

DEPARTMENT OF DEFENSE
REGIONAL CENTERS
FOR SECURITY STUDIES

FISCAL YEAR 2008 REPORT



FEBRUARY 2009

**Department of Defense
Regional Centers for Security Studies**

Fiscal Year 2008 Report to Congress

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For Fiscal Year 2008, this report describes each Regional Center's:

- A. Status and objectives
- B. Program highlights
- C. Operating costs and budget
- D. Cost to the United States for each participating foreign nation
- E. Gifts and donations, if any, accepted under Section 2611 of title 10, U.S. Code.

Note: This report is submitted in accordance with Section 184(h) of title 10, United States Code.

Executive Summary

The Defense Regional Centers for Security Studies are academic-style venues for the exchange of ideas among nations. Through courses, seminars, workshops, research, and outreach, the five centers build partner human and institutional capacity. The examples below illustrate how the Regional Centers develop, sustain, and facilitate an empowered international and interagency network of current and future security-sector influencers who share common values and perspectives, strive to increase their national capacity to meet internal security needs while contributing to the security of others, and act to promote greater international cooperation.

Highlights of FY08 Outcomes

- Sharing Common Values and Perspectives:
 - The Africa Center for Strategic Studies (ACSS) 2008 Alumni Community Leadership Conference resolved to conduct a regional symposium on developing a regional security strategy for Eastern Africa. The symposium will host influential alumni and leaders from Kenya, Rwanda, Burundi, Uganda, Djibouti, and Tanzania in Kenya in 2009.
 - The Asia Pacific Center for Security Studies (APCSS) and Near East South Asia Center (NESA), in support of a U.S. House of Representatives initiative, introduced members of parliament from Afghanistan, Pakistan, Indonesia, and Mongolia to the principles of civil military relations and legislative oversight in the defense and security sectors. Participant feedback indicated they plan to implement similar measures.
 - As a result of Center for Hemispheric Defense Studies (CHDS) National Security Planning Workshops that engaged the highest levels of governments, Western Hemisphere countries have published (Honduras, Panama) or are developing (Costa Rica, Guatemala, Paraguay, Peru) national security strategies in FY 2008. Argentina and Belize have requested CHDS assistance for future national security strategy development.
 - A George C. Marshall European Center for Security Studies (GCMC) security and society forum on Determinants of Serbian Foreign Policy provided access for the USG to communicate the importance of the North Atlantic Treaty Organization (NATO) to 30 Serbian GCMC graduates and a distinguished audience of 120 leaders. This forum also influenced a widely NATO-skeptical audience through television and other media.
 - The GCMC Security, Stability, Transition and Reconstruction (SSTAR) course helped create a community of like-minded policy-makers who are better able to

help their countries decide how to participate productively in multinational SSTAR operations.

- A Romanian participant, upon returning home, proposed creating a counterinsurgency and stability operations academy to his general staff.
- During the inaugural session of the course, an Irish participant called home and volunteered to draft his country's peacekeeping and stability operations doctrine.
- The NESAs Regional Network of Security Studies Centers resulted in increased bilateral collaboration on common security challenges between security-studies centers in Israel and Afghanistan; Israel and Pakistan; and Pakistan and Qatar.
- Striving to Increase National Capacity to Meet Internal Security Needs while Contributing to the Security of Others:
 - As a result of an ACSS symposium on national security strategy and force structure, the Minister of Defense of Madagascar directed his senior military planners to analyze their structure for capacity gaps and to seek means to partner with the United States Department of Defense (DoD) toward reducing the gaps. He also directed that they seek means to increase civil society support for rule of law, counter-terrorism and defense resource management reform efforts.
 - The APCSS facilitated the development of a responsive, government-wide Timor-Leste national security policy by orchestrating the first-ever security sector challenges framework across a broad cross-section of Timor-Leste government, parliament and civil society.
 - A draft United Nations Integrated Mission in Timor-Leste (UNMIT) report confirms the success of the APCSS effort, and suggests APCSS helped the Timorese focus on developing a clear and democratically based strategic vision for the military and police; there have been solid advances in democratic governance and respect for human rights; the parliament is playing its role in an increasingly active manner; and dialogue between the political parties on issues of national importance is robust and constructive.
 - The APCSS helped Nepal ensure successful democratic transformation of the security sector through a series of workshops that culminated in a briefing by Nepali participants to Nepal's Speaker of Parliament on recommended steps for cross-ministerial collaboration to achieve security-sector reform.
 - The APCSS programs resulted in the development of a whole-of-government action plan for enhancing Brunei's disaster management system by reviewing potential disaster scenarios and identifying internal capabilities the Government of Brunei could implement.

- The APCSS helped launch the development of Mongolian government capabilities for interagency, operational emergency prevention, preparedness and management.
- In response to a request by the government of Panama, CHDS held a National Security Planning Workshop (NSPW) to assist in the development of Panama's first national security strategy, which, upon publication, was praised by the U.S. Ambassador. Panama has since requested CHDS facilitate sessions for new Panamanian ministers to understand their new national security strategy. At a follow-on conference in Panama, attended by 130 people from 16 countries, the Minister and Vice Minister of Government and Justice outlined the NSPW effort and defined their expected results.
- The NESAC Center linked several Afghan alumni with a U.S. DoD office responsible for strategic communications. The alumni provided insights on regional cultural sensitivity and media connectivity issues that altered U.S. strategy. They reinforced the idea that effective strategic communications and building rapport are key to facilitating future actions in Afghanistan.
- The Partner Language Training Center, Europe (PLTCE) language courses increased U.S. Special Operations forces interoperability with NATO partners by increasing partner forces' use of English for a wide range of NATO missions and international cooperation.
- Acting to Promote Greater International Cooperation:
 - The ACSS was the catalyst for the first regional discussion on maritime security in the Gulf of Guinea among government, non-government, educational, and civil society leaders in that region since the November 2007 Cameroon Decree on the Organization and Conduct of the Action of the State of the Sea and of the Waterways. The decree enacts an institutional and legal framework for a coordinated, whole-of-government approach to maritime security actions in Cameroon's territorial waters.
 - APCSS programs were a catalyst for a South Asian country's informal interagency discussions on combating terrorism, resulting in new approaches and unprecedented coordination. One participant pointed to the development of an anti-terrorism act as an outcome.
 - The APCSS helped Vietnam prepare for their July 2008 presidency of the UN Security Council (UNSC). To enhance UN transparency and efficiency – mainstay concepts of the APCSS workshop, Vietnam called a first-ever meeting to discuss the preparation of the UNSC annual report to the General Assembly. Vietnam is drafting the report, and is considering including more analysis of UNSC actions than in previous reports.
 - On behalf of the Deputy Assistant Secretary of Defense for Western Hemisphere Affairs, CHDS hosted 46 senior leaders from the Hemisphere to discuss Career

Development and Civilian Functions in the Defense and Security Sectors. As a result of this groundbreaking event, regional dialogue on improving civilian careers in these sectors has increased. Argentina is considering establishing a Southern American Defense Council Institute to educate civilians in security and defense policy (based on the CHDS model); and the Colombian Ministry of Defense asked CHDS to assess their leader education programs.

- The NESACenter continually promoted relationships among Washington, D.C.-based diplomats. For example, a newly arrived Israeli diplomat attending a NESACenter outreach event was seated with embassy officials from Saudi Arabia, Oman, and the United Arab Emirates. The Arab diplomats engaged the Israeli during the event and arranged follow-on meetings.
- A recent NESACenter seminar provided a forum for Israeli and Palestinian Authority attendees to discuss issues in a neutral setting. They collaborated enthusiastically, established a good rapport in the seminar, and often continued their dialogue beyond the seminar room.
- NESACenter workshops helped facilitate communications and were central in synchronizing the activity of key actors (e.g., UN, ISAF, NGO) in the 2009 Afghan presidential election planning effort.
- As a result of the discussions with a NESACenter faculty member (former Afghan Minister Prof. Ali Jalali), several German parliamentarians decided to support their country's assistance to operations in Afghanistan.

Introduction

The five Defense Regional Centers for Security Studies are:

- Africa Center for Strategic Studies (Washington, DC, Ethiopia, and Senegal)
- Asia-Pacific Center for Security Studies (Honolulu, HI)
- Center for Hemispheric Defense Studies (Washington, DC)
- George C. Marshall European Center for Security Studies (Germany)
- Near East-South Asia Center for Strategic Studies (Washington, DC)

The statutory mission of the Regional Centers for Security Studies is to study security issues relating to specified geographic regions of the world and to serve as forums for bilateral and multilateral communication and military and civilian exchanges with nations in that region. The centers develop and implement activities in accordance with policy guidance and oversight from the Office of the Secretary of Defense (Policy) and operational direction from the geographic combatant commanders. As executive agent, the Defense Security Cooperation Agency exercises administrative authority and supports the Regional Centers through programming, budgeting, financial management of operation and maintenance costs, human resources services support, and personnel management.

Building a Strong Network

Security increasingly depends upon human networks, and the Regional Centers are the DoD's primary instruments for regional outreach and network-building efforts among U.S. and foreign military, civilian, and non-government actors. The DoD's strategic vision is for the Regional Centers to build and sustain an empowered network of current and future security leaders who share common values and perspectives, strive to increase their national capacity to meet internal security needs while contributing to the security of others, and promote greater international cooperation.

The strong focus on network building through resident executive development, in-region conferences, seminars, workshops, and communities of interest distinguishes the centers from most other Defense international partner security cooperation efforts. This network enhances policy understanding, develops mutually supportive approaches to security challenges—especially the de-legitimization of extremism, and develops security communities to foster mutual understanding and collective action. Active U.S. involvement in the network informs U.S. policy deliberations, while the actions of the network strengthen the capabilities of partners to provide for their own security and contribute to the security of others, thus reducing the demand for U.S. forces.

The Regional Centers are highly responsive to evolving U.S. security priorities, including countering ideological support for terrorism, harmonizing views on common

security challenges, and building the capacity of partner national security institutions consistent with the norms of civil-military relations.

By developing and sustaining the human capital needed to lead effective security institutions that respect human rights and the rule of law, the centers multiply the return on U.S. capacity-building investments. Engaging regional audiences in a global context, they widen perspectives and enhance critical thinking. The centers bring unique competency in fostering interagency collaboration among important areas such as combating terrorism and stability operations, and they help partners build sustainable institutional capacity to enhance national, regional, and international security. The Regional Centers are recognized within their regions as facilitators of open exchanges of ideas.

Evaluating Regional Center Outcomes

The DoD evaluates the performance of the Regional Centers using four levels of outcomes:

Level one - Stakeholders and participants perceive benefit from the centers' activities.

- The Regional Centers have credibility in their regions as informed and objective facilitators of open dialogue on timely security issues. Foreign partners select their best and brightest to attend the centers' programs.

Level two - The centers' activities have a positive effect on the knowledge, skills, and attitudes of the participants.

- Regional Center faculty and staff communicate effectively with target audiences from middle management to the most senior levels of government and the military. Participant surveys indicate they effectively internalize the curriculum and feel motivated and empowered to implement lessons learned.

Level three - Following exposure to regional center activities, participants take actions consistent with the mission of the centers.

- The Regional Centers develop and support professional and personal networks among national security establishments and security influencers. These former participants and other leaders initiate reforms, enhance USG dialogue with foreign audiences, or promote collaborative or collective action to reduce conflict or address common security challenges.

Level four - Participants' actions sustain gains or induce positive change in the capabilities of foreign partners consistent with U.S. policy objectives.

- Actions by former participants result in increased partner capacity to address international security challenges, more effective use and sustainable use of U.S. capacity-building investments, respect for human rights and the rule of law, ultimately reducing the demand for U.S. forces.

Africa Center for Strategic Studies

In fiscal year 2008, the Africa Center for Strategic Studies (ACSS) witnessed extraordinary growth in the quality and quantity of programs and broadening the graduate community to over 3,500 alumni. Their ranks include presidents, prime ministers, chiefs of defense, parliamentarians and others in key positions in their respective countries.

Additionally, the ACSS has aggressively cultivated innovative relationships with the U.S. Africa Command (AFRICOM), to ensure ACSS programs complement engagement efforts on the continent and serve as a force multiplier. These programs, conceived to support AFRICOM objectives, expand the network of professionals who have received overviews of U.S. policy development towards Africa and have provided candid feedback on where U.S. security policy is on sound footing, and where it may need improvement.

Through its Community and Public Affairs Directorate, the ACSS maintains contacts with graduates via traditional means, and provides regular updates to (alumni) Community Chapters in over 20 African countries. These chapters also provide a ready audience for visiting U.S. officials.

The ACSS is not content to rest on its accomplishments. By establishing an internal environment of open dialogue, as well as maintaining a dialogue with the Office of the Secretary of Defense, AFRICOM, the Department of State, Congress and other key stakeholders in Africa policy development, the ACSS strives to keep its programs relevant and responsive.

A. Status and Objectives

The ACSS was established in 1999 and is based on Fort Lesley J. McNair in Washington, D.C. During much of its history, the ACSS was a strategic bridge between several U.S. Combatant Commands (European, Central, Pacific), each with some responsibility for Africa. With the establishment of the U.S. Africa Command in late 2006, however, the ACSS role, mission, and functions took on increased focus. The relationship matured as AFRICOM achieved Final Operational Capability status on October 1, 2008.

The ACSS supports the development of collaborative partner strategic policies by providing high quality, relevant academic-style programs; fostering awareness and dialogue on U.S. strategic priorities and African security issues; building networks of African, American, European and other international military and civilian leaders; assisting U.S. policymakers in formulating effective security policy; and articulating African perspectives to U.S. policymakers.

These dynamic missions are accomplished by the ACSS's two nuclei: the Academic Affairs Directorate and the Community and Public Affairs Directorate.

- The Academic Affairs faculty members develop conferences, seminars and other programs that enhance U.S.-African relationships and the ability of key personnel to be effective contributors to the policy development process. It is typically through Academic Affairs that students make their first contact with the ACSS.
- The Community and Public Affairs Directorate maintains contact with alumni after graduation through a network of over 20 community chapters throughout Africa. It is an objective of the ACSS to visit each community chapter at least once annually, providing its members with additional insights into U.S. policy development and its implications for U.S.-Africa bilateral and regional relations.

Regional Offices:

The mission of the regional offices is to increase the ACSS impact and influence on the continent through effective coordination of activities. It facilitates African input into the ACSS activities, builds relationships with regional and international institutions on the continent and in the region, and manages the ACSS's growing community chapters.

East Africa Regional Office, Addis Ababa, Ethiopia.

On 26 October 2006, the Africa Center opened its first regional office, in Addis Ababa. It established day-to-day relationships with partner institutions in the region (the African Union and East African sub-regional and international organizations.). It strengthened relations with local governments and US Embassies in the region. It effectively coordinated event preparation in support of African Center programs in Uganda, Ethiopian, Tanzania and Mozambique and Kenya. The Regional Office performed outreach functions and maintains contact with former program participants who are actively working in local governments.

West Africa Regional Office, Dakar, Senegal

The ACSS opened a regional office in Dakar, Senegal on November 20, 2008. The official request to establish this office in Senegal was submitted through the Defense Security Cooperation Agency to the U.S. Department of State and Chief of Mission in Senegal. Approval for establishment of this office was received on May 21, 2008. On June 17, 2008, the American Embassy received positive support from the Government of Senegal. This office demonstrates the United States strategic and enduring commitment to ECOWAS and its member states, particularly in building security sector capacity, and facilitates partnerships with other regional entities, such as the United Nations Office for West Africa, also based in Dakar.

B. Program Highlights FY08

The ACSS programs produce a dynamic, integrated program of study. The Center's resident and in-region events include courses and outreach programs paired with mini-courses, conferences and focused research to support U.S. security cooperation goals.

The ACSS offers a number of pan-African and sub-regional programs. The Senior Leaders Seminar is the ACSS's flagship program. It is offered annually to approximately 100 participants from the highest levels of African military and civilian leadership. The two-week program focuses on the nature of civil-military relations in democracies, the formulation of security strategy and defense budgets, and governmental force structures. The program includes four modules: security studies, counterterrorism, civil-military relations, and defense economics.

The Next Generation of African Military Leaders Course is an annual program for approximately 55 mid-level African officers with significant command experience or staff responsibilities, and recognized leadership potential. The four-week course focuses on enhancing professionalism, ethics and leadership. The course includes three modules: defense economics, civil-military relations, and security/terrorism studies.

Sub-Regional Seminars include approximately 75 participants who explore regionally pertinent issues in greater depth. The Topical Seminar format consists of a focused examination of a specific topic and its implications across a broad range of fields.

The ACSS outreach programs include a variety of communications and other events designed to develop and maintain long-term relations with the approximately 3,500 former participants of ACSS programs. The Topical Outreach Program updates participants on ACSS plans and activities with lectures on topics of interest to the members and their invited guests. From November 2007 through September 2008, the ACSS conducted these events in 15 African countries with over 1,700 participants.

Programs in FY 08 included:

1. AFRICOM Support Program: Introduction to African Security Issues, Stuttgart, Germany 29-30 Oct 2007
2. East Africa Counterterrorism Seminar, Addis Ababa, Ethiopia 4-9 Nov 2007
3. African Defense Attaché Seminar, Washington, DC 13-21 Nov 2007
4. Next Generation of African Military Leaders Course, Washington, DC 22 Jan-15 Feb 2008
5. Cameroon Community Chapter Meeting, Yaoundé, Cameroon 12 Feb 2008
6. Guinea Community Chapter Meeting, Conakry, Guinea 20 Feb 2008
7. Mali Community Chapter Meeting, Bamako, Mali 23 Feb 2008
8. EUCOM Support Program: ECOWAS Strategic Level Training Phase Two Workshop, Bamako, Mali 24-29 Feb 2008
9. Madagascar Community Chapter Meeting, Antananarivo, Madagascar 19-21 May 2008
10. Mauritius Community Chapter Meeting, Port Louis, Mauritius 22-23 May 2008
11. Botswana Community Chapter Meeting, Gaborone, Botswana 27-29 2008

12. Introduction to African Security Issues Course, Washington, DC 27-29 May 2008
13. AFRICOM Academic Symposium, Lansdowne, VA 8-11 Jun 2008
14. Lesotho Community Chapter Meeting, Maseur, Lesotho 3 Jun 2008
15. Ghana Community Chapter Meeting, Accra, Ghana 6-7 Jun 2008
16. Tanzania Community Chapter Meeting, Dar es Salaam, Tanzania 10-11 Jun 2008
17. Senior Leaders Seminar, Washington, DC 29 June – 11 July 2008
18. Community Leadership Conference, Kampala, Uganda 11-14 Aug 2008
19. Uganda Community Chapter Meeting, Kampala, Uganda 16 Aug 2008
20. Burundi Community Chapter Meeting, Bujumbura, Burundi 21 Aug 2008
21. Small Arms Light Weapons Seminar, Kampala, Uganda 17-22 Aug 2008
22. US-European Workshop on Terrorism in Africa, Paris, France 25-25 Sept 2008

The Africa Center also organizes various events in coordination with other U.S. Government entities. In addition to seminars, ACSS organizes events for professionals who share a commitment to Africa's future. These small gatherings are often held at the ACSS Washington, DC headquarters, and include roundtable discussions and briefings.

The ACSS faculty members regularly participate in security related conferences, workshops, seminars, etc., in the US and overseas, at which they serve as guest speakers, panelists, facilitators, or participants. In FY08, the ACSS faculty members engaged roughly 5,000 individuals, to include African, European, and U.S. government officials, representatives from international, regional, and sub-regional organizations, as well as NGO officials.

C. Program Accomplishments

Two outreach programs have produced notably significant outcomes:

1. Topical Outreach Program (TOPS)
 - a. Since July 2007, the ACSS presented 54 symposiums in African countries where Community Chapters either exist or are to be formed imminently. In each case, topics are requested by the chapters in response to an ACSS announcement of planned visits to their countries.
 - b. Although the ACSS staff executes most of the logistics for these events, community and chapter members have significant roles in their planning and executing. They help determine who should attend, send out invitations advertize the events, provide additional speakers and facilitators, and help plan and coordinate official visits with country officials.
 - c. TOPS events have resulted in significant actions:
 - Uganda: As a result of a TOPS program on Military-Media Relations, a participant briefed the Minister of Defense, who then asked for a personal meeting with the TOPS presenter regarding the establishment of a

professional corps of Army public affairs officers. That meeting resulted in discussions with the US Defense Attaché in Uganda, and a follow up meeting a few months later between the presenter and a Ugandan general.

- Tanzania: The Chief of Staff of the Army is a community member. During a visit to Tanzania, the ACSS team briefed him on the Community Chapter program. He immediately appointed a general officer on his staff to form an executive committee to establish a chapter in Tanzania. That committee has been formed and chapter establishment is imminent.
- Madagascar: The Minister of Defense sought guidance on his project to restructure the armed forces. As the ACSS community chapter leaders are senior members of the military, they asked the ACSS for a symposium focused on national security strategy and force structure. Attending the symposium were the senior military planners charged with drafting the plan. Afterwards, participants thanked the ACSS for showing them a new way of thinking about the issue. In addition, the chapter leaders announced at the final symposium that the Ministry of Defense had asked them to enrich thinking on important and timely themes; analyze training needs that the ACSS can meet; and pursue three initiatives in the coming year to inform the public: rule of law, counter-terrorism and defense economics.
- Cameroon: In November 2007, the government of Cameroon introduced a Decree on the Subject of the Organization and Conduct of the Action of the State of the Sea and of the Waterways. The American embassy and chapter leaders recommended that the ACSS visit in February 2008 focus on Maritime Security in the Gulf of Guinea. Invited were a cross-section of leaders and interested parties from the military, legislature, media, academia and others. An official at the symposium said, "this is the first time a wide sector of government, non-government, educational, and civil society members were introduced to and discussed [the decree]."
- Madagascar: On the basis of a chapter request, the ACSS held a symposium on the "Strategic Importance of Africa to the U.S." for the Ministry of Foreign Affairs Centre d'Etudes Diplomatiques et Stratégiques, which trains foreign affairs officers. The center opined that the 78 current and future officers who attended now better understand US perspectives on US-African relationships.

The Minister of Defense sought guidance on his project to restructure the armed forces. As the ACSS community chapter leaders are senior members of the military, they asked ACSS for a symposium focused on national security strategy and force structure.

- Guinea: Community members formed a chapter in February 2008. The executive committee has developed a 1-2 year plan outlining specific areas of national security in which the chapter could play a role in helping to create a dialogue among government leaders.
- Ghana: A participant in the Department of State International Visitor Leadership Program met with an ACSS official in early 2008 to discuss the ACSS and its programs in Ghana. Soon after his return home, he contacted the ACSS and requested information for members of the Armed Forces Public Affairs corps. In June 2008, ACSS provided a briefing on media relations during military operations for nine military public affairs officers in Accra, Ghana.

2. Community Leadership Conference (CLC). In an effort to increase the capacity of (alumni) community chapters to engage on security-related issues in their countries, the ACSS held its first CLC in Washington DC in August 2007. In addition to meeting its immediate goals, the CLC resulted in significant outcomes:

- During the CLC, the leaders of the chapters located in eastern Africa met - on their own initiative - to discuss the possibility of working together to organize and sponsor an Eastern African symposium in 2009. Once they agreed to pursue this initiative, they asked the ACSS to assist them in planning the 2009 event. That request led to a second CLC in Uganda in August 2008.

The bulk of the work... was done by the general officer leaders of the chapters. They developed a concept paper and made significant progress in developing supporting implementing plans.

- The 2008 CLC was a regional workshop, attended by the leaders of six Eastern African chapters: Kenya, Rwanda, Burundi, Uganda, Djibouti, and Tanzania. The ACSS provided expert speakers on event planning and execution, and facilitation of planning cells. The bulk of the work, however, was done by the general officer leaders of the chapters. They developed a concept paper and made significant progress in developing supporting implementing plans. ACSS continues to assist via online meetings with leaders using the "acsscommunity.org" web portal and through targeted programs in the participating countries.
- The result will be a regional, weeklong symposium in Nairobi, Kenya in August 2009. The topic is: Developing a Regional Security Strategy for Eastern Africa. The ACSS is assisting, but the chapters have now taken on the responsibility for planning, funding, marketing and implementing this event.

D. Budget

The tables below depict Africa Center operating costs (Table 1) and funding sources (Table 2).

Table 1
Africa Center Operating Costs
(\$ in thousands)

FY08
Obligations as of 30 Sept 2008
\$13,715

Table 2
Africa Center Funding Sources
(\$ in thousands)

Source	
U.S. Government	
O&M, General	13,589
O&M, CT	126
O&M, Reimbursable (COCOM, etc)	0
Sub-total	\$13,715
Non-U.S. Government	
	0
Total	\$13,715

E. International Participation in the Programs of the Africa Center

Table 3
FY08 Costs for International Participation in Resident Programs
(\$ in thousands)

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Angola	3	35	33	33
Benin	3	41	50	50
Botswana	4	76	70	70
Burkina Faso	4	64	63	63
Burundi	5	89	86	86
Cameroon	3	51	50	50
Cape Verde	5	73	61	61
Central African Republic	3	64	71	71
Chad	2	26	30	30
Comoros	2	38	33	33
Congo	7	103	76	76
Democratic Republic of Congo	2	25	36	36
Djibouti	3	51	50	50
Egypt	3	63	55	55
Equatorial Guinea	2	38	36	36
Ethiopia	3	27	4	4
Gabon	3	51	55	55
Gambia	2	38	15	15
Ghana	3	39	40	40
Guinea	3	51	54	54
Italy*	1	13	8	8
Ivory Coast	6	73	84	84
Kenya	6	77	94	94
Lesotho	4	76	70	70

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Libya	1	9	1	1
Madagascar	3	51	52	52
Malawi	4	76	72	72
Mali	6	102	99	99
Mauritania	4	76	70	70
Mauritius	4	60	50	50
Morocco	3	51	49	49
Mozambique	4	76	71	71
Namibia	1	13	14	14
Niger	1	25	21	21
Nigeria	4	76	72	72
Portugal*	1	13	8	8
Rwanda	2	38	36	36
São Tomé et Príncipe	3	63	62	62
Senegal	5	73	64	64
Seychelles	4	76	58	57
Sierra Leone	3	63	51	51
South Africa	2	50	42	42
Swaziland	3	51	50	50
Tanzania	4	69	62	62
Togo	3	51	48	48
Tunisia	2	38	33	33
Uganda	3	51	48	48
United States	49	157	22	22
Zambia	5	76	84	84
Total	206	2766	\$2,460	\$2,460

* Countries identified by an asterisk have funded all or a portion of the costs associated with participation by their representatives. Though the ACSS does not receive financial reimbursement from such countries, participants pay all or part of the costs associated with their participation, resulting in reduced USG outlays. Quantification of these "in kind" benefits to the USG would require tracking all "in-kind" contributions of airfare,

lodging, per diem, and other personal expenses, which is beyond the capability of the ACSS. Therefore, since personal expenses were paid directly by the countries on behalf of the participants, we are unable to value the financial support contributed by the countries.

Table 4
FY08 Costs for International Participation in Non-Resident Programs
(\$ in thousands)

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Belgium*	3	12	9	9
Benin	4	24	53	53
Botswana	1	3	5	5
Burkina Faso	3	18	39	39
Burundi	8	35	79	79
Cameroon	1	1	7	7
Cape Verde	4	24	54	54
Democratic Republic of Congo	3	18	23	23
Denmark*	3	9	4	4
Djibouti	13	72	120	120
Ethiopia	8	48	61	61
France	8	30	23	23
Gambia	4	24	53	53
Germany*	3	9	4	4
Ghana	7	53	88	88
Guinea	4	19	59	59
Italy*	1	3	1	1
Ivory Coast	4	24	48	48
Kenya	16	103	143	143
Lesotho	1	1	6	6
Liberia	3	16	41	41
Madagascar	2	9	19	19
Mali	8	43	116	116

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Mauritius	1	2	5	5
Netherlands*	4	12	5	5
Niger	4	62	52	52
Nigeria	4	24	56	56
Portugal*	4	15	12	12
Rwanda	5	28	41	41
Senegal	3	18	40	40
Seychelles	3	18	28	28
Sierra Leone	3	18	43	43
Somalia	8	61	70	70
Spain*	2	6	2	2
Switzerland*	1	6	10	10
Tanzania	13	75	109	109
Togo	5	30	63	63
Uganda	20	107	148	148
United Kingdom*	7	27	21	21
United States	26	110	123	123
Yemen	1	6	9	9
Zambia	1	19	8	8
Total	227	1,242	\$1,901	\$1,901

NOTES:

* Countries identified by an asterisk have funded all or a portion of the costs associated with participation by their representatives. Though the ACSS does not receive financial reimbursement from such countries, participants pay all or part of the costs associated with their participation, resulting in reduced USG outlays. Quantification of these "in kind" benefits to the USG would require tracking all "in-kind" contributions of airfare, lodging, per diem, and other personal expenses, which is beyond the capability of the ACSS. Therefore, since personal expenses were paid directly by the countries on behalf of the participants, we are unable to value the financial support contributed by the countries.

(1) Civil Society - Individuals from the following organizations served as guest speakers or panelists, in addition to being participants: International Network on Small Arms (U.K.), Regional Center on Small Arms in the Great Lakes Region (Kenya), Institute for Security Studies (South Africa), Small Arms Survey (Switzerland), University of Calgary (Canada), National War College (U.S.A.), National Democratic Institute (U.S.A.), Institute of Social Studies (Netherlands), Approche Innovante (France), Centre for Security Sector Management (U.K.), International Development and International Education (U.S.A.), The Henry L. Stimson Center (U.S.A.), National War College (Nigeria), The ENOUGH Project (U.S.A.), Refugees International (U.S.A.), United States Institute of Peace (U.S.A.), Center for Strategic & International Studies (U.S.A.), The Brookings Institute (U.S.A.), Salama Fikira Limited (Kenya), Kenya Section of the International Commission of Jurists (Kenya), Open Society Institute (U.S.A.), International Security Program (U.S.A.).

(2) International Organizations – Individuals from the following international organizations served as guest speakers or panelists in addition to being participants: United Nations Regional Centre for Peace and Disarmament in Africa, United Nations Office for West Africa (UN - Senegal), United Nations Office on Drugs and Crime (UN - Austria), and the International Maritime Organization (IMO), United States Agency for International Development (USAID).

(3) Regional and Sub-Regional Organizations - Individuals from the following regional and sub-regional organizations served as guest speakers or panelists in addition to being participants: Economic Community of West African States (ECOWAS), Maritime Organization for West & Central Africa (MOWCA), East African Community (EAC), Community of Sahel-Saharan States (CEN-SAD), Common Market for Eastern & Southern Africa (COMESA), Southern Africa Development Community (SADC), Intergovernmental Authority on Development (IGAD), Economic Community of Central African States (ECCAS), and the African Union (AU).

F. Gifts and Donations

Table 5
FY08 Gifts and Contributions Received under 10 USC 2611 Authority
(\$ in thousands)

From	Description	Value
Institute for Security Studies (ISS)	Lodging 2 nights/Transportation	2
Total:		\$2

Asia-Pacific Center for Security Studies

The Asia-Pacific Center for Security Studies (APCSS) grew out of the belief, held by Senator Daniel K. Inouye (D-HI), that U.S.-Asian relations would benefit from the establishment of a center in the Asia-Pacific region, similar to the George C. Marshall European Center for Security Studies in Germany. President Clinton signed into law the legislation establishing the Asia-Pacific Center on September 30, 1994. At a ceremony attended by then Secretary of Defense William Perry, then Chairman of the Joint Chiefs of Staff, General John. M. Shalikashvili, and then Commander in Chief, U.S. Pacific Command, Admiral Richard C. Macke, the APCSS was officially established September 4, 1995, and began its programs in the region.

A. Status and Objectives

The mission of the APCSS is to foster and advance Asia-Pacific security cooperation and partnership capacity via focused executive and leader development, regional outreach, professional exchanges at conferences, and policy-relevant research. The APCSS addresses regional and global security issues, inviting military and interagency civilian representatives of the United States and Asia-Pacific nations to its comprehensive program of executive workshops, both in Hawaii and throughout the Asia-Pacific region to identify “whole-of-government” solutions to pressing security challenges.

The APCSS supports the U.S. Pacific Command objective of developing professional and personal ties among national security establishments throughout the region. With its non-warfighting mission, the Center focuses on a multilateral and multi-dimensional approach to defining and addressing regional security issues and concerns. One of the most beneficial outcomes is to build relationships of trust and confidence among future leaders and decision-makers within the region.

Recent APCSS transformational efforts have been aimed at increasing interaction among interagency, international coalition partners, non-governmental organizations (NGO), regional “influencers,” and other U.S. and regional counterpart centers. The objective is to help develop skilled security practitioners who are action-oriented and routinely demonstrate an ability to apply knowledge gained, skills improved, and networks expanded as the result of their participation while engaged in APCSS programs and activities.

B. Program Accomplishments

During FY08, the APCSS greatly contributed, directly and indirectly, to an improved regional capacity to advance Asia-Pacific security by exchanging ideas, connecting, and empowering security practitioners. Graduating 602 fellows over the year, the Center laid

the foundation for future improvements and collaborative efforts in addressing security challenges. Among its outreach programs, the APCSS hosted a workshop to assist Timor Leste in laying the framework to develop a National Security Strategy that culminated in briefing the Deputy Prime Minister. In addition, the APCSS network of security leaders continued to demonstrate its value. For example, Alumni have been conducting training exercises for Avian Influenza outbreaks, as in Bangladesh, and an alumnus from Hong Kong indicated he convinced his superiors to establish an Anti-Terrorism Task Force. The majority of APCSS alumni associations were also represented at an Alumni Association Leadership Workshop, to discuss best practices and to define how the association and the APCSS can better collaborate to build the network and advance Asia-Pacific security.

C. Program Highlights FY08

The APCSS addresses regional and global security issues, inviting military and civilian representatives of the United States and Asia-Pacific nations to its comprehensive program of executive development and workshops, in Hawaii and throughout the Asia-Pacific region. Recognizing that many regional issues are global in nature, nations beyond the Asia-Pacific region also send representatives to the APCSS. Countries outside the region sending fellows in FY08 included Poland, Afghanistan, Saudi Arabia, Kenya, Chile, Peru, and Lebanon.

The APCSS offers several courses emphasizing a multi-dimensional and linked mix of political, diplomatic, economic, environmental, informational, technological, social and military agendas and factors. The Center's resident courses and outreach events, including mini-courses, conferences, workshops and research, are integrated to produce a more dynamic program of study.

One of the more significant programs offered by the APCSS is the Advanced Security Cooperation Executive Course. The APCSS graduated 211 fellows from this intensive 6-week course which focuses on building relationships among *mid-career* security-practitioner leaders and decision-makers within the region

The Transnational Security Cooperation Senior Executive Course, which emphasizes the impact of change in the region and the evolving military roles and capabilities, graduated 48 current and future senior regional influencers/leaders to include our first-ever representative from the Association of Southeast Asian Nations (ASEAN).

The Asia-Pacific Orientation Course focuses on U.S. policy and introduces participants to the security culture, politics, protocols and challenges of key countries in the Asia-Pacific region. This course, designed primarily to assist new U.S. Pacific Command (PACOM) and PACOM Component staff officers, graduated 90 fellows this fiscal year. A similar course for senior officers added this year is the Senior Executive Asia-Pacific Orientation Course (SEAPOC), whose inaugural session included 11 fellows.

The Comprehensive Security Responses to Terrorism Course (130 graduates) provides counterterrorism security practitioners in the Asia-Pacific region - as well as other designated countries - the operational and strategic skills necessary to enhance their ability to understand and combat terrorism and transnational threats.

Finally, the Comprehensive Crisis Management Course (formerly Stability, Security, Transition, and Reconstruction (SSTR)) addresses basic definitions and types of stability operations, SSTR task coalition-building and operations, interagency coordination, interventions and occupations, post-conflict/post complex-emergency reconstruction steps, transition planning, and strategic communications. As a result, 112 fellows better understand that regional security is significantly enhanced by collaborative efforts at preventing, preparing for, or responding to any crisis.

The APCSS Regional Workshop Program expands and enriches the traditional in-residence program, enabling timely and tailored programs at low-cost and high-payoff, and addressing current regional security challenges identified by Commander U.S. PACOM, U.S. Ambassadors, country teams and host-country leaders.

The true success of outreach events is that participants develop their own solutions to the security issues facing their countries and the region. The APCSS only facilitates the dialogue. Noteworthy FY08 events include:

- The Vietnam United Nations Security Council (UNSC) workshop offered an opportunity for Vietnamese diplomats and other relevant government officials to benefit from US expertise on the UNSC as well as key international and regional security trends and challenges. The format allowed for participants to expand their knowledge of substantive and procedural matters related to UNSC work, role-play a UNSC case study, as well as discuss, in facilitated breakout groups, Vietnam's responsibilities, challenges and opportunities as a Security Council member in 2008-2009. The seminar participants agreed on a number of recommendations for the Government of Vietnam on required preparatory steps and interagency coordination related to Vietnam's UNSC role and membership.
- Co-sponsored by the national Emergency Management Agency of Mongolia, the APCSS conducted a workshop on Joint Mongolian/US Emergency Preparedness and Risk Reduction. The workshop reviewed likely and possible disaster scenarios, increased networking and relationships across governmental agencies, developed proposals for governance and doctrines improvements to enhance disaster management planning and risk reduction, identified measures to increase whole-of-government disaster resilience, and outlined next steps and milestones for the development of a readiness and sustainment program at the interagency and operational level. Next steps were briefed to Mongolia's executive leadership for emergency preparedness.
- In support of a U.S. House of Representatives initiative, the APCSS conducted a workshop for parliamentarians from Indonesia and Mongolia on Strengthening

Democratic Governance of the Security Sector. This workshop shared perspectives about democratic governance and provided parliamentarians an opportunity to reflect on enhancing security sector governance in their respective countries. Also, parliamentarians had the opportunity to gain insights into how security sector governance is exercised in the U.S. by enabling parliamentarians the opportunity to interact and network with Members from key U.S. congressional committees and executive agencies, and engage in a dialogue on security sector governance in their respective countries.

Parliamentarians had the opportunity to gain insights into how security sector governance is exercised in the U.S. by interacting and networking with Members from key U.S. congressional committees and executive agencies.

- A workshop to help Timor Leste to develop a national security strategy brought together selected parliamentarians and senior officials from Timor Leste responsible for drafting a national security strategy for their nation. The workshop gave the participants the opportunity to reflect on 1) key current and anticipated security concerns confronting Timor Leste, 2) the crafting of a National security Strategy that effectively addresses these concerns, 3) the next steps required towards the implementation of this strategy, and 4) the capacity gaps and assistance required to realize the goal of effective implementation. Results of the workshop were brief to the Deputy Prime Minister of Timor Leste.

D. Budget. The following tables depict Asia-Pacific Center for Security Studies operating costs (Table 1), and funding sources (Table 2).

Table 1
Asia-Pacific Center for Security Studies Operating Costs
(\$ in thousands)

FY08
(Obligations as of 30 Sept 08)
\$20,105

Table 2
Asia-Pacific Center for Security Studies Funding Sources
(\$ in thousands)

Source	
U.S. Government	
O&M, General	19,628
O&M, CT	200
O&M, Reimbursable (COCOM, etc)	277
Sub-total	20,105
Non-U.S. Government	
Sub-total	0
Total	\$20,105

E. International Participation in the Programs of the Asia Pacific Center

Table 3
FY08 Costs for International Participation in Resident Programs
(\$ in thousands)

Country	Participation		Total Cost (Note 1)	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Afghanistan	6	193	55	55
Australia *	27	463	30	30
Bangladesh	29	1004	284	284
Bhutan	1	27	9	9
Brunei *	7	247	5	5
Cambodia	12	403	115	115
Canada *	5	101	11	11
China	7	42	0	0
Chile	5	133	42	42
Colombia	2	77	21	21
Comoros	3	95	30	30
Cook Islands	1	35	9	9
Egypt	1	27	9	9
El Salvador	2	54	17	17
Hong Kong *	1	7	5	5
India	22	788	218	218
Indonesia	25	594	194	194
Iraq	1	27	9	9
Japan *	17	230	15	15
Kazakhstan	3	110	31	31
Kenya	4	122	36	36
Kiribati	2	105	25	25
Korea, Republic of *	18	626	20	20
Kyrgyzstan	1	35	9	9
Laos	15	581	157	157
Lebanon	2	77	21	21
Madagascar	8	301	84	84

Country	Participation		Total Cost (Note 1)	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Malaysia	32	1161	321	321
Maldives	4	183	47	47
Marshall Islands	3	138	35	35
Mauritius	6	251	65	65
Mexico	1	27	9	9
Micronesia	16	588	164	164
Mongolia	24	718	217	217
Mozambique	2	54	17	17
Nepal	33	1180	329	329
New Zealand *	4	25	15	15
Pakistan	26	784	233	233
Palau	4	137	39	39
Papua New Guinea	8	258	76	76
Peru	6	208	58	58
Philippines	35	1201	333	333
Poland	3	81	26	26
Russia	3	39	20	20
Saudi Arabia *	1	50	0	0
Singapore *	8	204	10	10
Solomon Islands	1	5	5	5
Spain *	4	183	47	47
Sri Lanka	14	552	146	146
Switzerland *	1	27	0	0
Taiwan *	4	157	5	5
Tajikistan	1	50	13	13
Tanzania	2	54	17	17
Thailand	39	1371	376	376
Timor-Leste	20	194	121	121
Tonga	4	94	33	33
Turkey	2	77	9	9
Tuvalu	2	90	22	22
Vanuatu	4	161	46	46

Country	Participation		Total Cost (Note 1)	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Vietnam	15	457	134	134
Western Samoa	1	5	6	6
Total	560	17,268	4,455	4,455

Note 1: Reimbursement of costs associated with funding foreign participants for APCSS in-resident and in-region courses was waived under 10 USC note preceding section 2161 (P.L. 107-248, Section 8073), which authorizes waiving reimbursement for "military officers and civilian officials of foreign Nations" where it is in the national security interest to do so.

** Countries identified by an asterisk have funded all or a portion of the costs associated with participation by their representatives. Though the APCSS does not receive financial reimbursement from such countries, participants pay all or part of the costs associated with their participation, resulting in reduced USG outlays. Quantification of these "in kind" benefits to the USG would require tracking all "in-kind" contributions of airfare, lodging, per diem, and other personal expenses, which is beyond the capability of the APCSS. Therefore, since personal expenses were paid directly by the countries on behalf of the participants, we are unable to value the financial support contributed by the countries.*

Table 4
FY08 Costs for International Participation in Non-Resident Programs
(\$ in thousands)

Country	Participation		Total Cost (Note 1)	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Australia *	2	15	4	4
Brunei *	1	9	1	1
Cambodia	2	6	2	2
Fiji	7	42	8	8
India	2	18	3	3
Japan *	1	9	4	4
Kiribati	1	6	6	6

Country	Participation		Total Cost (Note 1)	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Malaysia	28	84	5	5
Marshall Islands	1	6	7	7
Mongolia	31	124	31	31
Nauru	1	6	8	8
New Zealand *	1	6	0	0
Niue	1	6	4	4
Palau	1	6	7	7
Papua New Guinea	1	6	5	5
Philippines	3	27	5	5
Singapore *	4	36	4	4
Solomon Islands	1	6	4	4
Thailand	2	12	3	3
Tonga	3	18	1	1
Tuvalu	1	6	4	4
Vanuatu	1	6	3	3
Vietnam	41	174	2	2
Western Samoa	1	6	4	4
Total	138	640	\$125	\$125

Note 1: Reimbursement of costs associated with funding foreign participants for APCSS in-resident and in-region courses was waived under 10 USC note preceding section 2161 (P.L. 107-248, Section 8073), which authorizes waiving reimbursement for "military officers and civilian officials of foreign Nations" where it is in the national security interest to do so.

* Countries identified by an asterisk have funded all or a portion of the costs associated with participation by their representatives. Though the APCSS does not receive financial reimbursement from such countries, participants pay all or part of the costs associated with their participation, resulting in reduced USG outlays. Quantification of these "in kind" benefits to the USG would require tracking all "in-kind" contributions of airfare, lodging, per diem, and other personal expenses, which is beyond the capability of the APCSS. Therefore, since personal expenses were paid directly by the countries on behalf of the participants, we are unable to value the financial support contributed by the countries.

F. Gifts and Donations

Table 5
FY08 Gifts and Contributions Received under 10 USC 2611 Authority
(\$ in thousands)

From	Description	Est. Value
IN-KIND SUPPORT: (NO FUNDS EXCHANGED)		
Foundation for the Asia-Pacific Center for Security Studies	Conference Support (receptions and meals)	10.0
	College Program Support (receptions)	15.4
	Director Regional Visit Support (receptions)	5.4
The Stanley Foundation	Conference Program Support (airline tickets, hotel, per diem, administrative)	50.0
Vietnam Institute of International Relations-Ministry of Foreign Affairs	Conference Program Support (in-country facilities, tech support, administrative)	10.0
Mongolian National Emergency Management Agency – Min of Def	Conference Program Support (in-country administrative, translation, technical support)	5.0
Malaysia Maritime Enforcement Agency	Conference Program Support (in-country administrative, transportation, conference dinner)	15.0
Tongan Defense Service	Conference Program Support (in-country administrative, transportation, reception, refreshments, printing, technical support)	40.0
Total		150.8

Center for Hemispheric Defense Studies

The Center for Hemispheric Defense Studies (CHDS), established in 1997, is a regional strategic studies institute that utilizes academic-style outreach fora in defense and security communication, research and dialogue for the promotion, at the strategic-level, of effective security policies within the Western Hemisphere. The civilian and military graduates and partner institutions comprise communities of mutual interest and support that work toward a more cooperative and stable international security environment.

A. Status and Objectives

The CHDS activities focus on three critical tasks, as directed by the Secretary of Defense:

- Countering ideological support for terrorism
- Harmonizing views on common security challenges; and
- Building the capacity of partners' national security institutions consistent with the norms of civil-military relations.

The CHDS programs form a three-tiered approach toward the region that includes foundational, sustainment and strategic interaction activities tailored to the needs of emerging regional civilian, military and police leaders, as well as senior U.S. policy-makers. In carrying out its work, CHDS supports U.S. Southern and Northern Commands (SOUTHCOM and NORTHCOM), the National Defense University and the Inter-American Defense College (through the Amistad (Friendship) Program).

- Foundational activities are tailored to the needs of mid-level government and military security and defense professionals, and interested parties from civil society, including the media and academia.
- Sustainment activities for CHDS graduates (courses, seminars, conferences and workshops) are designed to build upon foundational activities with topic-specific advanced courses and regionally-focused academic-style events.

Strategic influence activities, including National Security Planning Workshops, where the host-nations' leaders develop or refine their National Security strategies, and Legislative Leader Seminars, focused on the civilian leaders of the National Defense Commissions, have significantly advanced U.S. strategic influence on the core U.S. regional security and defense concerns.

B. Program Accomplishments

The CHDS core program consists of a series of courses, seminars, conferences, workshops, and research activities. In addition to the enriching value of these endeavors, the CHDS is developing a significant, diverse network of regional leaders and decision-makers upon whom the U.S. can rely to candidly discuss regional and hemispheric defense and security issues.

The scope and power of this network is poignantly exemplified by the award, in September, 2008, of CHDS' 2nd annual William J. Perry individual Award for Excellence in Defense Education, to the President of Colombia, Alvaro Uribe. Significantly, this was not the first interaction with President Uribe in 2008. Direct access to the Colombian president was a factor in the selection of Colombia to host the next CHDS Sub-Regional Conference in July 2009, an event President Uribe plans to attend.

By nurturing personal relationships at the early stages of emerging leaders' development, and sustaining them through multi-faceted programs, CHDS sets favorable conditions to enhance future US bilateral and regional relationships.

By nurturing personal relationships at the early stages of emerging leaders' development, and sustaining them through multi-faceted programs, the CHDS sets favorable conditions to enhance future US bilateral and regional relationships. As graduates of CHDS foundational and sustainment programs attain national prominence, access to senior leaders is further enhanced. At the top end of the spectrum, CHDS Strategic Influence activities promote direct access to presidents and cabinet members through National Security Planning Workshop program and Defense Minister Workshops.

- In 2008, two more CHDS graduates were selected to be their countries' Ministers of Defense (Uruguay and Guatemala), while three other CHDS graduates also became ministers (Education – Paraguay; Justice – Suriname, Government and Justice - Panama).
- The recent selection of a multi-course graduate as the Chief of Armed Forces of Paraguay highlights how CHDS has relationships that extend to the highest echelons of civilian and military leadership.

C. Program Highlights FY 08

The CHDS expanded its core program in 2008 with new and more demanding courses, new modules, and more facilitated and conference-based activities throughout the region. The three core resident courses, which in 2008 included the second iteration of the foundational course "Caribbean Defense and Security Course", had 240 graduates, including the first-ever participants from Dutch protectorates in the region. The flagship Strategy and Defense Policy course underwent a major overhaul: Attendees now have the opportunity to participate in optional lunch hour discussion groups on issues related

to defense and security strategy and policy. Guest speakers include very senior officials, including the Minister of Defense of Uruguay, a former CHDS graduate. Relationships with former fellows often pay immense dividends.

Thirty-four additional fellows, primarily returning CHDS fellows, graduated from the rapidly-expanding advanced course program. Each of the advanced courses features a demanding, three-tiered approach, including two on-line phases bracketing a three-week resident phase. Three new advanced courses were started in 2008; the Advanced Defense Policy (ADP) course; the Terrorism and Counterinsurgency (TCI) course; and the CHDS' first global course, the Transnational Security, Stability and Democracy (TSSD) course. The TSSD had the first-ever participants from Nigeria, Pakistan, Jordan, and Romania, which greatly enhanced the course's global perspective. National Defense University elected to seek accreditation for these advanced courses in 2008, adding prestige to these rigorous programs.

The CHDS continued its relationship with the Inter-American Defense College by hosting the eighth Amistad course, entitled "Reform in the Defense Sector", for 71 participants, and provided subject matter expertise throughout the 10-month program. The CHDS academic program also instructed 348 students enrolled at superior studies institutes in the Dominican Republic, Paraguay and Peru through the CHDS Nation Lab simulation program. An additional 434 people participated in the Policy Lab, Region Lab and Strategy Lab programs that augment the Nation Lab program. Policy Lab is a three-day exercise that requires students to articulate policies in response to a crisis management situation. Strategy Lab is a five-day seminar that poses a strategic scenario requiring a comprehensive solution. Student teams form virtual governments and develop solutions reviewed by subject matter experts and tested in a time-driven simulation and presented to all other groups in a plenary. An analytical session then allows groups to learn from each other's experiences. The third component—Region Lab--will feature multinational play and will re-emerge in 2009 with this enhanced format. The CHDS continues to develop its simulation program and aims to become a hemispheric leader in this field.

Another component of the developing academic program includes the expansion of the Faculty Outreach Seminar (FOS). Six FOS's were delivered to audiences in Bolivia, Guyana, Jamaica and Guatemala. In response to a request by the government of Panama, CHDS also assisted in the development of the Panamanian National Security Strategy via a National Security Planning Workshop, which was praised by the U.S. Ambassador. Panama's Ministry of Government and Justice, along with the CHDS, co-hosted a Sub-Regional Conference (SRC) at which 130 participants from the hemisphere discussed "Regional, Governmental, and Private Entity Responses to Critical Security and Defense Challenges". A CHDS graduate, recently named to be the Minister of Government and Justice, was the guest speaker at a concurrent event for CHDS graduates.

Not only were many foreign governments eager to collaborate with CHDS, but two major regional events were sponsored by CHDS at the behest of USG stakeholders.

- The CHDS hosted 46 senior leaders from the hemisphere to discuss “Career Development and Civilian Functions in the Defense and Security Sectors” on behalf of the Office of the Secretary of Defense (DASD for Western Hemisphere Affairs). This was a groundbreaking achievement that increased the dialogue on improving civilian careers in these sectors.

- On behalf of the Assistant Secretary of Defense for Homeland Defense and Americas’ Security Affairs, U.S. Southern Command, and U.S. Northern Command, the CHDS hosted a conference on “Defense Support to Civil Authorities in the Western Hemisphere”, during which the Perry Award was presented to Colombian President Uribe, and the institutional award was presented to director of the Chilean National Academy of Strategic Policy Studies (War College). Over seventy foreign participants from thirty countries attended this event.

Overall in FY08, core programs reached a record number of participants from 42 countries.

D. Budget

The following tables depict CHDS operating costs (Table 1), and funding sources (Tables 2 and 3).

Table 1
Center for Hemispheric Defense Studies Operating Costs
(\$ in thousands)

FY08
Obligations as of 30 Sept 2008
\$10,980

Source	
U.S. Government	
O&M, General	10,579
O&M, CT	200
O&M, Reimbursable (COCOM, etc)	201
Sub-total	\$10,980
Non-U.S. Government	0
Total	\$10,980

E. International Participation in the Programs of the Center for Hemispheric Defense Studies

Table 2
FY08 Costs for International Participation in Resident Programs
(\$ in thousands)

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Antigua and Barbuda	3	42	11.7	11.7
Argentina	24	438	136.7	136.7
Bahamas	2	28	7.8	7.8
Barbados	2	28	7.8	7.8
Belize	7	98	27.3	27.3
Bolivia	14	294	103.6	103.6
Brazil	29	411	119.8	119.8
Canada	2	9	0	0
Chile	22	363	116.9	116.9
Colombia	48	638	170.8	170.8
Costa Rica	1	21	7.2	7.2
Dominican Republic	23	219	52.2	52.2
Ecuador	22	264	62.9	62.9
El Salvador	17	284	90	90
Grenada	2	28	7.8	7.8
Guatemala	12	153	37.4	37.4
Guyana	6	84	23.4	23.4
Haiti	1	14	3.9	3.9
Honduras	9	156	44.2	44.2
Jamaica	10	140	39	39
Mexico	27	435	138.8	138.8
Nicaragua	7	114	29.8	29.8
Panama	3	63	19.9	19.9
Paraguay	13	273	96	96

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Peru	29	444	136.5	136.5
St Kitts and Nevis	1	14	3.9	3.9
St Lucia	2	28	7.8	7.8
St. Vincent and Grenadines	1	14	3.9	3.9
Suriname	6	84	23.4	23.4
Trinidad & Tobago	5	70	19.5	19.5
Uruguay	10	170	50	50
Venezuela	6	126	42.7	42.7
Equatorial Guinea	1	21	8	8
Israel	1	21	8	8
Jordan	1	14	5	5
Netherlands	2	28	2	2
Nigeria	1	15	5	5
Pakistan	1	14	5	5
Portugal	1	21	8	8
Romania	1	14	5	5
Spain	3	30	8	8
Total	378	5,696	\$1,694.5	\$1,694.5

Table 3
FY08 Costs for International Participation in Non-Resident Programs
(\$ in thousands)

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Antigua and Barbuda	4	13	10.8	10.8
Argentina	26	91	74.4	74.4
Bahamas	2	8	6.9	6.9
Barbados	7	22	19.5	19.5
Belize	5	13	13.4	13.4
Bolivia	8	29	26.1	26.1
Brazil	29	79.5	37	37
Canada	2	3	0	0
Chile	63	108.5	72	72
Colombia	51	128.5	79.9	79.9
Costa Rica	7	18	17.3	17.3
Dominica	3	9	6.9	6.9
Dominican Republic	143	551.5	24.4	24.4
Ecuador	25	63	43.7	43.7
El Salvador	73	323	59.1	59.1
Grenada	5	14	11.7	11.7
Guatemala	82	131	55	55
Guyana	186	424.5	25.2	25.2
Haiti	2	5	3.9	3.9
Honduras	12	32	31	31
Jamaica	72	350	26.7	26.7
Mexico	47	105	81.5	81.5
Nicaragua	43	55	43.5	43.5
Panama	76	222.5	85.8	85.8
Paraguay	126	621	38.5	38.5
Peru	642	2011.5	79.2	79.2
St Kitts and Nevis	2	5	3.9	3.9

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
St Lucia	6	18	15.6	15.6
St. Vincent and Grenadines	3	9	7.8	7.8
Trinidad & Tobago	11	27	21.6	21.6
Uruguay	13	41	27.9	27.9
Venezuela	15	49.5	36.3	36.3
Spain	5	14	13.1	13.1
Total	1,796	5,595	\$1,099.6	\$1,099.6

F. Gifts and Donations

No gifts or donations were accepted under 10 U.S.C. 2611.

George C. Marshall European Center for Security Studies

The George C. Marshall Center (GCMC) is a leading international defense and security studies institute located in Garmisch-Partenkirchen, Germany. Since its dedication in 1993, its mission has been to create a more stable security environment by advancing democratic institutions and relationships, especially in the field of defense; promoting active, peaceful security cooperation; and enhancing enduring partnerships among the nations of Europe, Eurasia, North America, and beyond. By promoting dialogue and understanding among these nations, the GCMC carries Marshall's vision and ideals into the 21st century, while addressing the challenges of a post-9/11 world.

Supported by the governments of the United States and Germany, the GCMC offers graduate-level resident programs and nonresident outreach events to military and civilian officials from Europe, Eurasia, North America, and beyond. The GCMC boasts an international faculty and staff with representatives from ten partner nations.

A. Status and Objectives

The GCMC accomplishes its mission by transforming thinking on national security issues, teaching participants the benefit of cooperative approaches to security challenges, touching key members of national, regional, and international security communities through conferences, tutorials, and Regional Educations Teams, and supporting an extensive network of alumni associations.

The GCMC offers five resident programs, each conducted two or three times a year and lasting one to twelve weeks. The three core programs are the Senior Executive Seminar (SES), the Program on Terrorism and Security Studies (PTSS) and the Program in Advanced Security Studies (PASS). Two new resident programs, the Program for Security, Stability, Transition, and Reconstruction (SSTAR) and the Seminar on Transatlantic Civil Security (STACS) were introduced this year at the request of stakeholders.

In addition to resident programs, the GCMC conducts more than 100 outreach events a year, including conferences, workshops, seminars, tutorials, and roundtables. The GCMC resident and outreach programs are conducted in English, German, and Russian, as well as other languages, as required.

The GCMC supports the U.S. European Command, U.S. Central Command, and the German Ministry of Defense, providing a means to work with partner nations on pressing security issues. As directed by the U.S. Under Secretary of Defense's Policy Guidance to the Regional Centers (Jan 2008) and the Combined German American Policy Guidance (2004), the GCMC's efforts, like those of the other four centers, focus on three critical tasks:

- Countering ideological support for terrorism
- Harmonizing views on common security challenges; and
- Building the capacity of partners' national security institutions consistent with the norms of civil-military relations.

B. Program Accomplishments

The GCMC was the first of the regional centers to apply the program evaluation model described in the introduction to this report and illustrated in figure 1 below, enabling the Center to link a valued and respected program to alumni actions and outcomes. The GCMC believes that success at obtaining stakeholder value and respect for the institution (level one) will attract current and future leaders who will learn about security, change their views (level two) and return to their home countries to implement changes (level three) in partner capacity (level four).

This fiscal year, the GCMC conducted a study of all alumni (over 5,000) who attended GCMC resident courses between 1994 and 2006. The findings illustrate evidence of positive change in the knowledge, skills, and attitudes of the participants. Often, participants attribute these changes to their GCMC experience. Information sharing multiplies the value of the GCMC investment: Alumni are explaining U.S. defense and security policies to colleagues. Alumni are writing books and papers, lecturing, and developing new curricula and policy documents. They are influencing those around them, effecting changes in their work places, as well as improving inter-ministerial relations and fostering security cooperation across Europe, Eurasia, and beyond.

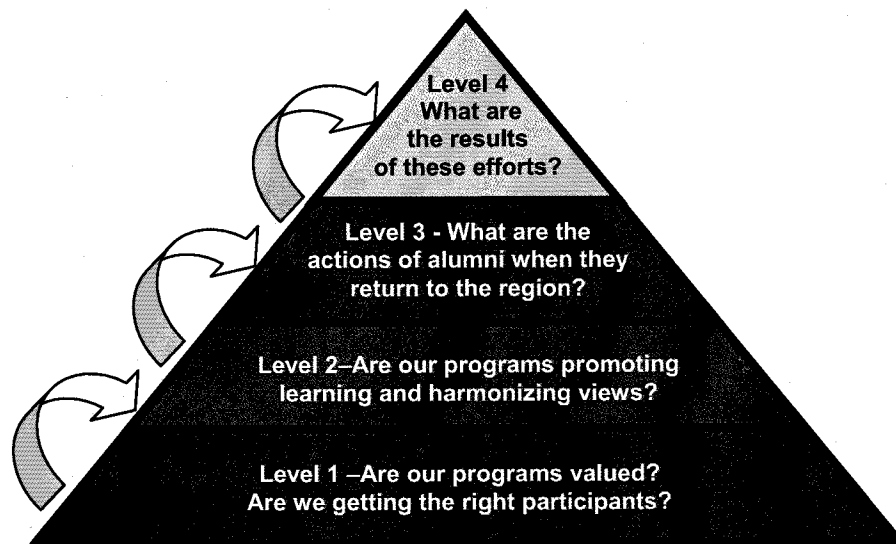


Figure 1
GCMC Model of Program Evaluation

Other Strategic Outcomes:

Improved institutional capacity: Numerous defense academies have replicated the GCMC's methodology and curriculum model. Representatives from several of these visited the GCMC this year to benchmark their performance. These institutions include the Baltic Defense College in Estonia (whose commandant is a GCMC alumnus), the Croatian Command and Staff College, and the Albanian Defense College. The GCMC staff and faculty continue to work with these institutions to help them develop curriculum and presentations. Other institutions known to use the GCMC curriculum include several service academies, the European Humanities University (Belarusian University now located in Lithuania), and the Summer School for Central Asian students.

Building Alliance Capacity: The GCMC has played a significant role in building the capacity of new and aspiring NATO members. Since 1994, NATO has admitted ten new countries - all of which are within the GCMC area of responsibility. Nearly 2,000 participants from these 10 countries attended GCMC resident programs (28% of total participants). In addition to resident programs, the GCMC's outreach program offers workshops and conferences for new and aspiring NATO countries on developing Individual Partnership Action and Membership Action Plans, NATO Awareness, NATO integration; lessons learned, and critical issues such as defense reform and border security.

Alumni are Force Multipliers: The impact of the GCMC experience far exceeds the 7,000 participants who have attended resident programs. A recent survey of all alumni showed that:

- 32% shared the knowledge they gained at the Center and lectured on security,
- 24% developed a new policy document,
- 18% published a paper or book on security,
- 13% developed a new course on security studies, and
- 5% pursued a democratically elected political office.

Enabling Factors: Achieving strategic outcomes begins by selecting the right participants and fostering recognition, by institutions, of the value of attending the GCMC. There are 191 distinguished GCMC alumni serving in high-level positions (e.g., prime ministers, ministers of defense, ministers of foreign affairs, chiefs of defense, ambassadors, and parliamentarians), where they are poised to effect positive change in their countries, provide increased access for U.S. personnel, and serve as a bridge to foreign public opinion for U.S. policy-makers.

Enhanced security communities – There are 24 GCMC alumni associations, many of which actively promote security cooperation in their home countries. Ninety one percent of GCMC alumni state they have been active in their alumni association at some time.

C. Program Highlights FY08

Resident Programs: Resident programs are the core of the GCMC – the base of the pyramid in Figure 1. In these programs, participants gain an understanding of regional and global security topics, develop critical thinking skills, learn to accept different cultures and opinions, and forge new relationships with participants from many other countries.

The primary resident programs remain the Program on Advanced Security Studies (PASS) and the Program on Terrorism Security Studies (PTSS). These courses continue to be successful vehicles for shaping attitudes of future leaders, presenting German and American approaches to security issues, and building networks of international professionals.

The Senior Executive Seminar (SES) continues to offer senior officials a condensed, topical, one-week program. This year's topics were "*Migration and International Security: Challenges and Opportunities* and *Immigration Policies and Terrorist Recruitment: Alien Cultures or Alienated Communities?*"

The GCMC introduced several new resident programs in FY 2008 directed at meeting stakeholder objectives. These new resident programs included:

The Security, Stability, Transition and Reconstruction Course (SSTAR). The goal of this 3-week capacity-building course--the first of its kind at the GCMC--is to create a community of like-minded individuals in the policy-making field of the executive branch of their nations' governments, who are able to help their countries decide how to participate productively in multinational SSTAR operations. This course was conducted twice in FY 08. The inaugural course included participants from 33 nations in the grade of lieutenant colonel and above.

One participant returned to his home in Ireland to apply his SSTAR knowledge to the writing of joint doctrine. Another participant returned to his home in Romania and proposed the creation of a counterinsurgency and stability operations academy to his general staff.

Significance and Outcomes. Several influential speakers shared their experiences and expanded their own networks during this course. These included General Mattis, NATO Supreme Allied Commander-Transformation, General Ramms, Commanding General, Joint Forces Command-Brunssum, Dr. Eliot Cohen, Counselor to U.S. Secretary of State; Lieutenant General LeCerf, Commanding General, French Operational Forces, and Major General Borghini, Commanding General, Center of Excellence for Stability Police Units. One participant returned to his home in Ireland to apply his SSTAR knowledge to the

writing of joint doctrine. Another participant returned to his home in Romania and proposed the creation of a counterinsurgency and stability operations academy to his general staff.

The Seminar on Transatlantic Civil Security (STACS). This course was the result of a stakeholder-directed effort to build transatlantic partnerships in homeland defense and homeland security. STACS is one of four elements of the GCMC's *Program on Civil Security* (POCS). Forty-two participants from 25 countries completed an intensive 16 academic days that included lectures, small-group discussions, exercises, and visits to civil security agencies in Munich. The course focused on the challenges that governments face at every level as they endeavor to prevent, prepare for, and respond to catastrophic events. Highlights included:

- Presentations by senior policy officials and civil security practitioners including one assistant secretary of defense, two deputy assistant secretaries of defense, the U.S. European Command (EUCOM) Surgeon General, and noted experts on the security implications of climate change, nuclear and chemical threats, and terrorism.
- Discussions and practical demonstrations of border-and-transportation security and national special event security during a field study in Munich.
- Focused crisis management, consequence management, crisis communications and futures-based exercises helped develop core competencies in risk management, inter-ministerial collaboration, and creative, critical thinking.
- Small group activities focused on exchanging experiences and lessons learned, and on presenting case studies.

Significance and Outcomes.

- First GCMC course to employ a paperless curriculum, bringing it in line with leading academic institutions and paving the way for the GCMC's transition to electronic courseware.
- Improved participant understanding of the most important topics and encouraged further dialogue through informal evening events. These included watching and discussing two movies (*Dirty War* and *The Battle of Algiers*) and conducting a forum on future trends and threats.
- High level of USG stakeholder interest and participation, to include Department of Defense leaders ASD McHale, PDASD Verga and DASD Loren, as well as representatives from NORTHCOM, CENTCOM, the National Guard Bureau, and the Department of Homeland Security. Success of the program has led to interest in expanding POCS to other institutions, including the other regional centers.

The Combating Terrorism Language Program (CTLP). This five-week intensive language program is specifically designed to increase language proficiency, so counterterrorism practitioners can participate more effectively in the Program in Terrorism and Security Studies (PTSS) and in their follow-on professional assignments. Conducted three times in FY 08 and touching 48 participants from multiple nations, the course:

- Developed English language competence for counterterrorism studies through general and specialized English language instruction;
- Provided a forum for participants to enhance their speaking skills on counterterrorism topics through group discussions and individual presentations; and
- Sharpened analytical reading and listening skills using relevant counterterrorism source materials.

Significance and Outcomes. Using English language skills acquired in the CTLP, graduates made valuable contributions during PTSS discussions on regional, national, and international terrorism issues. The CTLP directly supports the development of a networked cadre of counterterrorism professionals who can communicate with each other in English, and ultimately can better share information and intelligence.

The Partner Language Training Center, Europe (PLTCE). The PLTCE conducted multiple language training courses ranging from one week to five weeks for practicing government civilian and military linguists. These included introductory courses for U.S. Special Operations Forces in the following languages:

- English
- Pashto
- Persian-Farsi
- Arabic (Modern Standard, Iraqi, Sudanese, Maghrebi)
- French
- Serbo-Croatian

Significance and Outcomes. U.S. special operations forces have employed PLTCE frequently to increase the language skills of operational forces. International language students have increased their interoperability with NATO partners by increasing their use of English for a wide range of NATO missions and inter-governmental cooperation.

Outreach Programs: While resident programs are the base of the pyramid in Figure 1, outreach programs connect, facilitate, and energize alumni to improve security

cooperation and institutional capacity. These desired results -- levels 3 and 4 -- are the ultimate goal of the GCMC and the other regional centers.

Recognizing the value of alumni networks, the GCMC sharpened its focus on alumni by conducting several new outreach programs in FY 2008, directed at meeting stakeholder objectives. These included:

- Building and sustaining a networked and empowered community of current and future security leaders. The GCMC approached this key mission through outreach networking events and community-focused events.
- Outreach networking events (ONE) are the primary means through which the GCMC maintains contact with the majority of resident course alumni. These events provide cost-effective opportunities to sustain contact with alumni, provide continuing development, facilitate communication and collaboration, and provide a vehicle for strategic communication. Conducted once annually in each GCMC partner nation, these events demonstrate the GCMC's commitment to its alumni.
- In FY 2008, the GCMC conducted eighteen ONEs in Albania, Bulgaria, Croatia, Czech Republic, Georgia, Kosovo, Kyrgyzstan, Latvia, Macedonia (2), Moldova, Montenegro, Romania (2), Serbia (2), Ukraine, and the USA.
- Community-focused events provide the strongest response to DoD guidance to build and sustain networked and empowered communities of current and future security leaders. Community-focused events develop and sustain alumni communities in two ways: they build communities based on a common professional interest (communities of interest or COIs) or based on common levels of responsibility (*distinguished alumni*). These events build networks of networks. They develop common bonds through professional topics (peacekeeping operations, stability operations, border security, and counterterrorism) or through common responsibilities (parliamentarian or *distinguished alumni* conferences). These events also provide opportunities for GCMC alumni to develop meaningful professional networks that may enable them to function more successfully.

In FY 2008, the GCMC conducted one COI event and three *distinguished alumni* events.

- The border security COI attracted 58 participants, including 50 GCMC graduates, from 26 nations (Afghanistan, Azerbaijan, Bosnia and Herzegovina, Bulgaria, Croatia, the Czech Republic, Estonia, Georgia, Greece, Hungary, Kosovo, Kyrgyzstan, Latvia, Macedonia, Moldova, Mongolia, Montenegro, Poland, Portugal, Romania, Serbia, Slovenia, Turkey, Ukraine, the United States and Uzbekistan) who are experts or practitioners engaged in border security or civil security.

- The first distinguished alumni event brought together 28 members of parliament from 13 European and Eurasian nations to discuss parliament's role in security and defense.
- The remaining two distinguished alumni events were conducted on behalf of the commander, U.S. European Command. General Craddock asked to meet with distinguished GCMC alumni, in order to discuss international security issues, shape and influence perceptions of U.S. policy on security issues through dialogue, and obtain a better understanding of partner nations' views and concerns.
 - The first *distinguished alumni* event conducted for General Craddock addressed energy security issues and was attended by 24 high-ranking GCMC graduates (15 general officers, six deputy ministers, one member of parliament, one ambassador to NATO, one senior foreign ministry official, and one senior prime ministerial advisor) from 18 nations (Albania, Azerbaijan, Bosnia and Herzegovina, Bulgaria, Croatia, Estonia, Georgia, Hungary, Latvia, Lithuania, Moldova, Montenegro, Poland, Romania, Serbia, Slovenia, Turkey, and Ukraine).
 - The second *distinguished alumni* event conducted for General Craddock addressed the proliferation of weapons of mass destruction and was attended by 23 distinguished GCMC graduates (nine general officers, three deputy ministers, one member of parliament, five ambassadors, a UN High Representative to Bosnia and Herzegovina, three senior defense officials, and one senior ministry of foreign affairs official) from 15 nations (Albania, Bosnia and Herzegovina, Bulgaria, Estonia, Germany, Hungary, Kosovo, Latvia, Lithuania, Moldova, Poland, Portugal, Slovakia, Slovenia, and Ukraine).

General Craddock asked to meet with distinguished alumni in order to discuss international security issues...and obtain a better understanding of partner nations' views and concerns. The first [meeting] addressed energy issues.

In continuing response to DoD guidance to work with foreign partners to counter ideological support for terrorism, the GCMC developed and hosted the fourth in a series of CIST Conferences. This year's conference was planned with the Italian Center for Higher Defense Studies. The conference sought to explore in depth the following issues:

- Develop and coordinate a strategy for integrating efforts to counter the ideological appeal of terrorism among military and defense agencies and other non-defense government organizations domestically and internationally.
- Share experiences of military involvement and influence in countering the ideological appeal of extremism in local communities.

- Define best practices for the military in reducing extremism during counter insurgency conflicts and other combat, peacekeeping, and humanitarian interventions.
- Implement senior professional military education courses and conduct research on countering the ideological appeal of terrorism.

Working in partnership with Germany and U.S. Central and European Commands, the GCMC created and executed non-resident programs to meet specific needs.

- Regional Education Teams were deployed 11 times in FY 2008:
 - Counterterrorism (Azerbaijan, Greece, and Kazakhstan)
 - NATO-themed (Bosnia and Herzegovina, Georgia, and Montenegro)
 - Single nation stability operations (Georgia and Italy)
 - Regional stability operations (Croatia)
 - Defense and security issues for diplomats (Kazakhstan)
 - Advanced security studies (Afghanistan Command and General Staff College)
- Tailored programs were developed for a group of Bulgarian parliamentarians and for a group of parliamentarians from the western Balkans, representing Bosnia and Herzegovina, Croatia, and Montenegro.

The GCMC outreach events leveraged the resident Security, Stability, Transition, and Reconstruction Course (SSTAR) course throughout the Eurasian region.

- The GCMC faculty addressed SSTAR topics on 13 occasions through speaking engagements in Belgium, Germany, Italy, Poland, Slovakia, Turkey, the United Kingdom, and in the United States (in Washington, D.C. and at the U.S. Army War College).
- SSTAR topics were included in three Regional Education Team events, the Combating Ideological Support for Terrorism Conference, the parliamentary tutorial for Southeast Europe, and the visit to the GCMC by members of the Croatian Command and Staff School.

D. Budget

The following tables depict GCMC operating costs (Table 1), and funding sources (Table 2).

Table 1
Marshall Center Operating Costs
(\$ in thousands)

FY08 (Obligations as of 30 Sept 08)
\$36,968

Table 2
Marshall Center Funding Sources
(\$ in thousands)

Source	
U.S. Government	
O&M, General	30,170
O&M, CT	1,025
O&M, WIF	1,361
O&M, Reimbursable (COCOM, etc)	2,016
Sub-total	\$ 34,572
Non-U.S. Government	
Federal Republic of Germany	2,019
NATO	377
Sub-total	2,396
Total	\$ 36,968

E. International Participation in the Programs of the Marshall Center

Table 3
FY08 Costs for International Participation in Resident Programs
(\$ in thousands)

Country	Participation		Costs	
	No. of Participants	No. of Participant Days	Total Cost	Net Cost to the U.S.
Afghanistan ^{5,7}	19	840	160.8	56.6
Albania ⁷	29	1189	248.5	248.5
Armenia ^{7,3}	20	1032	175.9	173.8
Australia ⁶	3	48	8.7	0.0
Austria ^{6,7}	5	54	15.0	12.8
Azerbaijan ^{7,3}	31	1445	248.1	246.9
Bangladesh	2	41	10.2	10.2
Belarus ³	9	173	31.7	30.5
Belgium ^{6,7}	5	56	10.3	7.7
Bosnia-Herzegovina ^{6,7}	41	1010	188.8	186.6
Bulgaria ^{6,7}	29	1400	256.6	256.2
Cameroon ⁷	5	109	32.6	32.6
Canada ⁹	1	25	2.9	0.0
Chile ⁷	1	35	9.2	9.2
Colombia ⁷	3	74	20.5	20.5
Croatia ^{7,3}	21	1048	164.7	163.5
Czech Republic ⁶	15	479	108.2	107.0
Denmark ^{7,6}	5	56	7.3	4.0
Djibouti ⁷	2	64	14.6	14.6
Egypt ⁷	5	239	45.2	45.2
El Salvador ⁷	1	7	4.0	4.0
Estonia ⁶	14	668	113.1	112.7
Finland ⁷	1	17	3.7	3.7
France ⁶	9	353	37.0	0.0
Gabon ⁷	1	7	4.0	4.0
Georgia ³	29	1230	262.5	261.3
Germany ⁶	21	1045	115.9	0.0

Country	Participation		Costs	
	No. of Participants	No. of Participant Days	Total Cost	Net Cost to the U.S.
Ghana ⁷	4	93	27.5	27.5
Greece ⁷	6	268	51.6	51.6
Hungary ^{6,7}	24	822	162.0	160.4
Iceland ⁷	1	7	4.0	4.0
India	1	25	5.1	5.1
Iraq ⁷	13	348	88.7	88.7
Ireland ^{7,9}	3	49	10.6	7.7
Israel ⁷	1	35	9.2	9.2
Italy ^{6,7,9}	12	308	42.5	40.5
Jordan ^{7,3}	4	84	19.8	19.4
Kazakhstan ³	31	1074	271.0	270.2
Kosovo	20	789	176.6	176.6
Kyrgyzstan ⁷	22	1514	245.1	245.1
Latvia ⁷	25	1000	201.0	201.0
Lebanon ⁷	1	7	4.0	4.0
Libya ⁷	4	134	33.0	33.0
Lithuania ⁷	12	494	99.0	99.0
Macedonia ⁷	20	876	183.3	183.3
Mali ⁷	2	24	7.7	7.7
Malta ⁷	2	24	7.7	7.7
Mauritania ⁷	1	17	3.7	3.7
Mexico ⁷	13	269	57.5	55.1
Moldova ^{7,4}	15	823	140.5	140.5
Mongolia ⁵	19	881	185.4	0.0
Montenegro ⁷	21	734	151.5	151.5
Morocco ^{6,7}	7	179	49.9	45.9
Netherlands	1	8	0.4	0.0
New Zealand	1	25	5.1	5.1
Nigeria ⁷	2	70	18.4	18.4
Pakistan ⁷	3	48	14.2	14.2
Palestinian Authority ⁴	6	70	23.6	23.6
Panama ⁷	2	67	16.5	16.5

Country	Participation		Costs	
	No. of Participants	No. of Participant Days	Total Cost	Net Cost to the U.S.
Peru ⁷	1	7	4.0	4.0
Philippines ⁷	1	7	4.0	4.0
Poland ⁷	29	1256	248.3	248.3
Portugal	8	286	56.5	56.5
Romania ^{7,3}	48	1948	344.1	342.5
Russia	10	525	86.8	86.8
Rwanda	1	16	5.1	5.1
Senegal ⁷	3	59	16.9	16.9
Serbia ^{7,3}	32	1414	265.2	264.4
Slovakia ⁶	16	579	96.3	93.9
Slovenia ^{6,7}	10	267	61.4	60.6
South Africa ⁷	5	217	43.8	43.8
Spain ^{7,9}	2	40	9.5	9.5
Swaziland ⁷	3	41	11.4	11.4
Switzerland ⁷	1	17	3.7	3.7
Tajikistan	9	658	99.1	99.1
Tanzania ⁷	1	7	4.0	4.0
Turkey ⁷	17	252	127.1	127.4
Turkmenistan	5	371	54.9	54.9
Uganda ^{7,6}	5	119	35.6	35.6
Ukraine ⁶	53	3007	499.6	498.8
United Kingdom ⁶	28	484	35.0	0.0
United States ⁸	332	7777	809.3	809.3
Uruguay ⁷	3	74	20.5	20.5
Uzbekistan ⁷	11	435	90.9	67.5
TOTALS	1,260	43,773	\$7,648.9	\$7,096.7

3 Paid by NATO

4 Paid by GCMC O&M funds using
EEE Authority
5 Paid by the Federal Republic of
Germany

6 Self Payer
7 Funded by CTFP
8 Paid by participating US Agencies
9 Paid by GCMC (10 USC 113)

Table 4
FY08 Costs for International Participation in Non-Resident Programs
(\$ in thousands)

Country	Participation		Costs	
	No. of Participants	No. of Participant Days	Total Cost	Net Cost to the U.S.
Afghanistan	36	162	17.1	17.1
Algeria	1	4	1.4	1.4
Albania	122	242	40.5	40.5
Armenia	10	24	20.7	20.7
Australia	2	4	3.5	3.5
Austria	13	18	6.8	6.8
Azerbaijan	50	102	48.9	48.9
Bahrain	3	6	5.3	5.3
Belgium	31	34	3.4	3.4
Bosnia & Herzegovina	105	216	111.7	111.7
Bulgaria	77	161	97.9	97.9
Canada	2	7	1.9	1.9
Chile	2	4	3.5	3.5
Croatia	89	160	38.2	38.2
Czech Republic	122	193	27.1	27.1
Egypt	6	24	8.5	8.5
Estonia	25	58	27.6	27.6
Finland	1	2	1.8	1.8
France	1	4	1.4	1.4
Georgia	33	81	70.8	70.8
Germany	155	328	53.3	53.3
Greece	97	473	51.3	51.3
Hungary	49	109	33.8	33.8
India	1	2	1.4	1.4
Israel	1	4	1.4	1.4
Italy	180	562	184.4	184.4
Jordan	2	8	2.8	2.8
Kazakhstan	152	681	126.9	126.9
Kosovo	50	58	13.9	13.9

Country	Participation		Costs	
	No. of Participants	No. of Participant Days	Total Cost	Net Cost to the U.S.
Kyrgyz Republic	22	81	53.8	53.8
Latvia	60	90	35.7	35.7
Lebanon	2	8	2.8	2.8
Lithuania	48	99	25.6	25.6
Macedonia	113	146	41.4	41.4
Malta	5	20	7.1	7.1
Moldova	20	55	49.3	49.3
Monaco	1	3	2.6	2.6
Montenegro	75	135	5.0	5.0
Netherlands	3	6	4.2	4.2
Nepal	3	6	5.3	5.3
Norway	1	2	1.2	1.2
Panama	2	4	3.5	3.5
Pakistan	6	12	8.8	8.8
Poland	125	271	32.3	32.3
Portugal	7	16	14.6	14.6
Romania	153	260	84.3	84.3
Russia	64	270	53.6	53.6
Saudi Arabia	1	2	1.8	1.8
Serbia	100	122	3.1	3.1
Sierra Leone	2	6	5.2	5.2
Slovak Republic	4	8	7.6	7.6
Slovenia	63	206	9.5	9.5
Spain	32	66	4.6	4.6
Tajikistan	27	121	32.8	32.8
Tunisia	4	16	5.6	5.6
Turkey	34	63	42.4	42.4
Turkmenistan	28	74	51.9	51.9
Ukraine	129	179	79.4	79.4
United Kingdom	53	76	8.7	8.7
United States	211	486	184.3	184.3
Uzbekistan	30	104	69.0	69.0
Total	2809	6578	\$1925.9	\$1925.9

F. Gifts and Donations

Table 5
FY08 Gifts and Contributions Received under 10 USC 2611 Authority
(\$ in thousands)

From	Description	Value
Austria	Lecture and Seminar Services	60
Canada	Lecture and Seminar Services	60
Croatia	Lecture and Seminar Services	60
France	Lecture and Seminar Services	60
Italy	Lecture and Seminar Services (arrived 1 Aug)	10
Switzerland	Lecture and Seminar Services	60
TOTAL:		\$310

Near East South Asia Center for Strategic Studies

Since its inception in 2000, the Near East South Asia (NESA) Center for Strategic Studies has fostered open communication in an academic-style environment for military and civilian representatives from the NESA region. This scholarly forum uniquely facilitates a cross-cultural examination of the peoples, ideas, and challenges that shape this critical region.

Through seminars and outreach programs, leaders address strategic issues; develop enduring relationships and partnerships; and strengthen defense-related decision-making skills and cooperation. Such collaborative understanding and communication forms the heart of the NESA Center's mission.

A. Status and Objectives

The NESA Center mission is to enhance security in the Near East and South Asia by building sustained, mutually beneficial relationships, fostering regional cooperation on security issues, and promoting effective communications and strategic capacity through free and candid interaction in an academic environment. Through programs in Washington, D.C. and in the region, the NESA Center provides a forum for national security professionals engaged in the region to rigorously examine the challenges that shape the regional security environment.

The NESA Center is the only U.S. Government program that promotes strategic thinking and dialogue between and among all countries of the NESA region, specifically between the Middle East and South Asia, and among countries that do not have formal diplomatic relations, such as many Arab countries and Israel. The Center provides a focal point where these national decision makers can gather to exchange ideas and explore cooperative problem solving.

The NESA Center is advancing in new directions to achieve its mission, and its audiences and breadth of activities are in the midst of significant growth. The Department has set the following priorities for the NESA Center through FY15: Establish an in-region presence that increases the ability of the Center to execute requirements; increase participation in transformative, regional security foundational courses; add short-term conferences and events in support of building partner capacity; and increase participation in issue-focused courses (e.g., stability operations or homeland defense). As the NESA Center meets these priority objectives, the overarching goal will remain to build sustained, engaged communities of influence and partnerships among security professionals and opinion-makers in the NESA region.

B. Program Accomplishments

In FY08, the NESACenter for Strategic Studies continued to directly shape the opinions of U.S. and international leaders on a variety of issues germane to the region. The leadership of the Center was instrumental in shaping U.S. and partner policies in Afghanistan. Specifically, the Center conceived, planned and conducted three international conferences on the Afghan Presidential and Parliamentary elections scheduled for 2009 and 2010, respectively. The NESACenter also directly informed U.S. and partner policy officials and briefed senior leaders of deploying combat units on counterinsurgency strategy, command and control, and force structure and sustainment requirements for both the Afghan and Iraq campaigns.

This fiscal year, for the first time, the NESACenter was authorized to invite Palestinians to core seminars. This allowed for a more varied dialogue, and created the opportunity for Israelis and Palestinians to discuss their issues in a neutral setting. The Palestinian Authority attendees were recommended by the Department of State. Their attendance at the NESACenter supplements and enhances the larger U.S. mission for the area. During the seminar, the Palestinian and Israeli attendees made a point of lunching together so they could continue their dialogue beyond the classroom.

Continued demand for the Combating Terrorism (CT) and Senior Executive Seminars (SES) has led to an additional resident offering of the CT course and the addition of a short-duration in-region offering of the SES in FY09. The NESACenter had planned to discontinue the Mediterranean Dialogue program after FY08, but participants from southern Mediterranean countries (Levant and Maghreb) insisted the program is useful, and one of the few available venues for them to engage in genuine dialogue with northern Mediterranean countries.

FY08 brought more cohesion and productivity from the Regional Network of Security Studies Centers (RNSSC), an informal group of government entities that meet periodically to discuss common security challenges and solutions. In particular, the creation of a new working group (Weapons of Mass Destruction and Border Security) strengthens the commitment of each participating center and the relationships among them. India's premier think tank, the Institute on Defense and Strategic Analysis, was added as the fifth co-sponsor of the Network. In addition to solidifying the NESACenter's relationship with each center, the RNSSC program has also resulted in increased bilateral collaboration between Israel and Afghanistan; Israel and Pakistan; and Pakistan and Qatar.

In FY08, the NESACenter expanded its engagement and support of issues pertaining to Afghanistan, a CENTCOM priority country for NESACenter. The House Democracy Assistance

The Joint Security and Intelligence Center, located in Kabul and jointly manned by Afghans and Pakistanis, is a direct outgrowth of conversations from previous NESACenter seminars coupled with tripartite discussions.

Commission again requested the NESACenter's involvement with their program for Afghan Members of Parliament. The Joint Security and Intelligence Center, located in Kabul and jointly manned by Afghans and Pakistanis, is a direct outgrowth of conversations from previous NESACenter seminars coupled with tripartite discussions. Participants of the Afghanistan-Pakistan Confidence Building Workshop, including border commanders and key staff on both sides of the border, have reportedly exchanged personal cell phone numbers to ensure that communication is kept open even when other formal systems break down.

The NESACenter's distinguished professor Ali Jalali, former Minister of Interior of Afghanistan, is routinely contacted by world media outlets, such as BBC and Al Jazeera, to comment on current events in Afghanistan. He is also directly responsible for persuading several German Parliamentarians to continue their support of Germany's assistance in Afghanistan. The U.S. embassy in Berlin subsequently requested other NESACenter faculty come to discuss issues related to Afghanistan. These discussions led to a joint Afghanistan workshop in Washington, D.C. with NESACenter and a German Ministry of Foreign Affairs think tank.

The NESACenter linked several Afghan alumni with a USG defense contracting office that handles Afghan strategic communications work, so the alumni could give feedback about what's happening on the ground, what efforts are effective, and what changes should be made. The office said the alumni provided them a fresh perspective and new inputs. Consequently, they have shifted their approach to accommodate what they learned.

The exchange program initiated in FY08 to engage the Lebanese Command and Staff College on strategic issues is leading to broader USG engagement with the Lebanese

NESACenter was instrumental in helping the Lebanese Armed Forces establish a strategic studies center and engaging the Lebanese in broader regional discourse on Middle East security issues with Israel and other neighbors.

Armed Forces officer corps. NESACenter was instrumental in helping the Lebanese Armed Forces establish a strategic studies center and engaging the Lebanese in broader regional discourse on Middle East security issues with Israel and other neighbors.

The NESACenter routinely forwards articles and informal surveys to alumni in an effort to better understand what people in the region are thinking. Their feedback, which is distributed to NESACenter faculty, Combatant Commands, and other alumni, provides invaluable on-the-ground commentary. Also, alumni from Yemen, Italy, Pakistan and Bangladesh have sent us their publications on CT efforts, interfaith dialogue in the region, and strategic communications. These publications are distributed to the entire alumni network so all can benefit from the perspective of someone else from the region.

The NESACenter also promotes relationships among diplomats based in DC. For example, a newly arrived Israeli diplomat attending a NESACenter outreach event was

seated with the Saudi Arabian and Omani Defense Attaches and a U.A.E. political officer. Even though none of these countries formally recognizes Israel, each of these men was willing to engage the Israeli and requested follow-on private meetings with him to discuss issues in more detail. Newly arrived diplomats attend the Washington Embassy Orientation Seminar, which provides a springboard for long-term engagement with the embassy community. For example, past seminar participants now regularly attend NESAs monthly discussion group, strengthening the continuity of the NESACenter's engagement with leaders from the region.

In addition to providing a neutral forum for Arabs and Israelis to meet and interact, NESAs has arranged for Israelis to travel to countries that do not recognize Israel, most recently Qatar. With the help of the NESAs Center, Qatari RNSSC participants facilitated the entry of the Israelis into the country and arranged for security to ensure their safety during their stay. The Israelis reported they would relay to their ministries the superb treatment they received and how happy they were with their experiences in the Gulf.

Ties NESAs Center built between Indian alumni and Yemeni and Egyptian diplomatic alumni have resulted in professional collaboration and personal consultations to better understand the Middle East perspective on South Asian politics, and vice versa. These diplomats have subsequently spoken at institutes such as the Indian National Defense University and diplomatic schools throughout India as a result of this introduction. In addition to their more rapid acclimatization in India, the Yemeni and Egyptian diplomats became more effective subject matter experts for the Indian government.

C. Program Highlights FY08

The NESAs Center offers three integrated types of programs: Foundational seminars offered primarily in Washington, D.C., that serve as the intake mechanism for an alumni network; local and in-region engagement activities that serve the alumni network as well as a wider audience of strategic thinkers; and sustainment outreach and alumni activities.

- The curriculum of the foundational seminars examines four broad themes: The impact of globalization on regional strategic issues; the changing strategic environment—including an assessment of transnational threats and the implications of initiatives such as shared early warning and missile defense; an understanding of U.S. policy and policy-making processes; and concepts for enhancing regional security.
- In FY08, the NESAs Center offered three three-week Executive Seminars (mid-to-upper level military and civilian professionals); one two-week Senior Executive Seminar (upper-level military and civilian professionals); two two-week Combating Terrorism Seminars (mid- and upper-level military professionals); one five-day Orientation Seminar for new embassy personnel from the region; one two-week Afghanistan-Pakistan Confidence Building Workshop (upper-level military professionals); and one five-day bilateral

exchange with the Lebanese Armed Forces Staff College. These programs resulted in the addition of 254 new alumni to NESAs alumni network.

- Engagement activities for FY08 included the continuation of on-going initiatives as well as the addition of several new programs. On-going initiatives include the Regional Network of Strategic Studies Centers, support of the House Democracy Assistance Commission's Legislative Oversight of the Security Sector Seminar for Afghan Members of Parliament, the Mediterranean Dialogue program, bilateral exchange with the Israeli National Defense College, Track II meetings, and a counterinsurgency workshop.
 - New engagement programs in FY08 included a workshop series on the 2009 Afghan Presidential elections to help energize a community of interest among relevant actors involved in election planning and identify the planning gaps; a CT Legal Workshop that established a multilateral forum for U.S. and international practitioners to discuss critical issues concerning CT laws; and a Health Security Workshop co-hosted with the Royal Medical Services of Jordan that brought together regional and U.S. health security professionals (military and civilian) to discuss the strategic relationship between human health and national security.
- Sustainment programs, such as in-region alumni meetings, increased by 50% in FY08, and the NESAs Center conducted its first alumni symposium since 2005. NESAs continued its active participation in the monthly discussion forum for the Washington, D.C. embassy community, noting increased regular participation at the Deputy Chief of Mission level. The NESAs Center also kicked off a New York City offshoot of the Washington Seminar discussion group, to engage missions to the United Nations and regional consulates. Roundtable luncheons were added for Ambassadors and Defense Attachés.

D. Budget

The following tables depict NESA Center operating costs (Table 1), and funding sources (Table 2).

Table 1
NESA Center Operating Costs
(\$ in thousands)

FY08 (Obligations as of 30 Sept 2008)
\$13,887

Source	
U.S. Government	
O&M, General	13,436
O&M, CT	319
O&M, Reimbursable (COCOM, etc)	132
Sub-total	\$ 13,887
Non-U.S. Government	0
Total	\$13,887

E. International Participation in the Programs of the NESACenter

Table 2
FY08 Costs for International Participation in NESAC Resident Programs
(\$ in thousands)

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Afghanistan	35	411	378.07	378.07
Algeria	4	80	51.17	51.17
Australia	3	12	0.00	0.00
Bangladesh	11	225	180.77	180.77
Belgium	1	4	0.00	0.00
Canada	6	22	0.00	0.00
Croatia	1	4	0.00	0.00
Czech Republic	1	4	0.00	0.00
Denmark	1	4	0.00	0.00
Egypt	17	265	219.27	219.27
France	2	10	0.00	0.00
Germany	2	7	0.00	0.00
India	10	168	126.70	126.70
Iraq	19	327	248.07	248.07
Ireland	2	8	0.00	0.00
Israel	53	286	246.46	0.00
Italy	6	111	77.60	0.00
Japan	2	8	0.00	0.00
Jordan	9	145	105.48	105.48
Lebanon	40	419	290.73	290.73
Maldives	2	51	36.18	36.18
Mauritania	6	89	67.56	67.56
Morocco	10	171	121.02	121.02

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Nepal	12	237	184.80	184.80
New Zealand	1	4	0.00	\$0.00
Niger	1	19	12.94	\$12.94
Oman	8	161	122.66	\$122.66
Pakistan	19	303	258.10	\$258.10
Palestinian Authority	2	50	33.93	\$33.93
Qatar	6	117	92.87	\$0.00
Saudi Arabia	7	145	98.23	\$0.00
Singapore	1	1	0.00	\$0.00
Spain	2	6	0.00	\$0.00
Sri Lanka	14	222	167.77	\$167.77
Tunisia	3	56	39.10	\$39.10
Turkey	14	274	201.93	\$201.93
United Arab Emirates	7	111	83.40	\$0.00
United Kingdom	5	19	0.00	\$0.00
United States	114	562	110.06	\$110.06*
Yemen	7	114	74.15	\$74.15
Total	466	5,232	\$3,631.00	\$3,032.45

NOTE: \$0 Total Cost indicates there would have been no cost to the USG (e.g., for a local participant)

Table 3
FY08 Costs for International Participation in NESAs Non-Resident Programs
(\$ in thousands)

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Afghanistan	12	54	64.11	64.11
Algeria	2	9	6.80	6.80
Australia	1	5	0.00	0.00
Bangladesh	15	67	88.92	88.92
Canada	3	15	0.00	0.00
Egypt	10	50	45.00	45.00
Germany	2	10	0.00	0.00
India	36	170	4.82	54.82
Iraq	7	27	17.56	17.56
Israel	19	87	11.88	0.00
Italy	1	5	0.00	0.00
Jordan	67	323	370.06	370.06
Lebanon	3	15	28.98	28.98
Maldives	2	10	36.11	36.11
Mauritania	1	5	18.05	18.05
Morocco	18	84	119.19	119.19
Nepal	2	10	36.11	36.11
Pakistan	26	115	117.64	117.64
Palestinian Authority	2	10	13.26	13.26*
Poland	1	5	0.00	0.00
Qatar	5	25	54.16	0.00
Romania	1	5	0.00	0.00
Saudi Arabia	1	5	18.05	0.00
Sri Lanka	23	100	114.57	114.57
Switzerland	1	5	0.00	0.00
Tunisia	4	20	21.86	21.86
Turkey	32	146	175.81	175.81
United Arab Emirates	7	30	0.00	0.00

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
United Kingdom	21	105	0.00	0.00
United States	52	257	243.05	225.00
Yemen	11	55	47.59	47.59
Total	388	1,829	\$1,703.56	\$1,601.41

NOTE: \$0 Total Cost indicates there would have been no cost to the USG (e.g., for a local participant)

** Funding reflects costs for individuals who served as speakers or facilitators at events in which they were also participants.*

F. Gifts and Donations

No gifts or donations were accepted under 10 U.S.C., section 2611.