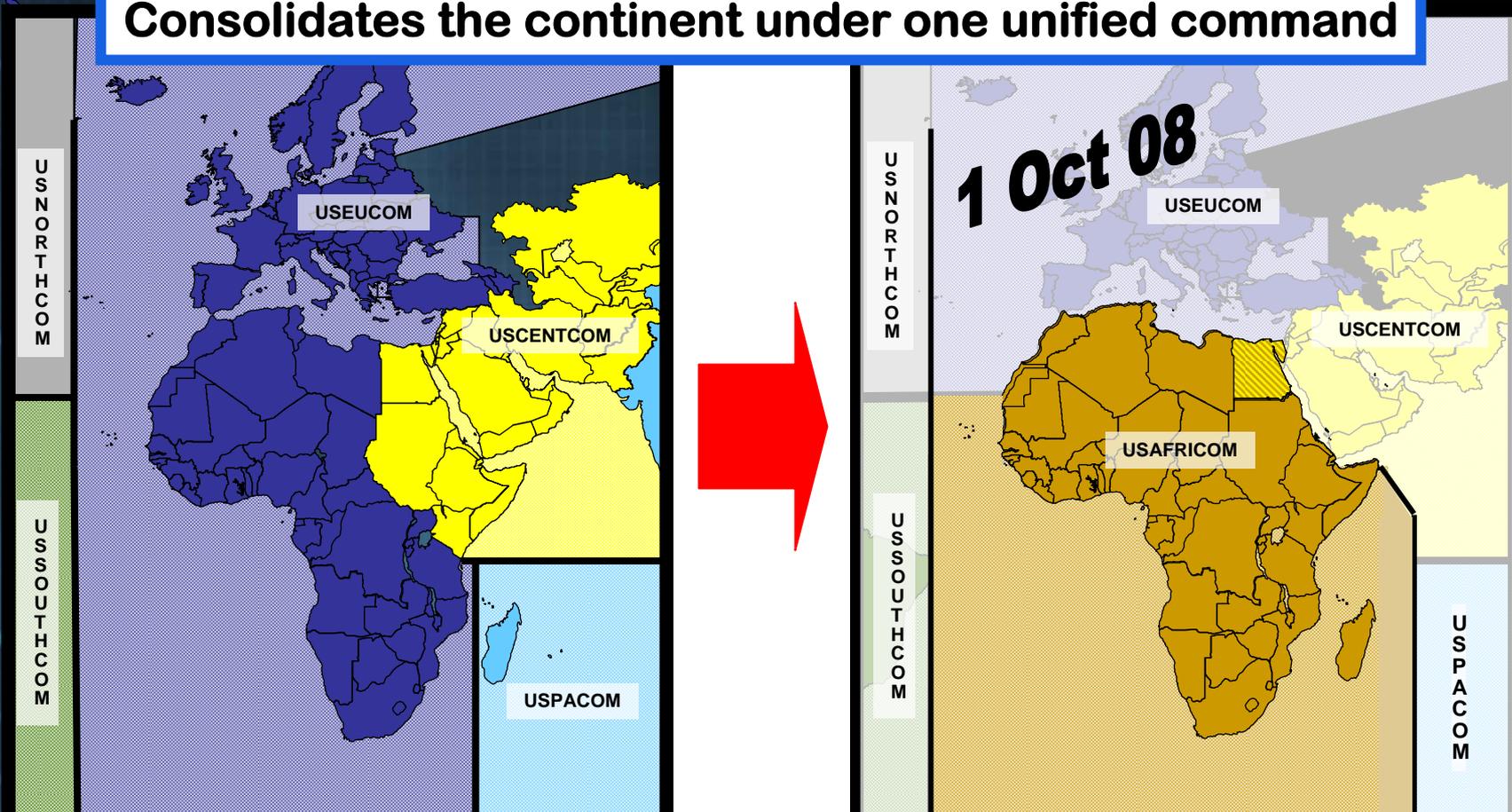
In concert with other U.S. Government and international partners, *US Africa Command* conducts theater security cooperation activities to assist in building security capacity and improve accountable governance.

As directed, *US Africa Command* conducts military operations to deter aggression and respond to crises.”



Our Area of Responsibility

Consolidates the continent under one unified command



Simplifies coordination of DOD activities in Africa and facilitates cooperation with existing regional organizations



USAFRICOM's Mission

Our Proposed Mission Statement

United States Africa Command conducts sustained security engagement through military to military programs, military sponsored activities, and other military operations as directed to promote a stable and secure African environment in support of U.S. foreign policy.

We are a command under construction



Accepting missions from the other unified commands in a deliberate, seamless fashion



Building the team and building relationships with our partners and friends



Commander's Guiding Principles

General Ward's "Vision for US Africa Command"

- Build the team – be a learning organization
- Add value to African Engagement – AFRICOM is about programs
- Do No Harm
- Build partnerships to increase African security capacity
- Provide a physical presence on the continent
- Work with other USG agencies and the international community to harmonize our efforts
- Provide humanitarian assistance and disaster response
- Support the free flow of natural resources from Africa to the global market
- Support the foreign policy decisions of the President and Secretary of State
- AFRICOM's primary tool is strategic communication



Strategy of "Active Security"

Persistent, Sustained Level of Effort

Building Partner Security Capacity



Supporting Humanitarian Assistance Efforts



Providing Crisis Response



Oriented on Preventing Conflict



Fostering Continued Dialogue and Development



...to Enable the Work of Africans



Strategic Approach

Ways for Dealing with Security Issues

- Enable African solutions
- Security Cooperation
- Capacity Building
- Integrate Efforts with Partners
- Posture for Crisis Response
- Mitigate Underlying Causes
- Reduce Ungoverned Spaces
- Strategic Communication
- Proliferation Security

US Security Posture (strengthened by)

- Access
- Understanding
- Relationships and Influence
- Legitimacy
- Popular support
- Consensus
- Venues (Formal bilateral and multilateral)

National Level Means

- Diplomacy
- Development
- Defense

AFRICOM Means

- International partners
- Regional organizations
- Private organizations
- Assigned and rotational forces
- Combatant Command activities
- Service activities
- Contractors
- Centers of Excellence, ACSS

Undesired Conditions

- Instability
- Terrorism
- Conflict
- Proliferation
- Ungoverned spaces
- Poverty
- Pandemic disease

Security Environment

Desired Conditions (Ends)

- Stability
- Development
- Nonproliferation
- Reduced suffering
- Peaceful competition
- Responsible governance



A Draft Vision for a New Command

A Joint, Interagency, Intergovernmental, and Multinational (JIIM) unified command that...

- **Develops and implements** Department of Defense **programs that add value** to the important endeavor of enhancing stability and security on the continent of Africa and its island nations.
- Is a **trusted and reliable security partner** with the nations and security organizations of Africa.
- Is a **listening and learning organization**.
- Directs, integrates, and **employs credible and relevant military capability** in peace and in response to crisis.



Partnership



Security



Stability



Hope!



Commander's Initial Guidance



Build the Team



**Enable the Work
of Africans**



Add Value & Do No Harm

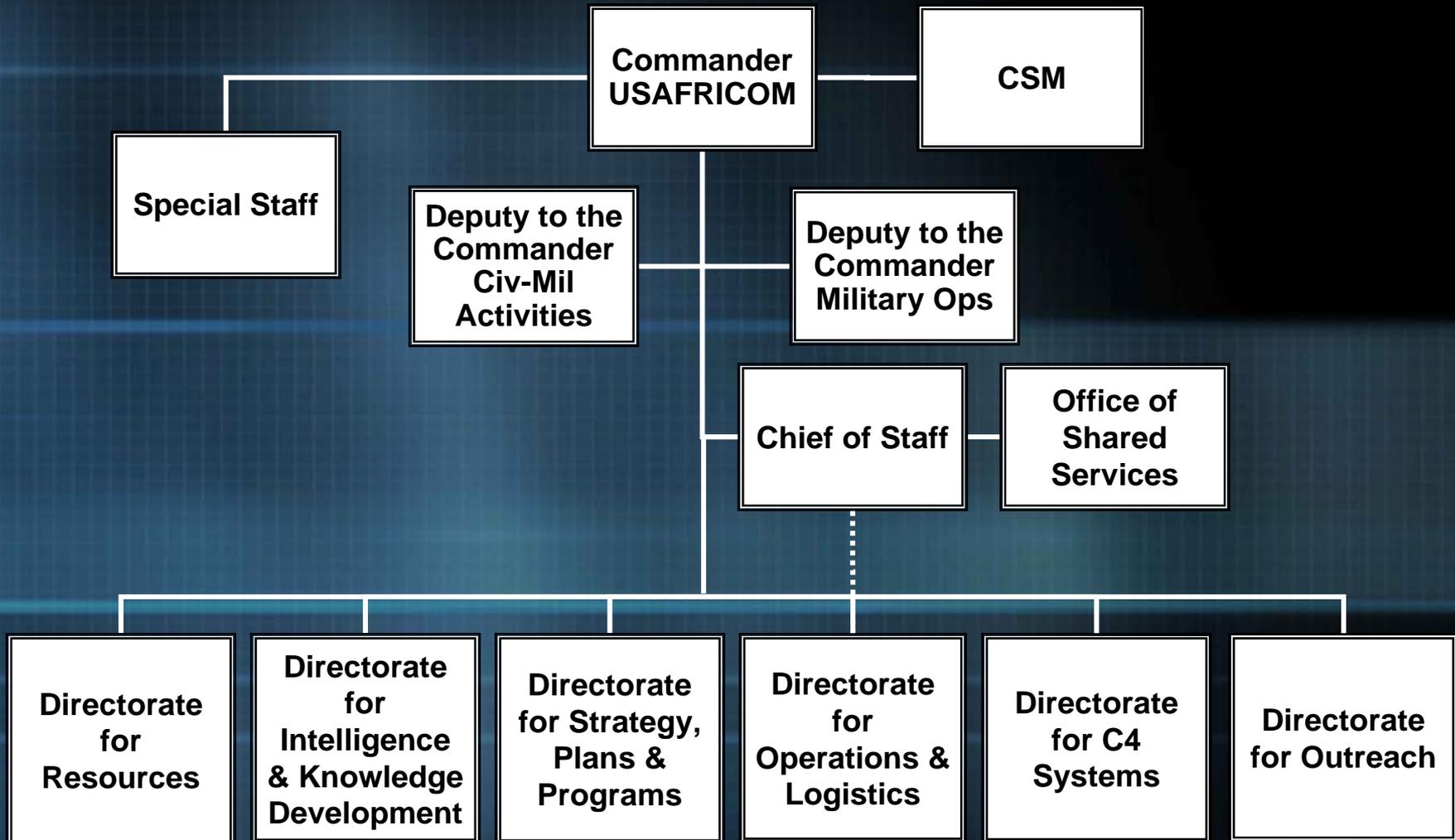
Accept
Missions

Engage
the U.S.

Engage
Africa



Headquarters Organization





Building the (Broader) Team

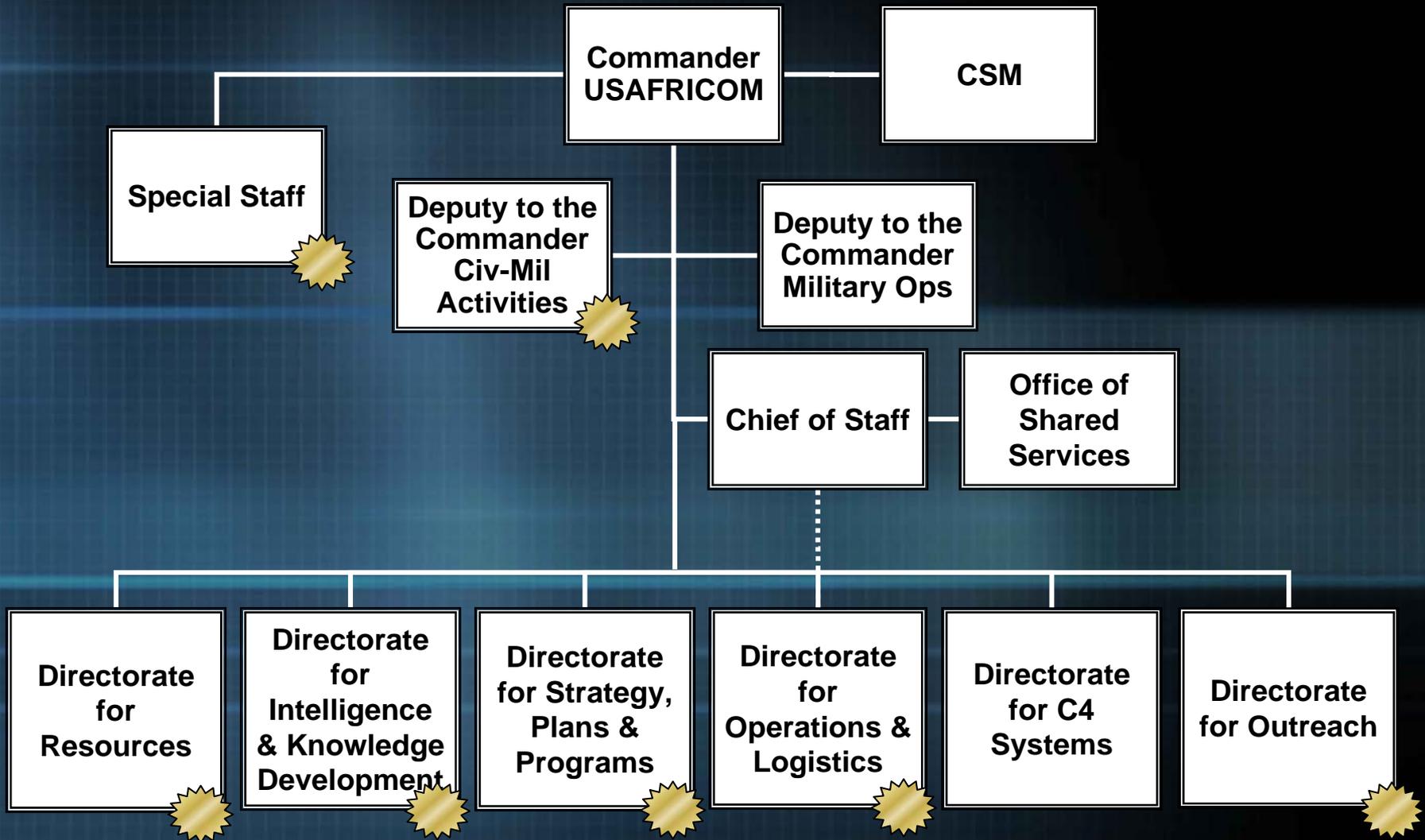
We seek to partner with everyone with interests on the continent and its island nations

- U.S. Government
 - State, USAID, Treasury, Homeland Security, and other U.S. Government agencies
 - U.S. Missions in Africa
- African Partners
 - African Union and its Regional Economic Communities (RECs)
 - African nations, African militaries
- International Partners
 - UN, NATO, EU, Euro. Militaries
 - Donor community
- Civil Society
 - NGOs, Humanitarian relief and development organizations
 - Academia, 'think tanks'
- Industry
 - Private sector organizations





Headquarters Organization





The Road to Full Operational Capability

Four interrelated efforts over the coming year





Where We Add Value

Missions



Activities



Programs



Programs



Exercises



Supporting Civil-Military and Military Responsibilities

AFRICOM Supporting and Supported Tasks (Title 10 and 22)



AFRICOM Tasks Enable

U.S. Foreign Assistance Objectives (Title 22/FAA)





Capacity Building Programs

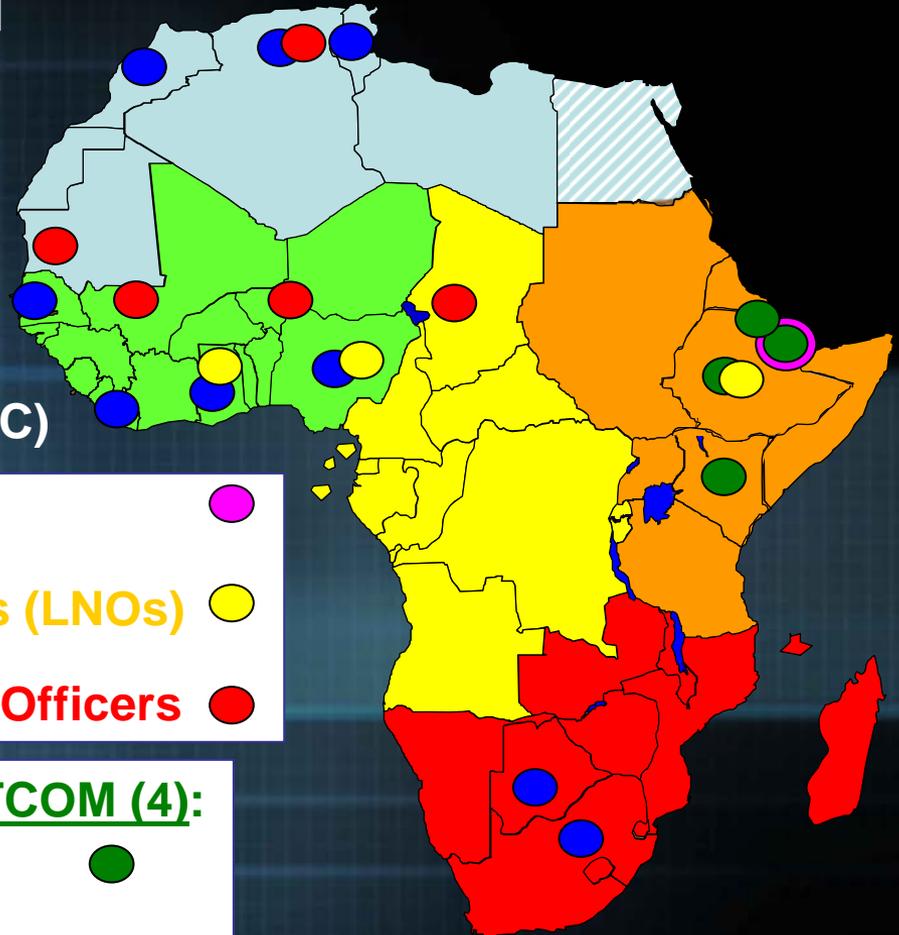
- **Security programs**
 - Peacekeeping
 - Security Sector Reform
 - Maritime and Air Security
 - Counter Terrorism
 - Military Professionalization
- **Provide Support to USG (non- DOD) Programs**
 - Disease Prevention
 - Education
 - Economic Security
- **Tools / Activities**
 - Exercises
 - Foreign Military Financing (FMF)
 - International Military Education and Training
 - Military to Military Programs
 - Medical Programs
 - Humanitarian Assistance Programs
 - Construction projects
 - Environmental Programs
 - State Partnership Program



Inherited Presence

Offices for Military Assistance and Security

- EUCOM – Offices of Defense Cooperation (ODC)
- CENTCOM – US Liaison Offices (USLO)
- AFRICOM – will expand mission to Offices of Security Cooperation (OSC)



Current EUCOM (9):

- Algeria
- Botswana
- Ghana
- Liberia
- Morocco
- Nigeria
- Senegal
- S. Africa
- Tunisia



CJTF HOA

Liaison Officers (LNOs)

TSCTP Liaison Officers



Current CENTCOM (4):

- Djibouti
- Eritrea
- Ethiopia
- Kenya





Mission Transfer Process

1 Oct 2007

1 Oct 2008



Strategy, Plans,
and Policy



Theater Security Cooperation
Plans and Activities



Crisis Response



Humanitarian Assistance/
Disaster Relief

Contingency
Planning



Continental Joint
Task Force

Horn of Africa

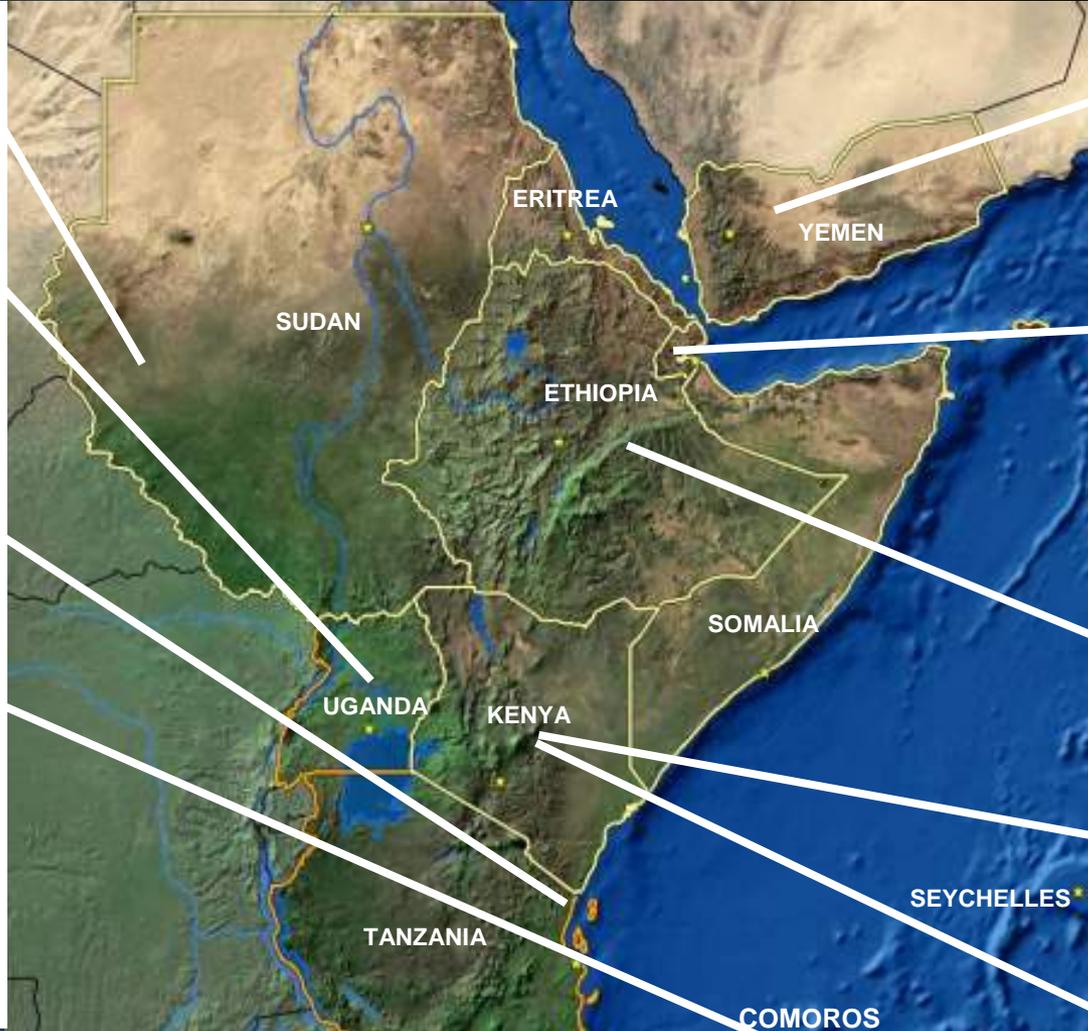
On-Going Operations,
Training, Exercises



TSCTP and OEF-TS



CJTF-HOA Military Support



AMIS/UNAMID

Counter Terrorism
AMISOM Support
Civil Affairs
MED / VETCAPs

Civil Affairs
MED / VETCAPs

Civil Affairs
Schools

LEGEND

Mil to Mil

Civil Affairs

HCA Projects

Counter Terrorism
Coastal Security
Civil Affairs
Water & MED / VETCAPs

Counter Terrorism
Coastal Security
Civil Affairs
Wells, Schools & MED / VETCAPs

Counter Terrorism
Commando
Civil Affairs
Schools & MED / VETCAPs

Adv Infantry Trng
Maritime Ops & EOD
Civil Affairs
Wells & MED / VETCAPs



Challenges & Opportunities

- Incorporate other USG departments and agencies into our structure.
- Understand African Partners: needs and mutual interests
- Maintain a seamless transition of missions, activities, programs and exercises currently conducted by other commands



- Institutionalize a broader interagency approach to our support efforts
- Establish and sustain reliable partnerships and capacity
- Foster conditions that lead to a democratic, peaceful, stable and economically strong continent

AFRICOM is a work in progress; listening, growing and developing



Partnership
Security
Stability



UNITED STATES AFRICA COMMAND





AFRICOM. An Emerging Command

POINTS OF VIEW

Colonel Leonard Owambo
(Ret)

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AFRICOM: Emerging Issues



Ms. Theresa Whelan,
Deputy Assistant Secretary of Defense for African Affairs

20 February, 2008

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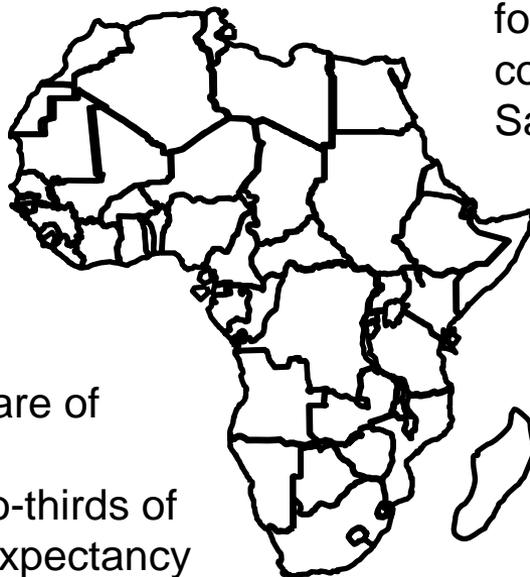
U.S. National Interests in Africa

ECONOMIC

- \$26B in imports from Africa.
- Two-way trade over \$44B.
- 14% of U.S. oil imports.

NATIONAL DEFENSE

- Confront transnational threats.
- Protect citizens and embassies.
- Expand governance.
- Mitigate crises--since 1991, U.S. forces have conducted 30 contingency operations in sub-Saharan Africa.



SOCIAL

- Over 35 million Americans are of African descent.
- Africa accounts for over two-thirds of HIV-AIDS victims with life expectancy expected to drop from 60 to 40 within ten years.
- Recurrent but preventable diseases threaten populations and deployed forces.

POLITICAL

- Encourage democratic transition
- Sub-Saharan African countries represent approximately 26 percent of the UN's voting members.

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U.S. Foreign Policy Goals in Africa

*Outlined by the Department of State / U.S. Agency for International Development
Joint Strategic Plan, 2007 -- 2012*

1. Sudan / Darfur

- Support implementation of North/South Comprehensive Peace Agreement
- Humanitarian Assistance

2. Liberia, Democratic Republic of Congo (DRC), and Post-Conflict Countries

3. Democracy and Human Rights

4. Counterterrorism

5. Building Local Capacity

6. HIV/AIDS and Infectious Diseases

7. Economics and Trade, Including Conservation

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Secretary of Defense Strategy

- ❑ **Work with our partners in Africa to foster stability, build capacity, and reduce threats by promoting:**
 - Reform: Promoting civil control of defense establishments
 - Professionalism: Developing professional militaries
 - Capacity: Working through existing national and regional organizations to build African capacity to prevent and resolve conflicts and crises, and to counter ideological extremism

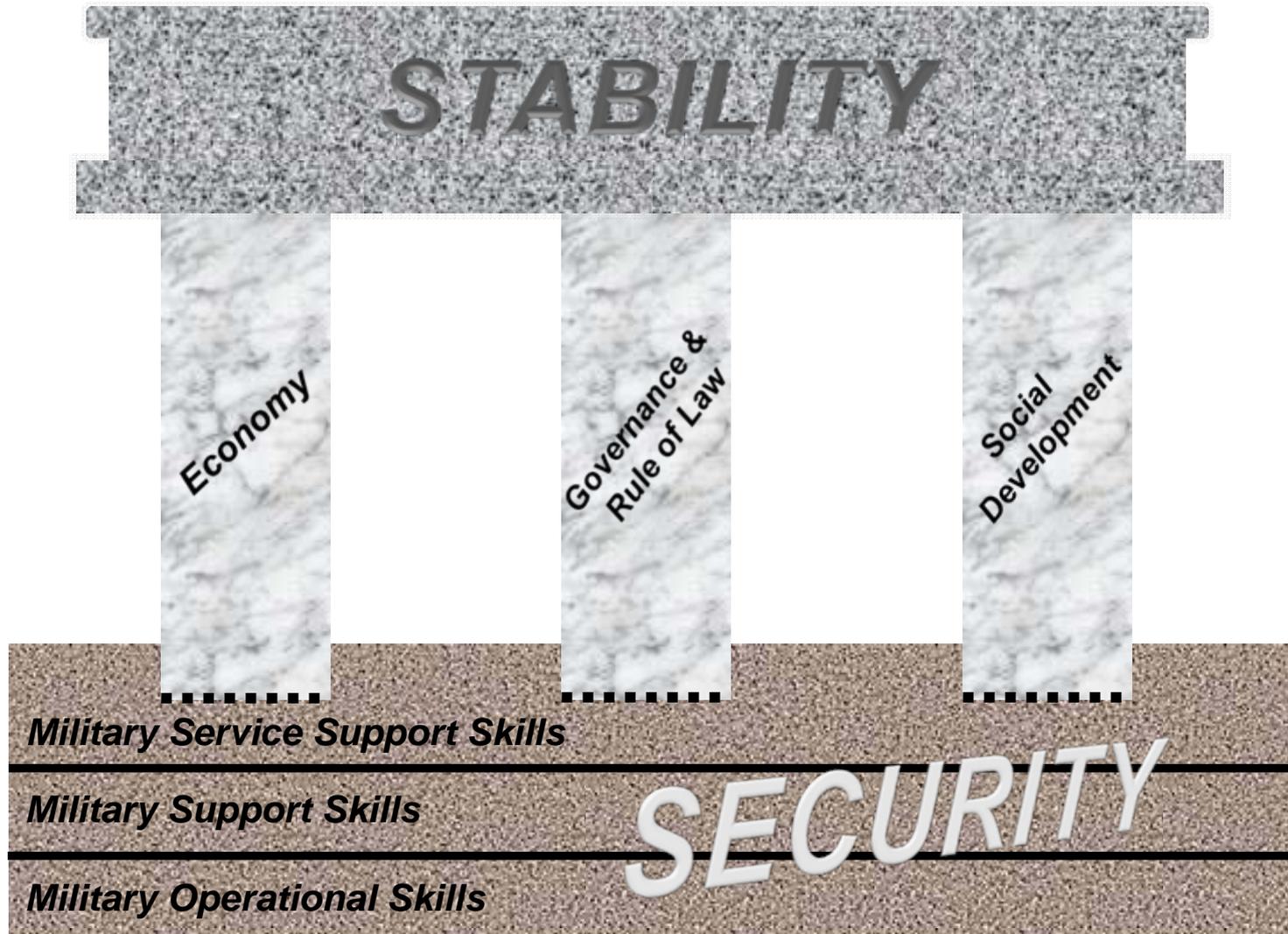
- ❑ **Work with **outside partners and stakeholders** on how best to achieve unity and economy of effort**

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Security/Stability Relationship



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USAFRICOM Tasks

- ❑ **Continuous: Security Cooperation and collaboration with other U.S. Government agencies, such as...**
 - Security Assistance
 - Stability, Security, Transition and Reconstruction
 - Building Partnership Capacity
 - Security Sector Reform
 - Military Professionalism
 - Medical / HIV AIDS
 - Humanitarian Assistance; Disaster Relief
 - Mil to Mil activities

- ❑ **As required: Conduct limited Military Operations, such as...**
 - Non-Combatant Evacuation (NEO)
 - Humanitarian Relief (HUMRO)
 - Global War on Terror (GWOT)
 - Contingency Plan (CONPLAN) Development and Execution

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Emerging Challenges/Opportunities

- Increased engagement with African partners**
- Partnerships with other players (i.e., Europe's and China's role in security capacity building)**
- An interagency approach to security**
- Maturation of the AU and RECs**
- NGO/IO/private sector collaboration**
- Maritime security**
- Environmental impact concerns**
- Leveraging “smart power” (Combination of “soft” and “hard power”)**
- Development of African regional expertise within DoD, sooner rather than later**

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Questions?



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USAFRICOM will NOT.....

❑ Alter Chief of Mission authorities

- AFRICOM's relationship with USG personnel will be no different than that of existing commands.

❑ Militarize U.S. foreign policy

- State Department remains the lead.
- Country Teams lead decision-making on non-combat USG activities conducted in-country.

❑ Control security issues on the continent

- Africans remain in the lead.
- AFRICOM will provide effective training, advisory and technical assistance to the African Standby Force.

❑ Disrupt existing programs, activities or bilateral relationships

- The DoD's current African missions, activities, programs and exercises will be transferred from EUCOM, PACOM and CENTCOM to AFRICOM.

❑ Infringe on "humanitarian space"

❑ Compete with outside stakeholders (i.e., China) over strategic interests

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