



# U.S. Department of Defense

## REGIONAL CENTERS FOR SECURITY STUDIES



### CONGRESSIONAL REPORT

per Title 10 USC 184

**Fiscal Year 2010**

Submitted by the Defense Security Cooperation Agency





# REGIONAL CENTERS CONGRESSIONAL REPORT

## TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	3
OVERVIEW .....	4
BUILDING EFFECTIVE PARTNER CAPACITY AND PROMOTING SHARED VALUES .....	5
BUILDING STRONG NETWORKS .....	6
U.S. MILITARY AND CIVILIAN PARTICIPATION .....	7
ENGAGING NONGOVERNMENTAL AND INTERNATIONAL ORGANIZATIONS .....	7
AFRICA CENTER FOR STRATEGIC STUDIES .....	8
A. STATUS AND OBJECTIVES .....	8
B. PROGRAM ACCOMPLISHMENTS .....	9
<i>Core Programs</i> .....	9
<i>Research</i> .....	10
<i>Outreach &amp; Alumni</i> .....	10
C. PROGRAM HIGHLIGHTS .....	11
<i>Core Programs</i> .....	11
<i>Conferences &amp; Workshops</i> .....	12
<i>Research</i> .....	14
<i>Outreach &amp; Alumni</i> .....	14
D. BUDGET .....	15
E. INTERNATIONAL PARTICIPATION IN ACSS PROGRAMS .....	16
F. GIFTS AND DONATIONS TO ACSS.....	18
G. ATTENDANCE OF NONGOVERNMENTAL AND INTERNATIONAL ORGANIZATION PERSONNEL IN ACSS ACTIVITIES (PER SEC. 941 OF P.L. 110-417).....	18
ASIA-PACIFIC CENTER FOR SECURITY STUDIES .....	19
A. STATUS AND OBJECTIVES .....	19
B. PROGRAM ACCOMPLISHMENTS .....	20
C. PROGRAM HIGHLIGHTS .....	22
<i>Core Programs</i> .....	22
<i>Conferences &amp; Workshops</i> .....	23
D. BUDGET .....	26
E. INTERNATIONAL PARTICIPATION IN THE APCSS PROGRAMS .....	27
F. GIFTS AND DONATIONS TO APCSS .....	29
G. ATTENDANCE OF NONGOVERNMENTAL AND INTERNATIONAL ORGANIZATION PERSONNEL IN APCSS ACTIVITIES (PER SEC. 941 OF P.L. 110-417).....	29

CENTER FOR HEMISPHERIC DEFENSE STUDIES.....	30
A. STATUS AND OBJECTIVES.....	30
B. PROGRAM ACCOMPLISHMENTS .....	31
<i>Core Programs</i> .....	32
<i>Research</i> .....	32
<i>Outreach &amp; Alumni</i> .....	32
C. PROGRAM HIGHLIGHTS .....	32
<i>Core Programs</i> .....	33
<i>Conferences &amp; Workshops</i> .....	33
<i>Research</i> .....	35
<i>Outreach &amp; Alumni</i> .....	35
D. BUDGET .....	36
E. INTERNATIONAL PARTICIPATION IN CHDS PROGRAMS .....	37
F. GIFTS AND DONATIONS TO CHDS .....	39
GEORGE C. MARSHALL EUROPEAN CENTER FOR SECURITY STUDIES.....	40
A. STATUS AND OBJECTIVES.....	40
B. PROGRAM ACCOMPLISHMENTS .....	41
<i>Conferences &amp; Workshops</i> .....	42
<i>Outreach &amp; Alumni</i> .....	43
C. PROGRAM HIGHLIGHTS .....	44
<i>Publications</i> .....	44
<i>Core Programs</i> .....	45
<i>Conferences &amp; Workshops</i> .....	46
D. BUDGET .....	48
E. INTERNATIONAL PARTICIPATION IN GCMC PROGRAMS.....	49
F. GIFTS AND DONATIONS TO GCMC .....	53
G. ATTENDANCE OF NONGOVERNMENTAL AND INTERNATIONAL ORGANIZATION PERSONNEL AT GCMC ACTIVITIES (PER SECTION.941 OF PUBLIC LAW 110-417) .....	53
NEAR EAST SOUTH ASIA CENTER FOR STRATEGIC STUDIES.....	54
A. STATUS AND OBJECTIVES.....	54
B. PROGRAM ACCOMPLISHMENTS .....	55
C. PROGRAM HIGHLIGHTS .....	56
<i>Core Programs</i> .....	56
<i>Conferences &amp; Workshops</i> .....	57
<i>Outreach &amp; Alumni</i> .....	58
<i>Research</i> .....	59
D. BUDGET .....	60
E. INTERNATIONAL PARTICIPATION IN THE NESA PROGRAMS .....	61
F. GIFTS AND DONATIONS TO NESA .....	63
G. ATTENDANCE OF NONGOVERNMENTAL AND INTERNATIONAL ORGANIZATION PERSONNEL IN NESA ACTIVITIES (PER SEC. 941 OF P.L. 110-417).....	63

## EXECUTIVE SUMMARY

The Regional Centers for Security Studies (Regional Centers) support the Department of Defense's (DoD) security cooperation objectives and are assigned three core tasks: 1) counter ideological support for terrorism; 2) harmonize views on common security threats; and 3) build the capacity of partners' national security institutions consistent with the norms of civil-military relations. The centers utilize unique academic forums to build strong, sustainable international networks of security leaders. These networks promote enhanced policy understanding and mutually supporting approaches to security challenges, effective security communities which support collective and collaborative action, and improved sustainable partner institutional capacity and capabilities, thus reducing the burden on U.S. forces worldwide. They provide key strategic listening and strategic communication tools, assisting U.S. policymakers in formulating effective policy, articulating foreign perspectives to U.S. policymakers, and building support for U.S. policies abroad.

In FY10, the Regional Centers achieved these objectives through continued successful programming and activities. The Regional Centers affected a wider and more targeted audience in their respective regions by presenting an increased number of specialized seminars and courses, specifically functionally-focused short courses that build partner capacity in the areas of stability operations, combating terrorism, and homeland defense. Through a mix of outreach activities such as conferences, seminars, and web-based discussion groups, the Regional Centers increased their efforts to build and sustain security communities that provide access to DoD leaders and provide critical regional policy feedback. Further capitalizing on these communities, the Regional Centers created working groups that partner centers and networks, building a federated network of functional communities of influential individuals, including U.S. and foreign partner personnel, who actively exchange insights on security issues, evaluate security trends, and provide feedback on national and security policies, increasing cross Combatant Command efforts to combat transnational security threats.

As Executive Agent, the Defense Security Cooperation Agency (DSCA) provides unified management, enabling improved Regional Centers support to overseas contingency operations objectives by linking security communities across regions and developing friendly global networks that address regional and international security issues and challenges.

# OVERVIEW

The five Defense Regional Centers for Security Studies are the:

- Africa Center for Strategic Studies (ACSS) (Washington, D.C.; Ethiopia; and Senegal)
- Asia-Pacific Center for Security Studies (APCSS) (Honolulu, H.I.)
- Center for Hemispheric Defense Studies (CHDS) (Washington, D.C.)
- George C. Marshall European Center for Security Studies (GCMC) (Germany)
- Near East-South Asia Center for Strategic Studies (NESA) (Washington, D.C., Bahrain)

The Regional Centers are statutorily mandated to serve as international venues for bilateral and multilateral research, communications, and exchange of ideas involving military and civilian participants. The Regional Centers develop and present courses, seminars, workshops, research, and outreach activities to fulfill this mandate. The programs effectively build military and civilian capabilities in the security cooperation arena providing strong partnerships to address U.S. defense goals. As the number of program alumni grows, the Regional Centers' cultivate a network of empowered current and future security leaders who further enhance the goal of greater international cooperation.

The Regional Centers have established themselves as leading institutions for security cooperation and continue to see increased participation and requests for programs within their respective regions. The Regional Centers have also increased cooperation among themselves with joint programs and participants from multiple regions, as warranted by the topic. For example, three centers – ACSS, CHDS, and NESA – are developing a joint Trans-Atlantic Narcotics Trafficking Workshop for 2012 that will present major challenges to countries facing ongoing democratic transitions and socio-economic development.

The Regional Centers' activities are implemented in accordance with policy guidance and oversight from the Office of the Under Secretary of Defense for Policy (OUSD(P)) and operational direction from the geographic combatant commanders. DSCA, DoD's main focal-point for security cooperation, is the Executive Agent for the

Regional Centers exercising administrative authority and supporting the Regional Centers through program, budget, personnel, human resource services, and financial management.

### *Building Effective Partner Capacity and Promoting Shared Values*

As DoD's primary instruments for regional security cooperation and outreach, the Regional Centers provide activities for U.S. and foreign military, civilian, and non-government actors through resident executive development programs, in-region conferences, seminars, workshops, communities of interest, and alumni outreach. 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.

Recognized as facilitators of open exchanges of ideas, the Regional Centers offer unique competencies 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 engage multinational audiences, broadening perspectives and enhancing critical thinking. 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.

#### Highlighted Outcomes:

- Following a series of ACSS Maritime Safety and Security seminars requested by the African Union (AU) and in collaboration with U.S. Africa Command (USAFRICOM) and the Brenthurst Foundation in South Africa, Tanzanian President Jakaya Kikwete approved new legislation to apprehend violators and try crimes of piracy in a court of law and the AU used the framework for maritime strategy development at the national and regional levels.
- Georgian officials requested the GCMC facilitate several workshops in FY10 geared towards assisting their government in their development of a national security review as part of a long-term North Atlantic Treaty Organization (NATO)-sponsored program to guide the Government of Georgia through a national security review process.
- APCSS training inspired interagency cooperation in Fiji between Customs, Immigration, Ports Authority, and other stakeholders to create a new Border

Police Unit. In addition, the interoperability, integration, and cooperation concepts learned at APCSS led the Fijians to work as a team with regional partners on plans to develop a Regional Police Training Academy.

### *Building Strong Networks*

A strong focus on network-building distinguishes the Regional Centers from most other defense security cooperation efforts. These networks of alumni and communities of interest enhance policy understanding, develop mutually supportive approaches to security challenges – especially the de-legitimization of extremism – and develop security communities that continue to foster mutual understanding and ongoing collaborative and collective action.

#### Highlighted Outcomes:

- CHDS alumni associations in Argentina and Chile collaborated on a 200-page book honoring the 200<sup>th</sup> anniversary of their respective countries' independence. The book, published in November 2010 with articles authored by graduates of both countries, is entitled "Security and Defense during the Bicentennial: Views from Argentina and Chile".
- GCMC conducted a distinguished alumni conference on NATO's New Strategic Concept, engaging alumni who hold senior level positions in their governments. The conference provided an opportunity for alumni and their NATO country counterparts to dialogue and exchange ideas.
- APCSS alumni in the Philippines conducted a Southeast Asia Regional Security Forum in June 2010, in Manila. The forum gathered security officials from seventeen countries, namely the ten Association of Southeast Asian Nations (ASEAN) member-countries, China, Japan, South Korea, India, Australia, New Zealand and the United States, to openly exchange insights on regional security issues and enhance confidence-building among ASEAN-member countries and regional players.



### *U.S. Military and Civilian Participation*

Along with foreign military and civilian participants, U.S. military and civilian Defense personnel attend Regional Centers' activities as course participants and subject matter experts. U.S. participation enhances the broadening of perspectives and establishes relationships that benefit the U.S. security community.

In FY10, the following number of U.S. personnel took part:

Center	U.S. Participants in Resident Programs (# of participant days)	U.S. Participants in Non-Resident Programs (# of participant days)
ACSS	33 (199)	44 (375)
APCSS	348 (3,301)	12 (74)
CHDS	443 (829)	36 (124)
GCMC	388 (12,333)	0
NESA	259 (782)	33 (107)
TOTAL	1471 (17,444)	125 (680)

### *Engaging Nongovernmental and International Organizations*

In FY09, the Regional Centers were granted temporary authority (per section 941(b) FY09 National Defense Authorization Act (NDAA)) to waive reimbursement from nongovernmental and international organizations (NGO/IO), not to exceed one million dollars per year, in order to “increase the Centers’ authority to create communities of influence, to realize efficiencies, and to enhance the capability of our foreign partners to contribute to overseas contingency operations...[by] emphasize[ing] educational outreach to defense and security-related nongovernmental personnel.”

The authority has expanded the Regional Centers’ network building by increasing NGO/IO participation in Regional Center activities. In FY10, NGO/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.

Each individual Regional Center report includes a breakdown of NGO/IO FY10 participation under this authority.



## AFRICA CENTER FOR STRATEGIC STUDIES

The formation of the Africa Center for Strategic Studies (ACSS) began in 1994, when European Command (EUCOM) petitioned the Chairman of the House International Relations Committee to create a center on African Affairs that emulated the quality and caliber of the George C. Marshall European Center for Security Studies (GCMC). The following year, President Bill Clinton travelled to sub-Saharan Africa, where he discussed promoting a United States - Africa partnership for the 21<sup>st</sup> 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.”



*The Senior Leaders Seminar participants,  
Lisbon, Portugal, June 2010*

In January 1999, the Office of African Affairs, in conjunction with African, European, and American leaders, scholars and policy-makers convened a conference focused on creating an interactive learning center “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.

### *A. Status and Objectives*

ACSS is the preeminent Department of Defense institution for strategic security studies, research, and outreach for Africa. 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 organizes programs that allow participants to examine complex issues and seek their own solutions. Although headquartered in Washington, D.C. on the campus of the National Defense University, the ACSS holds many of its seminars on the African continent with the assistance of Regional Offices in Senegal and Ethiopia.

The Regional Offices establish a long-term and visible ACSS presence on the continent. The Regional Office in East Africa was established in FY07, in Addis Ababa, Ethiopia. The following year, the Regional Office in West Africa, was opened in Dakar, Senegal. Regional Offices help strengthen relationships with African governments, international organizations, the AU and sub-regional organizations, the United Nations (UN), and the diplomatic corps. These offices also provide mission support for in-region program execution and enable substantive collaboration with international partners, ministries, American embassies, and USAFRICOM.

### *B. Program Accomplishments*

In FY10, 1,269 participants representing 57 countries attended 36 ACSS programs and events. In addition to these, ACSS held 93 outreach/networking activities, 61 research/academic presentations, and 23 special initiatives, reaching 1,931 people.

### *Core Programs*

ACSS programs demonstrate innovative institutional dexterity to impart subject matter expertise on emerging security challenges. ACSS meets these unique regional challenges with tailored initiatives designed to build and sustain partner capacity and relationships throughout Africa. To maximize exposure and build ties with regional counterparts, ACSS conducts the majority of its programs in the region.

#### Highlighted Outcomes:

- ACSS held a series of sub-regional Maritime Safety and Security (MSS) seminars in conjunction with the AU, USAFRICOM, and the Brenthurst Foundation in South Africa. As maritime security becomes a priority issue on the African national stage an increased number of states are making the necessary judicial reform to outlaw crimes conducted on the high seas.
  - Following the seminars, Tanzanian President Jakaya Kikwete approved new legislation to apprehend violators and try crimes of piracy in a court of law.
  - The AU used the framework developed during the seminars to start socializing maritime strategy development at the national and regional levels.
  - The U.S. Peace and Security representative to the AU Commission is planning a follow-up workshop that will be supported by the ACSS'

MSS strategy framework and publications from the U.S. Naval War College.

- Counter-Terrorism Finance workshop attendees confirmed regional recommendations to create instruments against terrorist financing and policies to arrest financial transfers that support violent extremist organizations.
- Counter Narcotics (CN) workshop participants developed regional and multi-lateral CN legislation to be enforced through the Economic Community of West African States (ECOWAS) Anti-Narcotics Unit.
- As a result of the Joint Warrant Officer Symposium, the Nigerian Ministry of Defense agreed to implement a new training protocol to professionalize the enlisted corps and it is considering allocating up to 25 percent of education funding to noncommissioned officers.



### *Research*

ACSS research activities strengthen the breadth and depth of knowledge of the continent's security challenges. ACSS contributed to 34 articles, produced seven "Africa Security Brief" publications, and composed a "200+ must read" section covering 37 topics for the ACSS website. ACSS research publications from 2010 explored maritime security, illicit trafficking, peace operations, counter-extremism strategies, and other challenges. Additionally, ACSS is working on four research projects in support of USAFRICOM focused on the following themes: assessing the status of "African Standby Brigades," "Communications and Opinion-Making in Africa," "Stress Testing Africa's Stable Countries (South Africa)," and "Defining Military Professionalism in Africa." Given the number of solicitations for research from various offices within USAFRICOM, Department of Defense, the Department of State, and private centers, the demand for strategic research highlights the quality of ACSS products.

### *Outreach & Alumni*

ACSS expands its outreach programming with a growing number of focused communities of interest. More than 5,200 alumni and community members belong to community chapters in 24 countries and the international chapter located in Addis Ababa, Ethiopia. The motivation and contributions of these community members are of great value to ACSS and continue to strengthen relationships with our target audience. Outreach is vital to enhancing the capabilities and capacities of African institutions to provide security to their populations and protection of their resources and territories.

### Highlighted Outcomes:

- Following an ACSS Topical Outreach Program (TOPS) focused on security sector reform and civil-military relations, alumni from Uganda implemented the first phase of a national identification card process. As a result, Uganda has streamlined the electoral registration process. Five million new voters registered, far exceeding the three-and-a-half million target. In the second phase, photographs and fingerprints will be captured; Uganda expects to see improvements in border security and homeland defense as a result.
- Alumni attending the Community Leadership Conference (CLC) renewed their commitment to regional cooperation and plan to collaborate on maritime challenges, while alumni from Malawi, Seychelles, and Zambia plan to establish chapters this year.
- ACSS trained approximately 300 participants on [www.ACSScommunity.org](http://www.ACSScommunity.org), a networking site that enables alumni to communicate, sustain and broaden relationships resulting from the participants' ACSS training, bringing site membership to over 1,700.
- The main website, [www.africacenter.org](http://www.africacenter.org), serves as the central hub for those interested in U.S.-Africa security issues. 3,147 subscribers receive daily headline news on the most important issues and current events coming out of Africa via email. Additionally, the site posts periodic updates on alumni, community members, and chapters. The site is offered in both English and French. Since January 2010, the site had an average of 6,500 visitors per month, 53 percent of which are new.

### *C. Program Highlights*

In FY10, ACSS continued to offer a wide array of activities, such as:

#### *Core Programs*

- Senior Leaders Seminars (SLS) focused on a comprehensive definition of security that reflects African realities and challenges by accounting for both human and traditional security concerns, providing participants with an understanding of the scope and nature of current and emerging security threats confronting Africa, and democratically addressing Africa's future security challenges.

- Next Generation of African Military Leaders Course, a flagship accredited program, laid the foundation for the roles and responsibilities of professional military officers and future leaders of a democratic society.
- Introduction to African Security Issues and African Defense Attaché Courses that focus on U.S.-Africa policy and highlight partnership opportunities for the U.S. and African diplomatic communities.

### *Conferences & Workshops*



*The Next Generation of African Military Leaders Course participants, Washington, D.C., February 2010*

- 5th Annual Counterterrorism Workshop built capacity to implement the AU Plan of Action on the Prevention and Combating of Terrorism, as well as regional and international cooperative protocols to regulate, monitor, and investigate financial transfers that support violent extremist organizations. Support for this program has seen an 80 percent increase in Counter-Terrorism Fellowship Program funding.
- Maritime Safety and Security Seminar brought over 100 participants from across the continent together to discuss key threats and opportunities to develop succinct national maritime security strategies in harmony with the AU. The seminar addressed several important AU goals: a) identify common practices for successful maritime security; b) develop the necessary planning tools for building maritime security, c) craft a strategic framework for creating national maritime security plans, and d) reinforce ongoing African efforts to develop strategies for maritime safety and security.

- Managing Security Resources in Africa Seminar (MSRA) addressed a major challenge affecting reform efforts throughout Africa. MSRA introduced management principles in a fiscal environment of limited resources and competing demands, enabling maximum returns on security investments. The conference emphasized the importance of building capacity to develop policies, good governance, and transparency underpinned by functioning democratic institutions.
- Small Arms/Light Weapons Workshop participants worked to create the requisite infrastructure for arms control and an environment that is ultimately inhospitable to the unsanctioned proliferation of weapons of mass destruction. The workshop examined factors that fuel and sustain the spread of small arms and light weapons as well as explored the responsiveness and multi-sector coordination needed to shape security professionals who are cognizant and capable of protecting their populations.
- 5th Annual Africa Command Academic Symposium supported USAFRICOM's growing threshold for theater stability. Participants from the United States, Canada, the European Union, sixteen African countries, and representatives from both the AU and USAFRICOM identified areas for further attention and offered U.S. military leaders several recommendations to better support peace and stability on the continent.
- Africa Defense Force Joint Warrant Officer Symposium was ACSS' first strategic seminar focusing on the non-commissioned officer ranks. The program focused on peacekeeping issues, narcotics trafficking, health, readiness, environment, and supporting maritime security efforts. Seventeen participants attended the conference, of which eight are currently serving as Defense Force Command Sergeant Majors. Participants identified areas for further attention and offered several recommendations for consideration by DoD and USAFRICOM: lack of qualified health care practitioners in Africa; accountability for U.S. initiated assistance projects without the consultation of the host country's government and military; relationships between the military and police for law enforcement; gender mainstreaming in peacekeeping missions; status of the African Standby Forces to pursue more aggressive peace enforcement; and terrorism in Somalia.
- Combined Joint Task Force - Horn of Africa (CJTF-HOA) Workshop introduced deploying units to Africa's unique security and political landscape. Unlike combat operations in Iraq and Afghanistan, units assigned to CJTF-HOA

are focused on stability operations and building partner capacity. At the request of the Joint Warfighting Center, ACSS provided pre-deployment lectures on the political, economic, and security issues unique to the Horn of Africa to prepare warfighters to assume responsibility for military operations in Djibouti.

### *Research*

- *Conflict in the Democratic Republic of Congo (DRC) Review*. Given this deepening security crisis and its implications to the sub region as shown by Secretary of State Hillary Clinton's highlighting the ongoing instability and mounting human rights concerns in the DRC, ACSS initiated a review of the DRC security sector. ACSS and leading Congolese experts will host a public event to discuss the results of the review and make recommendations for improving efficiency and legitimacy of law enforcement and defense personnel in DRC.
- *Colloquium on African Elections*, co-sponsored by ACSS and the National Democratic Institute, was held in Accra, Ghana, in November 2009. Joint research identified and captured lessons learned from Ghana's successful election in 2008. Insights from this experience were compared with instances of electoral violence recently observed in Kenya and Zimbabwe. The symposium provided electoral and security officials with best practices for mitigating potential violence surrounding future elections in Africa.

### *Outreach & Alumni*

- TOPS enables ACSS to maintain active and substantive relationships with alumni associations, or "Community Chapters," expanding its reach to non-traditional audiences in Africa. For example, the Mauritius Chapter formed a counter narcotics trafficking partnership with coastal chapters from East Africa and the southwest Indian Ocean to share information on narcotics issues. In FY10, 2,095 alumni and community members attended TOPS in nineteen countries.
- CLC expanded chapter capacity while keeping ACSS synchronized with the wider security community in Africa. In addition to the communities included in the CLC, ACSS began targeting "virtual communities" linked together by a shared interest, regardless of physical location.



*D. Budget*

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

**Table 1**  
**Africa Center for Strategic Studies Operating Costs**

FY10 Obligations as of 30 September 2010 (amount in thousands)
18,115

**Table 2**  
**Africa Center for Strategic Studies Funding Sources**

Source	Amount (in thousands)
U.S. Government	
Operations and Management (O&M), General	16,358
O&M, Combating Terrorism Fellowship Program (CTFP)	465
O&M, Defense Threat Reduction Agency (DTRA), OSD, Other	455
O&M, Reimbursable (COCOM, etc)	837
<b>Total</b>	<b>18,115</b>

*E. International Participation in ACSS Programs*

Table 3  
FY10 Costs for International Participation in Resident and Non-Resident Programs

PARTICIPATION IN ACSS PROGRAMS (costs in thousands)						
COUNTRY	Resident Programs Participants	Participant Days	Cost to US	Non-Resident Programs Participants	Participant Days	Cost to US
Algeria	5	27	50.4	0	0	0
Angola**	3	25	17.3	0	0	0
Benin**	17	135	197.6	18	9	3.1
Botswana**	9	45	123.7	0	0	0
Burkina Faso	13	187	155.1	0	0	0
Burundi**	4	28	71.2	40	55	122.7
Cameroon**	4	28	11.7	53	75.5	141.1
Cape Verde**	9	71	115.7	1	4	10.2
Central African Republic	0	0	0	7	28	92.6
Chad	6	42	44.9	0	0	0
Comoros	0	0	0	24	33	103.8
Congo (Brazzaville)	3	21	26.1	50	49.5	113.7
Congo, Dem. Rep of**	9	72	88.7	11	5.5	1.7
Cote d' Ivoire**	12	81	161.1	0	0	0
Djibouti**	10	80	134.8	0	0	0
Egypt**	10	67	85.8	0	0	0
Equatorial Guinea**	2	12	23.5	0	0	0
Ethiopia**	11	77	96	15	7.5	6.3
France*	2	14	0	0	0	0
Gabon**	12	72	137.6	0	0	0
Guinea	13	85	77.3	0	0	0
Guinea-Bissau*	8	104	111	0	0	0
Kenya**	9	63	118.2	0	0	0
Lesotho**	9	68	147.1	0	0	0
Liberia**	5	35	58.4	0	0	0
Libya	2	15	3.7	0	0	0
Malawi**	8	63	113.7	0	0	0
Mali**	10	280	117.1	16	8	1.2
Mauritania**	12	92	140.4	0	0	0

PARTICIPATION IN ACSS PROGRAMS (continued)						
COUNTRY	Resident Programs Participants	Participant Days	Cost to US	Non-Resident Programs Participants	Participant Days	Cost to US
Mauritius**	10	79	152	0	0	0
Morocco	5	39	47.7	0	0	0
Mozambique	10	79	154.1	0	0	0
Namibia**	8	120	112.2	0	0	0
Netherlands*	1	7	0	0	0	0
Nigeria**	20	150	153.2	0	0	0
Norway*	1	8	0.2	0	0	0
Portugal*	7	56	0	0	0	0
Rwanda**	8	224	76.2	40	20	16.7
Sao Tome & Principe**	8	133	113.7	0	0	0
Senegal**	30	569	233.7	0	0	0
Seychelles	3	84	50.2	0	0	0
Sierra Leone*	9	252	130.1	0	0	0
South Africa**	9	128	97.6	0	0	0
Spain*	1	28	0	0	0	0
Sudan	1	28	19.4	0	0	0
Swaziland	5	75	92.2	0	0	0
Tanzania**	11	156	116.2	14	7	5.9
The Gambia**	12	74	151.1	0	0	0
Togo*	9	252	129.4	0	0	0
Tunisia	5	51	49.8	0	0	0
Uganda**	16	240	217.9	4	2	1.7
United Kingdom*	1	8	0	0	0	0
Zambia	10	150	165.6	0	0	0
<b>TOTAL</b>	<b>417</b>	<b>4879</b>	<b>4,690.6</b>	<b>293</b>	<b>304</b>	<b>620.7</b>

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

\*\* Countries have been funded fully or partially through U.S. Africa Command resources. ACSS is unable to establish the value of the financial support paid directly by the COCOM on behalf of these participants.

*F. Gifts and Donations to ACSS*

Table 4  
FY10 Gifts and Contributions Received under 10 USC 2611 Authority

Source	Description	Value (\$ in thousands)
Harvard - Kennedy School	Transportation to Harvard to speak at the Senior Executives in National and International Security conference.	0.5
TOTAL		0.5

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

Table 5  
FY10 Waived NGO/IO Personnel Reimbursement of Participation Costs

NGO/IO	NGO/IO Country of Origin	Participants	Participant Days	\$ Obligated (in thousands)
African Union (AU)	Ethiopia	1	15	4,310
Centre for Security Studies	Malawi	1	15	6,111
Common Market of Eastern and Southern Africa	Zambia	1	15	3,923
Femmes Africa Solidarité	Tanzania	1	15	6,097
New Partnership for Africa's Development	South Africa	1	15	4,229
Namibia Institute for Democracy	Namibia	1	15	4,777
Port Management Association for Eastern and Southern Africa	Kenya	1	8	1,659
South East Atlantic Fisheries Organisation	Namibia	1	8	2,679
TOTAL		8	106	33,785



## ASIA-PACIFIC CENTER FOR SECURITY STUDIES

The Asia-Pacific Center for Security Studies (APCSS) grew out of Senator Dan 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 George C. Marshall European Center for Security Studies (GCMC) in Germany. President Bill 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 (USPACOM), APCSS was officially established September 4, 1995, and began its programs in the region. Senator Inouye recently officiated at a ceremony to celebrate the APCSS' 15<sup>th</sup> anniversary and ground-breaking for a new academic wing.

### *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 through focused executive and leader development, regional outreach, professional exchanges at conferences, and policy-relevant research. APCSS addresses regional and global security issues by bringing together military and interagency civilian representatives of the United States and Asia-Pacific nations to address whole-of-government solutions in executive workshops in Hawaii and throughout the Asia-Pacific region.



*Representatives from the US, Japan and Republic of Korea participate in an HA/DR Workshop held at APCSS.*

APCSS supports the Office of the Secretary of Defense (OSD) priorities and USPACOM 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-war-fighting mission, APCSS focuses on a multi-lateral 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 that exist among current and future leaders and decision-makers in the region. It is a network that enables collaborative solutions to security challenges.

Recent APCSS transformational efforts have increased interagency interaction among international coalition partners, nongovernmental organizations, 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 48 alumni associations to build partnership capacity.

The APCSS learning model, that features participant-centered, activity-based, technology-enhanced learning, aims to develop leaders' confidence and competence in collaborative assessment, planning, and action. A project created in FY09, for example, requires participants to develop individualized professional goals to be executed on their return home. This project requires meticulous faculty preparation, but it is already leading to concrete outcomes. An Indonesian participant and commander of a military base implemented his project to develop a step-by-step process and a systematic action plan to accomplish his goal of reducing illegal migration in the local area by 80 percent. Additionally, a Philippine participant incorporated select presentations and study materials from his APCSS course to complete his project by designing and executing a three-week Counter-Radicalization Specialist Course for the Philippine police.

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 FY10, APCSS educated, empowered, and connected 1,004 graduates and participants over 18,356 participant days through its suite of programs and events emphasizing a mix of political, diplomatic, economic, environmental, informational, technological, social, and military dimensions of strategic challenges. APCSS programs average seventeen days per participant, and feedback indicates support for longer events. APCSS continually reviews and revises its program offerings based on DoD and

USPACOM guidance and priorities and it does so in partnership with the Defense Institutional Reform Initiative, the Combating Terrorism Fellowship Program, the Asia-Pacific Regional Initiative, and other DoD programs. Due to the global scope of many security issues, nations beyond the traditional Asia-Pacific region also send representatives to APCSS like Chile, Peru, and Kenya.

APCSS further expanded its reach in FY10 by engaging with over 4,500 regional security professionals through various outreach vehicles, such as senior leader engagement, faculty travel in the region, engagements at other organizations, and Center visits and roundtables. An indicator of the APCSS role in shaping the region's security dialogue is its ever-growing virtual presence through a public website, two security practitioner portals for alumni and non-alumni, that are further facilitated by Facebook, Twitter, and YouTube. APCSS continued to reach out to current and future Fellows, alumni, other security practitioners and subject matter experts, U.S. embassies, media, and students as evidenced by 85,000 average web page hits per month, over 20,000 unique visitors monthly, an average 4,000 downloads of publications and social media following growing at the rate of ten percent per month. Additionally, APCSS reaches the general public through media releases, newsletters, a public web page, and online research publications, including a new edited volume, entitled "Issues for Engagement: Asian Perspectives on Transnational Security Challenges," that surveys regional security priorities and preparations to deal with transnational security challenges.

#### Highlighted Outcomes:

- Five new alumni associations were created in FY10 in Timor-Leste, Tanzania, New Zealand, Kazakhstan and China bringing the total number of APCSS associations to 48.
- Key comments from presenters at a Maldives counter-terrorism event were posted to Twitter so that alumni could "virtually" attend the workshop.
- As a result of APCSS experiences:
  - A Timorese alumnus, working for the United Nations (UN), helped the government shape its National Security Policy by leveraging the APCSS network and the support of APCSS faculty.
  - A Fijian alumnus work in improving collaboration between the country's Customs, Immigration, Ports Authority and other stakeholders has led to the creation of a new Border Police Unit.

- A Nepalese alumnus, serving on Nepal’s National Security Council Secretariat, indicated that his APCSS experienced helped him draft the National Security Policy of Nepal.
- A Philippine alumnus conducted a Southeast Asia Regional Security Forum that gathered security officials from seventeen countries, namely the ten ASEAN member-countries, China, Japan, South Korea, India, Australia, New Zealand and the United States, to openly exchange insights on regional security issues and enhance confidence-building among ASEAN-member countries and regional players.
- A Tanzanian alumnus, as part of a UN mission, assisted in the development of Darfur’s security sector introducing a community police program to improve civilian and police cooperation efforts.
- Indonesian alumni are fostering improved senior executive professional development through an initiative to establish a National Defense University in Indonesia.

### *C. Program Highlights*

In FY10, APCSS continued to offer its successful programs such as:

#### *Core Programs*

- **Advanced Security Cooperation Executive Course**, the flagship six-week program focused on building relationships among mid-career security practitioners graduated 169 fellows. This course emphasized the benefits of collaborative action to set conditions for regional security and sustainable development.
- **Transnational Security Cooperation Senior Executive Course** showed the impact of change in the region and the subsequent need for evolution in military roles and capabilities. The game-intensive course, enhanced by tailored security issue updates, graduated 48 senior regional influencers/leaders from 25 countries.
- **Comprehensive Security Responses to Terrorism Course** enhanced operational and strategic skills counterterrorism practitioners need to understand and combat terrorism and transnational threats. The three-and-a-half week program addressed the full range of transnational security threats, including transnational crime, narcotics, terrorist financing, money laundering, corruption, and insurgency and graduated 82 fellows from 37 countries.



- **Comprehensive Crisis Management Course**, a four-week intensive, activity-based program devoted to prevention, preparation, and response to national and regional crises, graduated 78 fellows from 42 countries. It addressed definitions and types of stability operations, coalition-building and operations, interagency coordination, interventions and occupations, post-conflict or post-complex emergency reconstruction steps, transition planning, and strategic communications.
- **Asia-Pacific Orientation Course** focused on U.S. policy and introduced 286 fellows from nine countries to the security culture, politics, protocols and challenges of key countries in the Asia-Pacific region.
- **Senior Executive Asia-Pacific Orientation Course** for thirteen U.S. GJag/General officers and civilian equivalents provided regional perspectives, country-specific issues, regional cooperation on challenges, and analysis of historical and emerging issues.

### *Conferences & Workshops*

The APCSS Regional Workshop Program continued to expand and enrich the resident program, addressing regional security challenges identified by U.S. and international leaders. These timely, tailored, low-cost, high-payoff programs support OSD and USPACOM priorities, including security sector development, enhancing partner capacity, and fostering international security cooperation. Following the APCSS learning model, outreach events culminated in the presentation of a strategic assessment and courses of action to senior leaders. APCSS provided the background and appropriate models for consideration, facilitates analysis, and channels efforts toward developing recommendations for the way ahead.

- **Security Sector Development: National Priorities and Regional Approaches**, two five-day, annually recurring, multinational workshops brought together interagency cohort teams from eight nations in order to develop and present their recommended national action plans for significant security sector reforms. These team recommendations have led to ministerial-level commitments and plans to reform respective security sectors.

- GCMC-APCSS Senior Alumni Seminar: Stability Operations and CHDS-APCSS Reconstruction and Pacific Rim II: Managing the Global Commons, two multi-lateral collaborative events co-sponsored by GCMC and CHDS respectively, linked Asia-Pacific security practitioners with those from Europe/Eurasia and North/South America to collaborate on critical regional security issues with global implications.



*PACRIM II conference participants on the steps of Encina Hall at Stanford University in Palo Alto, C.A.*

- National Security and Civil-Military Relations Workshop in Bangladesh brought together a core group of specially selected representatives from the Government of Bangladesh, the Bangladesh Security Forces, and Bangladesh civil society to move forward a series of recommendations establishing an intelligence mechanism as well as legislative and policy solutions for strengthening good governance through rule of law, party reform, civil administration changes, and greater parliamentary oversight.
- Maldives counter-**terrorism “mini-course”** addressed specific topical issues and reinforced connections among alumni while catalyzing networks for more effective collaboration. This course involved counter-terrorism professionals from seven South Asian countries, who shared experiences in addressing terrorism threats and in multinational collaboration. APCSS alumni in Maldives, led by the Chief of Defense, also an APCSS alumnus, served as the co-host for this workshop, ensuring success by providing administrative and logistical support, distinguished guest speakers and team-building events that promoted open and free-flowing dialogue among all participants.
- U.S.-Japan-Republic of Korea Tri-Lateral Collaboration Workshop, requested by the Assistant Secretary of Defense, Asian and Pacific Security Affairs, enabled the next Track I Defense Tri-Lateral Talks to move forward and has facilitated negotiations between the Republic of Korea and Japan on a Military Information Comprehensive Protection Agreement on sharing military strategy and related information in order to prepare for North Korean contingencies.

- Maritime Security in the Pacific Island Region Workshop provided a unique venue for focused discussion among key senior-level officials from Pacific Island nations and regional organizations with responsibilities in this arena, while concretely demonstrating U.S. Government commitment to work with the region to address shared challenges. The workshop proved to be an exceptionally productive event, enhancing national capacities and building confidence, relationships, and networks to expand and sustain collaborative approaches to addressing maritime security in the region.
- APCSS-China Association for International Friendly Contact (CAIFC) Workshop: Regional Security Discussions, a bilateral workshop with approximately 30 Chinese academics addressing security challenges of mutual concern to the United States and China, served as a confidence-building measure and the first in a series of Track II events between APCSS and various Chinese academic institutions. The workshop demonstrated APCSS' value in consistent engagement with the People's Republic of China during a period of minimal military-to-military contact.

*D. Budget*

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

Table 1  
Asia-Pacific Center for Security Studies Operating Costs

FY10 Obligations as of 30 September 2010 (amount in thousands)
18,542

Table 2  
Asia-Pacific Center for Security Studies Funding Sources

Source	Amount (in thousands)
U.S. Government	
O&M, General	17,577
O&M, CTFP	827
O&M, Warsaw Initiative Fund (WIF)	0
O&M, Reimbursable (COCOM, etc)	138
<b>Total</b>	<b>18,542</b>

*E. International Participation in the APCSS Programs*

Table 3

FY10 Costs for International Participation in Resident and Non-Resident Programs

PARTICIPATION IN APCSS PROGRAMS (costs in thousands)						
COUNTRY	Resident Programs Participants	Participant Days	Cost to US	Non-Resident Programs Participants	Participant Days	Cost to US
Afghanistan	4	120	38.4	1	7	5.5
Australia *	31	327	21.9	0	0	0
Bahamas *	2	67	19.9	0	0	0
Bangladesh	16	415	141	55	379	77.9
Belgium *	1	5	0	0	0	0
Bhutan	3	141	38.2	5	25	25.3
Brazil	1	33	0	0	0	0
Brunei *	4	134	0	0	0	0
Cambodia	7	271	77.6	0	0	0
Cameroon	1	33	10.3	0	0	0
Canada *	5	79	11.5	1	7	5.5
Chad	1	55	14.2	0	0	0
Chile	6	263	72.3	0	0	0
China	15	474	147.9	36	252	5.5
Colombia	3	120	33.7	0	0	0
Comoros	3	122	34.1	0	0	0
Cook Islands	1	55	14.2	0	0	0
Egypt	3	120	33.7	0	0	0
Fiji	20	627	195.4	0	0	0
France *	3	19	10.8	0	0	0
Germany *	1	5	0	0	0	0
Ghana	1	7	0	0	0	0
Hong Kong*	3	74	16.1	0	0	0
India	16	561	168.9	3	15	15.2
Indonesia	25	728	225.9	1	7	5.5
Japan *	20	243	44.4	1	7	5.5
Kazakhstan	3	140	37.2	0	0	0
Kiribati	4	149	43	0	0	0
Laos	12	477	135.4	0	0	0
Lebanon	1	34	9.6	0	0	0
Malaysia	13	503	139.9	1	7	5.5
Maldives	21	436	164.2	17	85	5.1
Marshall Islands	3	67	24.2	0	0	0
Mauritius	1	55	14.2	0	0	0

PARTICIPATION IN APCSS PROGRAMS (continued)						
COUNTRY	Resident Programs Participants	Participant Days	Cost to US	Non-Resident Programs Participants	Participant Days	Cost to US
Micronesia	8	304	87	0	0	0
Mongolia	19	548	175.2	1	5	5.1
Nauru	2	108	28	0	0	0
Nepal	22	735	210.6	5	27	25.7
New Zealand *	7	169	16.7	1	7	5.5
Nigeria	1	34	9.6	0	0	0
Niue	1	7	5.4	0	0	0
Oman*	0	0	0	1	5	5.1
Pakistan	15	619	173.7	6	32	30.7
Palau	2	41	15.1	0	0	0
Papua New Guinea	11	346	106.6	0	0	0
Philippines	25	779	242.5	1	7	5.5
Poland	1	33	0	0	0	0
Republic of Korea	26	478	52.2	0	0	0
Russia *	1	5	5.3	0	0	0
Samoa	3	47	21.1	0	0	0
Singapore *	6	130	5	1	5	5.1
Solomon Islands	4	122	38.8	0	0	0
South Africa	3	74	25.8	0	0	0
Sri Lanka	14	305	110	8	40	40.4
Switzerland *	1	7	5.2	0	0	0
Taiwan *	11	211	5	0	0	0
Tanzania	9	405	110	0	0	0
Thailand	17	680	192.8	1	7	5.5
Timor-Leste	8	82	49.7	0	0	0
Tonga	6	209	62.3	0	0	0
Turkey	3	100	30.2	0	0	0
Tuvalu	2	41	15.1	0	0	0
United Kingdom *	2	14	5	0	0	0
Uruguay	3	96	29.7	0	0	0
Vanuatu	2	60	19.2	0	0	0
Vietnam	9	307	92	0	0	0
<b>Total</b>	<b>498</b>	<b>14,055</b>	<b>3,882.9</b>	<b>146</b>	<b>926</b>	<b>285.1</b>

\* 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 4  
FY10 Gifts and Contributions Received under 10 USC 2611 Authority

Source	Description	Value (\$ in thousands)
Foundation for the Asia-Pacific Center for Security Studies	Alumni Relations Support (receptions/meals), Conference/Outreach Support (receptions/meals), College Course Support (receptions)	27.3
Bangladesh Enterprise Institute and Bangladesh Institute of International and Strategic Studies	Outreach Workshop program support (coordination, secretariat and security labor, photographic and admin support, honoraria, meals)	12
Freeman Spogli Institute of Stanford University	Outreach Workshop program support (meeting facilities, secretariat labor, office equipment, speakers, reception/meals)	8
Maldives National Defense Force	Outreach Workshop program support (coordination, secretariat, and security labor, transport, event/meals)	20
China Association of International Friendly Contact	Outreach Workshop program support (coordination and secretariat labor, interpretation, ground transport, honoraria, meals)	11
<b>Total:</b>		<b>78.3</b>

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

Table 5  
FY10 Waived NGO/IO Personnel Reimbursement of Participation Costs

NGO/IO	NGO/IO Country Of Origin	Participants	Participant Days	\$ Obligated (in thousands)
Cross Cultural Foundation	Thailand	1	53	13,794
<b>TOTAL</b>		<b>1</b>	<b>53</b>	<b>13,794</b>



## CENTER FOR HEMISPHERIC DEFENSE STUDIES

Established in 1997, the Center for Hemispheric Defense Studies (CHDS) is a premier regional forum for promoting partner nation capacity-building and the development of effective security policy within the Western Hemisphere through strategic-level defense and security education, research assistance and dialogue. 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 in the region.

CHDS has established a solid foundation of trust as a neutral forum of defense study and research. Through a diverse program of courses, seminars, conferences, and workshops, CHDS continues to develop a broad network of regional leaders and decision-makers involved in 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 helps shape more favorable conditions for U.S. bilateral and regional relationships. When graduates of CHDS foundational and sustainment programs rise to positions of greater responsibility, these relationships are further enhanced. Capacity building is the key outcome of CHDS' programs, and the relationships that are developed are a force multiplier.

### *A. Status and Objectives*

In support of national and defense security cooperation goals, OUSD(P), U.S. Southern Command (USSOUTHCOM) and U.S. Northern Command (USNORTHCOM) theater objectives, the National Defense University, and the Inter-American Defense



*VADM Moira Flanders (left), Director, Inter-American Defense College, and Dr. Richard Downie, CHDS Director (right), listen to presentation by General Gustavo Matamoros, Deputy Commander of the Colombian Armed Forces, on Colombia's process of reinforcing governability.*



College, CHDS has adopted a three-tiered approach to its mission, so as to maintain contact and engagement with its graduates. CHDS offers foundational, sustainment, and strategic interaction activities, tailored to the needs of regional governmental civilian, military, and police leaders, as well as regional nongovernmental 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 (e.g., courses, seminars, conferences, and workshops) are designed to build upon foundational activities and maintain and enhance individual and institutional contact, including 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; Ministerial Workshops focused on specific themes; and Legislative Leader Seminars for civilian leaders of national defense parliamentary commissions.

### *B. Program Accomplishments*

CHDS expanded its course offerings in FY10 resulting in a significant increase in participation – from 946 foreign participants representing 36 countries in FY09 to 2,575 foreign participants representing 49 countries in FY10. The average length of the active relationship between CHDS and the returning students in these advanced courses is four-and-a-half years, attesting to the value graduates place in their continued and extended relationship with CHDS.

Demand for these sustainment courses was high: three to four candidates competed for every slot.



*Professors Dr. Michael Gold-Biss (left) and Dr. Hilton McDavid (right) at an Advanced Policymaking Seminar.*

### *Core Programs*

CHDS' primary foundational course, the Strategy and Defense Policy course, was offered for the 36<sup>th</sup> and 37<sup>th</sup> times for 81 participants. A tailored version of the course, "Caribbean Defense and Security Course," was held in April for 36 people, primarily from the Caribbean and conducted concurrently with the advanced course "Statecraft, Peacekeeping and Nation Building." Two fellows from outside the region participated, enhancing the experience for all.

Each course, at the foundational and advanced levels, is tied to the CHDS objective of Building Partner Capacity and enhancing Defense Support to Civil Authorities.

### *Research*

The faculty continues to author relevant and timely articles, producing twenty-two articles that appeared in eight publications throughout the region. Augmenting these efforts are faculty exchange visits wherein faculty visit academic and government locations to teach, make presentations and facilitate discussions about defense and security-related topics.

### *Outreach & Alumni*

CHDS also expanded outreach and alumni efforts in FY10 including televised video conferences, on-site seminars led by faculty members, focused new alumni association activities, and academic publications including the well-regarded *Security and Defense Studies Review*. Other enhanced outreach publications in FY10 included an Alumni Newsletter, post-event Occasional Papers, and Regional Insights, which was established to use CHDS' unique access to regional policy and opinion-makers to produce timely analysis of events and issues throughout the region.

### *C. Program Highlights*

New in FY10, CHDS presented:

- Advanced Civil-Political-Military Relations and Democratic Leadership; Governance, Governability, and Security in the Americas: Responses to Illicit Trafficking; and Strategy and International Security, were three new fourteen-week graduate-level courses accredited by the National Defense University with 52 participants from twenty countries.
- Executive Defense Management Seminar for serving vice-ministers of defense included speakers such as former presidents Gustavo Noboa of Ecuador and

Alejandro Toledo of Peru. The program, limited to 28 leaders, is tailored for top-level defense-sector executives and provides a forum for the exchange of experiences among practitioners from different countries in the hemisphere.

In FY10, CHDS also conducted successful annual activities such as:

### *Core Programs*

- National Security Planning Workshop (NSPW) is a meeting of senior national civilian leaders, military commanders, and national police chiefs designed to yield a draft or outline of a national security and defense strategy development process. In FY10, CHDS conducted NSPWs:
  - At the request of the newly-elected President of El Salvador, Mauricio Funes, for his cabinet.
  - At the specific request of the Director of the Guatemalan National Security Council, a second follow-on National Security Seminar after providing a NSPW and first follow-on seminar in prior years. The seminar was aimed at designing a National Defense Policy, to include the respective Military Policy, and the publication of the second Guatemalan White Paper (Libro Blanco).
  - For Honduran President Porfirio Lobo Sosa and his cabinet at the request of the U.S. Ambassador to Honduras.
- Perspectives on Homeland Security and Defense was offered for a second time as a foundational-level resident program in March 2010 with 41 participants, featuring one week at USNORTHCOM headquarters. CHDS developed this program at the request of the Assistant Secretary of Defense, Homeland Defense & Americas' Security Affairs and in direct support of USNORTHCOM's Combatant Commander. With USNORTHCOM's continued endorsement, this course is now an annual foundational offering.

### *Conferences & Workshops*

- **The Strategic Implications of China's Emerging Relationship with Latin America**, co-hosted with the Brookings Institute, presented debates and discussions between high-level panelists, including the Chinese Ambassador to the United States, to over 200 international attendees.

- Arms Race in Latin America, co-hosted with the Brookings Institute, presented a panel of leading defense and Latin American policy experts. Panelists discussed discernible national and regional trends; the main factors behind these trends; the political and security implications for the South American countries; and the implications for U.S. foreign and defense policies toward the region. Over 120 people attended this conference.
- Illicit Trafficking in the Americas, in collaboration with the White House Office of National Drug Control Program (ONDCP). The invitation-only event brought together U.S. Government and Congressional leaders, as well as academic subject-matter experts from the United States and elsewhere, to present ideas and concepts that could serve as key elements of a hemispheric strategy to counter narcotics and illicit trafficking activities, including trafficking in humans and weapons, plus black market for goods and services. ONDCP Director, Gil Kerlikowske, requested CHDS organize a similar event in FY11.
- Non-Traditional Challenges in a Complex Political Environment: Causes and Effects, Answers and Innovations for Cooperation in Mesoamerica, CHDS' annual Sub-Regional Conference (SRC) in El Salvador in July, was co-hosted by the Ministry of National Defense and opened with Minister of National Defense General David Munguía talking about crime and gangs in the region. With over 150 people from seventeen countries attending, the conference addressed topics related to current challenges in the Mesoamerican region (Central America, Colombia, the Dominican Republic, and Mexico), primarily violence and drug trafficking. In conjunction with the SRC almost 100 Salvadoran alumni assembled one evening to hear a presentation on cyber-security.
- Haiti Reconstruction Conference, co-hosted with the Organization of American States' Inter-American Defense College at the National Defense University, brought together over 200 participants to address the topics of metrics of success, accountability and cooperation between government, nongovernment and military organizations, performance of all actors, and immediate response versus long-term projects.
- NationLabs, computer-assisted strategy and policy development program focusing on interagency cooperation, were presented to over 200 participants. Six NationLabs took place – one in conjunction with the Haiti Reconstruction conference mentioned above. The other five programs took place at superior

studies institutes (war colleges) in the Dominican Republic, Peru, Uruguay, Mexico, and El Salvador.

### *Research*

In February 2010, the OSD and the Combatant Commands (COCOMs), making use of CHDS' diverse and well-connected academic experts, modified CHDS fiscal guidance to include enhanced research and publication programs and provided key research themes currently in development such as: "Iran and the Americas," "Ethnic Politics, Defense and Security in Latin America," "Small Countries' Strategy and the Collaboration in the International Security Environment," "Governance, Democracy, and Security in a Globalized World," "Political-Military Relations and Defense Transformation for the 21<sup>st</sup> Century," and "Trends in Hemispheric Security Regimes."

### *Outreach & Alumni*

The network created by CHDS alumni and outreach program participants enhances access to senior leaders and opinion makers. The relationships developed are a forced multiplier and a key outcome of CHDS' programming.

#### Highlighted Outcomes:

- Visiting Scholar, Chilean Minister of Defense, at the time Former Chilean Minister of Defense, Jaime Ravinet, spent several weeks at CHDS attending advanced courses. He requested to host the FY11 CHDS Sub-Regional Conference in Santiago, Chile.
- Two-time CHDS Argentine Fellow (2007, 2008) received a Fulbright Scholarship Award and completed her Fulbright research project as a research assistant at CHDS in 2010.
- The Peruvian Alumni Association hosted its first conference in August 2010 where alumni developed a regional seminar program to brief municipal governments around the country on defense and security matters. Two CHDS faculty members attended the conference at the invitation of the association and made a presentation on the U.S. national security development process.
- The Caribbean Alumni Association was formed in September 2010 for all the English-speaking nations and led by a CHDS alum, who is the head of the Regional Security Service headquartered in Barbados.

- Alumni from over a dozen countries attended the launching of a book, the chapters of which were primarily authored by CHDS alumni, entitled, “Military Justice in Latin America.” The event was co-sponsored by the Security and Defense Network of Latin America.
- The El Salvador Alumni Association has begun a series of seminars and video teleconferences to which non-association members are invited, including civil police, plus nongovernment and government security and defense professionals.
- The alumni associations in Argentina and Chile collaborated on a 200-page book honoring the 200<sup>th</sup> anniversary of their respective countries’ independence. The book, with articles authored by CHDS graduates from both countries, is entitled “Security and Defense during the Bicentennial: Views from Argentina and Chile.”

*D. Budget*

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

Table 1  
Center for Hemispheric Defense Studies Operating Costs

FY 10 Obligation as of 30 September 2010 (amount in the thousands)
12,463

Table 2  
Center for Hemispheric Defense Studies Funding Sources

Source	Amount (in the thousands)
U.S. Government	
O&M, General	12,163
O&M, CTFP	300
Non-U.S. Government	0
Sub-total	12,463
<b>Total</b>	<b>12,463</b>

*E. International Participation in CHDS Programs*

Table 3

FY10 Costs for International Participation in Resident and Non-Resident Programs

PARTICIPATION IN CHDS PROGRAMS (costs in thousands)						
COUNTRY	Resident Programs Participants	Participant Days	Cost to US	Non-Resident Programs Participants	Participant Days	Cost to US
Antigua & Barbuda	5	71	34.5	0	0	0
Argentina*	37	552	260.5	178	217	25.5
Bahamas	5	31	19.5	0	0	0
Barbados	7	36	28.3	0	0	0
Belize*	4	69	33.9	6	12	3.3
Bolivia*	21	173	75.7	0	0	0
Brazil*	54	523	215	4	12	10
Canada*	7	14	4.8	0	0	0
Chile*	36	425	194.9	8	26	22
China*	7	7	3.8	0	0	0
Colombia*	65	770	295.8	542	781	44.1
Costa Rica*	8	64	26.6	5	20	6.5
Czech Republic*	1	1	0.1	0	0	0
Dominica*	2	5	4.5	0	0	0
Dominican Republic*	25	202	93.6	131	653	6.8
Ecuador*	30	283	120.7	5	9	11
Egypt	1	1	0.1	0	0	0
El Salvador*	25	348	154.3	130	526	86
France	7	7	0	0	0	0
Germany	11	11	0	0	0	0
Grenada	1	22	10	0	0	0
Guatemala*	30	313	120.2	79	244	20.8
Guyana	8	78	36.3	0	0	0
Haiti*	4	10	0	0	0	0
Honduras*	4	71	30	41	90	39.5
India	1	1	0.1	0	0	0
Jamaica	14	229	109.5	0	0	0
Jordan	1	22	11	0	0	0
Mexico*	41	506	213	109	520	15.7
Morocco	2	23	11.1	0	0	0
Netherlands	2	2	0	0	0	0
Nicaragua*	12	112	48.4	3	9	2.5
Nigeria	1	1	0.1	0	0	0
Panama*	8	69	35.2	3	11	7.5
Paraguay*	20	264	117.7	2	2	2
Peru*	64	598	209.7	155	768	17.2

PARTICIPATION IN CHDS PROGRAMS (continued)						
COUNTRY	Resident Programs Participants	Participant Days	Cost to US	Non-Resident Programs Participants	Participant Days	Cost to US
Portugal	1	1	0.1	0	0	0
Republic of Korea	1	1	0.1	0	0	0
Romania	1	22	11	0	0	0
Russia	1	5	0.3	0	0	0
Spain	6	50	14.6	1	4	4
St. Kitts and Nevis	3	66	30	0	0	0
St. Lucia	2	44	20	0	0	0
Suriname	2	44	20	0	0	0
Sweden	1	1	0	0	0	0
Taiwan	2	5	0	1	5	0
Trinidad and Tobago	8	142	60.2	0	0	0
Uruguay*	30	305	117.3	84	84	12.3
Venezuela	14	177	84.2	2	8	3
<b>Total</b>	<b>643</b>	<b>6,777</b>	<b>2876.7</b>	<b>1489</b>	<b>4001</b>	<b>339.7</b>

\* Countries identified by an asterisk have one or more program participants whose costs were reduced or eliminated because all or some of the participation costs for their representatives were paid directly (self-funded), or by other means, reducing the net cost to the United States. CHDS 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 CHDS*

Table 4  
 FY 10 Gifts and Contributions Received under 10 USC 2611 Authority

Source	Description	Value (amount in thousands)
Florida International University	Travel, transportation, per diem	0.80
Midwest Assoc. of Latin American Studies	Travel, transportation, per diem	0.73
Institute of Supply-side Management	Travel, transportation, per diem	1.00
University of Mexico at Nuevo Leon	Travel, transportation, per diem	1.40
Conference on South American Security Outreach and Decision-Making	Travel, transportation, per diem	2.50
University of Miami	Travel, transportation, per diem	0.73
St John's College of NY	Travel, transportation, per diem	0.40
Escola de Administracao Publica da Fundacao Getulio Vargas	Travel, transportation, per diem	1.80
University of Miami	Travel, transportation, per diem	0.53
<b>Total</b>		<b>9.89</b>



## GEORGE C. MARSHALL EUROPEAN CENTER FOR SECURITY STUDIES

The George C. Marshall European Center for Security Studies (GCMC), located in Garmisch-Partenkirchen, Germany, is a unique German-American institution that focuses on the most important security issues confronting Europe, Eurasia, and North America. Guided by the legacy and ideals of the Marshall Plan, GCMC continues to promote Euro-Atlantic values through security education initiatives. A fundamental theme throughout GCMC programs is that most 21st century security challenges require international, interagency, and interdisciplinary responses and cooperation.

GCMC supports OUSD(P), U.S. European Command (USEUCOM), and U.S. Central Command (USCENTCOM) priorities in the region in order to build partner capacity. Supported bilaterally by the governments of the United States and Germany, GCMC boasts an international faculty and staff with representatives from nine partner nations.

### *A. Status and Objectives*

GCMC promotes dialogue and understanding through its mission of creating a more stable security environment by advancing democratic institutions and relationships, especially in the field of defense; promoting active, peaceful security cooperation; and enhancing enduring partnerships among the nations of Europe, Eurasia, North America, and beyond.

GCMC receives guidance from OUSD(P), USEUCOM, USCENTCOM, and the German Ministry of Defense. In accordance with the USD(P)'s Guidance, GCMC's efforts are focused on three critical issues:

- countering ideological support for terrorism;



*GCMC German Deputy Director Maj. Gen. (ret.) Hermann Wachter listens to Dr. Werner Hoyer, Minister of State at the German Federal Foreign Office, during the Center's Ministry of Foreign Affairs conference, Berlin, April, 2010.*

- harmonizing views on common security challenges; and
- building capacity of partners' national security institutions consistent with the norms of civil-military relations.

GCMC accomplishes its mission by transforming thinking on national and transnational security issues; teaching participants the benefit of cooperative approaches to security challenges; communicating with key members of national, regional, and international security communities through conferences, tutorials, and Regional Education Teams; providing a forum for collaboration and interaction among connected communities of interest; and supporting an extensive network of alumni associations. In FY10, the mix of participants included 47 percent from the ministries of defense, 35 percent from the ministries of interior security, eight percent from the ministries of foreign affairs, and four percent from other organizations including nongovernmental organizations and academia. GCMC resident and outreach programs are conducted primarily in English, Russian, and German.

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

Outreach events are tailored to achieve a stakeholder outcome. While the topics addressed by outreach events vary according to the current challenges and stakeholder requirements, the focus of the events remains on security sector reform and capacity building. These events assist institutions or nations in applying knowledge and resources to develop their capability in a given area, such as democratic oversight of defense. They also support international discussions that seek cooperative efforts that enhance security and stability.

In addition to stakeholder-driven events, the GCMC alumni office supports, maintains, and enhances the extended network of over 8,000 GCMC alumni through a comprehensive program that includes in-country events, access to over 30 research databases, and special opportunities for selected graduates.

### *B. Program Accomplishments*

GCMC focuses on three core functions: the resident course program, the outreach program, and the language training center. In FY10, GCMC offered a total of ten resident programs, 50 language courses, and 164 partnership outreach events to military, civilian, and interagency officials from 112 countries throughout the world. In FY10,

there were 978 graduates of GCMC resident programs and 183 graduates from Partnership Language Training Center Europe's (PLTCE) language programs. Additionally, GCMC conducted 164 outreach activities in 35 different countries.

The GCMC's PLTCE conducted multiple language training courses ranging from one week to ten weeks for practicing government civilian and military linguists. These courses included introductory languages for partner nations, as well as U.S. Special Operations Forces. In direct support to the International Security Assistance Force (ISAF), PLTCE offered Mission Related English training to NATO Operational Mentor and Liaison Teams (OMLT) to enhance communication interoperability when embedded with the Afghan National Army. The courses covered review and practice of time sensitive radio communications including: fire support - call for fire, fixed wing close air support, rotary wing close combat attack, medical evacuation procedures, and unexploded ordnance/improvised explosive device report procedures.

By improving partner nations' English language capability, partner nations have increased their capacity to work alongside NATO partners for a wider range of NATO missions and multinational cooperation. PLTCE builds this capacity through on-going faculty exchange programs to "train the trainer." In FY10, Kazakhstan and Uzbekistan sent instructors to GCMC to attend these programs. PLTCE also supports the Defense Threat Reduction Agency mission by offering treaty verification courses in Russian including "Conventional Forces Europe," "Open Skies," and "Consecutive Interpretation Techniques."

### *Conferences & Workshops*

GCMC alumni continue to apply the knowledge and skills gained at the GCMC when they return to their home countries or as they engage in activities throughout the world. A few selected capacity-building outcomes include:

- Recognizing the value of GCMC, Georgian officials requested GCMC facilitate several workshops in FY10 geared towards assisting the Georgian government in its development of a national security review. The workshops are part of a long-term NATO-sponsored program to guide the Government of Georgia through a national security review process. The current project will bring the Government of Georgia's national security review in line with NATO expectations by 2012. Thus far, the Georgian government and NATO observers at the events have expressed a high level of satisfaction with the progress and quality of the workshops.

- At the request of the U.S. Defense Attaché in Georgia, GCMC conducted a Stability Operations seminar in Tbilisi with 35 security professionals from Georgia's Defense and Foreign Affairs Ministries. The purpose of this seminar was to assist military and civilian leaders in the Government of Georgia as they prepared to deploy to Afghanistan. The seminar provided an overall political picture for Afghanistan, identified key political figures in the south, explained provincial governments and how they tie into the central government, and explained counter-insurgency operations in the area where the participants were set to deploy. As a result of the seminar, Georgia improved its capability to plan, coordinate, and deploy forces in a stability operations environment in support of ISAF.
- To develop partner capacity, GCMC offers advanced mission-related English as part of the preparation for deployment to Afghanistan on OMLTs. In FY10, Bosnia-Herzegovina, Croatia, Czech Republic, Germany, Greece, Hungary, Poland, Slovenia, and Slovakia each sent teams to PLTCE. Reports from trainers at the Joint Multinational Readiness Center, Hohenfels, noted increased confidence and proficiency after participants attended this course.
- PLTCE assisted Croatia and the Czech Republic in developing and establishing their own OMLT English Mission Readiness training workshop (train the trainer). These countries are providing OMLT soldiers who are working in direct support of the Afghan National Army.

### *Outreach & Alumni*

There are nearly 300 GCMC distinguished alumni currently serving in high-level positions such as prime ministers, ministers of defense, ministers of foreign affairs, chiefs of defense, ambassadors, and parliamentarians. These distinguished alumni are in key positions to make positive change in their countries, develop positive relationships with U.S. officials, and provide valuable insights and perspectives. Additionally, there are currently 25 GCMC alumni associations. Many of these associations actively promote security cooperation in their home countries by organizing lectures and conferences.

#### Highlighted Outcomes:

- A Program on Advanced Security Studies (PASS) alumnus from Lithuania has done extensive work on cyber-security for his government. He chaired a task force to develop the Lithuanian Ministry of Defense's cyber-security strategy, which was approved by the government and is currently in the process of

developing the strategy's implementation plan. As a distinguished graduate he recently served as a subject matter expert at the Distinguished Alumni Cyber-Security Conference and gave credit to GCMC for his ideas, insights, and activities.

- A Montenegrin alumnus of the Security, Stability, Transition and Reconstruction (SSTaR) program is the commander of a 30-man provincial reconstruction team (PRT) team in Afghanistan. This mission is described by officials as the largest peacekeeping mission for Montenegro. Additionally, Lithuania, Germany, Czech Republic, Norway, Sweden, and Romania regularly send officers to the SSTaR course in preparation for assignments as PRT Commanders in ISAF. In recent alumni surveys, 100 percent of SSTaR graduates reported that their GCMC experience helped prepare them for understanding the strategic and international issues affecting such operations.

Finally, the *PTSS Daily*, a compilation of counter terrorism-related articles that is sent to over 1,500 subscribers is now in its sixth year of publication. The number of subscribers has grown steadily each year to include a large number of recipients who are not GCMC graduates. Program on Terrorism Security Studies (PTSS) alumni frequently report that the *PTSS Daily* is their primary source for counter terrorism news and that they share the publication with their supervisors and colleagues.

### *C. Program Highlights*

In FY10, GCMC initiated new activities in publishing:

#### *Publications*

- *per Concordiam*, a quarterly journal covering European and Eurasian security and defense issues, is published in English, German, and Russian and sent to over 7,000 alumni as well as U.S. and German stakeholders. The themes and topics for FY10 included energy security, regional conflicts, and combating terrorism. In addition to contributions from GCMC alumni, *per Concordiam* receives articles and contributions from scholars, policy-makers, and practitioners. The Allied Command Operations, USEUCOM Commander and many other senior level officials (both U.S. and partner nations) have expressed praise for the publication as an excellent vehicle for strategic communication.
- *Toward A Grand Strategy Against Terrorism*, a counterterrorism textbook published by GCMC's PTSS leaders, is used for teaching in-resident courses, alumni and outreach events, and several universities.

In FY10, GCMC also continued to successfully present:

### *Core Programs*

- Program on Advanced Security Studies (PASS), a twelve-week course, is the primary resident program. The PASS is a survey course in security studies focusing on global security, armed conflict and terrorism, transnational challenges, international norms, international security cooperation, and national security governance. This course continues to be a successful vehicle for educating future leaders, shaping attitudes, presenting German and American approaches to security issues, and building networks of international professionals in support of GCMC core objectives. In FY10, 300 PASS graduates were added to the network.
- Program on Terrorism Security Studies (PTSS) addresses numerous aspects of a threat that confronts nations around the globe. This five-week course brings together military officers, government officials, and police administrators currently working in counterterrorism organizations throughout the world. In FY10, 146 PTSS graduates were added to the network.
- Senior Executive Seminar (SES) offers senior officials (general officers, ministers, ambassadors, and parliamentarians) a one-week, condensed and topical program. This year's topics were Countering Narcotics Trafficking: Challenges and Opportunities, and Deepening Cooperation on Counter-Terrorism. These two seminars were attended by 200 current leaders and decision-makers from 85 countries.
- Security, Stability, Transition and Reconstruction (SSTaR) and the Seminar on Transatlantic Civil Security (STACS), now in their third year, stress interagency and multinational approaches and continue to be in high demand. As of October 2010, SSTaR has created a community of 259 stability operations professionals from 38 nations who will make informed decisions on how their



*General James Mattis, Commander, U.S. Joint Forces Command, shakes hands with participants of the Center's Program in Advanced Security Studies (PASS) after giving them a presentation during a visit in May, 2010.*

country can contribute to multinational SSTaR operations. Similarly, the STACS course has created a community of 168 professionals from over 30 nations who are involved in disaster and consequence management.

- International Fellows Program, introduced in 2007, allows the USEUCOM and USCENTCOM Commanders, as well as the German Defense Minister, to recognize promising individuals by offering them a “scholarship” to attend GCMC programs for six to nine months. Fellows typically attend two resident courses and complete a research paper on a subject approved by their ministry. Research is mentored by a GCMC faculty member. FY10 Fellows included USEUCOM participants from Slovenia and Georgia, and for the first time, USCENTCOM participants from Pakistan, Kyrgyzstan, and Kazakhstan.
- Partnership Language Training Center Europe (PLTCE) conducted multiple language training courses ranging from one week to ten weeks for 183 practicing government civilian and military linguists including English, German, French, Persian-Farsi, Russian, Serbo-Croatian, Swahili, Tamashek, Pashto, and Arabic (Sudanese, Iraqi, and Maghrebi) and Hausa. PLTCE also provided 83 participants from nine countries with mission related English training to NATO OMLT to enhance communication interoperability when embedded with the Afghan National Army. Most of these participants went on to serve in ISAF.

### *Conferences & Workshops*

- **Distinguished Alumni Conference on NATO’s New Strategic Concept** engaged GCMC alumni who held senior positions in their governments - prime ministers, deputy ministers, defense chiefs, ambassadors, members of parliament, and senior flag officers - and provided them an opportunity for them to engage ideas and views about the new strategic concept
- **Georgian National Security Concept Workshops** assisted Georgian defense and security officials in a national security review as part of that country's Individual Partnership Action Plan. At the request of the Government of Georgia, the U.S. Ambassador in Tbilisi asked GCMC to provide expertise to a Georgian interagency task force that was charged with developing a comprehensive national security review by 2012.
- **Central Asian Border Management/Security Conference** provided a venue for Central Asian republics and international partners (i.e. Organization for Security and Co-operation in Europe (OSCE), UN) to meet and address mutual security



issues relating to border security and border management. Participants from Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Afghanistan, and Mongolia discussed the threat posed by narcotics trafficking, limitations in information sharing, and cross-border communication difficulties.

- **Bulgarian Parliamentarian Tutorial**, a three-day tailored seminar in Garmisch, Germany, was conducted to assist new Bulgarian security sector leadership. The need for this seminar came about as a result of the July 2009 elections in Bulgaria, which brought about significant turnover in Parliament and the defense and foreign affairs committee structure. This seminar was lauded by participants and the U.S. embassy country team for providing an opportunity to discuss security policy between two distinct branches of government.
- **Counter Corruption Conference** had two major objectives: to foster interagency cooperation between U.S. governmental agencies and their Eastern European counterparts; and to increase awareness of counter corruption programs and best practices. The conference reinforced support for whole-of-government approaches to U.S. and European counter corruption initiatives.
- **European Command Energy Security Conference** was the third in a series of energy security conferences with the two previous events being sponsored by USCENTCOM and USSOUTHCOM. This conference was attended by 65 participants from Europe and Eurasia, as well as representatives from private industry. Participants enhanced their understanding of the roles and responsibilities of U.S., foreign, and private sector entities, the challenges of energy security, and the role of the military in maintaining energy security.
- **European Command International Legal Conference** supported further partner integration with the Euro-Atlantic institutions; shared lessons learned from coalition operations and prepared for future deployments; and facilitated formal and informal consultation and resolution on military and legal policy issues between U.S. and European Senior Defense Legal Advisors. Discussions devoted to NATO status of forces agreement, rules of engagement, and deployed lawyers in Afghanistan generated enormous interest. Thirty-five nations plus representatives from the European Union and NATO participated in this conference.

*D. Budget*

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

Table 1  
George C. Marshall European Center for Security Studies Operating Costs

FY10 Obligations as of 30 Sept 2010 (\$ in thousands)
39,693

Table 2  
George C. Marshall European Center for Security Studies Funding Sources

Source	Amount (in thousands)
U.S. Government	
O&M, General	30,558
O&M, CTFP	2,957
O&M, WIF	1,730
O&M, Reimbursable (COCOM, etc)	1,379
Sub-total	36,624
Non-U.S. Government	
Federal Republic of Germany	2,739
NATO	330
Sub-total	3,069
Total	39,693

*E. International Participation in GCMC Programs*

Table 3

FY10 Costs for International Participation in Resident and Non-Resident Programs

PARTICIPATION IN GCMC PROGRAMS (costs in thousands)						
COUNTRY	Resident Programs Participants*	Participant Days	Cost to US	Non-Resident Programs Participants**	Participant Days	Cost to US
Afghanistan <sup>1</sup>	26	1197	244	0	0	0
Albania <sup>1</sup>	16	928	149	13	36	47
Algeria	1	12	3	0	0	0
Argentina <sup>1</sup>	3	50	16	0	0	0
Armenia <sup>1,5</sup>	14	539	103	23	99	92
Australia <sup>2</sup>	4	91	3	0	0	0
Austria <sup>2</sup>	3	44	9	0	0	0
Azerbaijan <sup>1</sup>	21	906	176	113	133	141
Bahamas <sup>1</sup>	2	59	17	0	0	0
Bangladesh <sup>1</sup>	2	41	15	0	0	0
Belarus	4	123	22	1	5	3
Belize <sup>1</sup>	2	108	21	0	0	0
Benin <sup>1</sup>	3	153	36	0	0	0
Belgium	2	24	7	0	0	0
Bosnia & Herzegovina <sup>1</sup>	24	667	106	23	83	84
Botswana <sup>1</sup>	3	81	30	0	0	0
Brazil <sup>1</sup>	2	17	10	0	0	0
Bulgaria <sup>1</sup>	21	1011	164	60	53	73
Burundi <sup>1</sup>	3	182	34	0	0	0
Cambodia <sup>1</sup>	6	148	52	0	0	0
Cameroon <sup>1</sup>	4	44	19	0	0	0
Canada	6	121	29	0	0	0
Cape Verde <sup>1</sup>	1	8	5	0	0	0
Chile <sup>1</sup>	1	9	5	0	0	0
Colombia <sup>1</sup>	10	297	91	0	0	0
Congo <sup>1</sup>	2	117	25	0	0	0
Croatia <sup>1</sup>	13	664	108	17	49	45

PARTICIPATION IN GCMC PROGRAMS (continued)						
COUNTRY	Resident Programs Participants*	Participant Days	Cost to US	Non-Resident Programs Participants**	Participant Days	Cost to US
Czech Republic <sup>1</sup>	25	769	132	33	42	54
Denmark	3	57	0	0	0	0
Djibouti <sup>1</sup>	2	115	26	0	0	0
Egypt <sup>1</sup>	5	140	31	0	0	0
El Salvador <sup>1</sup>	1	9	4	0	0	0
Estonia <sup>1</sup>	16	655	136	4	18	20
Ethiopia <sup>1</sup>	6	186	64	0	0	0
France <sup>2</sup>	15	360	6	0	0	0
Gabon <sup>1</sup>	2	95	17	0	0	0
Gambia <sup>1</sup>	1	8	5	0	0	0
Georgia <sup>1</sup>	35	1724	275	143	215	309
Germany <sup>2,5</sup>	53	1527	78	0	0	0
Ghana <sup>1</sup>	6	161	40	0	0	0
Greece <sup>1</sup>	7	171	36	4	10	11
Guinea-Bissau <sup>1</sup>	1	8	6	0	0	0
Hungary <sup>1</sup>	17	457	67	9	31	26
India <sup>1</sup>	3	72	24	0	0	0
Indonesia <sup>1</sup>	5	110	37	0	0	0
Iraq <sup>1</sup>	6	68	3	0	0	0
Ireland <sup>2</sup>	5	146	0	0	0	0
Israel <sup>1</sup>	1	36	11	0	0	0
Italy	3	44	11	0	0	0
Jordan <sup>1</sup>	5	87	23	0	0	0
Kazakhstan <sup>1</sup>	20	1208	188	39	181	101
Kenya <sup>1</sup>	3	52	19	0	0	0
Kosovo <sup>1</sup>	32	1622	301	13	52	43
Kyrgyzstan <sup>1</sup>	16	1119	181	39	202	154
Latvia <sup>1</sup>	20	704	137	8	33	30
Lebanon <sup>1</sup>	9	329	78	0	0	0
Lesotho <sup>1</sup>	4	154	34	0	0	0

PARTICIPATION IN GCMC PROGRAMS (continued)						
COUNTRY	Resident Programs Participants*	Participant Days	Cost to US	Non-Resident Programs Participants**	Participant Days	Cost to US
Liberia <sup>1</sup>	3	146	32	0	0	0
Lithuania <sup>1</sup>	15	700	119	8	28	31
Macedonia <sup>1</sup>	18	779	145	58	112	145
Malaysia <sup>1</sup>	3	102	21	0	0	0
Maldives	3	68	24	0	0	0
Mali <sup>1</sup>	4	98	34	0	0	0
Malta	1	8	5	0	0	0
Mauritius <sup>1</sup>	1	87	13	0	0	0
Mexico <sup>1</sup>	7	184	62	0	0	0
Moldova <sup>1</sup>	17	822	147	31	93	111
Mongolia <sup>3</sup>	17	964	0	0	0	0
Montenegro <sup>1</sup>	13	615	115	18	73	51
Morocco <sup>1</sup>	2	115	24	0	0	0
Mozambique <sup>1</sup>	1	9	3	0	0	0
Nigeria <sup>1</sup>	11	209	126	0	0	0
Netherlands <sup>2</sup>	5	112	0	0	0	0
Norway <sup>5</sup>	1	85	12	0	0	0
Oman <sup>1</sup>	2	115	24	0	0	0
Pakistan <sup>1</sup>	13	448	189	0	0	0
Palestinian Authority <sup>1</sup>	5	113	36	0	0	0
Panama <sup>1</sup>	2	115	21	0	0	0
Paraguay <sup>1</sup>	1	87	14	0	0	0
Peru <sup>1</sup>	7	229	69	0	0	0
Philippines, Rep. of <sup>1</sup>	5	97	34	0	0	0
Poland <sup>1</sup>	38	1144	194	8	32	23
Portugal <sup>1</sup>	6	129	33	2	11	9
Romania <sup>1</sup>	33	1920	298	14	49	42
Russia <sup>2</sup>	2	38	0	0	0	0
Rwanda <sup>1</sup>	2	31	12	0	0	0
Sao Tome and Principe <sup>1</sup>	1	8	2	0	0	0
Saudi Arabia <sup>2</sup>	7	268	0	0	0	0

PARTICIPATION IN GCMC PROGRAMS (continued)						
COUNTRY	Resident Programs Participants*	Participant Days	Cost to US	Non-Resident Programs Participants**	Participant Days	Cost to US
Senegal <sup>1</sup>	7	172	55	0	0	0
Serbia <sup>1</sup>	33	1531	299	74	123	137
Seychelles <sup>1</sup>	1	36	11	0	0	0
Slovakia <sup>1,5</sup>	23	608	82	5	20	22
Slovenia <sup>1</sup>	10	259	49	9	26	32
South Africa <sup>1</sup>	5	206	40	0	0	0
Spain <sup>1,2,5</sup>	6	138	14	0	0	0
Sri Lanka <sup>1</sup>	3	45	15	0	0	0
Sudan <sup>1</sup>	2	117	25	0	0	0
Swaziland <sup>1</sup>	3	80	25	0	0	0
Tajikistan <sup>1</sup>	7	554	84	19	98	76
Tanzania <sup>1</sup>	2	96	18	0	0	0
Thailand <sup>1</sup>	2	45	15	0	0	0
Togo <sup>1</sup>	1	8	8	0	0	0
Turkey <sup>1</sup>	23	780	172	4	26	20
Turkmenistan <sup>1</sup>	5	300	50	4	12	22
Uganda <sup>1</sup>	5	175	45	0	0	0
Ukraine <sup>1</sup>	41	2310	376	94	126	147
United Kingdom <sup>1</sup>	8	190	3	0	0	0
Uruguay <sup>1</sup>	4	111	39	0	0	0
Uzbekistan <sup>1</sup>	13	468	103	26	72	81
Vietnam <sup>1</sup>	1	9	5	0	0	0
Zambia <sup>1</sup>	1	9	4	0	0	0
<b>TOTAL</b>	<b>978</b>	<b>37,926</b>	<b>6814</b>	<b>916</b>	<b>2,143</b>	<b>2,182</b>

\* Figures in this Resident Table include 183 from PLTCE and 796 from core resident programs and all funding sources (O&M, CTFP and self-payers).

For Resident Programs:

<sup>1</sup> Some or all funded by Combating Terrorism Fellowship (CTFP) funds

<sup>2</sup> Self-Payers; <sup>3</sup> German Ministry of Defense funded; <sup>4</sup> PLTCE Advanced Language Testing Seminar

<sup>5</sup> NGO (See Table G); <sup>6</sup> U.S. participants funded by their unit of origin

\*\* Non-Resident Programs: In addition to the 916 participants noted above, GCMC outreach program touched an additional 1400 participants in events such as Alumni outreach events and GCMC professors speaking at professional engagements as Subject Matter Experts.

*F. Gifts and Donations to GCMC*

Table 4  
FY10 Gifts and Contributions Received under 10 USC 2611 Authority

From	Description	Value (\$ in thousands)
Austria	Lecture and Seminar Services	125
Croatia	Lecture and Seminar Services	95
France	Lecture and Seminar Services	125
Italy	Lecture and Seminar Services	125
Switzerland	Lecture and Seminar Services	125
<b>Total</b>		<b>595</b>

*G. Attendance of Nongovernmental and International Organization Personnel at GCMC Activities (per Section.941 of Public Law 110-417)*

Table 6  
FY10 Waived NGO/IO Personnel Reimbursement of Participation Costs

NGO/IO	NGO/IO Country of Origin	Participants	Participant Days	\$ Obligated (in thousands)
Technisches Hilfswerk	Germany	1	23	6
The International Emergency Management Society (TIEMS)	USA	1	23	6
Center for Strategic Analysis (SPECTRUM)	Armenia	1	85	11
The Organization for Security and Co-operation in Europe (OSCE)	Norway	1	85	11
European Union (EU)	Spain	1	85	11
Slovak Atlantic Commission	Slovakia	1	85	11
<b>TOTAL</b>		<b>6</b>	<b>386</b>	<b>\$56.00</b>



## NEAR EAST SOUTH ASIA CENTER FOR STRATEGIC STUDIES

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

Through strategic-level capacity building seminars, outreach programs, and an innovative NESA-sponsored Regional Network of Strategic Studies Centers, regional 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 NESA's mission and provides the U.S. Government sustained strategic links with regional leaders.



*U.S. Navy Adm. Mike Mullen, Chairman of the Joint Chiefs of Staff with Pakistan Military Officers Program participants.*

### *A. Status and Objectives*

NESA'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 environment. NESA 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. NESA provides a venue for national decision-makers to gather, exchange ideas, and explore cooperative solutions to common strategic problems in support of U.S. policy goals and objectives.



NESA priority efforts support strategic-level capacity building programs in Pakistan, Afghanistan, Yemen, Iraq, and Lebanon while sustaining a vibrant presence with Arabian Gulf countries, the Levant, North Africa, Egypt, and India. Additionally, a Forward Office established in Manama, Bahrain in FY10, increases the ability of the center to execute requirements, increase participation in transformative foundational courses on regional security, short-term conferences and events in support of building partner strategic capacity, and increase participation in issue-focused programs with greater efficiency. As NESA continues to support the policy objectives of the U.S. Government in the coming years, the overarching goal will remain to build sustained, engaged communities of influence and partnerships among security professionals in the Near East and South Asia.

### *B. Program Accomplishments*

NESA continued to produce outcomes of strategic importance for the U.S. Government and the region in FY10. NESA leadership regularly provided insights to Department of Defense, Department of State, Combatant Commanders and Congressional leadership to shape viable and nuanced approaches to regional security issues. During the fiscal year, NESA began new program initiatives to enhance the strategic-level capacity of the governments of Afghanistan and Yemen, while continuing programs in Pakistan, Lebanon, and India that contribute directly to the policy goals and objectives of the U.S. Government.

#### Highlighted Outcomes:

- NESA, in conjunction with the Brussels-based East-West Institute, continues to provide the Afghan government and regional partners with a framework and forum for national reconciliation known as the Abu Dhabi Process.
- NESA's capacity building seminar with forty key leaders from the Government of Yemen, provided the opportunity and direction to begin the development of a whole-of-government national security strategy for the first time.



*Participants in the Royal Government of Yemen Program with Secretary of State Hillary Clinton.*

- NESAs efforts with the Pakistani military and Parliament continue to build understanding and trust and contributed directly to an enhanced relationship on the Afghan-Pakistan border between Pakistani and coalition forces.
- The Lebanese Armed Forces are now pursuing a U.S. curriculum model for national security/defense strategy courses at their Armed Forces Staff College as a direct result of three-years of engagement with the NESAs.
- NESAs continues to co-sponsor the “Ottawa Dialogues” with the University of Ottawa to assist India and Pakistan in shaping national strategy decisions regarding nuclear security and other regional issues such as Afghanistan and China.
- 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.
- NESAs leaders testified before Congress, providing expertise and input on strategic changes in Afghanistan, Pakistan, and Lebanon.
- NESAs hosted and the U.S. Government Pakistan Civilian-Military Conference, the Iraq Transition Conference, the Central and South Asia Chiefs of Defense Conference, the Gulf States’ Chiefs of Defense Conference, the Gulf Ambassadors’ Conference, and a number of strategic planning efforts.

### *C. Program Highlights*

NESA continues to offer three types of programs: foundational seminars, offered primarily in Washington, D.C., that serve as intake mechanisms 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. During the past year NESAs increased outreach and alumni activities while maintaining foundational seminars to produce alumni in numbers consistent with previous years.

### *Core Programs*

The foundational seminars examined 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 FY10, NESAs foundational program offerings included:

- **Executive Seminars**, four three-week courses for mid- to upper-level military and civilian professionals, addressed strategic concerns of mutual interest to the nations of the region and the U.S. and explored emerging issues of regional impact, opportunities for multilateral cooperation, strategic threats, and the implications of long-term global challenges in the region.
- **Senior Executive Seminars**, two two-week courses for upper-level military flag officers and senior executive civilians, provided opportunities for discussions between senior regional and U.S. officials on a variety of current strategic issues.
- **Combating Terrorism Seminars**, three two-week courses for mid- and upper-level military professionals, included extensive opportunities to debate and discuss a broad range of the most pressing regional and international security issues that deal with combating terrorism and other transnational threats. Participants also examined the nature of the new security environment with special emphasis on the legal and moral environment of international terrorism, background sources for terrorism, international mechanisms that support terrorist organizations, and the U.S. and international environment for responding to modern transnational threats.
- **Orientation Seminar**, a five-day course for new embassy personnel from the region, provided new international embassy employees in the Washington, D.C. area an orientation to the U.S. Government and its policies and their affect on U.S. foreign, and counterterrorism policy formation through lectures, discussion, and observation with senior U.S. government officials, scholars, and academics.

### *Conferences & Workshops*

- **Afghanistan-Pakistan Confidence Building Workshop**, a two-week course for upper-level military professionals that provided participants from Afghanistan and Pakistan neutral ground to discuss issues of mutual interest, international relations, regional security, and border security.
- **Bilateral Exchange with the Pakistani Military**, a two-week activity held in Washington, D.C. and Tampa for Lieutenant Colonel- to Colonel-level, provided the United States and Pakistan a forum for strategic dialogue.
- **Senior National Representative Seminar**, two one-week workshops for senior national representatives from U.S. Central Command's (USCENTCOM) Coalition Contingent, encouraged informal and constructive dialogue among senior national representatives from USCENTCOM's Coalition Village, reflecting differing

backgrounds and perspectives, with the goal of generating ideas and suggestions for cooperative problem solving.

- Bilateral Exchange with the Government of Yemen, one ten-day national security strategy workshop with the Government of Yemen, enhanced U.S. and Yemeni defense relations at a time of critical importance to the Arabian Peninsula and regional counter-terrorism efforts. The workshop built strategic capacity on a whole-of-government basis within the Yemeni government by developing a national security strategy for Yemen.

Highlighted Outcomes:

- The Counter-terrorism Laws workshop was expanded from two days to a week-long, multi-part, alumni-producing workshop.
- The continued 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 broad regional issues.
- In direct support of United States and NATO operations in Afghanistan, NESAs' Pakistani military program is helping to build trust between the United States and Pakistan and shape the Pakistani military approach to counter-insurgency operations in the Federally Administered Tribal Areas of Pakistan.

### *Outreach & Alumni*

FY10 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 alumni and diplomats.

Highlighted Outcomes:

- On-going initiatives included: a strategic-level capacity building seminar for the Government of Yemen; the Regional Network of Strategic Studies Centers plenary and working group meetings on key regional security issues; 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 and Pakistan workshops; Health Security workshops; Track II meetings; and numerous faculty lectures, interviews, and publications with outside groups. The most significant achievement of these activities was NESAs ability to include both Syrians and Libyans in engagement events.

- New engagement programs in FY10 included: a national military strategy workshop series with the Government of Yemen; a bilateral exchange with the House Democracy Assistance Commission's legislative program for Pakistani and Afghan members of Parliament; and topical workshops co-hosted with the Institute for National Strategic Studies and the International Institute for Strategic Studies, the University of Ottawa, the University of California (TRACK II), and the Brookings Institution.

### *Research*

NESA remains a preeminent research institution producing scores of scholarly articles and books and participating in hundreds of individual interviews with media outlets to include national programming such as the PBS News Hour on which its Professors appear often. In FY10, NESA faculty published over thirty articles, reviews and book chapters.

Overall, FY10 was a year of growth in regional outreach programs and alumni participation. While the number of alumni produced in FY10 remained constant, NESA focused institutional effort to conduct in-region capacity building programs and outreach, resulting in a 28 percent increase in participation.

*D. Budget*

The following tables depict the Near East South Asia Center for Strategic Studies operating costs (Table 1), and funding sources (Table 2).

Table 1  
Near East South Asia Center for Strategic Studies Operating Costs

FY10 Obligations as of 30 Sept 2010 (amount in thousands)
18,591

Table 2  
Near East South Asia Center for Strategic Studies Funding Sources

Source	Amount (in thousands)
U.S. Government	
O&M, General	17,496
O&M, CT	1,036
O&M, WIF	0
O&M, Reimbursable (COCOM, etc)	49
Sub-total	18,581
Non-U.S. Government	10
Sub-total	10
<b>Total</b>	<b>18,591</b>

*E. International Participation in the NESAs Programs*

Table 3

FY10 Costs for International Participation in Resident and Non-Resident Programs

PARTICIPATION IN NESAs PROGRAMS (costs in thousands)						
COUNTRY	Resident Programs Participants	Participant Days	Cost to US	Non-Resident Programs Participants	Participant Days	Cost to US
Afghanistan	0	0	0	53	208	54.77
Algeria	6	110	81.62	0	0	0
Australia*	6	19	0	1	1	0
Austria	0	0	0	2	4	0
Azerbaijan	1	7	6.14	0	0	0
Bahrain*	3	39	0	16	38	0
Bangladesh	8	152	112.11	24	83	81.39
Belgium	0	0	0	1	2	0
Canada*	34	76	0	0	0	0
China*	3	3	0	4	20	0
Croatia	1	7	6.14	0	0	0
Denmark*	2	8	0	0	0	0
Dominican Republic	1	7	6.14	0	0	0
Egypt	18	305	220.25	19	91	24.29
El Salvador	1	7	6.14	0	0	0
Finland	0	0	0	1	2	0
France*	9	40	0	4	7	0
Georgia	1	7	6.14	0	0	0
Germany*	10	20	0	2	7	0
Greece*	1	7	0	0	0	0
Hungary	0	0	0	1	2	0
India	6	65	58.88	45	181	84.06
Iraq	22	284	234.15	5	25	15.19
Ireland*	2	4	0	0	0	0
Israel	68	182	1.53	9	46	0
Italy*	6	62	0	1	2	0
Japan*	1	5	0	0	0	0
Jordan	34	262	237.39	24	123	71.71
Kazakhstan	3	9	6.14	0	0	0
Kenya	1	2	3.64	0	0	0
Kuwait*	4	16	0	1	2	3.57

PARTICIPATION IN NESA PROGRAMS (continued)						
COUNTRY	Resident Programs Participants	Participant Days	Cost to US	Non-Resident Programs Participants	Participant Days	Cost to US
Kyrgyzstan	0	0	0	2	10	0.64
Lebanon	48	629	448.93	33	190	23.31
Libya	1	2	3.64	0	0	0
Maldives	9	144	105.27	0	0	0
Mauritania	7	124	98.46	7	35	33.21
Mongolia	1	7	6.14	0	0	0
Morocco	19	294	214.02	10	51	26.92
Nepal	15	237	175.06	22	101	80.07
Netherlands*	7	23	0	0	0	0
New Zealand*	1	7	0	0	0	0
Norway*	14	33	0	2	4	0
Oman	10	157	123.63	0	0	0
Pakistan	86	1141	856.29	55	211	160.31
Palestinian Authority	7	64	61.19	0	0	0
Poland*	2	14	0	0	0	0
Portugal*	1	7	0	0	0	0
Qatar*	7	172	0	5	23	0
Romania	4	18	7.14	0	0	0
Russia*	7	16	0	3	15	0
Saudi Arabia*	7	111	0	2	10	0
Singapore*	3	11	0	1	2	0
Spain*	6	12	0	0	0	0
Sri Lanka	19	200	165.97	17	75	49.05
Sweden*	1	7	0	11	28	0
Tunisia	2	15	10.28	1	5	4.74
Turkey	23	398	295.61	34	169	65.77
Ukraine	1	7	6.14	0	0	0
United Arab Emirates	0	0	0	14	65	0
United Kingdom*	46	91	0	29	31	0
Uzbekistan	3	29	20.57	3	15	0.89
Yemen	54	837	632.92	8	32	13.91
<b>Total</b>	<b>663</b>	<b>6512</b>	<b>4217.67</b>	<b>472</b>	<b>1916</b>	<b>793.8</b>

\* Countries have funded all of the participation costs for their representatives, reducing the net cost to the United States. NESA 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 NESAs*

Table 4  
FY10 Gifts and Contributions Received under 10 USC 2611 Authority

Source	Description	Value (in thousands)
National Defense Foundation	Funds to support NESAs	10
TOTAL		10

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

Table 5  
FY10 Waiver of NGO/IO Personnel Reimbursement of Participation Costs

NGO/IO	NGO/IO Country Of Origin	Participants	Participant Days	\$ Obligated (in thousands)
Center for Middle East Studies	Egypt	6	32	3.7
Center for Security Analysis	India	10	47	4.87
Gulf Research Center	UAE	2	10	0.91
Inst for National Sec Studies	Israel	5	21	3.12
Istanbul Kultur University	Turkey	3	15	1.73
Regional Center for Strategic Studies	Sri Lanka	8	41	19.57
Total		34	166	\$33.90