

OFFICE OF THE SECRETARY OF DEFENSE (OSD)

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

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 buys information and data about the politics and foreign policy of these countries as well as the ability to counter the spread of terrorism. Finally, the DoD 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 in the Middle East and Africa. This submission unites and strengthens like efforts for the GWOT, Operation Iraqi Freedom (OIF), and Operation Enduring Freedom (OEF). Each effort is linked to the broader goal of defeating terrorism by capturing different aspects and applying them to military operations to minimize the impact of insurgency actions, help to prevent the spread of counter cultures, and plan for operations in the Middle East and Africa where containment of terrorists is critical. In total, this submission unites and strengthens efforts that support the GWOT, OIF, and OEF by capturing and applying different aspects of terrorists to military operations as follows.

- On a strategic level, funding in the African Security Initiative will support efforts to contain the spread of terrorism beyond the Middle East through education about democracy and infiltration into dynamic and dangerous cultures.
- On an operational level, 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 a

current analysis of issues in detainee affairs and the Middle East. Finally, the Rewards Program will compensate those individuals who provide information or items that help locate terrorist activity.

- On a tactical level, planning for terrorism events is addressed in the Defense Critical Infrastructure Program where critical infrastructure is assessed and in the in Stability Operations program where training and education are used 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 which requests supplemental funding to support OIF, OEF, and the GWOT for:

- **Defense Critical Infrastructure Protection (CIP)**: The Defense Critical Infrastructure Program 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 supports CENTCOM operations by ensuring infrastructure is available to support OIF and OEF. Additionally, funding ensures 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 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 Execution Roadmap that provided further analysis for initiatives that are critical to the prosecution of the GWOT. Among these initiatives was the development of broader linguistic capability and cultural understanding. Funding will provide 4 full-time equivalent (FTEs) 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. Adaptive Planning processes and tools/technology are replacing current processes and systems to enable Combatant Commands (COCOMs) to produce and revise their plans as rapidly as circumstances require. Adaptive Planning processes and tools/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’s primary focus will be on influencing regional national decision makers in support of the COCOM 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. Funding will also 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 of its proximity to African Union Headquarters and 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 the conclusion of discussions with stakeholders.

- **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 2006 | *-----FY 2007-----* | | |
|----------------|---------------------|---------------------|--------------|
| <u>Actuals</u> | <u>Title IX</u> | <u>Supplemental</u> | <u>Total</u> |
| 15,600 | 13,273 | 40,180 | 53,453 |

II. Financial Summary (\$ in Thousands):

A. Budget Activity 4 (Administrative and Service-Wide Activities) – Defense Critical Infrastructure Program (CIP)

1. 3.6 Command, Control, Communication

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|---|--------------|----------|--------------|--------------|
| Computer, and Intelligence (C4I) | 5,000 | 0 | 9,300 | 9,300 |
|---|--------------|----------|--------------|--------------|

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 DoD Directive 3020.40 provide the framework for the Defense Critical Infrastructure Program (DCIP) to identify what Defense infrastructure assets are critical to DoD missions, their vulnerabilities, and existing threats. 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 and develop remediation plans to ensure continued availability of critical infrastructure supporting OIF, OEF, and the 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 providing goods and services directly supporting OIF, OEF, and the 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: Because vulnerabilities to mission critical assets will remain unknown, the Department will not be able to develop contingency plans to mitigate the risks of loss or degradation of assets critical to the support of OIF, OEF, and the GWOT.

B. Budget Activity 4 (Administrative and Service-Wide Activities) – DoD Rewards Program

1. 3.6 Command, Control, Communication

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|---|--------------|----------|--------------|--|--------------|
| Computer, and Intelligence (C4I) | 3,000 | 0 | 6,500 | | 6,500 |
|---|--------------|----------|--------------|--|--------------|

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. Over time, the program will reduce the capabilities and threats associated with insurgent activities. Foreign national citizens who provide qualifying information, and whose identities are strictly confidential, receive rewards. There is no established reward amount, as each nomination packet that is submitted 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 sustain current operations in Iraq and Afghanistan and emerging efforts in the Horn of Africa, and implement the global expansion of the Rewards Program to all COCOMs. The funding increase over FY 2006 execution levels is needed to address new authorities in the National Defense Authorization Act for FY 2007 that decentralized the \$50,000 reward level to direct commanders of the COCOMs. With approval levels at \$50,000,

direct commanders are taking advantage of this “quicker response” capability to increase the number of payouts and credibility to informants on the ground.

Impact if not funded: Lack of funding will significantly decrease the COCOM’s ability to track down terrorists in the Central Command (CENTCOM) Area of Responsibility (AOR) and 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 contributed significantly to the capture of enemy weapon caches, ammunition and 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 (OEF-H).

C. Budget Activity 4 (Administrative and Service-Wide Activities) – Stability Operations Implementation

1. 3.6 Command, Control, Communication

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|---|----------|----------|--------------|--------------|
| Computer, and Intelligence (C4I) | 0 | 0 | 1,800 | 1,800 |
|---|----------|----------|--------------|--------------|

Narrative Justification: National Security Presidential Directive/NSPD-44 states “the United States has a significant stake in enhancing the capacity to assist in stabilizing and reconstructing countries or regions, especially those at risk of, in, or in transition from conflict or civil strife, and to help them establish a sustainable path toward peaceful societies, democracies, and market economies. The United States should work with other countries and organizations to anticipate state failure, avoid it whenever possible, and respond quickly and effectively when necessary and appropriate to promote peace, security, development, democratic practices, market economies, and the rule of law. Such work should aim to enable governments abroad to exercise sovereignty over their own territories and to prevent those territories from being used as a base of operations or safe haven for extremists, terrorists, organized crime groups, or others who pose a threat to U.S. foreign policy, security, or economic interests.”

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 key 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/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 Stability, Security, Transition, and Reconstruction (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 a staff of 5 personnel (an Executive Director and a Senior Chair who will be temporary FTEs in charge of outreach to partner institutions, and 3 contractor support staff personnel) and initial start-up operational costs to include communications and information technology. Funding will provide a small and 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. Budget Activity 4 (Administrative and Service-Wide Activities) – Irregular Warfare Initiative (IWC)

1. 3.6 Command, Control, Communication

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|---|--------------|----------|--------------|--------------|
| Computer, and Intelligence (C4I) | 1,000 | 0 | 1,500 | 1,500 |
|---|--------------|----------|--------------|--------------|

Narrative Justification: While transforming to face 21st century irregular warfare enemies, the DoD can still use the the tactical, operational, and strategic levels of war as guidelines for professional military development. At the strategic level, the 2006 Quadrenneal Defense Review (QDR) report 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 support 4 temporary FTEs to develop 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 nations.

- 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: Combatant Commanders translate strategic concepts into viable plans within theaters of war. Operationalizing counterinsurgency captures current thinking on how we are 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 due to inadequate capability to understand and defeat terrorism. Methods, strategies, processes, and plans to prevent the use of Irregular Terrorism will continue to erode U.S. influence worldwide if not prevented. Irregular Warfare has as its central tenet the understanding of the role of relevant populations in warfare. The success of our national strategy and operational plans for the Global War on Terrorism are dependent on a military and civilian workforce that possess the proper level of language and cultural knowledge to effectively understand the human terrain.

E. Budget Activity 4 (Administrative and Service-Wide Activities) – Adaptive Planning (AP) Capability in a Top Secret (TS) Environment

1. 3.6 Command, Control, Communication

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|---|--------------|----------|--------------|--------------|
| Computer, and Intelligence (C4I) | 3,000 | 0 | 6,340 | 6,340 |
|---|--------------|----------|--------------|--------------|

Narrative Justification: The AP Roadmap establishes the framework to make AP the system of record to transform and support contingency planning within DoD. Without the aid of advanced collaborative planning technology provided by the AP initiative, the development of operation plans is extraordinarily time-consuming, complex, and cumbersome. COCOM planners cannot meet the aggressive timelines the Secretary of Defense (SECDEF) has set for the development and regular update of contingency plans. Advanced collaborative tools and technology provide the capability to conduct mission analysis rapidly, develop and wargame feasible 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 each option’s operational and logistical feasibility. AP technology also allows planners to revise courses of action rapidly and conduct “excursions” on them to explore the impact of key factors influencing the outcome of an operation. Further, AP technology allows the Department to identify and source force/capability requirements for a particular plan quickly. It also enables the Secretary and Chairman 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.

Legacy planning processes and tools inhibit effective planning for the significant security challenges and threats the nation faces today. In the past, “on the shelf” plans proved exceptionally difficult to adapt to changes in the operational environment or other critical planning parameters. Additionally, the lack of models and analytic technology resulted in an inability to identify critical or fatal problems with a plan until very late in the plan development process – usually 18 to 24 months into the process. Further, there were no mechanisms to ensure early and frequent consultation between military leaders and civilian superiors regarding plan development and plan adjustment. Finally, different echelons of command could not develop near-parallel plans because they had no way to collaborate in a timely and secure manner as they developed their plans. This shortfall served to cause each echelon of command to develop its plan in sequence only after a higher headquarters had completed its work, which only served to complicate and lengthen the planning process.

DoD does not currently have the capability to conduct collaborative contingency planning in a Top Secret (TS) environment. Funding this requirement will provide DoD the opportunity to put prototype AP tools into a TS environment to be used quickly by COCOM planners. Funding this initiative has the side benefit of providing DOD the opportunity to employ AP operational tools with prototype intelligence tools in a TS environment.

Funding will primarily purchase commercial-off-the-shelf hardware. Existing Joint Worldwide Intelligence Communication System (JWICS) and Research and Development Center (RDEC) backbone infrastructure will be leveraged to minimize software costs and reduce hardware expenses, which also supports immediate implementation of AP tools since existing architecture has already been certified for security. Other costs include software licenses, training and technical support, and developers to integrate the software into a common architecture that is fully mapped from the development of a plan to its actual execution. The program will continue developing the current integrated suite of automated, web-enabled planning and wargaming tools. Current AP tools are compliant with the DoD Net-Centric Data Strategy and interoperable with other related net-centric initiatives.

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

- Develop and adapt contingency plans rapidly (as can be done currently on the SIPRNET).
- 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. The availability of key ports, launch points, and air bases for U.S. troops, as well as the potential contribution of coalition partners and allies, 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.

F. Budget Activity 4 (Administrative and Service-Wide Activities) – Africa Security Initiative

1. 3.6 Command, Control, Communication

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|---|--------------|----------|--------------|--------------|
| Computer, and Intelligence (C4I) | 1,000 | 0 | 4,133 | 4,133 |
|---|--------------|----------|--------------|--------------|

Narrative Justification: On December 15, 2006, the President signed a memo providing the authority to establish a Unified Combatant Command for Africa. This funding will provide various levels of 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. This funding will 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.

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 US to promote an active and peaceful partnership among the region’s nations.

G. Budget Activity 4 (Administrative and Service-Wide Activities) – Detainee Affairs Temporary Personnel

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|--|--------------|----------|--------------|--------------|
| 1. 1.2.2 Civilian Temporary Hires | 2,600 | 0 | 2,700 | 2,700 |
|--|--------------|----------|--------------|--------------|

Narrative Justification: Funding provides for sustainment of 12 temporary FTEs to support operations in the Near East Southeast Asia (NESAs) division to include strategic planning and coordination of international issues within this region and 7 temporary FTEs for the Detainee Affairs division to monitor the progress of prisoners of war. This

funding will be required to support the NESAs and Detainee Affairs divisions 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 DoD and Congress will obtain limited information about certain critical areas at a time when the war is changing.

H. Budget Activity 4 (Administrative and Service-Wide Activities) – Military Intelligence Program (MIP)

1. 3.6 Command, Control, Communication

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|---|----------|---------------|--------------|---------------|
| Computer, and Intelligence (C4I) | 0 | 13,273 | 7,907 | 21,180 |
|---|----------|---------------|--------------|---------------|

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

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|-----------------------|---------------|---------------|---------------|---------------|
| Funding Totals | 15,600 | 13,273 | 40,180 | 53,453 |
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