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# The Security Assistance Monthly Summary

By

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In the era of "do more with less," dwindling resources are compelling Office of Defense Cooperation (ODC) chiefs to find more efficient methods by which to operate, especially in Africa. Lone ODC chiefs will soon be expected to handle what once were two man offices. Personnel reductions such as these will demand faster assimilation of incoming data. Even with a small security assistance program, there is plenty of data to digest: supply manifest reports, monthly country ledger reports, quarterly Foreign Military Sales (FMS) billing statements, and assorted message traffic from desk officers, among others. The trick will be, as it is now, to sort through the superfluous, get to the essential and to have the essential at hand when it is needed—better yet, before it is needed. When the ambassador, a desk officer or a host nation counterpart has a question about a particular Foreign Military Financing (FMF) case or a particular International Military Education and Training (IMET) program, the ODC chief's credibility is enhanced if he can answer immediately. Too frequently, however, when questions arise the ODC chief drops what he is doing, does his research, answers the question and then resumes his original task. This routine can fill an entire day. There are better ways to operate.

There is available to the ODC chief an effective management tool the use of which will increase the efficiency of the security assistance program, answer questions before they are asked, raise the profile of the security assistance program, and keep all players in the security assistance network well informed. That tool is the monthly security assistance summary.

As the title indicates, the report is published once per month by the SAO and, in the case of Chad, consists of three parts. Part I describes active FMF cases. Part II covers IMET. Part III outlines peripheral undertakings—military exercises, humanitarian assistance projects, and the like.

Part I, FMF cases, is broken down by service and then further sub-divided by individual FMF case. In Chad's case, Part I describes both ongoing Air Force cases and Army cases. Chad has no Navy. The report lists three or four sentences per FMF case informing the reader where the case stands. For instance, the entry under FMF case CD-D-MAN for the April 1994 summary reads.

Repair of Auxiliary Power Unit (APU). On 15 April 1994, the government of Chad provided a letter requesting an FMF case for the repair of its damaged APU. On 18 April 1994, SAO relayed the request to AFSAC/ECEE. AFSAC/ECEE advises a case for \$60,000 US will be established shortly at which time forwarding instructions for the failed APU will be provided. SAO will send the failed unit to the States on the monthly C-141/Starlifter flight.

The purpose of each individual case description is to inform. In this instance, the case description informs the Air Force desk officer that the SAO is awaiting word of the firm establishment of the case plus shipping instructions for the APU. The description

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reminds the SAO to begin preparation of the APU for shipment so that when shipping instructions arrive the item will be ready to move. Finally, the case description informs the European Command (EUCOM) desk officer that firm progress is being made in the establishment of the case and that no problems requiring his attention have arisen. The report, therefore, serves to prompt players at all levels of the process.

Part II, the section dealing with IMET, will be especially useful to the shop whose departing administrator (not to be replaced) handles the processing of IMET students. Part II of our report is divided into three subsections: 1) students presently in the U.S., 2) students departing for the U.S. next month, and 3) students returning from the U. S. next month. Part II then respectively reminds the SAO which IMET students are in which schools, which students will require international travel orders in the short term, and which students to debrief upon return. This data is especially important when visiting VIPs want to know how many IMET students are presently in the U.S. and what sorts of courses they're attending. More importantly, the information in Part II can save the ODC chief the embarrassment of forgetting to send a student to a course on time.

As traditional security assistance disappears, Part III of the monthly summary expands because it lists undertakings outside of what was the norm. For instance, as most ODC chiefs have learned, diminishing IMET and FMF accounts have prompted attempts to tap into the assorted programs funded with Title X money. We, for instance, are pursuing an International Training Activities Program (ITAP) as a means of providing some badly needed civil engineering assistance. Other programs we describe in Part III of our summary include our Biodiversity Project and our upcoming Joint Combined Exercise for Training (JCET). The final portion of Part III is devoted to administrative matters. For instance, April 1994's summary indicated we have requested reserve support for a two week period during the first quarter of FY95. We mention also that we held two formal meetings with our Chadian counterparts this month as opposed to the standard one due to the need to resolve some administrative holdups.

Here's a much abbreviated version of our monthly summary report that may give you a better idea of what we're doing:

## **Part I—Foreign Military Financing**

### **AIR FORCE CASES**

1. CD-D-LNA. C-130 Spare Engines. Closure pending. AFSAC/ECCE opines the sale of the unusable engines as scrap and payment of remaining bills will result in but a modest refund for Chad.

### **ARMY CASES**

1. CD-B-BAL. Vehicle Spare Parts. The 16 April 1994 Air Mobility Command flight to Ndjamena brought a number of spare parts ordered under this case in December 1993. As the balance in the case was approaching zero, SAO previously sent a letter to the minister of defense requesting a decision on whether to transfer additional funds with which to order more parts. Affirmative response received on 15 April 1994, SAO asked USASAC to make the transfer. On 21 April 1994, USASAC Alexandria advised it will, instead, establish a new spare parts case in the amount of 300,000 USD. OPR: USASAC.

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## Part II—IMET

### 1. Chadian IMET students presently in the U.S.

A. LTC Ye Darfine at the U.S. Army Command and General Staff College which concludes 3 June 1994.

B. Maj Ndoundo Timbaye at the Air Command and Staff College which concludes 16 June 1994.

2. Chadian IMET students departing for the U.S. in May 1994: 2Lt Kalibou Moussa departs for the Propulsion Specialist Course which begins 4 May 1994.

3. Chadian IMET students returning from the U.S. In May 1994: None.

## Part III—Other Programs

1. Biodiversity: AMB, DATT, SAO and a European community representative made another visit to the game park at Zakouma on 5 and 6 April 1994 for further consultations with the resident staff. All agree that a hydrological survey followed by well and dam construction would constitute a useful project. U.S. Army engineers replied to SAO's follow-up message on the letter of offer and acceptance indicating they were carrying our request by hand through the necessary coordination points. OPR: USASAC/US Army Engineers.

2. Military Building Renovation. If approved, the previously requested International Training Activities Program (ITAP) for civil engineering would take place in 1995 at the earliest. Special forces representatives indicate a modest civil engineering project in conjunction with the upcoming Joint Combined Exercise for Training is a possibility. Other options currently being pursued.

We published our first monthly summary in October 1993 and were pleasantly surprised by what followed. Air Force Security Assistance Command took renewed interest in resolving an FMF case that had been idle for years. The good news for Chad is that resolution of the case may yield a refund. Noting our description of a multi-million dollar FMF case which had been suspended prior to the delivery of hardware to Chad, our desk officer at the Army Security Assistance Command came up with a creative strategy for disposing of the hardware in question, again with a possible refund to Chad.

The monthly summary occasionally highlights obstacles in the security assistance process. However, the prudent SAO will be politic in assigning blame. Given the speed at which information moves in the computer age and the mounting individual workload caused by personnel reductions, mistakes occur at all levels. Usually, players require only a timely reminder to keep things moving. The timely reminder is exactly what the monthly summary provides. In addition, the report provides an excellent forum for identifying those who have significantly contributed to the program.

In conclusion, the monthly summary report may provide you with the management tool you need to oversee your program just a bit more closely, to keep your desk officers fighting on your behalf, and to benefit from the experience of veteran SAOs at higher headquarters who from time to time will provide unsolicited guidance to keep your program moving smoothly. The report is working well for us in Chad and just might be useful for you in your country. Good luck!

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## ABOUT THE AUTHOR

Maj (Sel) Gibson is the Chief, Office of Defense Cooperation at U.S. Embassy Ndjamená. He was graduated first in his class from The Citadel in 1982 and received his master's degree from Georgetown University in 1989.