OFFICE OF THE SECRETARY OF DEFENSE (OSD

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Global War on Terror (GWOT) /Regional War on Terror (RWOT)

Operations and Maintenance, Defense Wide
Budget Activity 04, Administrative and Service-Wide Activities

Detail by Subactivity Group

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I.   Description of Operations Financed:

The Department of Defense (DoD) funds individuals who provide expertise, knowledge, and experience in understanding the cultural differences, geography, economics, and demographics of Iraq, Afghanistan, Africa, and other areas where terrorism is spreading. This funding also pays for information and data concerning the politics and foreign policy of these countries and the ability to deny the spread of terrorist. Finally, funding buys the capability to educate and teach people about democracy and dissuade them from terrorism.

This education and the support of knowledgeable people provides a strategic capability to counter terrorism, conduct counterinsurgency operations, prevent the spread of counter cultures, and plan for further contingency operations not only in the Middle East, but also in Africa. In total, this submission unites and strengthens like efforts in support of the Global War on Terrorism, Operation Iraqi Freedom, and Operation Enduring Freedom by capturing different aspects of terrorists and applying these aspects to military operations as follows:

- Strategically, the DoD will use funding in the African Security Initiative to pursue efforts to contain the spread of terrorism beyond the Middle East through education of democracy and the infiltration into dynamic and dangerous cultures.

- Operationally, the Irregular Warfare Initiative provides the ability to protect nation states from possible failure and protect ungoverned areas. Also, Temporary Personnel Support provides military and civilian leaderships with current analysis of issues within detainee affairs and the Middle East. Finally, the Rewards Program will compensate those individuals who provide information or items that help locate terrorist activity.

- Tactically, the Defense Critical Infrastructure Program assesses critical infrastructure. The Stability Operations program uses training and education to dissuade individuals from potential terrorist activity. Finally, having the Adaptive

Planning Capability in a Top Secret (TS) environment will allow the Defense Department to prepare rapidly for highly-sensitive contingency operations through more efficient war planning.

The Office of the Secretary of Defense (OSD) is a Management Headquarters activity that requests supplemental funding to support Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF), and the Global War on Terror (GWOT). Specifically, funding is for:

- **Defense Critical Infrastructure Protection (DCIP)**: The DCIP funding will support DoD operations in Iraq and Afghanistan and the broader war on terror by ensuring critical infrastructure assets are available to accomplish related missions. Funding will be provided to support CENTCOM operations by ensuring infrastructure is available to support OIF and OEF. Additionally, funding will be provided to ensure intelligence, surveillance, reconnaissance, logistics, and command and control capabilities are not disrupted and support mission accomplishment**.**

- **Department of Defense (DoD) Rewards Program**: The DoD Rewards program pays rewards to persons for providing U.S. Government personnel with information or non-lethal assistance that is beneficial to armed forces operations or activities conducted outside the United States against international terrorism or protection of U.S. military armed forces.

- **Stability Operations Implementation (SOI)**: Funding will provide immediate support to refine and coordinate Department of Defense (DoD) and United States Government (USG) capabilities in on-going and future stability operations. The DoD and the Department of State will develop a small center to support cost-effective expertise for training, education, lessons learned, and research integration and curriculum development as directed by the Secretary of Defense.

- **Irregular Warfare Initiative (IWI)**: On April 28, 2006, the Deputy Secretary signed the Irregular Warfare QDR Execution Roadmap that provided further analysis for initiatives that are critical to the prosecution of the Global War on Terrorism. Among these initiatives was the development of broader linguistic capability and cultural understanding. Funding will provide 4 full-time equivalent personnel to develop language and culture education and training programs.

- **Adaptive Planning Capability in a Top Secret (TS) Environment:** On December 13, 2005, the Secretary signed the Adaptive Planning Roadmap for implementation. To enable combatant commands (COCOMs) to produce and revise their plans as rapidly as circumstances require, Adaptive Planning processes, tools and technology are replacing current processes and systems. Adaptive Planning processes, tools and technology will be used for both crisis and contingency planning, joining them into a seamless system. Supplemental funding is required to provide a net-centric, collaborative planning environment for the COCOMs at the Top Secret level so they can produce highly sensitive plans on the demanding timelines the Secretary of Defense has established. Currently no such capability exists. This funding request also takes into account the increasing number of sensitive plans that must be developed in a TS environment.

- **African Security Initiative (ASI)**: This funding will establish an in-region presence in support of Operation Enduring Freedom – Horn of Africa (OEF-H). The ASI primary focus will be on influencing regional national decision makers in support of the Combatant Commander and U.S. national security interests. This funding will pay the salaries of foreign nationals, provide for consultants and influential people cognizant of African concerns, and provide contractor support. In addition, funding will provide for the education and understanding of African issues and an infrastructure base to leverage initiatives.

  On a tactical and operational level, the ASI will provide the capability to understand Africa's growing maritime environment; especially in securing petroleum reserves, reducing arms/drugs trafficking, and countering trans-national crime. The ASI will collect, collate and analyze the multifaceted nature of maritime security in this region; focusing on measures to improve domain awareness, enhance regional collaboration for improved security, harmonize legislation, bolster judicial processes, and adopt appropriate technology. Addis Ababa, Ethiopia was chosen for the initial annex because its proximity to African Union Headquarters as well as other regional and sub-regional organizations, and accessibility to transportation throughout the region. Possible locations of subsequent Africa Center annexes include Botswana in southern Africa, Senegal or Mali in West Africa, and a yet- to-be-determined site in North Africa. The exact locations will be determined after discussions with stakeholders are concluded.

- **Detainee Affairs Temporary Personnel**: Provides 19 temporary personnel to support operations in Near East Southeast Asia (NESA) and Detainee Affairs.

- **Military Intelligence Program (MIP)**: Classified Program – Details are provided through separate submission

	FY 2007	FY 2008
	Title IX/Supplemental	**GWOT Request**
	53,453	63,214

II.   **Financial Summary ($ in Thousands):**

A.   **Sub-Activity Group** – **Defense Critical Infrastructure Program (DCIP)**

1.	**3.6 Command, Control, Communication**		
	Computer, and Intelligence (C4I)	**9,300**	**16,351**

Narrative Justification: The success of DoD missions depends on a global Defense Critical Infrastructure -- DoD and non-DoD networked assets essential to project, support, and sustain military forces and operations worldwide. This infrastructure is owned and operated by DoD, other Government organizations, and private industry. Further, this infrastructure has vulnerabilities that, if exploited, either through natural or manmade events, will affect the ability of DoD to perform its missions.

Homeland Security Presidential Directive 7 (HSPD-7), the FY 2008-2013 Strategic Planning Guidance, and the Secretary's guidance in DoD Directive 3020.40 provide the framework for the DCIP to identify what Defense infrastructure assets are critical to DoD missions, what the assets are vulnerable to, and what threats exist to the assets. Armed with this risk assessment information, decision makers provide an appropriate risk response, providing remediation, mitigation, or reconstitution of Defense critical infrastructure assets.

Funding will go to the Combatant Commands (COCOMs) and Military Services to:
• Conduct mission analysis and identify critical assets required to execute the President's new course to stabilize Iraq.
• Coordinate and conduct vulnerability assessments on the identified critical assets as well as to develop remediation plans to ensure continued availability of critical infrastructure supporting Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF), and the Global War on Terror (GWOT).

In addition, funding would be provided to the Office of the Secretary of Defense for Policy to:
• Conduct an analysis on the Defense Industrial Base (DIB) to identify those critical Defense contractors that provide goods and services directly supporting OIF/OEF/GWOT.
• Provide the near real-time analytical reachback capability used to identify and analyze critical infrastructure asset dependencies in a dynamic environment will cease to exist.

Impact if not funded: Without funding, vulnerabilities to mission critical assets will remain unknown, resulting in the inability to develop contingency plans to mitigate the risk due to the loss or degradation of those critical assets supporting OIF/OEF/GWOT.

B. <u>Sub-Activity Group</u> – DoD Rewards Program

1.	**3.6 Command, Control, Communication** **Computer, and Intelligence (C4I)**	**6,500**	**6,643**

Narrative Justification: The DoD Rewards program is used to collect information or non-lethal assistance that results in the capture of a person, weapon or documents on a wanted list in support of OIF, OEF, and the GWOT. The program is designed to reduce, over time, the capabilities and threats associated with insurgent activities. Rewards are given to foreign national citizens who provide qualifying information and whose names are kept strictly confidential. There is no established reward amount, as each nomination packet is considered separately, based upon its overall strategic value and impact. Information leading to the capture of more expensive munitions or wanted insurgents can net up to $50,000. The Secretary of Defense must approve rewards from $50,000 to the top award of $200,000.

Supplemental funding is required to fund current operations in Iraq and Afghanistan, emerging efforts in the Horn of Africa, and the global expansion of the Rewards Program to all COCOMs. The funding increase over FY 2007 execution levels is needed to address new authorities the DoD was given in the FY 2007 Defense Authorization Act (NDAA) which decentralized the $50,000 thousand dollar level to direct commanders of the COCOMs. With approval levels at $50,000 thousand, direct commanders are taking advantage of this "quicker response" capability to increase the number of payouts and increase credibility to informants on the ground.

Impact if not funded: Lack of funding will significantly decrease the COCOMs' ability to track down terrorists in not only the Central Command (CENTCOM) Area of Responsibility (AOR) but also globally, potentially allowing terrorist to set up in other ungoverned non-state areas. Lack of funding will also increase the potential for more U.S. casualties in the CENTCOM AOR, since this program has significantly contributed to the capture of enemy weapon caches, ammunition and those subsystems of Improvised Explosive Device (IED) and Vehicular Improvised Explosive Device (VIED). Finally, if funding is not provided, the program will not be expanded to European Command (EUCOM), Pacific Command (PACOM), and Africa (Operation Enduring Freedom-Horn of Africa).

C. **Sub-Activity Group** – **Stability Operations Implementation**

1. **3.6 Command, Control, Communication**
   Computer, and Intelligence (C4I)   **1,800**   **3,577**

Narrative Justification: While many stability operations tasks are best performed by indigenous, foreign, or U.S. civilian professionals, DoD Directive 3000.05, "Military Support to Security, Stability, Transition, and Reconstruction Operations" states that U.S. military forces must be prepared to perform all tasks necessary to establish or maintain order when civilians cannot do so. Successfully performing such tasks can help secure a lasting peace and facilitate the timely withdrawal of U.S. and foreign forces. Stability operations tasks include helping:

- Rebuild indigenous institutions including various types of security forces, correctional facilities, and judicial systems necessary to secure and stabilize the environment.

- Revive or build the private sector, including encouraging citizen-driven, bottom-up economic activity and constructing necessary infrastructure.

- Develop representative governmental institutions.

Integrated civilian and military efforts are vital to successful stability operations. Whether conducting or supporting stability operations, the DoD works closely with relevant U.S. Departments and Agencies, foreign governments and security forces, global and regional international organizations, U.S. and foreign nongovernmental organizations, and the private sector.

Stability Operations Implementation (SOI) will provide support for the development of DoD capabilities to support stability operations in accordance with DoD Directive 3000.05, National Security Presidential Directive-44 (NSPD-44), DoD Strategic Planning Guidance, and the 2006 Quadrennial Defense Review. Low-cost, high yield activities throughout the Department can support the institutionalization of temporary adaptations developed for Iraq and Afghanistan campaigns and fill current gaps in capabilities. These efforts will improve the Department's stability operations capabilities by supporting and networking existing SSTR education and training, and research programs across the U.S. Government and among international partners to develop integrated approaches into training and education transformation.

Funding provides for the sustainment of a staff of 5 personnel (an Executive Director and a Senior Chair who will be temporary full-time-equivalent civilian personnel in charge of outreach to partner institutions, and 3 contractor support

staff personnel) and start-up operational costs to include communications and information technology. Funding will provide a small, effective team of expertise to support training, education, exercise scenarios for interagency participation, lessons learned integration, and curriculum development, resulting in the development of a large civilian and military cadre trained in Stability, Security, Transition, and Reconstruction (SSTR) tasks at multiple levels of responsibility.

Impact if not funded: The warfighters will not receive the coordinated and integrated training informed by best practices that is critical to success in complex environments such as stability operations. Additionally, warfighters will not be as effective working with civilian partners in these volatile environments. Lastly, the Secretary of Defense will not be able to achieve requirements outlined in NSPD-44 to work with the Secretary of State to integrate stabilization and reconstruction contingency plans with military contingency plans when relevant and appropriate and develop a general framework for fully coordinating stabilization and reconstruction activities and military operations at all levels where appropriate.

D. **Sub-Activity Group** – **Irregular Warfare Initiative (IWI)**

1.	3.6 **Command, Control, Communication Computer, and Intelligence (C4I)**	**1,500**	**1,533**

Narrative Justification: As DoD transforms to face 21st century irregular warfare enemies, the Department can still use the the tactical, operational, and strategic levels of war as guidelines for professional military development. At the strategic level, the 2006 Quadrennial Defense Review (QDR) states that "irregular warfare has emerged as the dominant form of warfare confronting the United States" and that "future warriors will be as proficient in irregular operations, including counterinsurgency and stabilization operations, as they are today in high-intensity combat." In the 2006 Irregular Warfare (IW) Roadmap, the Deputy Secretary of Defense directed the increase in opportunities for DoD military and civilian personnel to obtain, maintain, and improve their individual language proficiency and understanding of foreign cultures as they pertain to irregular warfare.

This funding will provide for the sustainment of 4 temporary full-time-equivalent civilian personnel dedicated to developing policies that will accelerate the development of operationally relevant tasks, conditions and standards for joint training and education in understanding foreign cultures in countries and regions of strategic importance to the Global War on Terrorism. These individuals will develop more indepth analysis of the:

- Assignment of additional military and civilian personnel to long-term, non-intelligence positions in priority and high-priority countries for the Global War on Terrorism.

- Legal issues and potential benefits of the recruitment of children of expatriates to include screening metrics for potential useful service recruits.

- Legal issues and specific requirements and screening mechanisms for the recruitment of foreign nationals.

- Current Civilian Leadership Development Programs and Service degree programs to include the disciplines and degree levels necessary for increasing opportunities for DoD military and civilian personnel to pursue advanced civil education in language, culture and social sciences.

Impact if not funded: COCOMs translate strategic concepts into viable plans within theaters of war. Operationalizing counterinsurgency captures current thinking on how DoD is to analyze insurgencies during the 21st century, guides joint force commanders in overall campaign design, effects-based operations, and logical lines of operations; and updates irregular warfare and counterinsurgency principles within the context of the current enemy.

Without this funding, costs to manage irregular warfare as part of the long war on terrorism will continue to rise, leading to inadequacies in the capabilities needed to understand and defeat terrorism. The lack of methods, strategies, processes, and plans to prevent the use of Irregular Terrorism will continue to erode U.S. influence worldwide. Irregular Warfare has as its central tenet the understanding of the role of relevant populations in warfare. The success of the national strategy and operational plans for the GWOT are dependent on a military and civilian workforce that possesses the proper level of language and cultural knowledge to understand the human terrain.

E. **Sub-Activity Group** – **Adaptive Planning (AP) Capability in a Top Secret (TS) Environment**

1. **3.6 Command, Control, Communication**
    Computer, and Intelligence (C4I)   **6,340**   **6,479**

Narrative Justification: Without the aid of advanced collaborative planning technology provided by the Adaptive Planning (AP) initiative, the development of operation plans is extraordinarily time-consuming, complex, and cumbersome. COCOM planners simply cannot meet the aggressive timelines the SECDEF has set for the development and regular update of contingency plans. Advanced collaborative tools and technology provide the capability to rapidly conduct mission analysis, develop feasible courses of action, wargame these courses of action, and provide sufficient insights into the strengths and weaknesses of alternative options to select the best of them. Advanced collaborative

planning tools will enable planners to assess the operational and logistical feasibility of each option. AP technology also allows planners to revise particular courses of action rapidly and to conduct excursions on them to explore the impact of key factors influencing the outcome of an operation. Further, AP technology allows the DoD to identify force/capability requirements for a particular plan and quickly source them. It also enables the SECDEF and the Chairman of the Joint Chief of Staff to manage the force as a whole, optimizing the distribution of forces to meet the Department's needs across the full complement of its contingency plans.

FY 2007 supplemental funding provides the capability to conduct collaborative contingency planning in a Top Secret environment. FY 2008 funding will provide the sustainment and maintenance of the Adaptive Planning tools to operate in a Top Secret environment.

Impact if not funded: The Department will have no net-centric, collaborative planning capability at the TS level. Without this technology, the Department will be unable to:

- Develop and adapt contingency plans rapidly (as can be done currently on the SIPRNET).
- Provide the ability to create and modify war plans in a matter of months, not years. This capability is critical to enable the DoD to respond to rapidly changing threats and world events. Lessons learned from OEF and OIF reinforced the need for rapid planning and risk assessment to address changing conditions in a theater of operations, such as the availability of key ports, launch points, and air bases for U.S. troops, and the potential contribution of coalition partners and allies that were key variables in understanding the readiness and risk to U.S. military forces.
- Provide an assessment of potential deficiencies for a given scenario or provide a mechanism to alter war plans and identify mitigation options.
- Provide the COCOMs, the Joint Staff, and DoD users scenario risk analysis and the ability to analyze risk to the National Military Strategy.
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F. Sub-Activity Group – Africa Security Initiative

1. **3.6 Command, Control, Communication Computer, and Intelligence (C4I)**   **4,133**   **4,224**

Narrative Justification: FY 2007 funding provides contracted support in the stand up of an office in Addis Ababa, Ethiopia. Funding will include an infrastructure, support staff, and people who can develop bilateral relationships between the United States and African countries to focus on multilateral approaches on solutions to security. Through the purchase of data and the persuasion of individuals, funding provides an understanding of African counter

ideological support for terrorism where the influence of Islamic fundamentalism is growing. FY 2007 funding will be used to build on existing contacts and expertise in critical regions to update analysts and policy makers regarding current dynamics and trajectories of Islamist politics and debate in these areas. It will also identify and analyze policy options for a broad range of U.S. stakeholders. Forward presence through the use of this funding will enhance stability in the region by providing an educational environment where strategic issues can be addressed, understanding deepened, partnerships fostered, defense-related decision-making improved, and cooperation strengthened. FY 2008 supplemental funding is for the sustainment of the contract support and office.

Impact if not funded: Without funding, the COCOMs will lack a critical tool to stop terrorist activity from crossing borders, be unable to determine the size and level of terrorist activity growing in certain African regions, and continue the risk that African regions will become more unstable, disuse democratic institutions, and deny the ability of the U.S. to promote an active and peaceful partnership among the region's nations.

G. Sub-Activity Group – Detainee Affairs Temporary Personnel

1.   1.2.2 Civilian Temporary Hires   2,700   2,759

Narrative Justification: Funding provides for sustainment of 12 civilian temporary full-time-equivalent personnel to support operations in Near East Southeast Asia (NESA) to include strategic planning and coordination of international issues within this region and 7 civilian temporary full-time-equivalent personnel for Detainee Affairs to monitor the progress of prisoners of war. This funding will be required to support NESA and Detainee Affairs as long as operations in Iraq and Afghanistan remain hostile. These are senior advisors to leadership in the Defense Department, White House, and State Department. They provide unique expertise in Islamic culture and languages.

Impact if not funded: Without funding, the Defense Department will lose the ability to react quickly to crisis events in the Middle East and with situations concerning Detainee Affairs. Information for decision makers, to include members of Congress, will not be provided thereby reducing the ability to negotiate solutions, understand trends, and provide quick analysis of specific situations. The Defense Department and Congress will become limited in the information they receive concerning certain critical areas at a time when the war is changing.

H. Sub-Activity Group – Military Intelligence Program (MIP)

    1. 3.6 Command, Control, Communication
          Computer, and Intelligence (C4I)   **21,180**   **21,648**

    Narrative Justification: Classified Program – Details provided through separate submission.

Funding Totals   **53,453**   **63,214**

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