



Building Partnership Capacity

CDR Pat Shea, USN

Joint Staff J-5

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- Purpose & Background
- Imperatives
- Strategic Context
- Portfolio Description
- Organizational Construct
- Points of Contact



Purpose and Background

- Purpose: Inform National Defense Industrial Association Forum
- 2006 Quadrennial Defense Review
 - Building Partner Capacity
 - Irregular Warfare
 - Strategic Communications
- Strategic Guidance
 - Guidance Development of the Force
 - Guidance Employment of the Force
- Chairman's Priorities



Imperative

- Instability and ungoverned or poorly governed spaces are threats to international peace and security
- Partner nations can realize enormous benefits by working together as a team to confront a multitude of transnational threats
 - Counter-Narcotics
 - Weapons Proliferation
 - Piracy
 - Illicit Trafficking in Persons
 - Counter-terrorism



Imperative

- Metastasizing threats since 9/11 – US forces can't be everywhere.
- Our struggle against violent extremists requires that we work with sovereign countries with whom we are not at war.
- Through preventative investments, we can help shape the environment to reduce requirements for major US interventions and their attendant costs.
- Our partners can also leverage knowledge of language, culture, and the enemy in ways that U.S. military forces cannot.
- Major US deployments in foreign territory can help the enemy build ideological support for terrorism and aid recruiting.
- Working with partners, we can help create layers of offense and defense that are difficult to build or sustain unilaterally.
- It takes a network to defeat a network.

The United States is underinvested in preventative strategies to build the capacity of foreign partners to counter terrorism and to promote regional stability around the world. Building foreign partner capacity is fundamental to our national security and will remain so for the foreseeable future



Strategic Context

- Integrated into supporting planning and actions derived from National Strategies within Ends, Ways, Means construct
 - Deter conflicts and promote stability
 - Strengthen and expand alliances, partnerships and coalitions
 - Security Cooperation and alliances / partnerships
- Department will continue to work with its U.S. and foreign defense and security partners to prevent attacks on the homeland, provide defense support to civil authorities to prevent and protect against terrorist acts
 - Build partnership capabilities and capacity that contribute to anticipating deterring or defeating threats to the U.S. homeland
 - Build the capabilities and capacity of foreign partners to combat internal threats such as terrorism and other irregular challenges



Building Partnerships Description

Building Partnerships

The ability to set the conditions for interaction with partner, competitor or adversary leaders, military forces, or relevant populations by developing and presenting information and conducting activities to affect their perceptions, will, behavior, and capabilities.

JCA Tier I

JCA Tier II

Communicate

Shape

- **Inform domestic and foreign audiences**
- **Persuade partner audiences**
- **Influence adversary and competitor audiences**

- **Partner with foreign governments and institutions**
- **Build capabilities and capacities of foreign partners and institutions**
- **Provide aid to foreign partners and institutions**
- **Leverage capacities and capabilities of security establishment**
- **Strengthen Global Defense Posture**

JCA Tier III

- **Includes Cooperative and Non-cooperative elements**
- **Title 10 & 22 Authorities**



Building Partnership JCA Crosswalk

Provide Aid to Foreign Partners and Institutions	Overseas Humanitarian Development Assistance / Civic Action	Medical Team Deployments
Build the Capabilities and Capacities of Partners and Institutions	Army War College International Fellows Program (USA)	Joint Exercise Programs (e.g. bilateral, multilateral, service-sponsored, JFCOM)
Leverage Capacities and Capabilities of Security Establishments	Acquisition and Cross-Servicing Agreements* [10 USC 2341-2350]	International Cooperative Research, Development, Test and Evaluation Programs* [22 USC Sec 2767; 10 USC Sec 2350, 2358]
Partner with Governments and Institutions	Cooperative Defense Program	Warsaw Initiative Funds Supporting Partnership for Peace* [10 USC Secs 168; 1051; 2010]
Strengthen Global Defense Posture	Military Construction	Global Maritime Partnership Initiative
Inform Domestic and Foreign Audiences	Credible Voices	Regional Magazines
Persuade Partner Audiences	Muslim Outreach Receptions (USMC)	Military Information Support Teams (MIST)
Influence Adversary and Competitor Audiences	----- UNCLASSIFIED	----- ---



Building Partnership Organization

Capability Portfolio Management

- **OSD Lead Agent**
- **Special Arm of the DAWG**
 - Accrues authority and responsibility from DAWG
 - USD (Policy)
- **Provide a completely integrated, coordinated and synchronized capability portfolio**
- **PA&E conducts cross-portfolio analysis and collaborate with portfolio managers at portfolio level**

Functional Capability Board

- **JS Lead Agent**
- **CJCS Title 10 JROC**
 - Accrues authority and responsibility from CJCS 3137
 - DJ5
- **Validate and prioritize joint military capabilities needed to meet the National Military Strategy**
- **J8/JCD convenes cross-functional area integration of capabilities and prioritization**



USD(P) Partnership Strategy

- Mr. Tim Hoffman
- Mr. Art Collins

[arthur.collins@osd.\(smil\).mil](mailto:arthur.collins@osd.(smil).mil)

(703) 697-2202

J5 Global Security Affairs

- Mr. Scott Norwood
- CDR Pat Shea, USN

[Patrick.shea@js.pentagon.\(smil.\)mil](mailto:Patrick.shea@js.pentagon.(smil.)mil)

(703) 697-3385