



# Defense Security Cooperation Agency



# Strategic Plan

2003 - 2008

# Defense Security Cooperation Agency



## From the Director

December 2002

I am pleased to present the Defense Security Cooperation Agency (DSCA) Strategic Plan, 2003-2008. Our first strategic plan, published in 1998, was an important milestone providing a solid foundation for support of our stakeholders in the business of Security Cooperation. Our new Strategic Plan builds on our past accomplishments and establishes a new focus for how we will support National Security and Department of Defense (DoD) Security Cooperation goals.

This plan orients our focus specifically to mission accomplishment and improvement of our internal processes. The five principal objectives clearly articulate how we will support U.S. national security and foreign policy objectives in today's changing world. DSCA will exploit transformation opportunities to meet the demands of this evolving security environment.

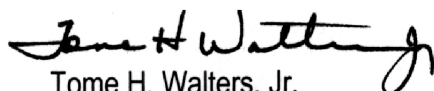
This plan articulates DSCA's internal long-term policy, programmatic, and management goals. The plan is one element of a comprehensive effort to create a performance-based management construct for DSCA. There is a direct relationship between the objectives we outline here and our program and policy decisions. To that end, we will review our performance on a periodic basis to ensure we remain on track with the course outlined in this plan. We will routinely assess our accomplishments and identify any additional measures appropriate for gauging progress toward our strategic goals.

# Strategic Plan

## 2003—2008

Directorate Action Plans (DAP) will identify implementing actions required at the Directorate level to accomplish the goals outlined in this plan. DAPs will convey how each Directorate intends to support appropriate aspects of our diverse mission. Implementing actions, where appropriate, will include realistic performance measures.

Key to achieving the DSCA mission and vision is a vibrant and professional Security Cooperation workforce. This plan incorporates specific actions to reinforce our commitment to the recruitment, education, development, and retention of our people as an indispensable foundation for success. Our overarching core values will remain in the forefront and guide us as we fulfill our goals.



Tome H. Walters, Jr.  
Lieutenant General, USAF  
Director



# Defense Security Cooperation Agency

## America's Goals

are to promote peace, sustain freedom, and encourage prosperity. This includes sustaining an international system that is respectful of the rule of law. The U.S. has a unique role in contributing to peace through a network of alliances and friendships. Our international relationships provide a general sense of stability and confidence, crucial to economic prosperity. In addition, they deter those who would threaten the welfare of the U.S. or our allies and friends. Together we stand ready to take action to counter their efforts at coercion or aggression.



Security Cooperation efforts influence the behaviors of a wide array of potential adversaries and develop the capacity of allies and friendly nations to ensure regional stability. A particular aim of DoD's Security Cooperation efforts is to ensure access and interoperability, while expanding the range of pre-conflict options available to counter coercive threats, deter aggression, or favorably prosecute war on U.S. terms. Our planning in Security Cooperation must adapt to and reinforce changes in the U.S. global military posture as well as support efforts to render U.S. forward forces, in concert with our security partners, capable of swiftly defeating aggression.

## The Goals of Security Cooperation

are set against a backdrop of an evolving, yet still dangerous, global security environment. The U.S. defense strategy is built around four Defense policy goals:

- Assuring allies and friends of U.S. steadiness of purpose and its capability to fulfill its security commitments
- Dissuading adversaries from undertaking programs or operations that could threaten U.S. interests or those of our allies and friends
- Deterring aggression and coercion by deploying forward the capability to swiftly defeat attacks and impose severe penalties for aggression on an adversary's military capability and supporting infrastructure
- Decisively defeating any adversary if deterrence fails

Security Cooperation within the DoD, appropriately focused and scoped, should build the capabilities and cooperative relationships that support these Defense





policy goals and, in the more immediate term, enable a sustained, multilateral campaign against international terrorism. The work of DSCA supports U.S. involvement overseas and our role in developing and sustaining regional security arrangements.

Often the elements of Security Cooperation are among the most practical and visible signs of our support for, and involvement with, other nations and their military services and decision makers. In time of peace especially, it is through activities such as disaster relief, humanitarian assistance, the day-to-day contacts of the Security Assistance Offices (SAO) in-country, the transfer and maintenance of systems, and international training opportunities, that positive interactions take place. This interaction leads to improved understanding between nations, support for emerging democracies, effective military and civil contacts, improved defense capabilities for our allies and friends, and the ability to train and operate together when necessary.



Operations in the Persian Gulf, Kosovo and Afghanistan testify to the growing importance of coalition forces that can operate across the spectrum of conflict and as the means to convey the will of the international community. Accordingly, we in the security cooperation community need to ensure that defense goods and services contribute to building the capability and interoperability of allies, friends and potential partners for conducting coalition operations. U.S. regional Combatant Commanders must have the

ability to communicate, maintain situational awareness, move forces and employ them effectively whenever operating with the support of allied nations.

## To Strengthen

alliances and partnerships, maintain favorable regional balances, and enable the war on terrorism, DSCA has developed the principal objectives, strategies and actions outlined in the following pages.



# Our

## Vision

Security cooperation programs that create trust and influence, while promoting access and interoperability vital to U.S. national security



## Our Core Values

**Integrity** — Honesty, Responsibility, and  
Accountability

**Excellence** — Knowledge, Commitment, and  
Professionalism

**Service** — Dedication, Innovation and  
Responsiveness

# Mission

Lead, direct and manage security cooperation programs to support U.S. national security objectives that strengthen America's alliances and partnerships through:

- Transfer of defense capabilities
- International military education
- Humanitarian Assistance and Mine Action

To achieve our Mission and Vision, we have identified five

## Principal Objectives

- 1** Identify, develop and advocate programs that strengthen America's alliances and partnerships
- 2** Strengthen defense relationships which promote U.S. access and influence
- 3** Promote interoperability with allies and friendly nations while protecting sensitive technologies and information
- 4** Develop the security cooperation workforce and give it the tools to succeed
- 5** Identify and incorporate best business practices and deploy systems that save time, energy and money

# 1

## Identify, develop and advocate programs that strengthen America's alliances and partnerships

Evolving Security Cooperation concepts require that we build new relationships worldwide, sustain alliances, and create coalitions of partners with differing military capabilities. We will refocus our efforts to fashion a more relevant international footprint through international teamwork and partnering with industry. Our security cooperation programs will uphold our national security strategy and foreign policy objectives. We will support U.S. allies and friendly nations in waging war on terrorism.

We will lead security cooperation activities within DoD and the U.S. Government by proactively addressing issues that affect the Security Cooperation community. DSCA will work toward foreign government satisfaction through effective and responsive education, advocacy, program management, and process improvement.







## Actions:

- 1.1. Identify and advocate security cooperation policy issues within the U.S. Government
- 1.2. Support U.S. national priorities and Theater Security Cooperation strategies
- 1.3. Maintain an active dialogue with the Security Cooperation community
- 1.4. Support the international customer
- 1.5. Improve outreach and opportunities for teaming with industry
- 1.6. Maintain an active public information program

“Our principles will guide our Government’s decisions about international cooperation, the character of our foreign assistance and the allocation of resources.”

National Security Strategy, 2002

# 2

## Strengthen defense relationships which promote U.S. access and influence

DSCA will promote security cooperation programs as a means to strengthen defense relationships. Sale of U.S. defense capabilities through Foreign Military Sales (FMS) contributes to closer ties with foreign militaries. International education and training also plays a key role in strengthening military-to-military and civil-military relationships. Security cooperation programs promote human rights, the presence of a fair and effective military justice system, and civilian control of the military.

Humanitarian Assistance and Mine Action (HA/MA) programs help shape the international security environment, provide regional stability, and promote peace and democracy in regions of tension. DSCA will manage, coordinate, and monitor execution of mine action training operations and related activities. Its HA/MA programs will also support U.S. forces responding to assist victims of storms, earthquakes, and other natural or manmade disasters.





## Actions:

- 2.1. Increase outreach to foreign customers by working closely with the SAOs and local foreign representatives
- 2.2. Develop international training program guidance and conduct oversight of security cooperation training worldwide
- 2.3. Provide targeted training and education programs to assist nations with solving their specific legal and institutional challenges to building effective democratic military and civil institutions
- 2.4. Direct and resource HA/MA training, operations and related program activities
- 2.5. Respond to unplanned program requests from Combatant Commanders and the Department of State for humanitarian assistance and emergency response activities requiring DoD capabilities

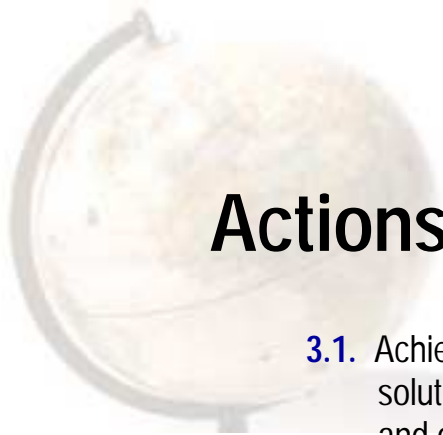
“The United States should invest time and resources into building international relationships and institutions that help manage local crises when they emerge.”  
National Security Strategy, 2002

# 3 Promote interoperability with allies and friendly nations while protecting sensitive technologies and information

Security cooperation must be more agile and adaptable, posturing the U.S., allies and friendly nations to respond effectively. This includes enhancing interoperability and peacetime preparations for coalition operations, as well as increasing allied participation in activities such as joint and combined training and experimentation. Particularly critical in this regard are enhanced, secure, responsive, and interoperable command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) systems. DSCA accomplishes this through its Security Assistance responsibilities as levied on the Secretary of Defense under the Foreign Assistance Act of 1961 (as amended), the Arms Export Control Act, related statutory authorities, and Executive Orders and Directives concerning the administration of Military Assistance such as grant and credit financing, FMS, Excess Defense Articles, and leases.

DSCA directs FMS and supports Direct Commercial Sales (DCS) as the two vehicles for the sale of defense articles and services to foreign governments and international organizations. Close liaison with the defense industry helps achieve Security Cooperation objectives while supporting the U.S. industrial base. Teaming with industry provides insight into the procurement or training needs of allies and friendly nations. Moreover, it helps us understand the full range of defense articles and services that are available.





## Actions:

- 3.1. Achieve coalition interoperability through FMS and alternate solutions, such as hybrid arrangements combining FMS, DCS and other options
- 3.2. Achieve C4ISR interoperability through FMS and alternate solutions to support coalitions' demand for effective command and control
- 3.3. Engage in export control issues affecting security cooperation activities
- 3.4. Support cooperative research, development, and production
- 3.5. Manage DoD funded programs such as Warsaw Initiative/ Partnership for Peace (WI/PfP) and other regional initiatives
- 3.6. Explore innovative ways to improve system life cycle support for international customers

“Forming coalitions of the willing and cooperative security arrangements are key to confronting ... emerging transnational threats.”

National Security Strategy, 2002

# 4

## Develop the security cooperation workforce and give it the tools to succeed

A sustained effort is required to recruit, develop, and retain highly qualified and committed professionals possessing the skills necessary for mission success. We are dedicated to providing broad career development, education and job-related technical training opportunities to our security cooperation workforce.

We must foster an environment that satisfies, empowers, respects, and recognizes team members to maximize their commitment to DSCA and to the Security Cooperation community at large. DSCA will create and reward a corps of professionals who take ownership of issues and responsibility for meeting challenges.



# DSCA Strategic Plan 2003—2008

"Agencies will build, sustain, and effectively deploy the skilled, knowledgeable, diverse, and high-performing workforce needed to meet the current and emerging needs of government and its citizens."

The President's Management Agenda, 2002



## Actions:

- 4.1. Increase focus on recruiting highly qualified personnel for long term replacement of the workforce
- 4.2. Give employees tailored training and tools such as indoctrination, on-the-job training, and handbooks
- 4.3. Uphold the Defense Institute of Security Assistance Management (DISAM) as the center of excellence for professional development of our security cooperation workforce
- 4.4. Implement workforce initiatives including the Certification and Career Development Guidelines, Graduate Studies Program and the International Affairs Internship Program
- 4.5. Support employee development through educational opportunities such as: Senior Service Schools and the Office of Personnel Management (OPM) Federal Executive Institute and Management Development Centers
- 4.6. Provide opportunities for cross-training to broaden the skills, knowledge and abilities of the security cooperation workforce
- 4.7. Recognize outstanding individual performance

# 5

## Identify and incorporate best business practices and deploy systems that save time, energy and money

To fulfill its mission, DSCA must apply rigor to its financial and budgetary processes. DSCA will take the lead to streamline and standardize business practices and processes across the Security Cooperation community. DSCA will use a Planning, Programming and Budgeting System (PPBS)-like process for the allocation of FMS and Foreign Military Financing (FMF) Administrative funds to match budgets to performance. DSCA will carry out Secretary of Defense guidance to achieve transformation of our business processes.

DSCA will strive to improve information technology and business processes that interface with the customer to save time, energy and dollars. By establishing budgetary priorities, DSCA will provide common direction for more effective use of community resources through budget execution. Finally, as DSCA transforms the business of FMS and related processes, we will retain a strong customer focus that emphasizes responsiveness, participation, visibility, and transparency.





# DSCA Strategic Plan 2003—2008



## Actions:

"The Department of Defense must wisely allocate resources and structure programs to create a portfolio of capabilities that is balanced appropriately for the variety of challenges we face."

Secretary of Defense 2002 Annual Report  
to the President and the Congress

- 5.1. Use Performance Based Management to achieve process improvements and measurable streamlining
- 5.2. Complete implementation of Performance Based Budgeting and Costing
- 5.3. Implement a security cooperation planning and programming process to allocate resources
- 5.4. Achieve Chief Financial Officer (CFO) compliance of all major security cooperation systems to obtain greater fidelity and auditability of dollars
- 5.5. Explore and implement, where appropriate, foreign customer access to Security Assistance information through web-based and other automated tools. Make the Security Cooperation Information Portal a success
- 5.6. Achieve a qualitative improvement in support and standardization for our customers by fielding the Defense Security Assistance Management System (DSAMS) training module
- 5.7. Sustain a culture of continuous improvement through business process reengineering and implement the FMS Reinvention Initiatives
- 5.8. Formulate and execute an effective and affordable plan for the evolution of information systems supporting security cooperation business processes

# Defense Security Cooperation Agency



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