
UNITED STATES GOVERNMENT ORGANIZATIONS

INTRODUCTION

The U.S. security assistance (SA) and security cooperation (SC) programs have their roots in public law, which contain authorizations, appropriations, restrictions, and reporting requirements. To understand how this legislation is welded into a coherent, operational foreign policy program, it is appropriate to briefly discuss the roles of the three branches of the U.S. federal government with respect to international programs.

LEGISLATIVE BRANCH: THE CONGRESS

Role of Congress

The Congress of the U.S., as provided by Article I, Section 1, of the U.S. Constitution, is vested with all legislative powers. In terms of SA, congressional power and influence are exercised in several ways:

- Development, consideration, and action on legislation to establish or amend basic SA authorization acts
- Enactment of appropriation acts
- Passage of joint continuing resolutions to permit the incurrence of obligations to carry on essential SA program activities until appropriation action is complete
- Conduct hearings and investigations into special areas of interest, to include instructions to the Government Accountability Office (GAO), the Congressional Budget Office (CBO), and Congressional Research Service (CRS) to accomplish special reviews
- Review of proposed arms transfers foreign military sales (FMS), direct commercial sales (DCS), third country transfers, and leases
- Ratification of treaties which may have SA implications

A major dimension of the U.S. SA framework is conventional arms transfers and sales. The ultimate authority for such sales resides in Article I, Section 8, of the Constitution, which assigns Congress the power to regulate commerce with foreign nations. Article IV, Section 3, grants Congress the power to dispose of and make all necessary rules and regulations regarding the transfer of property belonging to the U.S. government (USG).

Committee Structure

The work of receiving and preparing legislation is performed largely by committees in both houses of Congress. The primary committees of Congress with SA responsibility for authorizations are the House of Representatives Committee on Foreign Affairs (HFAC) and the Senate Committee on Foreign Relations (SFRC). SA appropriations legislation, or the annual *Department of State/Foreign Operations Appropriations Acts* (S/FOAAs), are handled by the House of Representatives Committee on Appropriations (HAC) Subcommittee on Foreign Operations (HACFO) and the Senate Committee on Appropriations (SAC) Subcommittee on Foreign Operations (SACFO).

At times, special topics in SA will be addressed by other committees such as the Armed Services, Banking, and Finance Committees. Most security cooperation authorities have been generated by the Senate Armed Services Committee (SASC) and the House Armed Services Committee (HASC) with the annual *National Defense Authorization Acts* (NDAAs).

Special Congressional Offices

Within the legislative branch, three offices have a significant impact on the conduct and management of the U.S. SA program. The most prominent activities of the GAO are its audits and evaluations of USG programs and activities, conducted in response to requests from Congress, its committees, members, and staffs. The GAO is under the control and direction of the Comptroller General of the U.S. The audit authority of the GAO extends to all departments and other agencies of the federal government. Among other functions, the GAO also has statutory authority to prescribe accounting principles and standards, and settle claims by and against the U.S. The CBO is tasked with the collection of data and with the analyses of alternative fiscal, budgetary, and programmatic policy issues. The CRS within the Library of Congress accomplishes special studies for the Congress. Often, these studies are concerned with SA issues and policies. One such annual report is entitled *Conventional Arms Transfers to the Developing Nations*, which covers a five-year period.

JUDICIAL BRANCH: THE COURTS

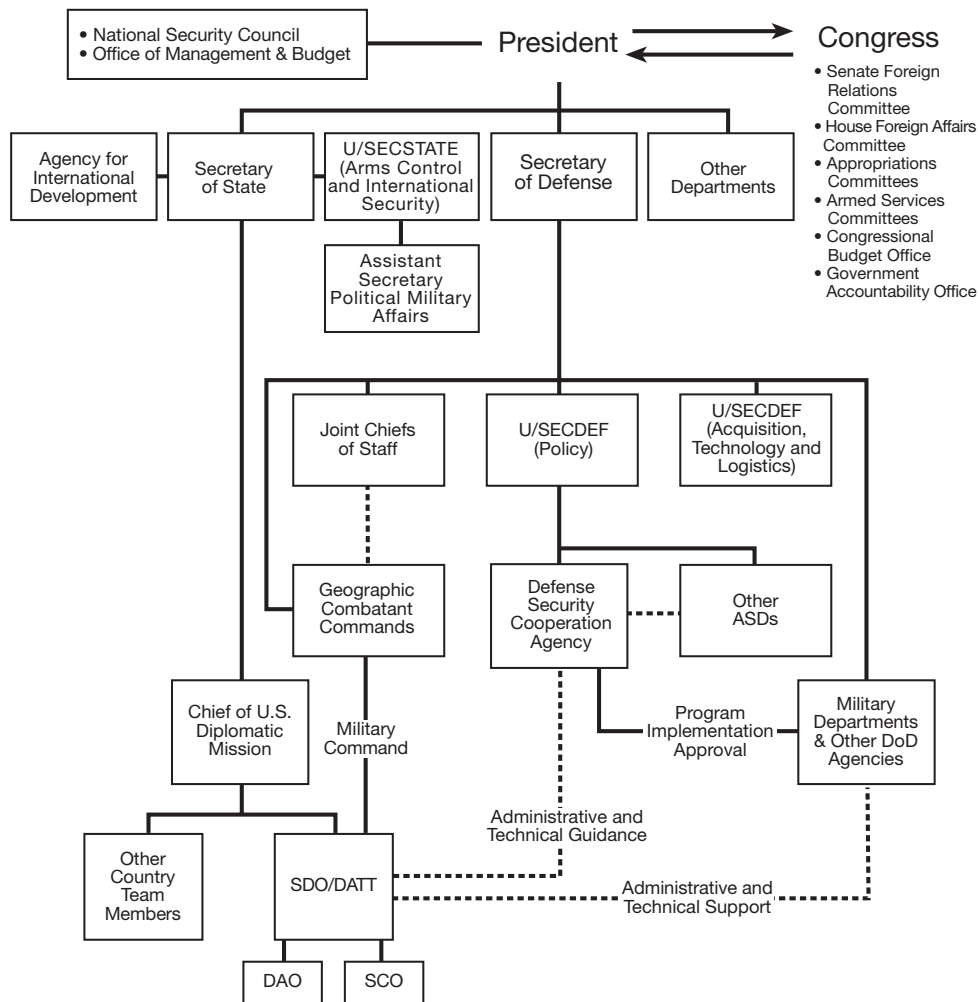
Article III, Section 1, of the U.S. Constitution provides for the federal court system. Federal courts are responsible for interpreting federal laws and determining the constitutionality of U.S. law. Historically, the courts have had limited involvement in the day-to-day activities of SA. Judicial involvement is also possible should a contractor, who is providing materials or services under a Department of Defense (DOD) contract, decide to pursue legal remedy in the event of a dispute through an appropriate federal court.

EXECUTIVE BRANCH: THE PRESIDENT

Article II, Section 1, of the United States Constitution establishes the President as the nation's chief executive and, by implication, the chief arbiter in matters of foreign policy. Furthermore, Section 2 of this same article empowers the President, by and with the consent of the Senate, to make treaties and appoint ambassadors and other public ministers. Section 3 of Article II authorizes the President to receive ambassadors and other public ministers—all essential facets of carrying out U.S. foreign policy. It is the President who presents the recommended annual U.S. SA program and budget to the Congress for its consideration, and executes this program once it becomes law.

As the chief executive, the President is responsible for all of the activities of the executive branch. The President has numerous assistants, cabinet officers, and other subordinate officials to oversee the conduct of the U.S. SA program (Figure 3-1).

**Figure 3-1
United States Government Organization for Security Assistance**



Office of the President

The National Security Council (NSC) and the Office of Management and Budget (OMB) are two organizations within the Executive Office of the President which impact SA. The NSC is chaired by the President. The function of the Council is to advise the President with respect to the integration of domestic, foreign, and military policies relating to national security. The NSC is also involved in the review of the annual SA budget proposal, as well as many proposed major arms transfers. The OMB assists the President in the preparation of the annual USG budget and the formulation of the nation’s fiscal program. Since SA programs are part of the U.S. budget, OMB is interested in the impact the SA programs have on DOD military and civilian manpower, facilities, and performing accounts, as well as the amounts of the appropriations themselves. The OMB also controls the apportionment of appropriated funds for obligation and expenditure in support of SA activities.

Department of State

The statutory role of the Secretary of State regarding SA is contained in Section 622, of the *Foreign Assistance Act (FAA)*, and Section 2, *Arms Export Control Act (AECA)*. Under the direction of the President, the Secretary of State shall be responsible for:

- The continuous supervision and general direction of economic assistance, military assistance, military education and training, and sales and export programs
- Determining whether there shall be a SA program, and whether there should be a sale, lease, or financing for a country and the value thereof
- Determining whether there will be a cooperative project and the scope thereof
- Determining whether there will be a delivery or other performance under the sale, lease, cooperative project, or export
- Insuring such programs are effectively integrated with other U.S. activities, both at home and abroad, and that the foreign policy of the U.S. is best served thereby

The Under Secretary of State for Arms Control and International Security (T) is the senior adviser to the President and Secretary of State for arms control and is the focal point within Department of State (DOS) for SA matters. Approval of routine defense articles, services, and technology transfers has been delegated to the Under Secretary. Coordination of recommendations for significant defense transfers is prepared within this office.

Responsibilities include active participation in the SA review process. In accordance with Section 36(b)(1), AECA, for those proposed FMS agreements meeting the dollar threshold for advance notification of Congress, the preparation of an elevation (in consultation with the Secretary of Defense) of the manner in which the proposed sale might contribute to an arms race, increase the possibility of conflict, prejudice the negotiation of any arms control agreements, must be completed. A similar review is required for commercial arms exports licensed under Section 38, AECA.

The Bureau of Political-Military Affairs (PM), headed by the Assistant Secretary of State for Political-Military Affairs (State/PM), has four principal SA functions:

- Advise the Secretary on issues and policy problems arising in the areas where foreign policy and defense policy of the U.S. impinge on one another
- Serve as the principal channel of liaison and contact between the DOS and DOD
- Take the lead in developing the positions of the DOS on political-military questions, including those under consideration within the National Security Council (NSC)
- Assist the Secretary in carrying out his responsibility for supervision of the military assistance and sales programs, and for licensing the commercial export of military equipment

Various offices within the bureau are concerned with general military strategic planning, policy development for the foreign policy aspects of nuclear energy and weapons, and matters concerning arms control and disarmament. Two offices within the bureau are specifically concerned with SA.

The Directorate of Defense Trade Controls (PM/DDTC) is responsible to the State/PM for the licensing of commercial exports of arms and materiel on the *U.S. Munitions List* (USML). The PM/DDTC maintains the *International Traffic in Arms Regulations* (ITAR) and the commercial sales reports which are required by Congress.

The Office of Regional Security and Arms Transfer Policy (PM/RSAT), responsible to State/PM, promulgates and oversees export control policy and coordinates government-to-government arms transfer authorization and denial decisions within DOS for the Secretary of State. PM/RSAT also receives and staffs all change of end-use and third party transfer requests from countries regarding

defense articles, services, and training originally transferred by government-to-government agreements. It works closely with the DOD offices as described later in this chapter.

The Assistant Secretary of State for Democracy, Human Rights, and Labor is responsible for reviewing proposed SA programs and sales requests with respect to their impact on human rights in the country concerned. Additionally, in accordance with Sections 116(d) and 502(B) of the FAA, the Secretary of State is required to submit to Congress by 25 February of each year a detailed analysis entitled, *Country Reports on Human Rights Practices for 20XX*. The reference list for this chapter includes a link to this document. This compilation of reports describes the status of internationally recognized human rights in countries that receive U.S. assistance and in all other countries that are members of the United Nations (U.N.). The report is to be submitted as part of the presentation materials for SA programs proposed each fiscal year (FY). With direct input starting with the country teams, the democracy, human rights, and labor bureau puts this required report together for the Secretary of State. During August and September, the Secretary promulgates formal human rights reporting instructions to the country teams for submissions no later than 1 October, with subsequent updating of significant events as they occur.

Within thirty days after submitting the annual human rights report, the Secretary of State must submit a listing of countries that engage in a consistent pattern of gross violations of internationally recognized human rights. Also, in a separate but related annual report, the Secretary must describe how the Foreign Military Finance Program (FMFP) budget proposal will be used to promote and advance human rights and how the U.S. will avoid identification with activities that are contrary to internationally recognized standards of human rights.

The Under Secretary of State for Political Affairs direct the activities of the geographic bureaus, which are responsible for U.S. foreign affairs activities in the major regions of the world. These seven bureaus are shown in Figure 3-2. They have a direct role in the SA budget formulation process and other day-to-day SA matters.

United States Agency for International Development

The U.S. Agency for International Development (USAID) carries out a variety of economic assistance programs designed to help the people of certain less developed countries develop their human and economic resources, increase productive capacities, and improve the quality of human life as well as to promote economic and political stability in friendly countries.

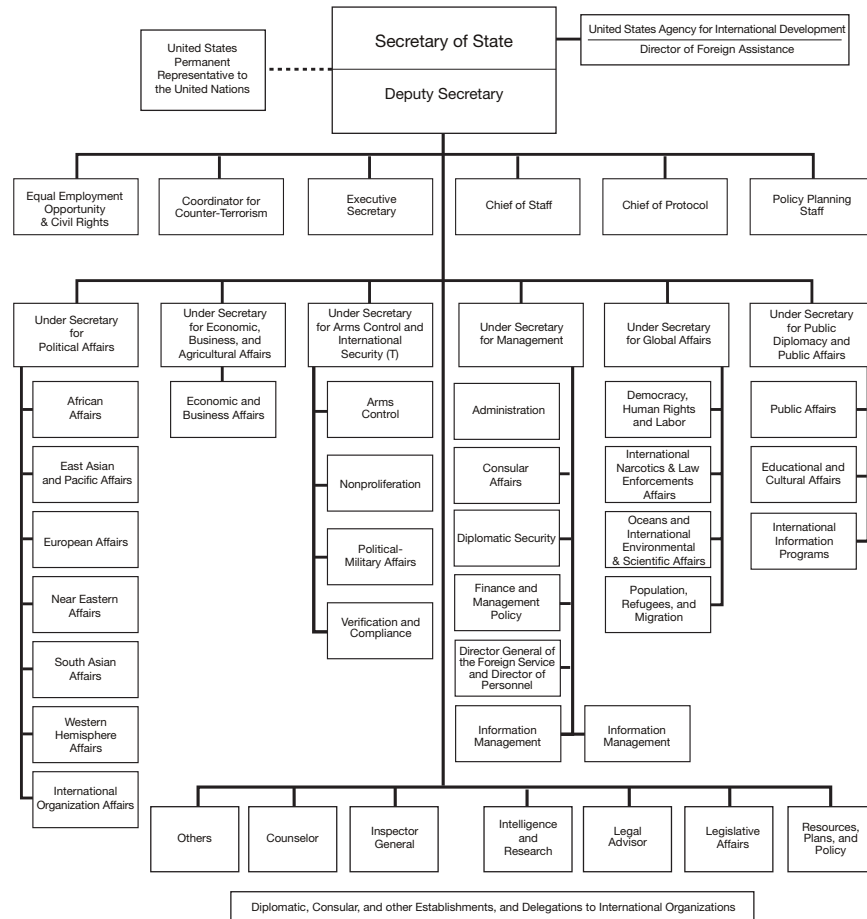
USAID performs its functions under the direction and foreign policy guidance of the Secretary of State. The agency is charged with central direction and responsibility for the U.S. foreign economic assistance program. The agency consists of a central headquarters staff in Washington, D.C., and missions and offices overseas. The FAA authorizes the agency to administer two kinds of foreign economic assistance:

- Development assistance focuses on assistance programs in critical problem areas that affect the majority of the people in the developing countries, like providing food and agricultural development
- International humanitarian assistance
- The Economic Support Fund (ESF)

Beginning in 2006, the administrator for USAID was also appointed by the Secretary of State as the Director for Foreign Assistance (DFA) to include the appropriated SA programs. DFA is responsible to the Secretary of State for the development of U.S. foreign assistance program strategy and objectives

and the preparation of the annual funding request to Congress to achieve these objectives. Once the congressional appropriation process is completed, DFA is also responsible for the allocation of funding, by programs and countries, which is communicated to Congress via the Section 653(a) FAA report.

Figure 3-2
United States Department of State



United States Diplomatic Missions

Diplomatic missions located overseas have important roles in SA. The ambassador (or chief of the U.S. diplomatic mission) is either a career member of the Foreign Service Officer (FSO) Corps or a non-career political appointee, depending upon the desires of the President, and is the personal representative of the President. The ambassador reports to the President through the Secretary of State. The ambassador heads the country team, which may include the senior defense official/defense attaché officer (SDO/DATT), defense attaché officer (DAO), the chief of the U.S. Security Cooperation Organization (SCO), the political and economic officers, and any other embassy personnel desired by the ambassador. The U.S. diplomatic mission, the SDO/DATT, the SCO, and the DAO will be further addressed in Chapter 4 of this textbook, “Security Cooperation Organizations Overseas.”

Department of Treasury

The Department of Treasury is involved in SA through its role as financial agent for the USG and as a member of the NSC. The FMS trust fund account is a U.S. Treasury account; therefore, Treasury

is most interested in the overall cash flow of this account. If a country's FMS account goes into a deficit or delinquent cash position, this is of special interest to Treasury. The Treasury has a fiduciary interest in the appropriated or credit programs of SA as well.

Department of Justice

Although the thrust of this text is toward the export of defense articles and services in support of the U.S. SA program, the AECA also confers upon the President the function of controlling the import of arms, ammunition, and implements of war, including technical data, into the U.S. This function has been delegated by the President to the attorney-general and the Department of Justice (DOJ). The Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) is the law enforcement agency controlling the import of defense articles. Designation by the attorney-general of items as defense articles or services subject to import control must have the concurrence of the Secretaries of State and Defense [Executive Order No. 11958].

Department of Homeland Security

Duties of the former U.S. Customs Service within the Department of Treasury were transferred to the Department of Homeland Security (DHS) by the *Homeland Security Act of 2002*. DHS customs enforcement is divided between two agencies:

- U.S. Customs and Border Protection (CBP)
- U.S. Immigration Customs Enforcement (ICE)

CBP is responsible for reviewing DOS-issued munitions control export licenses at the U.S. port of departure and for the reporting of any irregularities. This agency also collects and compiles international trade statistics, some of which are SA related, and forwards them to the Bureau of the Census for compilation.

The *Homeland Security Act of 2002* also transferred the U.S. Coast Guard (USCG) from the Department of Transportation (DOT) to the DHS. The USCG is a significant SA partner especially in the areas of maritime security, law enforcement, navigation, and safety. In keeping with its long tradition with the U.S. Navy, the USCG works closely with the Navy International Program Office (Navy IPO) in providing SA overseas.

Department of Commerce

The Department of Commerce (DOC) is involved with the U.S. SA program in several ways. One way is through its interface with the DOS and DOD with respect to civil items with the potential for military application (i.e., dual-use items). These items are on Commerce's *Commerce Control List* (CCL) and a DOC license issued by the Bureau of Industry and Security (BIS) is required for their export. In other instances, technology transfer implications are an issue. Commerce also manages export administration and related activities, including advice and assistance on regulating exports through the licensing of U.S. goods and technology for purposes of national security and foreign policy. Chapter 7 of this textbook, "Technology Transfer, Export Controls, and International Programs Security," will provide further information.

Department of Transportation

The U.S. Maritime Administration (MARAD), which is part of the (DOT), is also involved in SA. It has a responsibility to determine if foreign countries, through their freight forwarder agents, are

properly using U.S. flag shipping for U.S.-funded SA programs. Chapter 11 of this textbook, “Foreign Military Sales Transportation Policy” provides additional information on U.S. flag shipping.

Department of Defense

The DOD, from the standpoint of overall effort measured in man-years, has the greatest involvement in SA of any department within the executive branch. When the full and part-time workloads are considered, the annual result is about 20,000 man-years. The addition of security cooperation responsibilities make this figure even higher.

As prescribed by Section 623, FAA, and Section 42(d), AECA, the Secretary of Defense is charged with primary responsibility for carrying out the following SA functions:

- The determination of military end-item requirements
- The procurement of military equipment in a manner that permits its integration with service programs
- The supervision of end-item use by recipient countries
- The supervision of the training of foreign military and related civilian personnel
- The movement and delivery of military end-items
- The establishment of priorities in the procurement, delivery, and allocation of military equipment
- Within the DOD, the performance of any other functions with respect to the furnishing of military assistance, education, training, sales, and guarantees

Office of the Secretary of Defense

The Under Secretary of Defense for Policy [USD(P)] serves as the principal adviser and assistant to the Secretary for all matters concerned with the integration of departmental plans and policies with overall national security objectives, and exercises overall direction, authority, and control over SA matters through the various assistant secretaries of defense.

Relating to SA, the Director of the Defense Technology Security Administration (DTSA) is responsible to the USD(P) for the coordination of technical data transfer decisions within DOD by using procedures established by the *National Disclosure Policy* publication, NDP-1. This is performed by the National Disclosure Policy Committee (NDPC) which also includes DOS, Joint Chiefs of Staff (Joint Staff) and military department (MILDEP) representatives in its general membership, along with representatives from other DOD when applicable. The office of the NDP also manages the International Program Security (IPS) education and oversight programs within DOD.

DTSA is responsible for the DOD coordination of the proposed export of defense technology items through DCS to be licensed by the DOS and dual-use technology commercial sales to be licensed by the DOC. Chapter 7 of this textbook, “Technology Transfer, Export Controls, and International Program Security,” will discuss NDP, IPS, and DTSA processes and programs.

The USD(P) also includes five assistant secretaries:

- The Assistant Secretary for International Security Affairs [ASD(ISA)] responsible for DOD policy within Europe, the Middle East, and Africa
- The Assistant Secretary for Asian and Pacific Security Affairs [ASD(APSA)] responsible for DOD policy with the Asian Pacific, South Asia, and Central Asia

- The Assistant Secretary for Homeland Defense and Americas Security Affairs [ASD(HD&ASA)] responsible DOD policy regarding homeland defense, civil support, crisis management, and the Western Hemisphere
- The Assistant Secretary for Global Strategic Affairs [ASD(GSA)] responsible for countering weapons of mass destruction, nuclear and missile defense policy, and space and cyber policy
- The Assistant Secretary for Special Operations/Low Intensity Conflict and Interdependent Capabilities [ASD(SOLIC-IC)] responsible DOD policy regarding special operations, strategic capabilities, stability operations, and forces transformation to include many DOD security cooperation programs

The Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics [USD(AT&L)] is responsible for the coordination of all international defense cooperative issues, to include cooperative research, development, production, acquisition, and logistics support programs. USD(AT&L) promulgates policies and procedures on a variety of SA functional areas, to include international coproduction agreements. The Defense Threat Reduction Agency (DTRA) reports to this office, with responsibilities for reducing the threat to the U.S. and its allies from weapons of mass destruction and special weapons. USD(AT&L) also provides oversight to the Defense Contract Management Agency (DCMA) described later in this chapter.

The Director for International Cooperation is responsible to USD(AT&L) for establishing policies for industrial base, dual-use technology, and international armament cooperation programs. Refer to Chapter 13 of this textbook, “International Armaments Cooperation Programs,” for further information regarding these programs.

The Director for Defense Research and Engineering (DDRE) assures considerations of rationalization, standardization, and interoperability in SA programs with North Atlantic Treaty Organization (NATO) allies, provides analysis of the risks of compromise of U.S. weapons systems, and participates in the technology transfer review process.

The Under Secretary of Defense (Comptroller) [USD(C)] is the DOD Chief Financial Officer (CFO) responsible for establishing policy and procedures involving financial management, fiscal matters, accounting, pricing, auditing, and international balance of payments as these matters relate to SA. The Director of the Defense Finance and Accounting Service (DFAS) is the focal point for SA matters within the office of the comptroller. The Defense Contract Audit Agency (DCAA) is the organization within the USD(C) responsible for the financial audit of DOD contracts to include those awarded in support of the FMS community.

The Directorate for Security Assistance of the Defense Finance and Accounting Service (DFAS-IN) located in Indianapolis, Indiana, serves as the central bank for FMS. Its responsibilities include the operation of the DOD centralized FMS billing, collecting, and trust fund accounting system. The Indianapolis center is a component of the DFAS, Washington, D.C. which is responsible to the USD(C). Refer to Chapter 5 of this textbook, “Foreign Military Sales Process,” for further information regarding the tasks performed by DFAS-IN.

The Under Secretary of Defense for Intelligence [USD(I)] is responsible for the management of intelligence processes within the DOD to include participation in the technology disclosure process and supervision of the Defense Security Service (DSS). DSS is responsible to the USD(I) for security issues within the U.S. defense industry. This also includes validating transportation plans in support of export licenses to be issued by the DOS for DCS. DSS also assists the NDPC when validating

and assisting foreign defense industries' participation regarding international armaments cooperation. Refer to Chapter 7 of this textbook, "Technology Transfer, Export Controls, and International Programs Security," for further information regarding the DSS role in SA.

Joint Chiefs of Staff

The Chairman of the Joint Staff is the principal military adviser to the President. The Joint Staff constitutes the immediate military staff of the Secretary of Defense, serving as a coordinating agency in the chain of command that extends from the President through the Secretary of Defense to the commanders of Geographic Combatant Commands (GCC). The Joint Staff communicates instructions from the Secretary of Defense to the GCC, and furnishes the Secretary with information from the GCC.

The Joint Staff organization is a key participant in the SA program development and review process. The Joint Staff coordinates SA with U.S. military plans and programs, and provides the Secretary of Defense with military advice concerning SA programs, actions, and activities to include:

- Recommending the selection, introduction, or redistribution of weapons systems in and among recipient countries, considering rationalization, standardization, and interoperability
- Recommending military force objectives, requirements, and priorities for actual or potential SA recipients
- Determining the impact of SA programs on U.S. programs and defense readiness
- Recommending SA organizational and manpower requirements for SCOs and SA personnel augmentations to defense attaché offices
- Recommending the designation of military services responsible for furnishing chiefs of SCOs, other than defense attachés, assigned SA responsibilities
- For other than defense attachés assigned SA responsibilities, recommending the nominations of individuals to serve as chiefs of SCOs and recommending tour extensions or curtailment for such individuals
- Assigning force activity designators to determine priorities in the allocation of defense articles among recipient nations and between recipient nations and the U.S. armed forces within guidelines established by the Office of the Secretary of Defense

The Joint Staff reviews certain proposed FMS cases for their impact on national security and insures that SA factors are included in the joint planning process. The focal point for SA matters within the Joint Staff is the Weapons Technology Control Division, Politico-Military Affairs, Asia Directorate, with the Director for Strategic Plans and Policy (J-5/DDPMA-A/WTC). This office also represents the Joint Staff and the GCCs on the NDPC.

Geographic Combatant Commands

Six of the GCCs have responsibilities for the conduct of the U.S. SA program within their respective geographical regions. The following is a list of the GCCs:

- U.S. European Command (EUCOM)
- U.S. African Command (AFRICOM)
- U.S. Southern Command (SOUTHCOM)

- U.S. Pacific Command (PACOM)
- U.S. Northern Command (NORTHCOM)
- U.S. Central Command (CENTCOM)

With regard to SA, the functions of the regional combatant commands include the following:

- Make recommendations to the Joint Staff and the Secretary of Defense on any aspect of SA programs, projections, or activities
- Keep informed on all SA matters, to include programs, projections, and activities
- Command, supervise, and support the SCOs in matters that are not functions or responsibilities of the chiefs of the U.S. diplomatic missions, including the provision of necessary technical assistance and administrative support to SCOs
- Coordinate and assist DOD components in the conduct of regional SA programs and activities when required and practical
- Develop and submit, as directed by the Joint Staff, recommendations regarding organization, staffing, and administrative support of SCOs
- Keep the Secretary of Defense, Joint Staff, and MILDEPs informed on matters that could have an impact on SA and on SA programs, or actions that could impact other DOD programs under their cognizance
- Ensure coordination of regional SA matters with U.S. diplomatic missions and DOD components, as appropriate
- Conduct activities as directed, and when required, to ensure the efficient and effective administration of SA activities
- Provide evaluation, as required, of the efficiency and effectiveness of DOD overseas SA organizations

Security Cooperation Organizations

The SCO is the generic name for the DOD organization overseas with the primary responsibility for interfacing with the host nation on SA and security cooperation programs. The SCO is normally collocated with U.S. embassy in the country and is a part of the ambassador's country team. The SCO may be known by a variety of locally-specific titles such as Office of Defense Cooperation (ODC), Military Assistance Advisory Group (MAAG), etc. The chief of the SCO is responsible to four authorities:

- Ambassador
- Senior defense official/defense attaché (SDO/DATT)
- Commander of the GCC
- Director, Defense Security Cooperation Agency (DSCA)

A detailed discussion of the duties and functions of the SCO and the SDO/DATT is presented in Chapter 4 of this textbook, "Security Cooperation Organizations Overseas."

Department of Defense Agencies

Defense Security Cooperation Agency

As noted in DODD 5105.38, DODD 5132.3, and DOD 5105.38-M, *Security Assistance Management Manual* (SAMM), DSCA is established as a separate agency of the DOD under the direction, authority, and control of the USD(P). The principal SA functions of DSCA include:

- Administering and supervising SA planning and programs
- Coordinating the formulation and execution of SA programs with other governmental agencies
- Conducting international logistics and sales negotiations with foreign countries
- Serving as the DOD focal point for liaison with U.S. industry with regard to SA activities
- Managing the credit-financing program
- Developing and promulgating SA procedures, such as the SAMM
- Developing and operating the data processing system and maintaining the macro database for the SA program
- Making determinations with respect to the allocation of FMS administrative funds
- Administer assigned security cooperation programs

In 1998, DSCA assumed the responsibility for administering the USD(P) Security Cooperation Programs of Humanitarian Mine Actions, Humanitarian Assistance, and Warsaw Initiatives. DSCA also has administrative management responsibilities for the DOD Combating Terrorism Fellowship Program (CTFP), DOD-funded/authorized security cooperation programs implemented using the pseudo-FMS process, and the five regional centers for security studies.

In accordance with DOD Directive 2140.5, the Defense Institute of Security Assistance Management (DISAM) has the following responsibilities:

- The conduct of courses of study that will prepare military (U.S. and foreign) and civilian (USG, foreign, and U.S. contractor) personnel for assignments in SA management positions
- The conduct of research in defense SA concepts and methods
- The assembling and dissemination of information concerning new policies, methods, and practices
- The providing of consulting services to the Office of Secretary of Defense (OSD) and the MILDEPs

DISAM is organized as a directorate within DSCA but is located at Wright-Patterson Air Force Base, Ohio. The U.S. Air Force, as the executive agent, provides logistics and administrative support to DISAM with reimbursement from DSCA.

The Defense Security Assistance Development Center (DSADC) was established in October 1997 to develop the Defense Security Assistance Management System (DSAMS). DSADC is located in Mechanicsburg, Pennsylvania. Like DISAM, DSADC is organized as a directorate within DSCA.

The Defense Institute of International Legal Studies (DIILS) provides expertise through resident courses and mobile education teams on over 250 legal topics, with an emphasis on disciplined military

operations. DIILS, located in Newport, Rhode Island, is likewise organized as a directorate within DSCA.

The DOD Humanitarian Demining Training Center (HDTC) prepares U.S. forces to conduct humanitarian mine action missions in landmine-affected countries. The center directly supports U.S. engagement policy in humanitarian mine action through a “train-the-trainer” approach to landmine mitigation and indigenous capacity development. HDTC is located at Fort Leonard Wood, MO, and is a directorate within DSCA.

Defense Logistics Agency

The Defense Logistics Agency (DLA) is a DOD agency within the USD(AT&L) organization, headquartered at Ft. Belvoir, Virginia, under the control of the Deputy Under Secretary of Defense for Logistics and Materiel Readiness. The mission of DLA is to provide support to the military services, other DOD components, federal civil agencies, and foreign governments. Such support includes the providing of assigned materiel commodities and items of supply, logistics services, and other support services. To accomplish this mission, DLA has the following organizations:

- The DLA logistics operation directorate was established from the resources of materiel management directorate of Headquarters, DLA. This office was formerly known as the Defense Logistics Support Command and is located at Ft. Belvoir, Virginia. It assumed all of the former materiel management missions, functions, and organizations, to include the following organizations that support U.S. SA programs
- Defense Logistics Information Service (DLIS), Battle Creek, Michigan, operates the federal catalog system for the entire USG. It also provides cataloging services to NATO and other foreign countries
- Defense Reutilization and Marketing Service (DRMS), also located at Battle Creek, is responsible for the conduct of FMS sales of DOD and other USG agency generated excess property
- The inventory control points (ICP), which include the various defense supply and support centers, provide supply management for items that are common among the U.S. services, and provide items to foreign purchasers based upon requests transmitted by the various U.S. services

DLA is also responsible for what is referred to as the military standard logistics systems. These include the following:

- The Defense Automatic Addressing System (DAAS)
- The *Military Assistance Program Address Directory* (MAPAD)
- The *Military Standard Requisitioning and Issue Procedures* (MILSTRIP)

Defense Contract Management Agency

The DCMA and its area offices, administer, on behalf of defense and MILDEP acquisition offices, FMS contracts at numerous contractor facilities throughout the U.S. It can also provide quality assurance for DCS, if such service is requested and purchased by the foreign government from the Defense Contract Management District-International (DCMDI). Other services include pre-award surveys, price reviews, and production surveillance. DCMA is located within the USD(AT&L) organization.

Defense Contract Audit Agency

The DCAA is a separate agency under the control of the USD(C) to audit DOD contracts. Through its field audit offices, it provides audit services for many FMS-related contracts.

Defense Language Institute English Language Center

The Defense Language Institute English Language Center (DLIELC), located at Lackland Air Force Base, Texas, operates under the command and control of Headquarters, Air Education and Training Command (AETC). The center is tasked by the Army, Navy, and Air Force, under provisions of a joint regulation. It is responsible for the conduct, supervision, and technical control of English language training programs for non-English speaking foreign and U.S. service personnel.

National Geospatial – Intelligence Agency

The National Geospatial – Intelligence Agency (NGA), offers support on matters of mapping, charting, and geodesy to foreign countries under the U.S. SA program. NGA components include:

- NGA Headquarters, Fairfax, Virginia
- NGA Aerospace Center, St. Louis, Missouri
- NGA Hydrographic/Topographic Center, Bethesda, Maryland
- The Defense Mapping School, Fort Belvoir, Virginia
- NGA Systems Center, Reston, Virginia

Military Departments

The secretaries of the MILDEPs serve as advisers to the Secretary of Defense on all SA and SC matters impacting on, or related to, their departments and shall act for the Secretary of Defense where responsibility for actions is delegated. In carrying out their responsibilities, the secretaries:

- Provide the Secretary of Defense recommendations considered appropriate and necessary to ensure the successful conduct of SA, including its interface with and support of MILDEP policies, objectives, plans, and programs
- Provide data, upon request, pertaining to price, source, availability, and lead time for use in developing and reviewing SA programs, including FMS cases
- Provide to elements of the OSD, Joint Staff, GCCs, and SCOs, as appropriate, technical information as to weapons systems, tactics and doctrine, training, and pertinent logistic support
- Conduct training, and acquire and deliver defense articles and services included in approved programs
- Coordinate and establish delivery schedules and necessary internal procedures for follow-up, expediting, and related actions during the implementation of approved programs
- Provide such other technical assistance and facilities to elements of OSD as necessary to promote efficiency and economy in SA matters
- Within policies and criteria established by the [ASD(GSA)], and under direction of the Director, DSCA, make sales of defense articles and services to eligible countries and international organizations

- Integrate acquisition for SA with military service acquisition programs in accordance with policy guidance provided by the Director, Defense Research and Engineering (DDR&E)
- Maintain appropriate records and furnish prescribed reports within the scope of their responsibilities
- Obtain from the GCCs and SCOs such data as may be needed to carry out assigned responsibilities
- With respect to the area or areas assigned, provide administrative support needed to carry out SA functions, subject to the direction and policy guidance of USD(P)
- In accordance with approved tables of distribution and other authorizations, directives, and requests, recommend and provide qualified military personnel to carry out SA assignments
- Assist the USD(P) and the Director, DSCA, as requested, in government-to-government or interdepartmental discussion involving SA policies, plans, and programs
- Assist the ASD(GSA) and the Director, DSCA, as requested, in government-to-government negotiations involving SA and the director for international cooperation, or designee in government-to-government negotiations involving international logistics arrangements

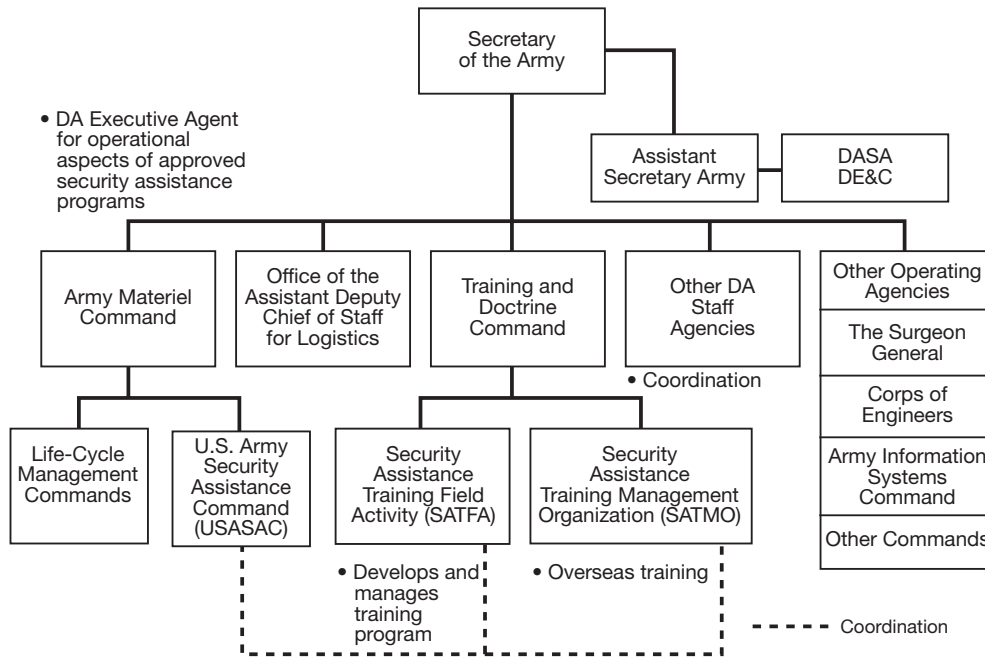
Department of the Army

SA policy and oversight for the Department of the Army is the responsibility of the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA/DE&C), located in Washington, D.C. This office reports to the Assistant Secretary of the Army for Acquisition, Logistics and Technology [ASA(ALT)]. This office consolidates SA policy with that of other international activities, programs, and affairs to provide the Army a single focal point for policy on international matters similar to that of the Navy and Air Force.

The Commander, U.S. Army Materiel Command (AMC), is the Department of the Army executive agent for implementing, administering, and managing Army FMS programs. The Commander, U.S. Army Security Assistance Command (USASAC), performs the executive agent's functions for AMC. USASAC consists of three major elements, the Directorate for Plans and Management located at Huntsville, Alabama, the Directorate for Operations located at New Cumberland, Pennsylvania, and the comptroller directorate with offices at both locations.

The USASAC Deputy for Plans and Management reviews Army Letters of Offer and Acceptance (LOAs) and forwards them directly to DSCA for approval and countersignature as required. Certain LOAs still must go through the Army Staff, but these are few in number and usually involve high visibility, national policy, and readiness impact considerations.

Figure 3-3
Department of the Army Functional Organization for Security Assistance



Army Materiel Command (AMC):

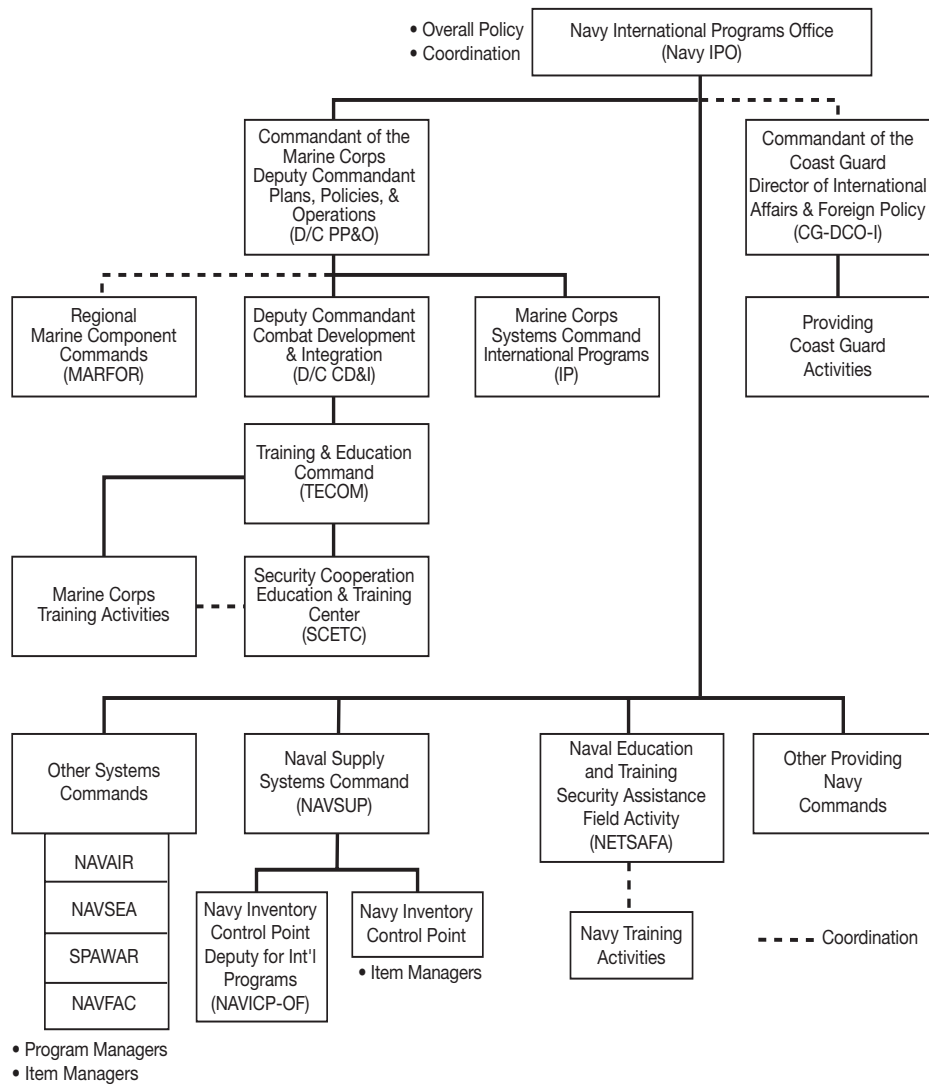
- U.S. Army Security Assistance Command (USASAC), Huntsville, Alabama
- Communications/Electronics Command (CECOM), Ft. Monmouth, New Jersey
- Aviation and Missile Command (AMCOM), Redstone Arsenal, Alabama
- Joint Munitions and Lethality Command (JM&L), Rock Island Arsenal, Illinois
- Tank, Automotive, and Armaments Command (TACOM), Warren, Michigan
- Army Medical Command (MEDCOM)
- U.S. Army Medical Materiel Agency (USAMMA), Ft. Detrick, Maryland
- Army Corps of Engineers (USACE), Washington, D.C.
- PEO Simulation and Instrumentation (PEO-STRI), Orlando, Florida

The Army is decentralized in the preparation of LOAs. Cases involving material or services to be provided by AMC are prepared by the applicable Life-Cycle Management Command (LCMC). Training cases that are the responsibility of the Training and Doctrine Command (TRADOC) are prepared by that command's Security Assistance Training Field Activity (SATFA), located at Ft. Monroe, Virginia. Cases may also be prepared by other commands. Even though the preparation of LOAs is decentralized, USASAC maintains overall control in that all cases are forwarded to USASAC for review and signature before going to DSCA, when required, and the purchaser.

Department of the Navy

The principal Navy organization for handling SA matters is the Navy IPO, located in Crystal City, Virginia. Under the direction of the Deputy Assistant Secretary of the Navy for Research, Development, and Acquisition (DASN-RD&A), Navy IPO formulates and implements Navy SA policy, and interfaces with other government agencies. Sales negotiations for all types of Navy service FMS requirements are carried out by Navy IPO, Figure 3-4.

Figure 3-4
Department of the Navy Functional Organization for Security Assistance



Detailed management of the Department of the Navy Security Assistance programs occurs at the systems commands and at the Naval Education and Training Security Assistance Field Activity (NETSAFA), which is located in Pensacola, Florida. Within each system's command and in NETSAFA, a SA coordination office oversees and monitors the command's SA business. However, the program management office or training activity that manages the U.S. Navy acquisition or school will be tasked with the execution of the FMS requirement for its product. Follow-on support FMS cases are managed at Navy Inventory Control Point for International Programs (NAVICP-OF) located both in Mechanicsburg, Pennsylvania, and Philadelphia, Pennsylvania.

The U.S. Marine Corps (USMC) is a separate service within the Department of the Navy, Navy IPO is the entry point for all requests for USMC SA. The U.S. Marine Corps Systems Command (International Programs), located at Quantico, Virginia, executes all FMS for systems and logistics, international procurement matters, international armaments programs, and the facilitation of all exercises involving international forces operating with the USMC or utilizing USMC facilities. The Security Cooperation Education and Training Center (SCETC), is also located at Quantico, Virginia,

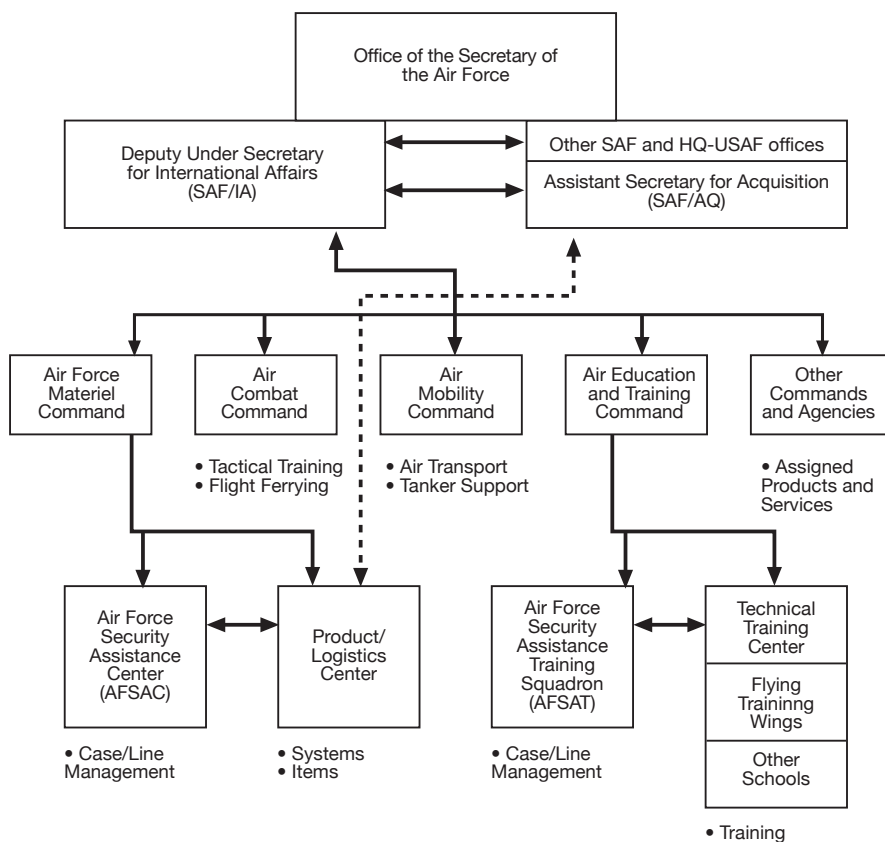
coordinates, manages, and implements all SA education and training for the USMC. Deployment of USMC training teams is through the appropriate regional USMC component command and USMC forces command.

Although a component of the DHS, and not the DOD, the U.S. Coast Guard participates in certain SA programs. The Headquarters, USCG international affairs staff for SA and international training (G-CI), located in Washington D.C., coordinates USCG SA policy and directs the performance of SA programs on behalf of the Commandant of the USCG. USCG operating units, training centers, and inventory control points may provide U.S. defense articles and services to foreign customers through the SA program.

Department of the Air Force

The office of the Secretary of the Air Force, Deputy Under Secretary for International Affairs (SAF/IA) develops, implements, and oversees SA activities assigned to the U.S. Air Force by OSD. It is the office of primary responsibility for the central management, direction, guidance and supervision of the Air Force portion of SA programs for foreign nations and international activities. The Assistant Secretary of the Air Force for Acquisition (SAF/AQ), by virtue of having responsibility for Air Force acquisition, has a coordinating role in the development of LOAs for major acquisition cases and an oversight role in their execution. Both SAF/IA and SAF/AQ are located in Washington, D.C.

**Figure 3-5
Department of the Air Force Functional Organization for Security Assistance**



For follow-on support that will be provided from Air Force Materiel Command (AFMC) assets, the Air Force Security Assistance Center (AFSAC) at Wright-Patterson Air Force Base, Ohio, prepares,

processes, and oversees the performance of the applicable FMS cases. AFSAC has also assumed from SAF/IA the writing of most system sales cases.

Within an FMS case, Air Force directs the management of its FMS business on a line-by-line basis. SAF/IA or AFSAC, as applicable, assigns line management responsibility to the major command having cognizance over the article or service being provided and a Security Assistance Program Manager (SAPM) to oversee the coordination of the lines. (See Figure 3-5).

Detailed management of USAF SA training cases is conducted by the Air Force Security Assistance Training (AFSAT) Squadron, a component of the Air Education and Training Command (AETC). Both AFSAT and AETC are located at Randolph Air Force Base, Texas.

SUMMARY

The development and management of the U.S. SA program requires the active participation and cooperation of all branches of the USG. Within the executive branch, there are several departments that have a particularly active role. By law, the Secretary of State is responsible for the continuous supervision and general direction of the SA program. Other departments and offices (e.g., DOD, DOT, DOC, and OMB have a supportive role as well). The DOD has perhaps the largest supportive role from a level-of-effort standpoint.

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