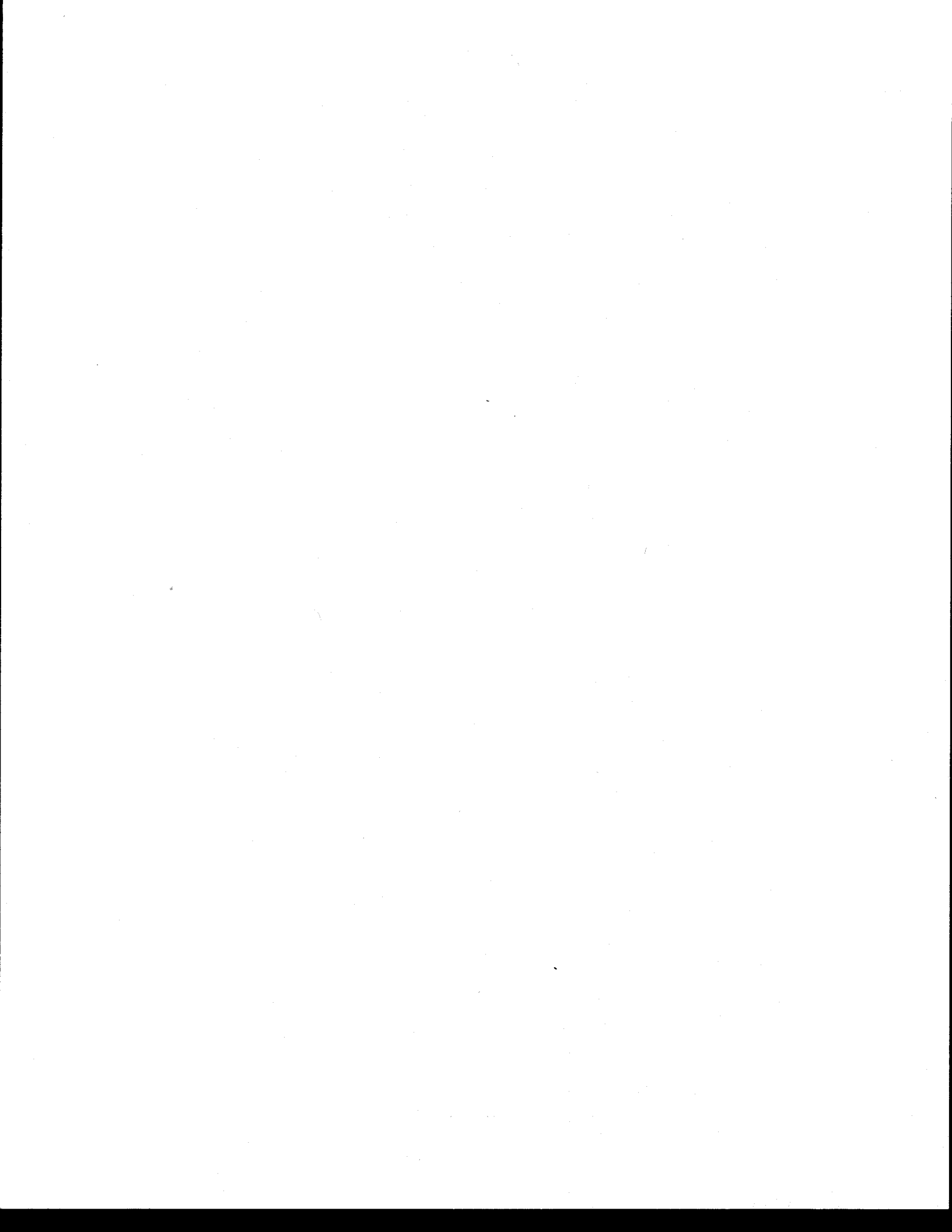


DEPARTMENT OF DEFENSE
REGIONAL CENTERS
FOR SECURITY STUDIES

FISCAL YEAR 2009 REPORT





Department of Defense
Regional Centers for Security Studies
Fiscal Year 2009 Report to Congress

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For Fiscal Year 2009, this report describes each Regional Center's:

- A. Status and Objectives
- B. Program Accomplishments
- C. Program Highlights
- D. Operating Costs and Budget
- E. Cost to the United States for Each Foreign Nation Participating in Resident Programs and Non-Resident Programs
- F. Gifts and donations, accepted under Section 2611 of title 10, U.S. Code
- G. Waivers of Participation Costs for Personnel of Nongovernmental and International Organizations, per Section. 941 of Public Law 110-417 (as applicable)

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. Each center covers a geographical area loosely based upon the Uniform Command Plan. Through courses, seminars, workshops, research, and outreach, the five centers build partner capacity, human and institutional, consistent with U.S. policy goals.

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.

Sharing Common Values and Perspectives

- In 1990, only three democracies existed in Africa. Since its establishment in 1999, the Africa Center for Strategic Studies (ACSS) is proud to have contributed to a transformation that has resulted in 35 democracies, 19 of which have electoral systems similar to that of the United States. In FY09, ACSS published its first issue of Africa Security Brief, a periodical devoted to advancing a common understanding of top security challenges facing Africa.
- With globalization increasingly altering the traditional national and regional perceptions of security, the Asia Pacific Center for Security Studies (APCSS) Senior Alumni Seminar, conducted with the George C. Marshall European Center for Security Studies (GCMC), brought together senior alumni from both centers to identify and close gaps in the inter-regional security dialogue, particularly on energy security and the global economic crisis. The workshop identified opportunities and potential next steps to respond to security trends and shocks, which were briefed to former Secretary of Defense, Dr. William Perry.
- The Center for Hemispheric Defense Studies (CHDS) Nation Lab program in Jamaica was the first in the English-speaking Caribbean, and was conducted jointly with the University of the West Indies (UWI). The CHDS relationship with UWI provides a strategic benefit, as the UWI

faculty and students continue to recommend interactions with CHDS to Caribbean governments and other entities over the increasing overtures and offers of educational resources by the People's Republic of China. This Nation Lab resulted in collaboration between the Jamaica Defense Force (JDF) and the Jamaica Constabulary Force (JCF) through a Joint Operations Coordination Center and a Joint Action Plan under the direction of the Minister of National Security.

- The GCMC introduced the Security, Stability, Transition and Reconstruction course (SSTaR) and the Seminar on Transatlantic Civil Security (STACS) into the resident curriculum in Fiscal Year (FY) 08. Since then, these programs have created a community of 175 foreign policymakers and executives that is already shaping partner countries' productive participation in multinational SSTaR operations in countries such as Afghanistan. For example, an alumnus from Ukraine drew on knowledge acquired in STACS to draft an interagency plan to build national resilience to natural and man-made disasters, addressing legislative and procedural aspects, institutional measures in the field of civil protection, and utilization of advanced assets to identify, assess, and monitor risks. The net results are increased Ukrainian disaster preparedness and a potential reduction in demand for American or German intervention.
- Near East South Asia Center for Strategic Studies (NESA) seminars have improved strategic dialogue, mutual trust, and understanding between Pakistan and Afghanistan. Alumni are reporting success in implementing inter-ministerial and multinational approaches to solving complex problems within the International Security Assistance Force.

***Striving to Increase National Capacity to Meet Internal Security Needs
While Contributing to the Security of Others***

- A graduate of ACSS' 2007 Next Generation of African Military Leaders seminar was recently appointed Minister of Security of Burkina Faso. He credits ACSS for much of his success, maintains a close relationship with ACSS, and frequently serves as a program facilitator. In 2009, he authored and implemented a new Community Policing and Human Security Strategy to develop professionalism, ethics, and leadership among security professionals while safeguarding human rights in his country. His efforts

continue to transform attitudes, increasing grassroots support for security, democratic reform, and responsible political oversight.

- The APCSS Federal Government Structure in Nepal Workshop (conducted with the Center for Civil-Military Relations, the Asia Foundation, and the South Asia Center for Policy Studies) focused on federalism and security in Nepal. Participants included senior members of the Nepalese government, political parties, civil society, security agencies, the Kathmandu diplomatic corps, and two security experts from India. Participants collaboratively developed a report on priorities and challenges, recommending political and security steps to transition to federalism. The report was then presented to the Chairman of Nepal's Constituent Assembly. The workshop enhanced the role and expanded the membership of the Nepal Interagency Core Group, which was established after the first APCSS-led workshop in 2006 and consists of representatives of Nepal's government, civil society, and security agencies.
- CHDS conducted the first Nation Lab in Mexico. The Mexican Navy War College (CESNAV) leadership observed a Nation Lab in El Salvador, and then requested a Nation Lab event. It resulted in the first-ever simulation exercise with CESNAV and included Mexican Armed Forces (SEDENA) observers. This contact between the Mexican Army and Navy represents a step toward increased cooperation, as representatives of both services indicated they will request a Nation Lab in FY10.
- Experts from the Partner Language Training Center Europe (PLTCE) led North Atlantic Treaty Organization (NATO) teams into NATO Partnership for Peace countries to assist with the building of sustainable military language training and testing institutions, which are essential to building partner capacity. By increasing their English language capability, international language students have increased their capacity to work alongside NATO partners for a wider range of NATO missions and multinational cooperation. NATO Operational Mentor and Liaison Teams attend PLTCE mission-related English training to enhance communications interoperability when embedded with the Afghan National Army.
- The NESAC Center held a series of workshops and dialogues that helped persuade the Lebanese Armed Forces to change their strategic outlook toward greater cooperation with the United States.

Acting to Promote Greater International Cooperation

- The ACSS annual strategic seminars in FY09 helped convince Economic Community of West African States (ECOWAS) members to ratify and implement conflict prevention and good governance protocols, mobilize resources to contain maritime insecurity, implement multilateral treaties on trafficking of small arms, light weapons, drugs, and persons, and synchronize security sector reforms. The resulting recommendations served as a catalyst for reviewing ECOWAS strategic and operational action plans and could lead to improvements in U.S. counternarcotics policies in Africa.
- The APCSS five-day mini-course on comprehensive security responses to terrorism, conducted with the Cambodian National Counter-Terrorism Committee, attracted head-of-state support from the Government of Cambodia, participation from all Association of Southeast Asian countries except Burma, and drew extensive media coverage. This APCSS event highlighted Cambodia's growing regional role in combating terrorism, and reinforced the U.S. commitment to an active and constructive counterterrorism partnership within Southeast Asia.
- Regional leaders attended a CHDS Advanced Policymaking Seminar on Transnational Threats, Multilateral Solutions. As a result of strategic-level discussions on gangs and small weapons trafficking, government participants asked CHDS to develop outreach seminars to enhance knowledge-sharing and regional partnerships in these critical areas.
- The first distinguished alumni event was conducted on behalf of United States European Command (EUCOM) Commander, General Bantz Craddock, who met with distinguished alumni to gauge their perceptions of the security environment in Europe in 2020. The challenges identified by these national leaders assisted EUCOM in developing a near-term engagement strategy for the region.
- NESAC seminars fostered an ongoing strategic dialogue between Indian and Pakistani alumni that proved influential in defusing the potential escalation of bilateral tensions following the Mumbai bombings.

INTRODUCTION

The five Defense Regional Centers for Security Studies are:

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

The statutory mission of the Regional Centers for Security Studies is to study security issues relating to specified geographic regions of the world by serving as forums for bilateral and multilateral communication and military and civilian exchanges of ideas. In response to complex global security challenges, cooperation among the five centers is increasing, with joint programs and participants from multiple regions, as warranted by the topic.

The Regional Centers develop and implement activities in accordance with policy guidance and oversight from the Office of the Secretary of Defense for 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 Department of Defense's (DoD) primary instruments for regional outreach and network-building efforts among U.S. and foreign military, civilian, and non-government actors. 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 alumni outreach, network building through resident executive development, in-region conferences, seminars, workshops, and communities of interest, distinguishes the centers from most other defense security

cooperation efforts. This network enhances policy understanding, develops mutually supportive approaches to security challenges - especially the delegitimization 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 international partners to provide for their own security and contribute to the security of others, reducing 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. By engaging regional audiences in a wider context, they open perspectives and enhance critical thinking. The centers offer unique competency in fostering interagency collaboration in key 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.

Involving Nongovernmental and International Organizations

In FY09, the Regional Centers implemented new, temporary authority to waive reimbursement from nongovernmental (NGO) and international organization (IO) participants, not to exceed one million dollars. Although the establishment of business processes for coordination and approval inhibited the full use of this authority in FY09, the benefits of NGO and IO participation in Regional Center activities were significant for all parties. NGO and IO participants shared real world experiences that lent credibility and depth to the Regional Center programs. Their involvement enriched the experience of other participants and fostered important relationships between government and NGO/IO personnel.

Evaluating Regional Center Outcomes

DoD evaluates the Regional Centers using four levels of outcomes:

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

The Regional Centers have credibility in their regions as informed and objective facilitators of open dialogue on timely security issues. Foreign partners fill their quotas with qualified candidates for the centers' programs. Alumni are willing to attend follow-on Regional Center programs.

- Level two - Regional Center activities have a positive effect on the knowledge, skills, and attitudes of participants.

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

- Level three - Regional Center participants take actions consistent with the learning or strategic communication objectives of the program attended.

The Regional Centers develop and support professional and personal networks among national security establishments and influential members of the security sector. Former participants and other leaders initiate reforms, enhance U.S. Government (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 Regional Center participants result in increased partner capacity to address international security challenges and promote respect for human rights and the rule of law. Increased cooperation among government ministries, between government and non-government entities, with other regional partners, and with the United States supports a more effective and sustainable use of U.S. capacity-building investments, reducing the demand for U.S. forces.

Quantitative Measures

For the purposes of this report, Regional Center activities include transformative programs (core resident programs of at least 5 days duration); topical offerings (e.g., workshops and seminars) of 5 days or less; and research, media contacts, faculty or staff speaking engagements, and all communications with alumni and other communities of influence.

AFRICA CENTER FOR STRATEGIC STUDIES

In 1994, EUCOM petitioned the Chairman of the House International Relations Committee to establish a Center on African Affairs that emulated the quality and caliber of the GCMC. The following year, President Clinton travelled to sub-Saharan Africa, where he discussed promoting a United States - Africa partnership for the 21st century based on mutual respect and mutual interest, and mentioned the establishment of this "Marshall-like" center for Africa. Assistant Secretary of State for African Affairs, Susan Rice, later explained that this center would "provide a forum for senior military and civilian officials to explore together complex defense policy issues and provide training to strengthen civil-military relations in burgeoning democracies."

In January 1999, the Office of African Affairs, in conjunction with African, European, and American leaders, scholars and policymakers convened a conference focused on creating an interactive learning environment "dedicated to regional peace, security, and well-being by engaging African leaders in dialogue."

In March 1999, ACSS was formally established. Since then, ACSS has enjoyed substantial success, and has expanded its regional presence with offices in Addis Ababa, Ethiopia and Dakar, Senegal.

The first ACSS event was a Senior Leaders Seminar (SLS) in Dakar, Senegal in May, 1999. In FY09, ACSS returned to Dakar for the 10th Annual SLS, with 150 senior representatives from 38 countries, two sub-regional organizations, and the African Union. Over the past decade, ACSS' robust program portfolio has grown to include sub-regional seminars, counterterrorism workshops, and programs addressing timely themes, such as defense economics and civil-military relations.

A. Status and Objectives

ACSS has evolved into the pre-eminent American defense institution for strategic security studies, research, and outreach in Africa. Celebrating its 10th anniversary, ACSS continues to support U.S. national security policy by strengthening the strategic capacity of African states to identify and resolve security challenges in ways that promote civil-military cooperation, respect democratic values, and safeguard human rights.

ACSS facilitates stability through an integrated approach to security sector reform. In 1990, only three democracies existed in Africa. ACSS is proud to have been a part of a successful transformation that has resulted in 35 democracies, 19 of which have electoral systems complementary to that of the United States. ACSS welcomes the opportunity to continue building the strategic capacity of African institutions based on good governance and the rule of law.

Measurable success requires innovative processes and pragmatic procedures to address the most effective methods of building capacity in developing regions. In FY09, ACSS conducted nine transformative programs, 20 short-term events, 73 outreach events, and 8 special initiatives in 22 countries. There were 472 international participants from 50 countries in ACSS resident programs lasting over five days in duration, and 1,568 attendees from 37 countries in ACSS non-resident programs. In addition, ACSS launched 22 research projects and six publications, including one book, in support of United States Africa Command (AFRICOM) theater security cooperation priorities (e.g., promote stability, build African security capacity, and work through strategic partnerships). Visiting Zambia for the first time, ACSS completed a seminar highlighting the timely link between health and security.

The ACSS Regional Offices in Senegal and Ethiopia provide a continuous forward presence in support of U.S. policy interests in Africa, enabling more responsive feedback and substantive collaboration with international government counterparts, ministries of defense and foreign affairs, American embassies, and AFRICOM. Real-time access and networking ensures ACSS stays attuned to community member feedback and alumni career progression, including political appointments. ACSS alumni include presidents, prime ministers, cabinet ministers, flag/general officers, ambassadors, and other senior officials.

The Regional Office East Africa (ROEA), established in FY07, supports ACSS alumni leaders from the African Union, the United Nations (U.N.), and the diplomatic corps stationed in Addis Ababa, Ethiopia. The Regional Office in West Africa (ROWA), established in FY08, liaises with ECOWAS, thus ensuring ACSS programs address timely security issues. The ROWA also provides responsive mission support and substantive outreach.

B. Program Accomplishments

Sharing Common Values and Perspectives

ACSS continues to promote the exchange of common values among its participants and alumni on the continent. Through its Topical Outreach Programs (TOPS), ACSS has conducted 63 thematic symposiums in 27 countries with 4,030 participants in support of five focus areas: National Security Strategy Development, Civil Military Relations, Counterterrorism, Defense Economics and Resource Management, and Conflict Prevention and Management. TOPS participation increased by 30 percent over FY08.

As a result of the TOPS initiative, in FY09 the Mauritius chapter formed a counternarcotics trafficking partnership with coastal chapters from East Africa and the southwestern Indian Ocean to share information on narcotics issues. In Burundi, chapter leaders are working toward establishing a new national security strategy, which includes interagency coordination procedures and defines their military's role. ROWA's presence in Senegal allowed ACSS to add an additional regional workshop on combating narcotics trafficking in West Africa, which has significantly raised awareness of the United States' commitment to battling this growing security challenge.

New broadband infrastructure and fiber-optic connectivity are rapidly increasing access to information and communication technologies throughout Africa. Consequently, ACSS created a new website to extend educational and outreach opportunities to a wider audience. Available in French and English, the website is to be launched in FY10, and will serve as a resource for news and analysis of longstanding and emerging security issues facing Africa.

Building Partner Capacity

The ACSS experience has inspired alumni to establish and maintain community chapters in 22 countries. These dynamic networks empower current and future security leaders to share common values and perspectives on security sector reform. Chapters expand U.S. access and provide a forum for continuous engagement and timely feedback on security trends and U.S. policy. The impact of the community chapter initiative on Africans has been to promote research on emerging security threats in their countries and regions. For example, in Kenya, chapter members analyzed terrorism threats, strategies, actors, and addressed piracy in the Horn of Africa. Their findings were presented to American and Kenyan security cooperation stakeholders.

The ACSS experience does not end at graduation. ACSS maintains active contact with nearly 4,000 alumni, who exchange insights with one another on security issues and trends, and provide African perspectives on U.S. policy through the Regional International Outreach portal, the ACSS' web-based networking forum. ACSS engages alumni chapters annually through topical outreach programs that provide fresh perspectives on hot security issues.

For example, the Burkina Faso Community Chapter, launched in 2004, established brigades of Volunteers for the Promotion of Republican Values in each of the country's 13 regions. The program built capacity among over 10,000 defense and security personnel throughout Burkina Faso toward consolidating democratic processes, rule of law, and good governance within defense and security forces.

A graduate of the 2007 Next Generation of African Military Leaders seminar was recently appointed Minister of Security of Burkina Faso. He credits the academic foundation and continuous outreach of ACSS for much of his success. The minister maintains a close relationship with ACSS and frequently serves as a program facilitator. In 2009, he authored and implemented the new Community Policing and Human Security Strategy to develop professionalism, ethics, and leadership among security professionals while safeguarding human rights in his country. His efforts continue to transform attitudes, increasing grassroots support for security, democratic reform, and responsible political oversight.

Contributing to the Security of Others

Within the African dynamic, alliances are the main vehicle to build security capacity and promote economic progress. Since 2002, when the African Union (AU) succeeded the Organization of African Unity as the primary facilitator for political, economic, and geographical integration, it has focused on territorial and maritime domain security integration. Recently, the AU petitioned the U.S. for ACSS to support the development of a Maritime Safety and Security (MSS) strategy for Africa. Consultative workshops to solicit key stakeholder input were held in FY09, and a final strategy document will be presented to the AU in 2010. In the FY10 MSS seminar, ACSS plans to build upon this continent-wide strategic framework by promoting the development and implementation of integrated national maritime security policies.

In East Africa, regional multinational peacekeeping brigades served as first responders to crises in Somalia, while ECOWAS provided peacekeepers in

Liberia, Sierra Leone, and Côte d'Ivoire. ACSS conducts annual strategic seminars in partnership with ECOWAS and the National Defense College of Nigeria to address the key regional challenges. Following the FY09 gathering, ECOWAS member states agreed to ratify and implement conflict prevention and good governance protocols, mobilize resources to contain maritime insecurity, implement multilateral treaties on trafficking of small arms, light weapons, drugs, and persons, and synchronize security sector reforms. The resulting recommendations served as a catalyst for reviewing ECOWAS strategic and operational action plans and could lead to improvements in U.S. counternarcotics policies in Africa.

Since ACSS initiated its Community Leadership Conference (CLC) in FY07 with community chapter leaders from throughout Africa, the CLC has focused on building chapter capacity to plan, execute, and originate regional conferences conceptualized by chapter leaders. As a result, in FY09, seven East African community chapters organized a nine-country sub-regional conference entitled Developing a Regional Security Strategy for Eastern Africa. Also, leaders from six ACSS community chapters hosted 75 security sector experts from seven countries to discuss creating national security strategies to promote sub-regional security in Eastern Africa.

Promoting Greater International Cooperation

In FY09, ACSS formed a multilateral research division to provide additional insights into African security challenges. The program led to the inaugural publication of African Security Brief, which has reached audiences throughout Africa, the United States, and partners world-wide through electronic distribution.

As a result of Secretary of State Clinton highlighting instability and mounting human rights concerns in the Democratic Republic of the Congo (DRC), ACSS initiated a review of the DRC security sector. In FY10, ACSS and leading Congolese experts will host a public event on security sector reform and plan to recommend improvements to the efficiency and legitimacy of law enforcement and defense personnel in the DRC.

ACSS and the National Democratic Institute formalized the first of its kind co-sponsorship to support a "Colloquium on African Elections," which will be held in Ghana in FY10. Joint research identified and captured lessons learned from Ghana's successful election in 2008. Insights from this experience will be compared with instances of electoral violence recently observed in Kenya and

Zimbabwe. The workshop will provide best practices for mitigating potential violence surrounding future elections in Africa.

In tandem with the National Endowment for Democracy, Partners for Democratic Change, and the community chapter enterprise, ACSS launched an initiative to define the role of militaries in development activities. At the helm of this project is a Senegalese alumnus, who, through lessons learned from his military experience, aims to positively influence civil-military relations in West Africa.

C. Program Highlights

ACSS programs leverage innovative institutional dexterity to impart knowledge and skills, and influence attitudes on emerging security challenges. Some highlights include:

- **Second Annual United States – European Workshop on Terrorism.** The workshop promoted greater cooperation to counter violent extremism in North Africa. The program highlighted professionalism within the security sector as a vehicle to increase the legitimacy of judicial structures and facilitate the implementation of legal provisions against terrorism that are effective, but do not impede human rights or legitimate societal institutions and practices. Participating countries will continue monitoring and interdicting terror-related finance, and agreed that promoting environmentally sustainable development encourages economic diversification, decreases reliance on primary commodity extraction and foreign aid, promotes direct foreign investment and free trade, hinders corruption, decreases poverty, and allows economic opportunity, particularly for younger demographic groups.
- **Small Arms/Light Weapons (SALW).** During the FY09 iteration held in Namibia, participants explored the nature and scope of SALW challenges in Southern Africa, and the causes of the continued proliferation of illicit SALW in the region. They discussed the effectiveness of international and regional protocols designed to counter such proliferation, including the strengths and weaknesses of three specific national responses, current opportunities and potential threats, and sound practices from other regions. Participants adopted recommendations for actors at the national, regional,

and international levels to enhance regional capacity to combat SALW proliferation.

- Piracy. The FY09 ACSS forum on international maritime safety and security focused on piracy off the coast of Somalia. Participants learned about the international legal framework for combating piracy, the rules of engagement for navies, and the range of U.S. diplomatic efforts as part of the International Contact Group. They identified means of enhancing international collaboration between foreign partners, including India and China, in combating piracy in the Indian Ocean and Gulf of Aden.
- Africa Command Academic Symposium. The program introduced participants to AFRICOM staff and enhanced their understanding of its mission and objectives. Forty participants from the United States, Canada, three European countries, 16 African countries, and the African Union identified areas requiring further attention and offered recommendations to U.S. military leaders on better ways to support peace and stability on the continent.
- Counternarcotics. The American Ambassador to Senegal requested ACSS provide a comprehensive workshop on counternarcotics. The program enhanced participants' understanding of narcotics trafficking in West Africa and its negative implications for democratization, development, and public health efforts. It also shed light on initiatives by West African countries, ECOWAS, and foreign security assistance partners to build African counternarcotics capacity, identified best practices and lessons learned in combating narcotics trafficking from other regions, particularly Mexico and Colombia, and enhanced national coordination and international collaboration to implement the ECOWAS Action Plan.
- Health & Security in Africa. This program described how health and development in Africa impact regional security. Participants agreed on a common goal, namely to achieve efficiently managed, well coordinated, and resourced health care systems, and to ensure security sector personnel are medically fit for duty. Participants agreed on six focus areas to achieve their vision: policy, human resource development, infrastructure and equipment, research, monitoring and evaluation, and cooperation and partnership. They asked the United States to reassess and refocus assistance in the following areas: non-communicable diseases, development

of health care systems and health strategies within their military and civilian structures.

- **Next Generation of African Military Leaders.** This flagship program is focused on enhancing professionalism, ethics, and leadership among mid-level African military officers. As such, the course examined Africa's longstanding and emerging security threats and analyzed civil-military relations in Africa to increase participants' understanding of the role of the military in advancing national security in democratizing states.
- **Managing Security Resources in Africa.** This one-week seminar enabled 36 officers and government officials from 12 countries and the United Nations to maximize returns on security investments by emphasizing the importance of building capacity to achieve good governance and transparency underpinned by functioning democratic institutions. Representatives agreed to devise innovative mechanisms to simultaneously address security, development, resolution of political crises, and reduce security spending.
- **Community Leadership Conference (CLC).** At the request of 11 community chapters in West and Central Africa, the CLC focused on chapters' potential contributions to peace and national and sub-regional security. Chapter leaders so valued the knowledge and skills imparted during the conference that they expressed a desire to conduct similar workshops with all chapter members in their countries. As a result, ACSS has incorporated organizational capacity-building into the FY10 CLC program.
- **Topical Outreach Programs (TOPS).** TOPS enable ACSS to maintain active, positive, and substantive relationships with alumni associations, expanding its reach to non-traditional audiences in Africa and increasing ACSS' presence on the continent. TOPS' focus on U.S. policy and African security issues is based on recommendations from U.S. embassies, host-nation leadership, and community chapters. As of this report, 47 TOPS symposia have been conducted in 27 African countries for 4,030 African and international military, government, and civil society leaders.

D. Budget

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

Table 1
ACSS Operating Costs
(\$ in thousands)

FY09
Obligations as of 30 Sept 2009
17,677

Table 2
ACSS Funding Sources
(\$ in thousands)

Source	
U.S. Government	
Operations and Maintenance (O&M), General	17,152
O&M, Counterterrorism (CT)	505
O&M, Reimbursable (Combatant Command (COCOM))	20
Sub-total	17,677
Non-U.S. Government	0
Total	17,677

E. International Participation in ACSS Programs

Table 3
FY09 Costs for International Participation in Resident Programs
(\$ in thousands)

Country	Participants	Participant Days	Net Cost to U.S.
Algeria	11	106	155
Angola	3	29	1
Benin	13	120	179
Botswana	9	86	123
Burkina Faso	17	163	243
Burundi	10	96	156
Cameroon	15	144	198
Cape Verde, Republic	8	77	134
Central African Republic	13	125	219
Chad	12	115	193
Comoros	4	38	61
Congo, Democratic Republic	10	116	65
Congo, Republic	13	125	179
Côte d'Ivoire, Republic	14	134	184
Djibouti	3	29	50
Egypt	2	19	21
Equatorial Guinea	5	48	87
France	6	58	1
Gabon	6	58	96
Gambia, The	10	96	141
Ghana	12	144	189
Guinea-Bissau	7	67	109
Italy	1	7	12
Kenya	7	67	83

Country	Participants	Participant Days	Net Cost to U.S.
Lesotho	13	125	179
Liberia	8	77	135
Madagascar	2	19	32
Malawi	13	92	179
Mali	18	173	240
Mauritius	10	96	124
Morocco	6	58	69
Mozambique	7	67	87
Namibia	12	115	177
Netherlands, The	2	14	12
Nigeria	34	326	399
Rwanda	10	96	113
Sao Tome and Principe	4	38	74
Senegal	25	344	288
Seychelles	4	38	54
Sierra Leone	15	144	163
South Africa	8	124	44
Swaziland	8	77	120
Switzerland*	2	10	0
Tanzania	15	144	175
Togo	6	58	93
Tunisia	2	19	19
Uganda	10	96	130
United Kingdom*	9	86	0
Zambia	17	124	154
Zimbabwe	1	10	13
Total	472	4,637	5,952

* Self-payer.

Table 4
FY09 Costs for International Participation in Non-Resident Programs
(\$ in thousands)

Country	Participants	Participant Days	Net Cost to US
Algeria	3	6	4
Angola*	2	8	0
Benin	45	90	12
Botswana*	2	4	0
Burkina Faso	296	354	22
Burundi	5	40	2
Cape Verde, Republic	3	9	2
Chad*	86	92	0
Congo, Democratic Republic *	136	136	0
Congo, Republic	140	160	12
Côte d'Ivoire, Republic	3	10	5
Denmark	6	24	15
Ethiopia	12	29	6
France*	6	12	0
Gabon	2	2	1
Gambia, The	35	42	22
Ghana	2	4	5
Kenya	89	106	31
Lesotho	60	120	7
Madagascar	22	22	7
Malawi	2	4	2
Mauritius	145	190	13
Morocco	3	12	3
Mozambique*	2	6	0
Namibia	26	74	7

Country	Participants	Participant Days	Net Cost to US
Nigeria	68	122	29
Portugal*	13	52	0
Rwanda	49	77	1
Senegal	97	340	37
Sierra Leone	8	42	24
South Africa	2	8	6
Spain*	5	20	0
Swaziland	2	8	6
Tanzania	122	122	14
Uganda	7	33	2
United Kingdom*	7	35	0
Zambia	55	98	26
Total	1,568	2,513	323

* Self-payer

F. Gifts and Donations to ACSS

Table 5

FY09 Gifts and Donations Received under 10 USC 2611 Authority

(\$ in thousands)

Source	Description	Value
Total		0

ASIA-PACIFIC CENTER FOR SECURITY STUDIES

The APCSS grew out of Senator Inouye's (D-HI) belief that U.S.-Asian relations would benefit from the establishment of a center in the Asia-Pacific region, similar to the GCMC in Germany. President Clinton signed into law the legislation establishing the APCSS on September 30, 1994. At a ceremony attended by the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and the Commander, U.S. Pacific Command (PACOM), APCSS was officially established September 4, 1995, and began its programs in the region.

A. Status and Objectives

The mission of APCSS is to connect and empower security practitioners to advance Asia-Pacific security cooperation and build partnership capacity via focused executive and leader development, regional outreach, professional exchanges at conferences, and policy-relevant research. APCSS addresses regional and global security issues, bringing together military and interagency civilian representatives of the United States and Asia-Pacific nations in executive workshops in Hawaii and throughout the Asia-Pacific region, to identify whole-of-government solutions to pressing security challenges.

APCSS supports evolving Office of the Secretary of Defense (OSD) priorities in the region and PACOM objectives to develop cooperative security arrangements and expand relationships among national security establishments throughout the region in order to build partner capacity and capability to respond to contingencies. Given its non-warfighting mission, APCSS focuses on a multilateral and multi-dimensional approach to defining and addressing regional security issues and concerns. A critical APCSS output is the ever-expanding network of professional and personal relationships among current and future leaders and decision-makers within the region, including vice-presidents, ministers of defense and foreign affairs, chiefs of defense, and ambassadors, that enables collaborative solutions to security challenges.

Recent APCSS transformational efforts have increased interaction within the interagency, among international coalition partners, non-governmental organizations (NGO), regional opinion-makers, and other U.S. and regional counterpart centers. APCSS continues to 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 participation in APCSS programs and activities.

APCSS uses continuing education initiatives, expanded internet connectivity to information portals, and enhanced links via APCSS-Link chat, video teleconferencing, and other collaborative networking tools to energize individual alumni in 41 alumni associations to build partnership capacity.

The APCSS learning model, featuring participant-centered, activity-based, technology-enhanced learning, aims to develop leaders' confidence and competence in collaborative assessment, planning, and action. APCSS programs average 17 days per participant, and surveys and other feedback indicate support for longer events. A new project that requires participants to develop individual professional goals to be executed on their return home requires meticulous faculty preparation, but is already leading to concrete outcomes. For instance, a Philippine participant persuaded his country's National Security Council to begin developing the National Security Strategy, which was the goal of his project. Also, a participant from Malaysia received approval from his superior to pursue his project to conduct joint maritime patrols.

Ultimately, APCSS enhances the capability of professionals to identify and objectively assess critical security issues, develop investment strategies and opportunities to address them, and connect with critical cohorts of key security elites and influencers.

B. Program Accomplishments

During FY09, APCSS contributed, directly and indirectly, to an improved regional capacity to advance Asia-Pacific security by exchanging ideas, connecting, and empowering security practitioners.

By bringing together a total of 672 participants in 12 resident programs and 9 outreach/workshop events for 11,833 contact days in FY09, the APCSS laid the foundation for future collaborative efforts in addressing security challenges. This throughput level is notable considering the extensive capital improvement and facility renovation schedule, which reduced availability of academic facilities by nearly 20 weeks. In addition to graduates and participants, APCSS continues to reach out and touch over 2,700 people through social networking, lectures to other organizations, media releases, newsletters, a public web page, research publications, and other engagement.

Feedback collected to date reveals that a significant number of APCSS activities achieved the successful transfer of knowledge and skills, and changed attitudes of participants. Alumni are disseminating lessons learned during APCSS programs in many ways. They are explaining U.S. policy to colleagues and friends and collaborating with other alumni on civil-military relations, security challenges, and countering transnational threats. They are organizing conferences and seminars on pandemic influenza, peacekeeping operations, international security, and human resource development. They are assisting port authorities to improve procedures to mitigate and respond to threats. Some are developing an interagency social integration program that was adopted by the President of the Republic of the Philippines. Others are modifying curriculum in their national institutions to reflect the APCSS model, publishing security-related books and research papers, or lecturing at defense education or training programs.

Alumni have reported noteworthy outcomes, particularly improved civil-military/police collaboration and national security cooperation. Examples include: developing a disaster rapid-deployment capability (Australia); improving response times to cyclones and flash flooding (Bangladesh and the Republic of the Philippines); carrying out successful anti-narcotic operations and improving relations with counter-narcotics organizations in other countries (Malaysia); contributing to a national development strategy that has resulted in regional improvements (Afghanistan); utilizing APCSS exercise concepts to successfully overcome critical security issues (Sri Lanka); and contributing to the success of a panel tasked to review and reform the Ministry of Defense (Japan).

C. Program Highlights

APCSS offers a suite of programs emphasizing a mix of political, diplomatic, economic, environmental, informational, technological, social, and military dimensions of strategic challenges. The program supports evolving OSD and PACOM priorities in the region. The integration of resident programs and outreach events, including mini-courses, conferences, workshops, and research, are integrated to produce a more dynamic program of study. Because of the global scope of many security issues, nations beyond the traditional Asia-Pacific region also send representatives to APCSS. In FY09, these nations included Pakistan, Afghanistan, Kenya, Chile, and Peru.

APCSS continues to use educational technology to refine its program and curriculum for resident and outreach events, enhanced by educational technology.

The APCSS curriculum includes current or recent real-world security scenarios, complemented by plenary lectures and seminar discussions. Information to facilitate and focus analysis and understanding is available on APCSS web-based portals, encouraging participants to collaborate across national and cultural boundaries. Counterpart organizations contribute to some of the learning processes. APCSS also regularly assesses participant feedback about the APCSS learning experience within a year after course completion.

The flagship six-week Advanced Security Cooperation Executive Course, which focuses on building relationships among mid-career security practitioners, graduated 79 fellows in FY09. It emphasizes the benefits of collaborative action to set conditions for regional security and sustainable development.

The Transnational Security Cooperation Senior Executive Course, which shows the impact of change in the region and the subsequent need for evolution in military roles and capabilities, graduated 42 senior regional influencers/leaders from 25 countries in FY09. The course is game-intensive, enhanced by tailored security issue updates.

The Comprehensive Security Responses to Terrorism Course (120 graduates) enhances operational and strategic skills counterterrorism practitioners need to understand and combat terrorism and transnational threats. The three and a half week program addresses the full range of transnational security threats, including transnational crime, narcotics, terrorist financing, money laundering, corruption, and insurgency. It emphasizes eliminating conditions that foster terrorism, and among APCSS programs has the most comprehensive representation of practitioners from outside the Asia-Pacific region, reflecting the global nature of terrorism and other security challenges.

The Comprehensive Crisis Management Course is an intensive, activity-based program devoted to prevention, preparation, and response to national and regional crises, natural and man-made. The four-week course addresses definitions and types of stability operations, task coalition-building and operations, interagency coordination, interventions and occupations, post-conflict or post-complex emergency reconstruction steps, transition planning, and strategic communications. As a result, 123 fellows from 35 countries and three NGO/IO participants better understand that collaborative efforts are the key to preparing, preventing, or responding to crises.

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. Designed primarily for new PACOM and Service Component Command staff officers, this program graduated 210 fellows from seven countries in FY09, including a cohort of 52 U.S. fellows from the Defense Threat Reduction Agency.

APCSS initiated a Senior Executive Asia-Pacific Orientation Course for U.S. flag/general officers and civilian equivalents on regional perspectives, country-specific issues, regional cooperation on challenges, and analysis of historical and emerging issues. APCSS conducted two three-day iterations in FY09, producing 19 graduates.

The Regional Workshop Program expands and enriches the APCSS resident program, addressing regional security challenges identified by U.S. and international leaders. These timely, tailored, low-cost, high-payoff programs support OSD priorities, including security sector development, enhancing partner capacity, and fostering international security cooperation. This workshop typically generates results by building cohesion among participants as they collaboratively develop an actionable plan.

Following the APCSS learning model, outreach events culminate in the presentation of a strategic assessment and courses of action to senior leaders. Endorsement and direct support by the country team and the U.S. Ambassador in the host country are key contributors to APCSS outreach, but the true success of outreach events is that participants develop their own solutions to the security issues facing their countries and the region. APCSS provides the background and appropriate models for consideration, facilitates analysis, and channels efforts toward developing recommendations for the way ahead. Noteworthy FY09 events include:

- Senior Alumni Seminar (with GCMC). With globalization increasingly altering the traditional national and regional perceptions of security, this seminar brought together senior alumni from GCMC and APCSS to identify and close gaps in the inter-regional security dialogue, particularly on energy security and the global economic crisis. The workshop identified opportunities and potential next steps to respond to security trends and shocks, and presented them to former Secretary of Defense Perry.

- Pacific Rim Security - Managing the Global Commons Conference (with CHDS). The conference provided a venue for senior government and non-governmental civilian and military leaders, security practitioners, and security studies experts from the Pacific Rim to exchange insights on the confluence of transnational security concerns linking Asia and the Americas, with emphasis on China and the maritime domain. Secretary Perry actively participated as keynote speaker, synthesizing events and delivering final remarks. Participants identified courses of action to improve regional security cooperation, to include possible partnerships and collaboration to support the key findings of the conference.
- Vietnam U.N. Peace Operations Workshop (With the Diplomatic Academy of Vietnam). This workshop provided a venue for mid-level civilian and military security practitioners from Vietnam's ministries of Foreign Affairs, Defense, Public Security, and Health to gain valuable knowledge of U.N. peace operations from subject matter experts.
- Federal Government Structure in Nepal Workshop (With the Center for Civil-Military Relations, the Asia Foundation, and the South Asia Center for Policy Studies). This workshop focused on federalism and security in Nepal. Participants included senior members of the Nepalese government, political parties, civil society, security agencies, the Kathmandu diplomatic corps, and two security experts from India. Participants collaboratively developed a report on priorities and challenges, recommending political and security steps to transition to federalism. The report was then presented to the Chairman of Nepal's Constituent Assembly. The workshop further enhanced the role and expanded the membership of the Nepal interagency "Core Group," established after the first APCSS-led workshop in 2006, and consisting of representatives of Nepal's government, civil society and security agencies.
- Comprehensive Security Response to Terrorism Mini-Course in Cambodia (With the Cambodian National Counter-Terrorism Committee (NCTC)). This five-day mini-course on countering terrorism attracted head of state support from the Government of Cambodia, participation from all Association of Southeast Asian Nations (ASEAN) countries except Burma, and received extensive media coverage. Participants analyzed the dynamic drivers of terrorism in Southeast Asia, examined the nexus between political violence and other transnational threats, and concluded with a

dialogue on mechanisms to enhance regional security cooperation. This APCSS outreach event highlighted the NCTC's growing regional role in combating terrorism. The event paid dividends as a practical example of the ongoing USG commitment to an active and constructive counterterrorism partnership within the Southeast Asian sub-region.

- Lemhanas (Indonesia) Leadership Development Workshop. APCSS facilitated discussions with and among officials of the Lemhanas National Resilience Institute of Indonesia to develop recommendations on enhancing their capacity to provide high quality executive education for Indonesia's senior military officers, government officials, and NGO representatives.

Recognizing the critical role alumni associations play in identifying leaders who are most likely to benefit from the APCSS learning experience, APCSS placed special emphasis on energizing and enabling alumni through workshops and staff and faculty visits. APCSS conducted a Fellows Advocacy Workshop to improve the process by which it identifies, nominates, and invites Fellows. Some 3,600 APCSS graduates (approximately 80 percent) live and work in the Asia-Pacific region, and most stay connected with one another and with APCSS, helping each other make the region more stable, secure, and prosperous. A workshop on the role of alumni associations in regional security cooperation included training on the APCSS alumni portal. Many of the initiatives underway or under consideration among the 41 alumni associations show great promise for sustaining exchanges of ideas among graduates at little or no cost.

D. Budget.

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

Table 1
APCSS Operating Costs
(\$ in thousands)

FY09
Obligations as of 30 Sept 09
19,774

Table 2
APCSS Funding Sources
(\$ in thousands)

Source	
U.S. Government	
O&M, General	18,765
O&M, CT	1,009
Sub-total	19,774
Non-U.S. Government	
Sub-total	0
Total	19,774

E. International Participation in APCSS Programs

Table 3
FY09 Costs for International Participation in Resident Programs
(\$ in thousands)

Country	Participants	Participant Days	Net Cost to the U.S. (Note 1)
Afghanistan	4	122	36
Australia *	24	416	33
Bahamas	1	36	11
Bangladesh	14	502	143
Bhutan	3	120	31
Brazil	1	31	8
Brunei *	1	53	0
Cambodia	10	321	93
Canada *	3	111	0
Chile	4	173	45
China	4	103	33
Colombia	2	84	21
Comoros	2	84	21
Cook Islands	2	72	20
Djibouti	1	31	8
Egypt	2	60	19
El Salvador	1	31	8
Fiji	10	205	70
France	1	7	5
Guatemala	1	31	8
Hong Kong *	1	29	0
India	20	580	183

Country	Participants	Participant Days	Net Cost to the U.S. (Note 1)
Indonesia	19	428	130
Iraq	2	72	21
Japan *	3	21	16
Kazakhstan	2	65	21
Kiribati	1	53	13
Korea, Republic of *	6	165	10
Laos	10	372	101
Lebanon	2	84	21
Madagascar	2	89	23
Malaysia	15	506	144
Maldives	5	105	38
Mauritius	2	84	21
Mexico	4	134	38
Micronesia	8	285	77
Mongolia	12	381	111
Mozambique	4	132	38
Nauru	2	106	26
Nepal	21	693	202
New Zealand *	2	60	5
Pakistan	16	571	160
Palau	1	36	10
Papua New Guinea	4	149	42
Peru	1	31	8
Philippines, Republic of	20	621	187
Poland	2	82	23
Saudi Arabia *	1	29	0
Singapore *	8	138	0

Country	Participants	Participant Days	Net Cost to the U.S. (Note 1)
Solomon Islands	1	36	11
South Africa	2	62	17
Sri Lanka	16	489	146
Taiwan *	13	421	6
Tanzania	7	257	73
Thailand	20	645	189
Timor-Leste	3	45	19
Tonga	6	187	55
Turkey	2	67	19
Tuvalu	3	115	30
United Kingdom*	1	5	0
Vanuatu	1	36	11
Vietnam	8	184	63
Total	370	11,243	2,921

Note 1: Reimbursement of costs associated with funding foreign participants for APCSS resident and in-region courses was waived under section 8073 of P.L. 107-248 (10 USC note preceding section 2161), which authorizes the Secretary of Defense to waive reimbursement for the cost of activities of the APCSS for military officers and civilian officials of foreign nations if the Secretary determines that attendance by such personnel, without reimbursement, is in the national security interest.

** Countries identified by an asterisk have funded all or a portion of the participation costs for their representatives, reducing the net cost to the United States. APCSS is unable to establish the value of the financial support paid directly by the countries on behalf of their participants.*

Table 4
FY09 Costs for International Participation in Non-Resident Programs
(\$ in thousands)

Country	Participants	Participant Days	Net Cost to the U.S. (Note 1)
Australia *	3	21	12
Bangladesh	1	5	5
Bhutan	1	5	5
Brunei *	1	7	0
Cambodia	10	68	9
Canada *	4	28	31
China	23	161	13
Hong Kong *	1	7	8
India	3	19	20
Indonesia	6	40	20
Korea, Republic of*	2	14	15
Laos	3	19	5
Malaysia	6	40	20
Maldives	1	5	5
Mongolia	1	5	5
Nepal	106	525	25
Pakistan	1	5	5
Philippines, Rep. of	9	57	38
Singapore *	4	28	8
Sri Lanka	1	5	5
Thailand	4	26	18
Vietnam	51	259	29
Total	242	1,349	301

Note 1: Reimbursement of costs associated with funding foreign participants for APCSS resident and in-region courses was waived under section 8073 of P.L. 107-248 (10 USC note preceding section 2161), which authorizes the Secretary of Defense to waive reimbursement for the cost of activities of the APCSS for military officers and civilian officials of foreign nations if the Secretary determines that attendance by such personnel, without reimbursement, is in the national security interest.

** Countries identified by an asterisk have funded all or a portion of the participation costs for their representatives, reducing the net cost to the United States. APCSS is unable to establish the value of the financial support paid directly by the countries on behalf of their participants.*

F. Gifts and Donations to APCSS

Table 5
FY09 Gifts and Donations Received under 10 USC 2611 Authority
(\$ in thousands)

Source	Description	Est. Value
	IN-KIND SUPPORT (NO FUNDS EXCHANGED)	
Foundation for the Asia-Pacific Center for Security Studies	Alumni Relations Support (receptions/meals)	5.4
	Conference Support (receptions/meals)	12.6
	College Course Support (receptions)	12.2
Lemhanas (Indonesia)	Workshop program support (air/hotel)	15.0
Stanford University Freeman Spogli Institute	Conference program support (air ticket, coordination labor, secretariat labor)	10.0
Diplomatic Academy of Vietnam (Min Of Foreign Affairs)	Workshop program support (meeting facilities for 5-days, coordination labor)	15.0
Cambodian National Counterterrorism Committee	Workshop program support (reception/meals, secretariat labor)	10.0
Total:		80.2

G. Attendance of Nongovernmental and International Organization Personnel in APCSS Activities (Per Sec. 941 of P.L. 110-417)

In FY09, APCSS used \$15,797 of this authority to waive reimbursement of NGO/IO participant costs as follows:

NGO/IO	NGO/IO Country Of Origin	Participants	Participant Days	\$ Obligated
U.N. Office for the Coordination of Humanitarian Affairs	USA	1	34	4,929
U.N. Development Program	USA	1	34	3,873
International Federation of Red Cross and Red Crescent Societies	Switzerland	1	34	6,995
TOTAL		3	102	15,797

CENTER FOR HEMISPHERIC DEFENSE STUDIES

Established in 1997, CHDS is a regional strategic studies institute that utilizes academic-style outreach and research in defense and security for strategic-level promotion of effective security policies within the Western Hemisphere. Its civilian and military graduates and partner institutions comprise communities of interest and a mutual support network focused on achieving a more cooperative and stable international security environment.

A. Status and Objectives

In support of national and defense security cooperation goals, U.S. Southern and U.S. Northern Command (SOUTHCOM and NORTHCOM) theater objectives, the National Defense University, and the Inter-American Defense College (via the Amistad program on defense transformation issues in a regional context), CHDS has adopted a three-tiered approach to its mission, in order to maintain contact and engagement with its graduates. CHDS offers foundational, sustainment, and strategic interactions, tailored to the needs of regional governmental civilian, military, and police leaders, as well as regional non-NGO actors and U.S. policy-makers.

- Foundational activities are tailored to upper mid-level government and military security and defense professionals (e.g., GS-14 or Lieutenant Colonel), and interested parties from civil society, including the media and academia.
- Sustainment activities for CHDS fellows (e.g., courses, seminars, conferences and workshops) are designed to build upon foundational activities, maintain and enhance individual and institutional contact, and include topic-specific advanced courses and regionally-focused academic-style events.
- Strategic engagement activities include National Security Planning Workshops for host nations' leaders to develop or refine their national security strategies and Legislative Leader Seminars for civilian leaders of national defense parliamentary commissions. Both programs have advanced U.S. strategic goals and objectives.

B. Program Accomplishments

The CHDS program of courses, seminars, conferences, workshops, and research activities imparts knowledge, skills, and influences participants' attitudes toward U.S. policy. In addition, CHDS is developing a significant and diverse network of regional leaders and decision-makers who are potential interlocutors for candid feedback on regional and hemispheric defense and security issues.

By nurturing personal and professional relationships at key stages of current and emerging leaders' careers, and sustaining these relationships through challenging, multi-faceted programs, CHDS sets favorable conditions for U.S. bilateral and regional relationships. Access to senior leaders and opinion makers is enhanced as graduates of CHDS' foundational and sustainment programs attain national prominence.

An example of the effectiveness of long-term relationship development is the case of a Salvadoran who began her academic relationship with CHDS in 1998, attending the foundational course as a program coordinator for a Salvadoran NGO. Inspired by this course, she chose a government career in the security sector. In 2009, as the Consul General of the Salvadoran embassy in Washington, D.C., she returned to a sustainment-level course on advanced defense policy. Consequently, CHDS was invited to El Salvador to conduct a National Security Planning Workshop in FY10 involving the President of El Salvador and his cabinet.

CHDS has nurtured and maintained this and hundreds of other relationships with alumni via courses, conferences, seminars, workshops, and outreach; the result is increased U.S. access to security sector decision-makers in the region. At its apex, CHDS strategic interaction promotes direct access to presidents and cabinet members through, for example, the National Security Planning Workshop program and Defense Ministerial Workshops.

C. Program Highlights

With 946 foreign graduates and participants, CHDS offered new and more challenging programs, including three 14-week graduate-level courses accredited by the National Defense University: the Advanced Defense Policy (ADP) course; the Terrorism and Counterinsurgency (TCI) course; and the Statecraft, Peacekeeping and Nation Building (SPNB) course. The average length of these returning graduates' relationships with CHDS is five years, reinforcing the value

graduates place in their long-term relationship with CHDS. Demand for these sustainment courses is high: three to four candidates for every slot.

“Perspectives on Homeland Security and Defense” was a new foundational level resident program with 34 participants in FY09, featuring two weeks in Washington, D.C., and one week at NORTHCOM headquarters. CHDS developed this program at the request of the Assistant Secretary of Defense for Homeland Defense and Americas’ Security Affairs. With NORTHCOM’s continued endorsement, this course will be repeated in FY10, to include the NORTHCOM phase. The overall popularity of foundational programs continues to generate multiple applications per available slot.

CHDS continued its relationship with the Organization of American States Inter-American Defense College (IADC) by delivering its ninth Amistad course, entitled “Reform in the Defense Sector,” for 54 IADC international participants, and providing subject matter expertise throughout the ten month program.

Among others, the CHDS educational outreach program reached 254 students enrolled at superior studies institutes in the Dominican Republic, Jamaica, Mexico, and El Salvador through the CHDS Nation Lab computer-assisted strategy and policy development program.

The Nation Lab program in Jamaica was the first in the English-speaking Caribbean, and was conducted jointly with the University of the West Indies (UWI), with whom CHDS maintains a longstanding relationship. CHDS remains well-positioned to help advance a Jamaican national security strategy because of its close ties to senior members of the Jamaica Defense Force (JDF) and the Jamaica Constabulary Force (JCF). This Nation Lab also resulted in the collaboration of the JDF and JCF through a Joint Operations Coordination Center and a Joint Action Plan under the direction of the Minister of National Security. At the request of UWI, CHDS reviewed the curriculum of the UWI master’s degree in national security programs and evaluated its students. CHDS’ relationship with UWI provides a strategic benefit, as UWI faculty and students continue to recommend interactions between Caribbean government and nongovernmental entities and CHDS, despite increasing overtures and offers of educational resources by the People’s Republic of China.

The Nation Lab in Mexico was also the first conducted in that country. The leadership of the Mexican Navy War College (CESNAV) observed the event at the Nation Lab event in El Salvador, and subsequently requested a Nation Lab

event in Mexico. This event resulted in the first-ever simulation exercise with CESNAV, and included considerable senior officer visibility within the Mexican Armed Forces. The cooperation between the Mexican Army and Navy was a major achievement for the Nation Lab program, with representatives of both services indicating they will request a Nation Lab in FY10.

In response to a request by the President of Guatemala, at the recommendation of a CHDS Fellow on his staff, CHDS conducted a National Security Planning Workshop. The team successfully facilitated the development of two documents critical to the finalization of Guatemala's national security strategy, and assisted in the development of a process description and roadmap for document completion.

The Belizean Minister of National Security, during a visit to CHDS in FY09, requested, at the recommendation of CHDS Fellows on his staff, that CHDS conduct a National Security Strategy Workshop (NSSW) to assist Belize in the implementation of its own plan, which had been completed in 2005. This NSSW was successfully conducted in July, resulting in the development of a specific methodology to work through the strategic goal of reducing violent crime and dismantling local, cross-border, and transnational criminal networks.

CHDS conducted three major conferences in FY09:

- A conference on the confluence of transnational security issues linking Asia and the Americas, focused on China and the maritime domain, port security, energy security, environmental challenges, and U.S. maritime perspectives. This was a combined effort with APCSS, Stanford University, and the Pacific Council on International Policy. It offered insights to enhance mutual understanding of Pacific Rim regional policies, initiated linkages with senior Pacific Rim leaders, and explored potential collaborative security strategies for managing the global commons. Attendees included 43 senior leaders from 17 countries and security studies experts from the Pacific Rim region. The conference was so successful that former Secretary of Defense, Dr. William Perry, the Stanford sponsor, requested a similar event for FY10.
- A sub-regional conference in Colombia, on "Security and Defense Challenges in a Complex Political Environment: Perspectives in Cooperation and Divergence in South America", co-hosted by the Colombian Ministry of Defense, included presentation and discussion of 45 scholarly papers, primarily by CHDS graduates, on key themes. These

included political change and international institutions, national defense and security policies, and dynamic security drivers. More than one third of the participants paid their own way to attend this event.

- A conference on Career Development and Civilian Functions in the Defense and Security Sectors was held in collaboration with the Office of the Deputy Assistant Secretary of Defense for Western Hemisphere Affairs. In conjunction with this conference, CHDS awarded its third annual William J. Perry Award for Excellence in Defense Education to the Strategic Superior Studies College of El Salvador (CAEE), celebrating the progress of El Salvador's transition to democracy, and the role played by the CAEE in ensuring professional civilian and military education in the security and defense arenas.

Additionally, CHDS conducted one major multi-lateral seminar in 2009, which focused on expansion of the Caribbean Program. Dozens of regional leaders attended the advanced policy-making seminar in Miami, entitled "Transnational Threats, Multilateral Solutions." As a result of discussions on gangs and small weapons trafficking, CHDS agreed to collaborate on the development of outreach seminars to enhance knowledge-sharing and regional partnerships in these critical areas.

In FY09, the number of active or forming alumni associations in the hemisphere more than doubled, from seven to fifteen. CHDS nurtures long-term relationships with graduates through regular communications, invitations to advanced course offerings, promoting an active role for graduates in conferences and seminars, and developing networks of security and defense professionals.

More than 1,200 CHDS graduates requested certificates commemorating the 10th anniversary of CHDS' founding. During FY09, those 1,200 certificates (40% of CHDS resident program graduates) were distributed, often via alumni associations.

Alumni associations are also taking a leading educational role in several countries, hosting security, development, and defense courses for youth (Paraguay), and regular defense and security colloquia (Colombia).

CHDS expanded its alumni outreach and integration program in FY09 with an alumni event in Bogota, held in conjunction with the SRC-Cartagena conference. Ninety-three CHDS Fellows discussed the volatile political situation in Honduras. Over 25 percent of CHDS graduates in Colombia attended this two-hour event, as

well as CHDS association presidents from Venezuela, Ecuador, and Peru. Monthly reunions of the Colombian alumni chapter are consistently well attended.

In addition to the expanding activity of alumni associations, some examples of individual alumni who shared their new-found knowledge are:

- A Costa Rican graduate of the Terrorism and Counterinsurgency (TCI) program developed two counterterrorism courses at the universities where he teaches.
- A Salvadoran graduate was invited to make presentations to the CAEE (winner of the Perry award), based on the knowledge he had received in the TCI program.
- A Brazilian graduate of the same TCI course was invited to provide counterterrorism training to the Congressional Police, the police force of Brasilia, the Federal Highway Police, and the Ministry of Defense officer corps.
- A Uruguayan Navy Captain who graduated from CHDS in 2009 returned to his position as the Navy Advisor to the Minister of Defense (a 2001 CHDS graduate), and then organized and moderated a Defense Policy Seminar for the military attachés of Argentina, Brazil, Chile, and the United States, attributing the material for the seminar to what he learned and experienced at CHDS.
- A 2000 graduate from Costa Rica, upon promotion to Vice Minister of National Security in 2008, immediately contacted CHDS to explore the availability of opportunities to help her in her new role.

D. Budget

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

Table 1
CHDS Operating Costs
(\$ in thousands)

FY 09
Obligations as of 30 Sept 2009
11,862

Table 2
CHDS Funding Sources
(\$ in thousands)

Source	
U.S. Government	
O&M, General	11,662
O&M, CT	200
Sub-total	11,862
Non-U.S. Government	0
Total	11,862

E. International Participation in CHDS Programs

Table 3
FY 09 Costs for International Participation in Resident Programs
(\$ in thousands)

Country	Participation		Cost
	Participants	Participant Days	Net Cost To the U.S.
Argentina	29	505	223.3
Barbados	1	5	0.1
Belize	2	40	19
Bolivia	17	235	97
Brazil	22	320	135.1
Canada*	2	10	0
Chile	33	434	196.4
Colombia	57	708	212.8
Costa Rica	8	139	57.9
Dominican Republic	17	145	38.2
Ecuador	31	335	90.2
El Salvador	17	235	27.3
Guatemala	19	245	85.5
Haiti	1	5	0.1
Honduras	11	160	68
Jamaica	1	5	0.1
Mexico	37	530	162
Morocco	2	25	9.6
Nicaragua	4	65	29.2
Panama	6	78	19.1
Paraguay	15	240	107

Country	Participation		Cost
	Participants	Participant Days	Net Cost To the U.S.
Peru	44	529	164.5
Spain	6	75	28.7
Trinidad & Tobago*	2	10	0
United Kingdom*	1	5	0
Uruguay	16	230	95
Venezuela	10	170	78.7
Total	411	5,483	1944.8

*Self-payer

Table 4
FY09 Costs for International Participation in Non-Resident Programs
(\$ in thousands)

Country	Participation		Cost
	Participants	Participant Days	Net Cost to the U.S.
Antigua and Barbuda	6	30	15
Argentina	11	44	33
Bahamas	3	15	7.5
Barbados	4	20	10
Belize	37	115	22
Brazil	7	28	21
Canada*	1	4	0
Chile	16	64	50.2
Colombia	41	164	39.2
Costa Rica	1	4	2.5
Dominica	3	15	7.5

Dominican Republic	68	340	10.7
Ecuador	5	20	19.2
El Salvador	53	263	6.7
Grenada	4	20	10
Guatemala	60	170	11
Guyana	7	35	17.5
Haiti	4	20	7.5
Jamaica	83	415	23.8
Mexico	67	329	39.4
Nicaragua*	1	4	0
Panama	5	20	21.3
Paraguay	5	20	15
Peru	19	75	46.3
Russia*	1	4	0
Spain*	2	8	0
St. Kitts and Nevis	3	15	5
St. Lucia	2	10	5
Trinidad & Tobago	7	35	17.5
Uruguay	2	8	6
Venezuela	7	28	14
Total	535	2,342	483.8

*Self-payer

F. Gifts and Donations to CHDS

Table 5

FY 09 Gifts and Donations Received under 10 USC 2611 Authority

(S in thousands)

Source	Description	Value
Florida International University	Travel, transportation, per diem	0.7
National Autonomous University of Nuevo Leon	Travel, transportation, per diem	1
George C. Marshall Foundation	Travel, transportation, per diem	0.6
West Indies University	Travel, transportation, per diem	1.2
Queens University	Travel, transportation, per diem	1.4
Peru Ministry of Defense	Travel, transportation, per diem	1.5
Cleveland Council on World Relationships	Travel, transportation, per diem	0.4
Total		6.8

GEORGE C. MARSHALL EUROPEAN CENTER FOR SECURITY STUDIES

A leading international defense and security studies institute, GCMC is located in Garmisch-Partenkirchen, Germany. For over 16 years, the legacy, goals, and ideals of the Marshall Plan live on through the security cooperation initiatives of the center, which is committed to carrying Marshall's vision into the 21st century. Supported bilaterally by the governments of the United States and Germany, GCMC boasts an international faculty and staff with representatives from ten partner nations. It offers resident programs, language courses, and nonresident outreach events to military and civilian government officials from Europe, Eurasia, North America, and beyond. As the host of the Army's Eurasian Foreign Area Officer (FAO) program, GCMC exposes U.S. Army officers to a diverse cadre of foreign participants, creating the basis for personal relationships lasting a lifetime.

A. Status and Objectives

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 Education Teams (RETs); providing a forum for collaboration and interaction amongst connected communities of interest; and supporting an extensive network of alumni associations.

GCMC offers five resident programs, each conducted twice a year, lasting from one to twelve weeks. There are three core programs, the Senior Executive Seminar (SES), the Program on Terrorism and Security Studies (PTSS), and the Program in Advanced Security Studies (PASS); and two resident programs, the Program for Security, Stability, Transition, and Reconstruction (SSTaR) and the Seminar on Transatlantic Civil Security (STACS).

In addition to resident programs, GCMC conducted more than 140 outreach conferences, workshops, seminars, tutorials, and roundtables in 28 countries in FY09. Resident and outreach programs are conducted in English, German, and Russian, as well as other languages, as required, enabling more effective exchanges of ideas.

GCMC supports OSD, EUCOM, CENTCOM, and the German Ministry of Defense, providing a venue for discussions with and among partner nations on pressing security

issues. As directed by the Under Secretary of Defense for Policy and the 2004 Combined German American Policy Guidance, GCMC efforts focus on three critical goals:

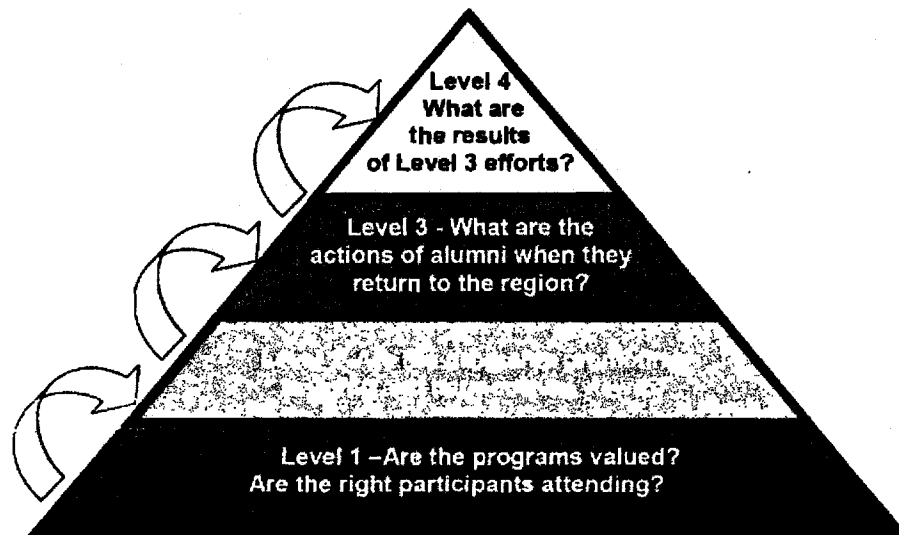
- Counter ideological support for terrorism
- Harmonize views on common security challenges: and
- Build capacity of partners' national security institutions consistent with the norms of civil-military relations.

B. Program Accomplishments

GCMC supports continuous process improvement using a four-level program evaluation model described in the introduction to this report and illustrated below, enabling GCMC to link its program to strategic outcomes. The model posits that valued and respected regional centers will attract current and future leaders who will learn, change their views, and return to their home countries to implement change.

In FY09, GCMC employed this model as a basis for a survey of its FY07 resident program participants. The participation rate was 34 percent, nearly five times the industry standard, thereby providing continued evidence of positive change in the knowledge, views, and actions of participants, who attribute the results to their GCMC experience.

According to survey returns, alumni are explaining U.S. defense and security policies to their government colleagues. Some, including 33 from the class of 2007, recently deployed to work alongside coalition partners with Provincial Reconstruction Teams (PRTs) and Observer-Mentor Liaison Teams in Afghanistan. They are writing books and papers, lecturing, and developing curriculum and policy documents. They are translating GCMC publications for circulation within their respective government circles. They are influencing those around them, making changes in their workplaces, improving inter-ministerial relations, and fostering security cooperation across Europe, Eurasia, and beyond.



Four-Level Program Evaluation Model

Within this model, level 3 & 4 outcomes include the following:

Capacity Building: GCMC alumni continue to apply the knowledge and skills gained at GCMC when they return to their home countries. Outcomes include:

- A Ukrainian alumnus from the Civil Security course drew up an interagency campaign plan at the national level to strengthen resilience to natural and man-made disasters.
- Two Lithuanian SSTaR program alumni are serving as PRT Commanders in Ghor province, Afghanistan, providing direct support to the International Security Assistance Force (ISAF).
- Slovenia, Poland, and Germany each sent teams to GCMC to participate in mission-related English courses for Operational Mentor and Liaison Teams, and an additional team went to Croatia to train instructors. These teams provide direct support to ISAF by building the capacity of the Afghan National Army (ANA).
- After attending the STACS course, an American and an Azeri graduate developed and implemented a three day table top exercise for the Azerbaijan Ministry of Emergency Situations. Using their connections, they invited instructors from the U.S. Coast Guard, Navy, the Defense Threat Reduction Agency, and the Oklahoma National Guard.

Force Multipliers: The impact of the GCMC experience extends far beyond the 7,000 resident program participants since 1994. An FY09 survey of graduates showed that 55

percent explained U.S. policy to colleagues, 31 percent lectured in public on a security issue, 24 percent developed a new policy document, 17 percent published a paper or book on security, 12 percent developed a new course on security studies, and five percent pursued a democratically elected political office.

Enabling Factors: Over 250 distinguished alumni serve in high level positions in government (e.g., prime minister, minister of defense or foreign affairs, chief of defense, ambassador, or parliamentarian). These distinguished alumni are in key positions to make positive change in their countries, provide increased access for U.S. leaders, and offer valuable strategic listening feedback on U.S. policy.

Network Connections: There are 25 GCMC alumni associations, which actively promote security cooperation by organizing lectures and conferences with governmental and non-governmental entities. They report collaboration among alumni on defense reform, security challenges, and inter-ministerial challenges. The Serbian alumni association translates GCMC research publications into Serbian. These publications are used extensively in the Serbian National Defense College, where they have proved extremely popular, and are distributed to other embassies, public libraries, government ministries and the University of Belgrade. By networking with Serbian alumni who recognize GCMC faculty expertise in security studies, GCMC faculty now regularly lecture at the Serbian National Defense University.

C. Program Highlights

Resident Programs

Resident programs are the core of GCMC. These programs shape participants' understanding of regional and global security topics, develop their critical-thinking skills, promote their acceptance of other cultures and opinions, and help them forge new relationships with participants from many other countries. For example, GCMC's capacity to offer programs with interpretation into Russian made it possible for Russian participants to dialogue more effectively with their regional counterparts.

In FY09, CENTCOM joined the International Fellows program and plans to send its first fellows to GCMC in FY10. The U.S. Fellows program attendees increased from six to 11 in FY09. Of the 861 graduates of GCMC resident programs from 123 countries, 13 represented new countries in FY09. U.S. participation in resident programs also increased from 73 to 90 in FY09.

The primary resident programs remain the PASS and the PTSS. These courses continue to be successful vehicles for educating future leaders, shaping attitudes, presenting German and American approaches to security issues, and building networks of international professionals in support of core objectives. In FY09, there were 297 PASS and 144 PTSS graduates. Two PTSS program leaders wrote a textbook, "Toward a Grand Strategy Against Terrorism," which will be used in resident courses and alumni and outreach events for the next five years. The book, to be published in FY10, will likely impact the curricula of the other Regional Centers and many graduate schools.

The SES continues to offer senior officials a condensed, topical, one-week program. This year's topics were "The Global Shift of Power: Redefining the Atlantic Community" and "Transnational Security Cooperation in Combating Terrorism: Opportunities and Limitations." These two seminars were attended by 192 senior officials from over 60 countries.

Since their FY08 introduction into the resident program curriculum, the SSTaR program and the STACS have been in high demand. SSTaR has created a community of 175 officials, in the policymaking and executive branches of their nations' governments, who are able and positioned to shape their countries' decisions on participation in multinational SSTaR operations. For example, SSTaR alumni are applying their knowledge of the interagency and multinational aspects of SSTaR operations in support of coalition forces in Afghanistan.

The Combating Terrorism Language Programs and Security Studies (CTLP and SSLP) provide language enhancement for residential course attendees. These intensive five-week language programs are specifically designed to increase language proficiency in order to promote more effective communication in the PTSS and the PASS courses, as well as in participants' follow-on assignments. GCMC conducted three CTLP iterations in FY 09, enrolling 76 participants from multiple nations; one iteration of SSLP, 26 participants. Using English language skills acquired in the CTLP and SSLP, graduates made valuable contributions during PTSS and PASS discussions on security issues. CTLP directly supports the higher goal of developing a networked cadre of counterterrorism professionals who can communicate with each other in English, and who can share information and intelligence more effectively.

GCMC's Partner Language Training Center, Europe (PLTCE) conducted multiple language training courses ranging from one to five weeks for practicing government, civilian, and military linguists. These courses included introductory languages for U.S.

special operations forces. In FY09, 426 students were trained at PLTCE. Languages for all attendees included: English, Pashto, Persian-Farsi, Arabic (Modern Standard, Iraqi, Sudanese, Maghrebi), French, Serbo-Croatian, Russian, Ukrainian, Swahili, Hausa, and Tamasheq.

PLTCE experts also led NATO teams into NATO/Partnership for Peace countries to assist with the building of sustainable military language training and testing institutions, which are fundamental to building partner capacity. U.S. special operations forces have employed PLTCE frequently to increase their operational language skills. By increasing their English language capability, international language students have increased their capacity to work alongside NATO partners for a wider range of NATO missions and multinational cooperation. NATO Operational Mentor and Liaison Teams attend PLTCE mission-related English training to enhance communications interoperability for personnel working closely with the Afghan National Army.

Outreach Programs

Whereas resident programs are the base of the evaluation model, outreach programs connect, facilitate, and energize alumni to improve security cooperation and institutional capacity. These desired results - levels 3 and 4 in the model above - are the ultimate goal of GCMC and the four other Regional Centers. Per policy guidance, the two primary focal points of GCMC outreach are graduate support and capacity building events.

Through the Graduate Support Program, GCMC supports and enhances the extended network of GCMC graduates. Myriad programs and resources are available online and through coordination with GCMC alumni specialists. GCMC approaches this key mission through the following endeavors:

- **Outreach networking events (ONE).** These events are the primary means through which GCMC maintains contact with the majority of resident course alumni. They provide cost-effective opportunities to sustain contact with alumni, provide continuing education, facilitate communication and collaboration, and provide a vehicle for strategic communication. This year, GCMC conducted 20 alumni events in 16 partner nations with over 600 participants, demonstrating its commitment to keep alumni connected and engaged.
- **Community-Focused Events.** These events are the strongest response to policy guidance to build and sustain networked and empowered communities of current and future security leaders in two ways: (1) a common professional interest (communities of interest or COIs); or (2) a common level of responsibility

(distinguished alumni). The resulting network of networks provides increased opportunities for GCMC alumni to achieve outcomes consistent with U.S. policy objectives.

In FY09, the GCMC conducted four distinguished alumni events on topics of strategic importance. These events provided excellent opportunities for strategic listening for feedback on U.S. policy.

- The first distinguished alumni event was conducted on behalf of EUCOM Commander, General Bantz Craddock, who asked to meet with distinguished alumni in order to gauge the perceptions of GCMC graduates about the security environment in Europe in 2020. This gathering provided a rare opportunity to listen to challenges identified by national leaders and assisted EUCOM in developing its engagement strategy for the region.
- Additional distinguished alumni events in FY09 included the “Emerging Littoral Security Issues” workshop, in which 20 senior U.S. and European flag officers met to discuss the roles of combined naval expeditionary forces in littoral regions in Europe. An ambassadorial conference entitled “A Comprehensive Approach for Today’s Geostrategic Issues and Challenges” brought together 31 ambassadors from 18 European and Eurasian nations to discuss their role in security and defense. GCMC also hosted a joint conference with APCSS to discuss geographic seam issues.

GCMC conducted more than 140 outreach activities in FY09. While the topics addressed were tailored to the challenges of each target audience, the focus remained on security sector reform and capacity building. These events were designed to assist an institution or nation in applying knowledge and resources to the development of its capability in a given area, such as democratic oversight of defense programs. They also supported multinational discussions to build a common vision leading to cooperative efforts to enhance security and stability in GCMC’s areas of interest. Highlights include:

- In response to policy guidance for the Regional Centers to work with foreign partners to counter ideological support for terrorism (CIST), GCMC developed and hosted the fifth in a series of CIST conferences, in coordination with the Near East-South Asia Center. The FY09 conference was planned with the Royal Jordanian National Defense College. The conference drew the participation of 80 counterterrorism officials from 24 nations throughout Europe, Eurasia, and the Middle East. Twenty-three Jordanians and one Saudi Arabian fully participated in the conference, adding valuable insights and perspectives from the Middle East.

- **RETS:** Teams of GCMC faculty routinely conduct customized RETS, bringing GCMC expertise directly to partner nations in tailored, compressed form. RETS are typically five-day packages of detailed, interactive instruction for audiences of 20-50 foreign officials on requested topics of interest. RETS were deployed five times in FY09, to include a Counterterrorism RETS in Macedonia, NATO-themed RETS in Serbia and Ukraine, and two single-nation Stability Operations RETS in Poland and Serbia.
- **Complementing the resident STACS,** GCMC offered a one-week conference on Civil Security targeting emergency and civil security officials from 25 countries. This conference focused on the challenges of coordinating efforts horizontally across government ministries and vertically across multiple administrative jurisdictions. As a result, participants identified the very real need for a more institutionalized approach to overcoming bureaucratic obstacles to interagency, interstate, and international cooperation, and achieving greater unity of effort.
- **GCMC organized a conference with the Ukrainian Air Force Academy and the National Institute for Public Administration** to provide detailed and comprehensive information about NATO and NATO-Ukraine relations to audiences that would not normally have access to such information. Additional events are planned to help Ukraine meet NATO accession requirements.
- **At the request of the U.S. Department of State,** GCMC hosted a conference in Hungary on Countering Corruption. Twenty government officials from ten European and Eurasian countries met and developed synergy with officials of the Departments of State, Justice, and Defense. The Assistant Secretary of State for European and Eurasian Affairs described this conference as "a cutting-edge example of interagency cooperation to further United States objectives in the region." A follow-on event is planned for FY10 in Bulgaria, in collaboration with the Departments of State and Justice.
- **In FY09, the center developed multi-day, tailored instructional tutorials for Hungarian and Estonian parliamentarians and for the Montenegrin Assistant Minister of Defense.** Conducted at the request of the respective U.S. ambassadors, these events quickly built capacity for new government officials to understand complex issues in their strategic context.

D. Budget

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

Table 1
GCMC Operating Costs
(\$ in thousands)

FY09
Obligations as of 30 Sept 2009
40,733

Table 2
GCMC Funding Sources
(\$ in thousands)

Source	
U.S. Government	
O&M, General	32,028
O&M, CT	2,697
O&M, Warsaw Initiative Fund (WIF)	1,804
O&M, Reimbursable (COCOM, etc)	1,508
Sub-total	38,037
Non-U.S. Government	
Federal Republic of Germany	2,229
NATO	467
Sub-total	2,696
Total	40,733

E. International Participation in GCMC Programs

Table 3
FY09 Costs for International Participation in Resident Programs
(\$ in thousands)

Country	Participants	Participant Days	Net Cost to the U.S.
Afghanistan ¹	18	965	160.8
Albania ¹	20	1,151	163.4
Argentina ¹	6	173	42.6
Armenia ^{1,2}	15	781	108.1
Australia ²	2	70	0.0
Austria ²	3	34	0.0
Azerbaijan ^{1,2}	17	1,044	143.9
Bangladesh ¹	5	85	24.0
Belarus ²	2	26	0.0
Belgium ²	3	41	0.0
Belize ¹	2	92	16.9
Benin ¹	1	31	11.0
Bosnia & Herzegovina ^{1,2}	21	836	131.2
Botswana ¹	2	15	7.5
Brazil ¹	2	70	19.1
Bulgaria ^{1,2}	26	1,285	188.3
Burkina Faso ¹	2	62	21.8
Cambodia ¹	1	8	1.5
Cameroon ¹	6	158	39.2
Canada ²	3	31	0.0
Chile	1	7	4.4
Colombia ¹	6	179	46.5
Congo ¹	1	31	9.6
Croatia ^{1,2}	13	649	91.3

Country	Participants	Participant Days	Net Cost to the U.S.
Czech Republic ^{1,2}	13	414	65.5
Denmark ²	3	40	0.0
Djibouti ¹	2	168	19.8
Dominican Republic ¹	2	66	17.1
Egypt ¹	3	74	19.8
Estonia ^{1,2}	12	639	87.9
France ²	11	359	0.0
Gabon ¹	1	31	11.2
Georgia ¹	57	1,617	246.7
Germany ²	28	1,256	0.0
Ghana ¹	3	41	12.8
Greece ¹	4	210	29.8
Honduras ¹	1	84	13.3
Hungary ^{1,2}	12	240	43.8
India ¹	3	50	14.8
Indonesia ¹	3	50	15.8
Iraq ¹	15	598	129.5
Ireland	1	13	0.0
Israel	1	35	8.0
Italy ²	7	127	8.2
Jamaica ¹	2	15	7.2
Jordan ^{1,2}	6	102	20.6
Kazakhstan ^{1,2}	43	1,435	201.2
Kenya ¹	3	22	10.3
Kosovo ¹	21	1,040	178.4
Kyrgyzstan ¹	16	963	141.4
Latvia ^{1,2}	19	664	82.2
Lebanon ¹	5	165	30.8

Country	Participants	Participant Days	Net Cost to the U.S.
Lesotho ¹	2	91	20.0
Liberia ¹	2	91	16.5
Lithuania ^{1,2}	9	336	48.9
Macedonia ¹	20	862	139.1
Malaysia ¹	1	84	11.6
Mali ¹	6	175	48.8
Malta ²	1	8	0.0
Mauritius	1	31	10.2
Mexico ¹	5	256	45.7
Moldova ^{1,2}	25	1,154	174.0
Mongolia ¹	13	842	128.3
Montenegro ¹	13	534	89.3
Morocco ¹	6	174	40.6
Nepal ¹	2	66	17.2
Netherlands ²	1	22	0.0
Nigeria ¹	10	194	65.0
Norway ²	1	13	0.0
Pakistan ¹	6	244	45.2
Palestinian Authority ¹	5	216	39.4
Paraguay ¹	3	97	25.5
Peru ¹	7	206	56.8
Philippines, Rep. of ¹	4	57	23.1
Poland ^{1,2}	58	1,571	223.4
Portugal ¹	2	70	17.3
Romania ^{1,2}	35	1,607	240.6
Russia	4	336	39.3
Rwanda ¹	2	66	18.6
Sao Tome and Principe ¹	1	31	5.2

Country	Participants	Participant Days	Net Cost to the U.S.
Saudi Arabia ²	7	265	3.7
Senegal ¹	4	99	24.7
Serbia ^{1,2}	23	1,019	149.6
Seychelles ¹	2	43	15.3
Slovakia	8	259	42.4
Slovenia ^{1,2}	13	208	33.1
South Africa ¹	12	412	87.9
Spain ²	4	118	2.1
Sri Lanka	1	35	9.6
Sudan ¹	1	31	9.9
Sweden ²	2	33	8.9
Switzerland ²	2	16	0.0
Tajikistan ¹	9	505	89.4
Tanzania ¹	2	115	18.9
Thailand ¹	5	241	45.3
Trinidad and Tobago ¹	1	7	6.4
Tunisia ²	4	123	12.3
Turkey ^{1,2}	14	447	76.6
Turkmenistan ¹	4	162	32.7
Uganda ²	4	124	18.2
Ukraine ^{1,2}	46	2,360	364.4
United Kingdom ²	24	432	0.0
United States	380	10,969	0.0
Uruguay ¹	7	311	61.4
Uzbekistan ^{1,2}	14	639	110.3
Yemen ¹	1	31	6.8
TOTAL	1,314	46,780	5,466.7

¹ Combating Terrorism Fellowship Program (CTFP) funded

² Self-Payer

Table 4
FY09 Costs for International Participation in Non-Resident Programs
(\$ in thousands)

Country	Participants	Participant Days	Net Cost to the U.S.
Afghanistan	26	38	58.2
Albania	216	289	152.3
Armenia	56	84	57.0
Azerbaijan	76	155	149.6
Bosnia & Herzegovina	154	237	176.5
Bulgaria	109	151	105.1
Croatia	111	130	70.0
Czech Republic	40	44	10.3
Estonia	24	31	21.7
Finland	4	8	10.0
Georgia	151	299	166.9
Germany	2	7	3.5
Greece	9	22	23.7
Hungary	15	20	31.9
Jordan	11	22	38.1
Kazakhstan	131	403	98.3
Kosovo	32	44	23.5
Kyrgyzstan	90	154	168.0
Latvia	26	85	37.0
Lithuania	9	21	31.1
Macedonia	70	113	90.0
Malta	1	1	2.5
Moldova	58	89	78.7
Mongolia	87	139	67.1
Montenegro	75	96	94.0

Country	Participants	Participant Days	Net Cost to the U.S.
Pakistan	3	4	12.9
Poland	150	290	59.1
Romania	118	197	125.2
Serbia	269	295	114.6
Slovakia	40	53	32.8
Slovenia	39	53	29.9
Tajikistan	18	39	47.0
Turkey	24	47	64.6
Turkmenistan	6	9	24.3
Ukraine	167	284	123.7
United States	1	5	3.6
Uzbekistan	14	28	41.1
TOTAL	2,432	3,986	2,443.8

E. Gifts and Donations to GCMC

Table 5
FY09 Gifts and Donations Received under 10 USC 2611 Authority
(\$ in thousands)

Source	Description	Value
Austria	Lecture and Seminar Services	60
Croatia	Lecture and Seminar Services	60
France	Lecture and Seminar Services	60
Italy	Lecture and Seminar Services	60
Switzerland	Lecture and Seminar Services	60
Total		300

NEAR EAST SOUTH ASIA CENTER FOR STRATEGIC STUDIES

Since its inception in 2000, NESAs has fostered open communication in an academic-style environment for military and civilian representatives from the Near East and South Asia. Working under the principle that dialogue among all people of the region - Arabs with Israelis, Pakistanis with Indians, etc - is not only possible but essential, NESAs facilitates a cross-cultural examination of the peoples, ideas, and challenges that shape a region that is critical to U.S. national security.

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 NESAs's mission.

A. Status and Objectives

NESAs's mission is to enhance security in the Near East and South Asia by building sustained and mutually beneficial relationships, fostering regional cooperation on security issues, and promoting effective communications and strategic capacity through free and candid interaction in an academic-style environment. NESAs programs in Washington, D.C. and in the region provide a forum for security sector professionals to examine the challenges that shape the regional security environment.

NESAs is the only USG program that promotes strategic thinking and dialogue between and among all countries in the Near East and South Asia, specifically between the Middle East and South Asia, and among countries that do not have formal diplomatic relations. NESAs provides a venue for national decision-makers to gather, exchange ideas, and explore cooperative solutions to common problems.

NESAs supports the following Secretary of Defense priorities: establish an in-region presence that increases the ability of the center to execute requirements, increase participation in transformative foundational courses on regional security, add short-term conferences and events in support of building partner capacity, and increase participation in issue-focused programs (e.g., stability operations or homeland defense). NESAs has made great strides in each area, and as it continues to meet these objectives in the coming years, the overarching goal will remain to build sustained, engaged communities of influence and partnerships among security professionals and opinion-makers in the Near East and South Asia.

B. Program Accomplishments

NESA continued to produce outcomes of strategic importance for the DoD and the region during FY09. NESA leadership regularly provided insights to DoD and Congressional leadership to shape more culturally-sensitive and nuanced approaches to regional security issues. NESA regularly supported new strategic initiatives designed to improve relationships and access in the Middle East. As a result of workshops and dialogue, the Lebanese Armed Forces plan to pursue a U.S. curriculum model for national security/defense strategy courses at their Armed Forces Staff College. NESA worked with think tanks in support of the Office of the Under Secretary of Defense for Policy (OSDP) to shape national strategy decisions with regard to Afghanistan in advance of the Presidential election. Previous seminar contact between Indian and Pakistani alumni fostered an ongoing strategic dialogue that proved influential in contributing to the positive outcomes of the response to the Mumbai bombings. Programs on Pakistan and Afghanistan have improved strategic dialogue between those two countries in support of U.S. goals and objectives. NESA leaders testified before Congress, providing expertise on strategic changes in Afghanistan and Pakistan.

CENTCOM continues to increase coordination with the NESA Center in support of U.S. strategic planning and regional engagement activities. At the request of CENTCOM, NESA hosted or supported the following: the Central and South Asia Chiefs of Defense Conference, the Gulf States' Chiefs of Defense Conference, interagency working meetings, an ambassadors' conference, and strategy meetings.

The most significant challenge NESA faced in FY09 was to expand its facilities while conducting programs and operations without impact to participants. NESA more than doubled its physical footprint in order to accommodate simultaneous seminars and the increase in end-strength it experienced over the past year. NESA now has sufficient facilities to run two concurrent seminars while supporting numerous smaller events.

NESA continues to seek and implement efficiencies. Despite a larger-than-anticipated increase in overhead for its expanded facilities, civilian personnel costs remained under 50percent of its total budget. It reduced other expenses to support a large increase in programs.

C. Program Highlights

NESA offers three types of programs: foundational seminars, offered primarily in Washington, D.C., that serve as the intake mechanism for expanding the alumni network:

engagement activities, local and in-region, with alumni and a wider audience of strategic thinkers; and outreach and alumni sustainment activities.

The foundational seminars examine 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; U.S. policy and the policy-making processes; and concepts for enhancing regional security. In FY09, NESAs foundational program offerings included:

- four three-week Executive Seminars (mid- to upper-level military and civilian professionals);
- two two-week Senior Executive Seminars (upper-level military flag officers and senior executive civilians);
- three 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);
- one five-day bilateral exchange with the Lebanese Armed Forces Staff College;
- one two-week bilateral exchange with the Pakistani military (Lieutenant Colonel to Colonel level) in a United States - Pakistan Strategic Dialogue held jointly in Washington, D.C. and Tampa;
- one one-week event focused on combating terrorism issues and laws;
- two one-week workshops for senior national representatives from CENTCOM's Coalition Contingent; and
- one 10-day national security strategy workshop with the Lebanese Armed Forces Staff College.

These programs resulted in the addition of 509 new alumni to the NESAs Center's alumni network. The United States - Pakistan Strategic Dialogue and Senior National Representatives workshop were new additions in FY09, conducted at the request of OSDP and CENTCOM. The Counterterrorism Laws workshop was expanded from two days to a week-long, multi-part, alumni-producing workshop. A key outcome of the

recent Executive, Senior Executive, and Counterterrorism programs is that Pakistani and Indian alumni maintained contact with their counterparts and played a helpful role in defusing tensions in the aftermath of the Mumbai terrorist incident.

The long-term exchange with the Lebanese Armed Forces Staff College provided the Lebanese the opportunity to develop curriculum based on a U.S. model, and the venue and capacity to develop a new National Military Security Strategy that addressed broader regional issues other than Israel.

In direct support of United States and NATO operations in Afghanistan, NESA's Pakistani military program is helping to build trust between the United States and Pakistan and shape the Pakistani military approach to counterinsurgency operations in the Federally Administered Tribal Areas of Pakistan.

Engagement activities for FY09 included the continuation of on-going initiatives as well as the addition of several new programs, such as:

- On-going initiatives included 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, a bilateral exchange with the Israeli National Defense College, Afghan elections workshops, Health Security workshops, Track II meetings, and numerous faculty lectures, interviews, and publications with outside groups. The most significant new achievement of these activities was NESA's ability to include both Syrians and Libyans in engagement events.
- New engagement programs in FY09 included a national military strategy workshop series with the Lebanese Armed Forces Staff College, a bilateral exchange with Saudi Arabia in support of the House Democracy Assistance Commission's legislative program for Pakistani members of Parliament, and topical workshops co-hosted with the Institute for National Strategic Studies (INSS) and the International Institute for Strategic Studies (IISS).

FY09 sustainment programs included in-region alumni meetings, continuation of the monthly discussion forum for the Washington, D.C. embassy community, continuation of the New York City offshoot of the Washington Seminar discussion group to engage missions to the U.N. and regional consulates, roundtable luncheons for ambassadors and defense attachés, and an Iftar (Ramadan fast-breaking) dinner for Washington, D.C.-based Muslim alumni.

Overall, FY09 was a year of growth in programs and participation. NESA produced: 85 percent more new alumni; offered 78 percent more alumni-producing seminars, including one additional offering of each core seminar type (executive seminar, senior executive seminar, and combating terrorism seminar); had a 90 percent increase in small event participants; and conducted 58 percent more events than in FY08.

D. Budget

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

Table 1
NESA Operating Costs
(\$ in thousands)

FY09
Obligations as of 30 Sept 2009
18,077

Table 2
NESA Funding Sources
(\$ in thousands)

Source	
U.S. Government	
O&M, General	16,883
O&M, CT	1,017
O&M, Reimbursable (COCOM, etc)	177
Sub-total	18,077
Non-U.S. Government	
Sub-total	0
Total	18,077

E. International Participation in NESA Programs

Table 3
FY09 Costs for International Participation in Resident Programs
(\$ in thousands)

Country	Participation		Costs
	Participants	Participant Days	Net Cost to the U.S.
Afghanistan	42	496	453.9
Albania	5	31	24.8
Algeria	9	199	141.2
Armenia	3	31	22.9
Australia	7	28	0
Austria	1	26	0
Azerbaijan	1	7	5.4
Bahrain	1	5	0
Bangladesh	16	273	209.0
Belgium	2	11	0
Bosnia and Herzegovina	1	5	4.3
Canada	4	17	0
Cyprus	1	7	7.9
Czech Republic	1	7	0
Denmark	1	7	0
Djibouti	1	5	4.3
Dominican Republic	1	5	4.3
Egypt	23	353	292.1
El Salvador	2	10	8.6
Ethiopia	1	5	0
Finland	3	19	0

Country	Participation		Costs
	Participants	Participant Days	Net Cost to the U.S.
France	1	5	0
Georgia	1	5	4.3
Germany	3	10	0
Greece	1	7	0
India	14	240	198.2
Iraq	19	395	306.5
Ireland	3	12	0
Israel	50	180	0
Italy	10	139	0
Jordan	25	452	358.6
Kazakhstan	1	7	5.4
Kuwait	4	64	0
Kyrgyzstan	2	14	10.8
Lebanon	52	644	564.5
Lithuania	1	5	4.3
Macedonia	2	12	9.7
Maldives	3	31	32.0
Mongolia	2	12	9.7
Morocco	22	370	286.6
Nepal	19	355	289.3
Netherlands	2	12	0
New Zealand	2	12	0
Norway	1	5	0
Oman	12	222	186.3
Pakistan	74	955	800.2
Palestinian Authority*	3	57	38.8

Country	Participation		Costs
	Participants	Participant Days	Net Cost to the U.S.
Poland	1	7	5.4
Qatar	9	180	0
Romania	5	31	24.8
Saudi Arabia	7	140	0
Singapore	2	6	0
South Korea	3	11	0
Spain	3	19	0
Sri Lanka	15	265	207.6
Sweden	1	7	0
Tajikistan	2	12	9.7
Thailand	2	12	9.7
Tunisia	2	10	0.9
Turkey	25	462	361.6
Ukraine	2	12	9.7
United Arab Emirates	6	50	0
United Kingdom	12	43	0
Yemen	4	76	51.9
United States	178	888	0
Total	734	8,000	4,965.2

*Funded by the Combating Terrorism Fellowship Program.

Table 4
FY09 Costs for International Participation in Non-Resident Programs
(\$ in thousands)

Country	Participation		Costs
	Participants	Participant Days	Net Cost to the U.S.
Afghanistan	22	113	75.3
Bangladesh	16	77	42.6
Cyprus	2	11	4.3
Egypt	10	44	25.3
India	32	150	48.9
Iraq	6	28	39.2
Ireland	2	6	0
Israel	13	63	0
Italy	1	3	0
Jordan	26	114	146.7
Lebanon	89	457	0.1
Morocco	13	70	80
Nepal	4	18	41.7
Oman	2	6	0.9
Pakistan	34	164	88.7
Palestinian Authority*	2	6	0
Qatar	19	112	0
Saudi Arabia	41	87	0
Sri Lanka	25	124	79.0
Syria	1	3	0
Turkey	18	83	74.7
United Arab Emirates	9	42	0
United Kingdom	3	13	0

Country	Participation		Costs
	Participants	Participant Days	Net Cost to the U.S.
Yemen	9	46	15.8
United States	9	49	0
Total	408	1,889	763.2

*Funded by the Combating Terrorism Fellowship Program.

F. Gifts and Donations to NESAs

Table 5
FY09 Gifts and Donations Received under 10 USC 2611 Authority
(\$ in thousands)

Source	Description	Value
National Defense Foundation	Funds to support NESAs	8
Total:		8

G. Attendance of Nongovernmental and International Organization Personnel in NESAs Activities (Per Sec. 941 of P.L. 110-417)

In FY09, NESAs used \$78,586 of this authority to waive reimbursement of NGO/IO participant costs as follows:

NGO/IO	NGO/IO Country Of Origin	Participants	Participant Days	\$ Obligated
Institute for National Strategic Studies (INSS)	Israel	1	3	\$3,969
Gulf Research Center	UAE	1	3	\$1,414
Center of Strategic Studies (University of Jordan)	Jordan	1	3	\$1,772
Center for Security Analysis	India	2	3	\$2,478
INSS	Israel	1	5	\$6,505
Regional Strategic Studies Center	Sri Lanka	1	5	\$6,505
Gulf Research Center	UAE	2	5	\$13,010
National Center for Middle East Studies	Egypt	1	5	\$6,505
Istanbul Kultur Univ.	Turkey	1	4	\$5,204
Gulf Research Center	UAE	1	4	\$5,204
INSS	Israel	1	4	\$5,204
Regional Strategic Studies Center	Sri Lanka	1	4	\$5,204
National Center for Middle East Studies	Egypt	1	4	\$5,204
Center for Security Analysis	India	2	4	\$10,408
TOTAL OBLIGATED				\$78,586