



National Guard Bureau

J5 International Affairs Newsletter



New SPP Partnerships

The State Partnership Program is proud to announce three new partnerships forged in spring 2014. In the Asia-Pacific region the Kingdom of Tonga has partnered with the Nevada National Guard. In Africa, Togo and Benin have both partnered with the North Dakota National Guard.

Tonga-Nevada

The Tonga Ministry of Defense expressed interest in joining the SPP; their request was staffed through the U.S. Ambassador; Commander, USPACOM; and the National Guard Bureau. Nevada was selected by the

Chief, National Guard Bureau and approved by USPACOM and the 66th SPP partnership was born.

The SPP in the USPACOM Area of Responsibility (AOR) now consists of eight partnerships. The first SPP partnership in the Asia-Pacific region was established between Hawaii and the Philippines in 2000 (Guam was included as well as an "Associate Partner"). Before Tonga, the most recent addition to the program was Vietnam (2012), which is partnered with Oregon.

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Leadership Message

SPP Growth in 2014 and Beyond

By Col Michael Norton, Former Chief, International Affairs NG-J53

Over the past few months, three new partners (Togo and Benin, partnered with North Dakota; Tonga partnered with Nevada) have been added in the latest chapter of success for the National Guard's State Partnership Program (SPP). I want to discuss how and why we added these new partners and lay out some thoughts on our shared way ahead for the third decade of SPP.

Togo and Benin

The North Dakota National Guard was selected to partner with both Togo and Benin after the impressive progress they have made with their existing West African partner, Ghana, since 2004. For this purpose and for potential future partnerships, NG-J53 developed

the Regional Country Collective (RCC) model. The RCC model facilitates the partnering of two or more countries together with one US State based on their common framework such as a security arrangement, Embassy construct, or Security Cooperation framework (countries aligned by CCMD).

The selection of North Dakota enabled the National Guard to leverage the existing relationships between Ghana and Togo and Benin and to efficiently allocate resources due to the distinct Embassy construct and geographic proximity.

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New SPP Partnerships

A common theme for many engagements in the USPACOM AOR is Humanitarian Assistance/Disaster Response, such as events in Urban Search and Rescue and Medical and Engineering Exchanges.

The partnership between Tonga and Nevada is designed to enhance interoperability, create training opportunities for National Guard Soldiers and Airmen, and sustain the capabilities that strengthen the US-Tonga relationship, including supporting the strategic rebalance of military engagement in the Asia-Pacific region. Nevada will work with Tonga on shared security and economic interests including issues such as renewable energy.

USPACOM's priorities for the Tonga partnership include enhancing security capacity, sustaining peacekeeping efforts, improving humanitarian assistance/disaster response capabilities, and developing a professional and modern defense force—all areas in which the Nevada National Guard and His Majesty's Armed Forces (HMAF) may share experiences and learn from one another.

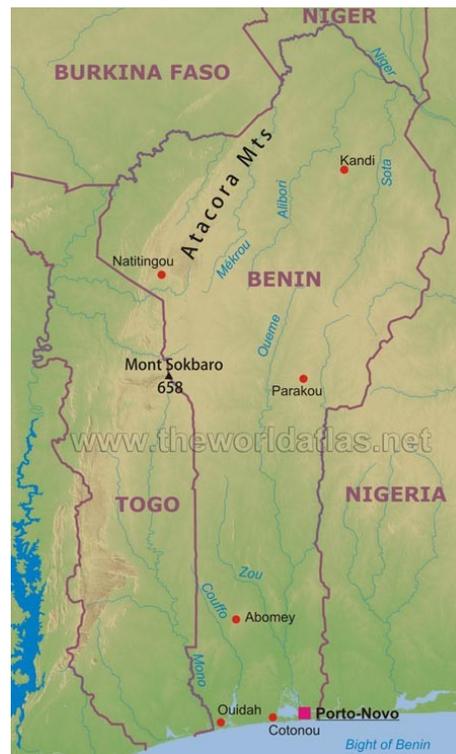
Through this partnership, SPP and the National Guard will help to support the Department of State's top objectives in the Joint Regional Strategy for East Asia and the Pacific to "deepen security ties and alliances. U.S. alliances and strate-

gic partnerships in the Asia-Pacific materially advance efforts to deter and defend against military and non-military threats to the region and the United States; resolve disputes peacefully; adopt common positions on regional and global priorities; and confront emerging challenges that impact U.S. national interests."

North Dakota—Benin, Togo

The North Dakota National Guard has enjoyed a robust SPP relationship with Ghana since 2004, and North Dakota and Ghana have engaged in a number of security cooperation activities with Benin and Togo. The Commander, USAFRICOM specifically requested North Dakota to be the new State Partner for Benin and Togo based on their successful relationship with neighboring Ghana. Soon after, Benin and Togo became the 67th and 68th partner countries in SPP.

Ghana, Benin, and Togo share similar security concerns. Formalizing a "Regional Country Collective" SPP relationship is a cost-effective approach to strengthen the cooperation, communication, and interoperability of these neighbors in a way that benefits USAFRICOM and US national interests. 



"We have eight states that are in the State Partnership Program. They perform a great role in building relationships as well as building capacity of our partners. We have just expanded North Dakota from one [partner] country to three and we're also putting more requests in to have a couple more SPPs. So they've been a long-term benefit to us in AFRICOM."
 - *Commander, US Africa Command, General David M. Rodriguez, March 2014*

Leadership Message

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The US Defense Attaché in Ghana also covers issues relating to US defense interests in Togo and Benin allowing the Bilateral Affairs Officer from North Dakota to efficiently plan and execute multi-lateral events with their three distinct partners in West Africa. This innovative thinking is just another way the National Guard continues to be a responsible steward of taxpayer dollars.

Tonga

The Pacific island nation of Tonga has small but capable defense forces and has been a steadfast security partner, consistently deploying forces to the ISAF mission in Afghanistan. As our National Security Strategy states, the US is a Pacific power and we will continue to rebalance resources

and focus to the Asia Pacific. The National Guard, through SPP, is viewed as the most appropriate security cooperation program for engaging Tonga due to the high risk of natural disasters in the region and the National Guard's expertise in disaster preparation and response.

Libya

As a small footprint, low cost program, SPP is an ideal tool for the US to further diplomatic and military relations with small partners like Togo and Benin. SPP has also proven useful with larger, highly capable partners like Poland.

Last summer, General Rodriguez, commander AFRICOM, endorsed the request of the Libyan government to join SPP. The search for the most appropriate state partner represented the most rigorous SPP

selection process to date. A number of states demonstrated their capability to meet the considerable challenge posed by partnership with Libya's nascent security forces. Libya is in a tough spot right now. Due to the uncertain political and security situation, the future of a state partnership with Libya awaits final approval from OSD. (When a state partner is announced, developing the partnerships will be a long, gradual process; we won't be sending in Guardsmen overnight.)

New Partner Selection

The approval of these new partnerships was the first since the publication of the DOD Instruction (DODI) on SPP in December 2012. The DODI requires review and coordination with a number of Pentagon offices for each new partnership.

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New and Improved SPP Website

N G-J5 is pleased to announce a brand new SPP website as a resource for the SPP workforce. The new, re-designed site can be found here: <http://www.nationalguard.mil/features/spp/default.aspx>

The new site features clickable PDF documents of the FY2013 SPP Annual Report, a new and revised SPP 101 Brief, the most recent edition of this newsletter, and a revised partnership map. It will also feature the latest and greatest SPP stories coming from the States and SPP

videos pulled from the DVIDS website.

J5 has also included links to the National Guard Twitter, Facebook, Flickr, and other social media pages where SPP events are mentioned and promoted.

With your sustained hard work and diligence in making SPP one of the most valuable tools the Department of Defense has to offer, together we'll continue to tell the story of SPP in new and exciting forums. 

“I saw what a potent contribution reserves can make in [building partnership capacity overseas]. Link this concept with one of the best foreign policy bargains our nation has—namely the Guard's State Partnership Program, which I very strongly support.”

- *Admiral James Winnefeld, Vice Chairman of the Joint Chiefs of Staff, 4 September 2013*

Leadership Message

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The FY14 National Defense Authorization Act (NDAA) added a new requirement for the Secretary of State to also review and approve each new SPP partnership.

In response to new requirements and our experience from this last round of partnerships, our new goal is to evolve the selection process in order for review and analysis to happen before the selection for a state partner takes place. Moving forward with future partnerships, we've developed a new, proactive and collaborative process for growing the SPP. This process will engage relevant stakeholders at the Combatant Command, OSD Policy (P), and at the Department of State, in an annual planning process to shape SPP expansion. This process is discussed at length in a separate article in this newsletter.

Although this process is a bit more complex it will:

- 1) ensure the greatest continued relevancy of SPP by proving that NGB responsibly brings on new partnerships in the right countries, those with the most strategic interest; grows the program smartly by focusing on efficiency and the 'bang for the buck' in meeting US security goals
- 2) increase awareness and involvement in SPP from key stakeholders to ensure that we all have a vested interest in success of SPP
- 3) increase transparency of potential new partnerships; and

4) be formalized in the forthcoming revision to the DODI, as well as the forthcoming CNGB Instruction on National Guard security cooperation.

The Future of Partnering in Africa

The existing SPP partnerships in Africa have demonstrated how the program is particularly well-suited to US security cooperation on the continent. There remains considerable value in and enthusiasm for continued rapid expansion of SPP in Africa from the Combatant Command, DOD, DOS, and Congress, in addition to the recently announced partnerships with Togo and Benin. A number of states have a partner in both Europe and Africa. This has enabled some trilateral activities to take place across continents.

Just as SPP relationships have led to/ enabled European partners to participate in stabilization operations in Iraq and Afghanistan, SPP has the potential to enable and facilitate greater security activities between European and African partners, especially in the realm of African stabilization and peacekeeping efforts.

SPP partnerships with Poland and Hungary have played a role in working with them on real-world common security objectives. The *raison d'être* of SPP and our goal in Africa is to build partner capability and capacity to a similar level of maturity so our partners and allies can shoulder some of the burden of maintaining international stability in an era of US defense cuts. As we move forward with future partnerships in Africa, NGB will be looking for states that that are

ready to engage in multilateral activities of building capability.

The Future of Partnering in the Asia-Pacific

A focus of NG-J5 in recent months has been placing new BAOs in our partner countries in the Asia-Pacific. Although SPP has had partners in the PACOM AOR since 2000, we have not had a BAO until this month. As they have elsewhere, we are confident that these BAOs in PACOM will help strengthen and deepen their respective partnerships by being better integrated in country and regional planning cycles.

The Regional Country Collective approach that we used in the new West African partnerships may also prove to be useful in future SPP partnerships in the Asia-Pacific region.

Conclusion

SPP's future is bright because it is the right foreign policy instrument for the nation's security strategy and many global security scenarios. We are expecting to establish 4-5 new partnerships in FY2015. While expanding the program, we will also maintain the things that have made this program a successful one such as the enduring SPP partnerships in the EU-COM AOR that have played an important role in the US government's efforts to reassure our European allies and to deter aggression in Eastern Europe. We are entering an exciting new phase of SPP, stronger than ever. 🍷

Capturing Effectiveness of SPP at the State Level

By MAJ Galen 'Mac' McAllister, SPP Director, Montana-Kyrgyz Republic

The State Partnership Program (SPP) has a history of significant results in achieving US objectives at relatively low cost and with a small and non-threatening footprint. In order to ensure that the program has a future, we, the State Coordinators/Directors, will need to ensure that both the Global Theater Security Cooperation Management Information System (G-TCSMIS) and Defense Readiness Reporting System (DRRS) are continually updated to a degree that we haven't reached before.

Section 1205 of the FY2014 National Defense Authorization Act (FY14 NDAA), "Authorization of the National Guard State Partnership Program", gives specific authority for the SPP and codifies it to a degree not done before by Congress. This is most likely a net positive for the National Guard. The SPP workforce is formalizing a program that may well have had outsized favorable impact on US relations with other countries, and that may well have greatly benefitted National Guard forces through exercising skill sets that directly benefit our personnel and units with increased readiness: but, as the saying goes, "if you can't prove it, it's not true".

Section 1205 of the FY14 NDAA includes paragraph (i), a 'sunset'

provision: "TERMINATION.— The authority granted under subsection (a) shall terminate on September 30, 2016". This implies that if the program is to continue, Congress will have to take action before that date – i.e., Congress will make a decision on whether or not to continue funding SPP. In concurrence with typical legislative timelines, it is likely that Congress will turn attention to assessing SPP not later than September of 2015. This, in turn, implies that if we want our program to continue we, as an organization, must possess analyzed data that proves the worth of the SPP not later than mid-2015, and collection of this data must begin now. Remember – if we can't document it, it's not real.

An issue with SPP is that it is difficult to measure success in terms of

contributions to US strategic and operational objectives. Single events rarely have measureable impacts; it takes sustained engagement over time to develop partner capability, the hallmark of SPP. This is data that we desperately need to capture, and not just anecdotally – the plural of anecdote is not data. The Planning, Programming, Budgeting and Execution (PPBE) process depends on hard data to decide what will be resourced. We must measure the return on investment, as difficult and subjective as our Measures of Effectiveness (MoE) will necessarily be. When it comes to MoE, as well as Measures of Performance, we've emphasized our business processes, and to some degree learned to measure this.

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"The vision for the SPP in the Asia-Pacific is to reassure our allies through increased presence at nominal cost. Public announcement of new SPP partnerships over the next several years will demonstrate increased U.S. engagement in the Pacific. SPP will help build our partners' capabilities and capacity to respond to natural and man-made disasters and help strengthen collaboration on regional security interests... across the Asia-Pacific Region, this program plays a valuable role in achieving the goals and objectives of the PACOM Theater Security Cooperation Plan." - Vice Admiral Frank Craig Pandolfe, Director, Joint Chiefs of Staff J5, February 2014

Capturing Effectiveness

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We haven't emphasized the benefit to the readiness of our personnel and units, but this is "do-able".

Most of us are relieved to see that G-TSCMIS will finally come on line and replace at least two other systems, reducing our input workload. As an example, working with the CENTCOM AOR, one entry in G-TSCMIS replaces two in incompatible systems (ARGOS and CFR). Of course, there's still AR-TIMS, APACS, and all the others. Keeping them all updated will still be a challenge.

This brings us to DRRS. DRRS is "a federated system of systems that is designed to provide the DoD a single comprehensive readiness reporting system with a standard metric uniformly applied across the Department. DRRS will initially integrate the Status of Resources and Training System (SORTS) reporting process, the Joint Forces Readiness Review process, and Installation Readiness reporting into a single readiness report system".

It's no secret that the DoD and the Department of the Army (DA) will face significant cuts in FY15. DRRS is one of the tools which will be used to make decisions on budgets, programs, and units to cut. While Iraq and Afghanistan wind down and until Regionally Aligned

Forces are fully stood up, SPP offers training opportunities in Unified Land Operations Mission Essential Task List (ULO METL) tasks to the JFHQs-State that we're unlikely to get elsewhere. If this training value / benefit is not captured, Congress will likely question the viability of the program.

Are the tasks SPP trains relevant? Two indicators: First, at the recent HQDA G3/5/7 Security Cooperation conference, LTG James Huggins, the Army G-3/5/7, noted that we "must live in a phase 0 world" and noted that "Army Readiness IS Security Cooperation". Second, the draft METL for the National Guard JFHQ-State of 1 October 2013 identifies tasks that are directly in the SPP realm such as:

- "3.4.1.4 Plan, coordinate, and execute State Partnership Program (SPP) events and activities"

It also includes tasks that can be trained through SPP such as:

- "3.3.10.4 Ensure training activities are tracked in applicable databases
- 3.5.1.2 Coordinate with the National Guard Bureau (NGB) to integrate National Guard resources into Department of Defense (DoD) joint functions

- 3.3.13.3 Facilitate and coordinate regional and national contingency planning and ensure coordination with all key stakeholders".

SPP offers the ability to achieve US Security Cooperation objectives in a flexible, cost-efficient and specific country-by-country tailored program. The program has made great improvements in its 'business practices'. In return, our units and Soldiers have gained great training opportunities in a Joint, Interagency, Intergovernmental and Multinational (JIIM) and Unified Operations environment. But if we can't prove it, none of it happened...the future of SPP is contingent on our ability to capture its effectiveness, and it must be we, the Coordinators/Directors, not NGB, who capture the proof. 🙏

"The complementary nature of the National Guard's three core competencies provides a powerful security cooperation enabler for Combatant Commanders to employ."

- General Frank J. Grass, Chief, National Guard Bureau, April 2014

Presidential Policy Directive 23: Security Sector Assistance

On 5 April 2013, Presidential Policy Directive 23 (PPD 23) on Security Sector Assistance (SSA) was published by the White House. The PPD outlines an approach that enables partner countries to better respond to security challenges and provide security and justice for their own people. Since then, the Department of State (DoS) has published guidance and Department of Defense (DoD) is developing guidance on how this new strategy should be implemented and how it can affect current security cooperation programs, like SPP. Within the policy framework established by the PPD, the National Guard can showcase its unique strengths and capabilities, and demonstrate how those capabilities make SPP such a dynamic tool for the US government and for combatant commanders.

Overview of PPD 23

Specific goals of PPD 23 include: promote partner support for U.S. interests; promote universal rights such as good governance and accountable oversight of security forces; and strengthen multinational defense arrangements and organizations. PPD 23 defines security sector actors as: Security and law enforcement providers; governmental security and justice management and oversight bodies; civil society;

institutions responsible for border management; customs and civil emergencies; and non-state justice and security providers. Organizationally, DoS is the lead Federal agency in implementing PPD 23. DoD and other Federal agencies are in a support role. PPD 23 constitutes a broad US government effort encompassing security cooperation, security assistance, and all other efforts in building partnerships and capacity. It engages defense, diplomacy, and development and brings the full weight of the federal government to the security sector foreign engagement arena.

National Guard Contribution to PPD 23 and SSA

The National Guard is well-suited to contribute heavily to SSA efforts because the US Government, through PPD 23, endorses a Whole-of-Government approach to international engagements. This balanced approach addresses security factors across societal domains by leveraging capabilities and capacity across state, local, and federal entities, lines that the National Guard crosses every day.

The National Guard is situated as a facilitator to enhance the Whole of Government approach through a Whole of Society enterprise solution capitalizing on the States' capa-

bilities, inherent interagency approach, and unique relationships with the private sector and academia.

The National Guard has significant capabilities to augment the DoS and Interagency SSA efforts outside of DoD lanes. National Guard Citizen-Soldiers and Airmen bring skills, knowledge, and experiences that are not found in the active service military along with 20 years of collective experience engaged in security cooperation activities through SPP. The National Guard is in a position to access the States' underutilized capacities that align with the SSA goals outlined in PPD 23 such as Public Private Partnerships; and Collaborative Research and Development Agreements (CRADAs) – cooperative research transfer with industrial organizations, industrial development organizations, non-profit organizations, universities, and government at the state, local, and federal levels. 

“Those [SPP] relationships continue to be very strong. It will continue to be strong. It’s been very effective and we look forward to find ways to broaden and expand it.” - Secretary of Defense Chuck Hagel, March 2014

Proactive Partnering Process: Getting SPP Ahead of the Curve

By Lt Col Brian Botkin, NGB Liaison to JCS

Over the past several months, NG-J53 has been working on a concept designed to undertake a more proactive role in the new State Partnership Program partnership process alongside the Department of State (DoS), the Office of the Secretary of Defense (OSD), Joint Staff (JS), and the Geographic Combatant Commands (CCMDs). The goal is to proactively assess the compatibility of potential SPP partner countries.

Proactive Partnering Process Background

Over the 20+ year existence of SPP, countries have requested a SPP partnership through the U.S. ambassador, to the CCMD. Once the CCMD validated that the country met its strategic objectives and priorities, the request was forwarded to the National Guard Bureau (NGB) to determine the viability of the partnership. This process was optimal in an unconstrained resource environment because NGB was able to sufficiently respond to these real-time needs. Also, DoDI 5111.20, State Partnership Program, and DoDI 5105.77, National Guard Bureau, codified that the CNGB will provide advice on the best use of National Guard (NG) assets to achieve CCMD theater security cooperation (SC) program objectives and the national security objectives of partner countries. As the DoD adapts to fiscal and resource constraints, a new standard methodology to prioritize potential

partner countries and maximize NGB's core SC capabilities has become necessary.

Proactive Partnering Process Concept Development

This new process will allow CNGB to provide analytic advice to DOS, OSD, JS, and CCMDs on SPP growth and prioritize potential new partnerships. NGB will collaborate with the CCMDs to jointly conduct theater-wide assessments and prioritize countries through an established criteria list to include a country's security requirements and the CCMD's security cooperation priorities.

The Proactive Partnering Process assessment should include in-depth country analyses that align theater and country objectives with core NG capabilities. These core capabilities include, but not limited to:

- Emergency Preparedness and Disaster Response
- Defense Support to Civil Authorities
- Border/Port Security
- Search and Rescue
- Support to Public Health
- Officer/NCO Development
- Cyber Defense

Once the joint analysis has been conducted, NGB will coordinate with the CCMD to prioritize potential partner countries within their Area of Responsibility (AOR). NGB will further prioritize potential countries, on a global scale, with OSD and JS to reflect national

security concerns and areas of influence.

Even though all potential SPP country partners will be prioritized, execution of a new partnership will only begin with a country request. If a first order priority country does not request membership, NGB, in coordination with the CCMD, will pursue partnership with a second priority country through an integrated decision matrix. In this scenario, since the first order country has been identified as a(n) OSD, JS, and CCMD priority and its security requirements match core NG competencies, a re-assignment and re-prioritization process will be conducted in conjunction with the CCMD theater campaign planning cycle.

The Proactive Partnering Process provides visibility and transparency to the States for upcoming fiscal years (FY) on the number of new partnerships to be executed based on FY funding levels. Once the number of partnerships for the FY has been identified, the CNGB will inform The Adjutants General (TAGs) through an all-States memorandum. With this new level of fidelity, States will be able to strategically "bid" on partnerships that best align with their capabilities instead of applying for partnerships that may not be the best fit because they do not know when the next opportunity will be.

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Proactive Partnering

The number of new partnerships regarding the direction and strategic executed is determined by funding growth of SPP. 

Annually, NGB will develop and coordinate a SPP funding strategy that outlines the full costs to add a new partnership and adjust current funding to support future growth of the program. This strategy will directly link the CCMDs' SC requirements to the funding needed for program growth through the POM process.

This new process, being implemented in summer and fall 2014, will give the National Guard unprecedented engagement and cooperation with all interagency partners

“We have eight states that are in the State Partnership Program. They perform a great role in building relationships as well as building capacity of our partners. We have just expanded North Dakota from one [partner] country to three and we’re also putting more requests in to have a couple more SPPs. So they’ve been a long-term benefit to us in AFRICOM.” - *Commander, US Africa Command, General David M. Rodriguez, March 2014*

Secretary of Defense Chuck Hagel’s Recent Thoughts About the Future of Global Security

“America’s role in the world should reflect the hope and promise of our country, and possibilities for all mankind, tempered with a wisdom that has been the hallmark of our national character. That means pursuing a principled and engaged realism that employs diplomatic, economic, and security tools – as well as our values – to advance our security and our prosperity.”

“The United States military has always proved capable of adapting to new realities and geopolitical alignments, even when resources were limited. In the face of reduced defense budgets and new challenges, our defense institutions must be reshaped to assure our military’s continuing capacity, capability, and readiness. That includes a continued focus on capacity-building for our allies and partners, and working closely with them and through alliances.”

- **Secretary of Defense Chuck Hagel** at a Center for Strategic and International Studies (CSIS) Global Security Forum, 5 November 2013

“It’s clear to us, it’s clear to President Obama that our future requires a renewed and enhanced era of partnership with our friends and allies, especially here in Europe.”

“The challenges and choices before us will demand leadership that reaches into the future without stumbling over the present. Meeting this challenge of change will not be easy, but we must do so and we must do so together.”

- **Secretary of Defense Chuck Hagel** at the 50th Munich Security Conference, February 1, 2014



Continued Excellence and Support

By LTC Troy Coronado, Former NG-J53 SOUTHCOM Branch Chief

For 2014, the SOUTHCOM/NORTHCOM team will continue to set the standard for focused support to the partnerships in South and North America. We will continue engaging with desk officers and other experts in the Department of State, the Office of the Under Secretary of Defense for Policy, the Joint Staff, the Center for Hemispheric Defense Studies, as well as counterparts at the Combatant Commands and their associated Component Headquarters. The states with SOUTHCOM and NORTHCOM partnerships continue to pursue events that maintain and strengthen the long-term ties that make the State Partnership Program unique among the various Security Cooperation interests.

We want to welcome two new members to our SOUTHCOM/NORTHCOM team who joined us in late 2013. LTC Terry Duran, joined us in October from the Texas ARNG. The father of three and grandfather of three, he gives all credit to his "newlywed bride" of 31 years. LTC Duran has already contributed by briefing the USSOUTHCOM J45 on NG engineering/chemical/environmental capabilities at USSOUTHCOM HQ in Miami, and discussed ways to nest developing SPP events and activities with the SOUTHCOM IMOs.

Also joining us in October is CPT Carlos Gonzalez-Aquino from the Puerto Rico ARNG. His wife Aleida is in the ILNG and they

have a son, Javier Jose, born on 5 Jan 2014. Carlos has two children from a previous marriage who reside in Puerto Rico. Since joining the J53, CPT Gonzalez has already made a huge impact by taking the lead on a set of briefings to a group of Guatemalan Field Grade Officers who were visiting DC as a part of their Guatemalan studies, equivalent to the Army War College.

On 8 Jan, MAJ Dan Gilmore and LTC Terry Duran attended the ARSOUTH TAG Summit at ARSOUTH HQ in Houston, TX. This summit provided an opportunity for the attendees to discuss regional and partner-nation-specific issues and trends, and for the TAGs to provide briefings on each of their state partnership. The attendees also discussed the prioritization and coordination of SPP efforts, the ARSOUTH campaign plan, and the potential impact of Regionally Aligned Forces (RAF) in the SOUTHCOM AOR.

In April and May we executed the 2014 SOUTHCOM TAG Conference at USSOUTHCOM HQs in Miami, FL, followed the next week by the J53 Annual SPP Workshop. Both of these events proved to be an excellent time to coordinate Security Cooperation efforts and learn new techniques from each of the states attending.

We have said farewell to LTC Troy Coronado and MAJ Dan Gilmore. After 4 years in the J5, two of those

as the SOUTHCOM/NORTHCOM Branch Chief, LTC Coronado is scheduled for assignment to the Army G3 in the Pentagon. His replacement, LTC Rene Moreno, is already at the helm. MAJ Dan Gilmore departed in mid-May after 3 years as a desk officer, but diligently worked on the TAG and SPP conferences before he left. Both of these officers have contributed greatly to the J53, and their gaining organizations are fortunate to get them. 🇺🇸

“We rely heavily on the National Guard’s State Partnership Program to conduct our activities.” - Commander, US Southern Command General John F. Kelly, March 2014



Cyber Security Cooperation: SPP's Next Frontier

By Besian Bocka, NG-J53 EUCOM Analyst

The cyber threat is fast becoming a primary menace to the United States. As a result cyber security capabilities are being strengthened to counter any arising threats.

During the past two decades, the State Partnership Program enhanced relationships between the U.S. and Baltic countries through hundreds of military and civilian exchanges. Cooperation in cyber defense has been of primary importance, where ties between Maryland National Guard (MDNG) and their Estonian counterparts have been fruitful in sharing experiences and learning how to tackle cyber threats.

The lessons that can be learned from the partnership with Estonia in the field of cyber defense are many. In 2007, the small Baltic nation is considered to be the first country to have been in a real “cyber war” when it became a target from a series of cyber attacks originating from Russia. Estonia established the country's Cyber Defense League (CDL), a concept that may prove useful for the United States to consider and contemplate at a time when significant cyber threats continue to multiply; as a result MDNG and the CDL decided to send cyber defense specialists to each other's training events starting in 2013.

The 2007 attack also revealed NATO vulnerabilities. If foreign

hackers could paralyze a whole country, what could a state-sponsored attack do? After the strike, Estonia lobbied NATO to establish a cyber defense organization and today NATO's Cooperative Cyber Defense Center of Excellence (CCDCE) is the primary institution of the alliance spearheading efforts in securing the cyber front.

Adversaries in the cyber realm include spies from nation-states who seek U.S. secrets and intellectual property, criminals seeking to steal identities and target financial institutions, and terrorists who aspire to attack the U.S. energy and supply infrastructure. It is difficult to overstate the potential impact these threats pose to the national economy, security, and critical infrastructure upon which the nation relies.

Besides the experience shared between the Estonian CDL and the MDNG cyber unit, Salisbury University in Maryland and Tartu University in Estonia have also established a relationship as a result of the State Partnership Program, with the primary focus on cyber security training.

Cooperation through the SPP has included various multilateral events held annually such as the Baltic Ghost, Cyber Endeavor or Cyber Coalition workshop held between EUCOM, Estonia (State Partner Maryland), Latvia (State Partner Michigan), Lithuania (State Partner

“Our alliance with Europe remains the strongest the world has ever known.”

- *President Obama, State of the Union Address, January 28, 2014*

Pennsylvania), as well as other observer nations. The first and most important aim of these workshops has been to build and enhance cyber partnerships between EUCOM, the Baltic States, and their respective State Partners.

The cyber threat spectrum that prevails today is both broad and deep. While cyber defense units cannot protect everything, everywhere, all the time, steps must be taken to make a concerted effort in strengthening national cyber security through cooperation with established SPP partnerships.

Despite considerable differences of scale and scope, Estonia's cyber solutions may hold promise for the United States. In the relationship between the two, SPP has been a critical enabler at establishing both military (MDNG and CDL) and civilian ties (Salisbury and Tartu University) in the cyber defense sector with the potential of promoting this bilateral cooperation from state to a nationwide level. 

North Carolina-Moldova/Botswana 2013 Wrap-up

By CPT Rick Scoggins, North Carolina National Guard

Editor's Note: This article was previously published by the North Carolina National Guard

North Carolina National Guard Doubles SPP Engagements in 2013

Since its inception in 1996, when the North Carolina National Guard first initiated its State Partnership Program (SPP) in Moldova, North Carolina has emphasized creating and maintaining valuable and enduring relationships through this program.

In years past, the N.C. Guard has been an influential and useful tool in SPP. This year has been no different, as their state partners, the countries of Botswana, located in southern Africa, and Moldova, in eastern Europe, have participated in programs in the areas of civilian-to-civilian, business-to-business and military-to-military collaborations.

"We have doubled our engagements since 2012," said Army Maj. Clay Jackson, SPP coordinator for the North Carolina National Guard. "Our engagements this year have contributed to grow our JIIM (Joint, Interagency, Intergovernmental and Multinational) collaborations with our partners."

In all, the N.C. Guard participated in 40 engagements this training year (19 in Moldova and 21 in Botswana). Missions ranged from hu-



Army ROTC students from the United States take a quick moment to celebrate during the Army Cadet Command's ROTC Cultural Understanding and Language Program (CULP) to Moldova. The CULP is one of many ways the North Carolina National Guard seeks to partner with Moldova, the organization's State Partnership Program partner. (Photo courtesy of North Carolina National Guard Public Affairs/Released)

manitarian support and education initiatives to research, technology and entrepreneurial development. These missions were performed while maintaining close military unit relationships between nations.

According to Jackson, the NCNG's SPP has had a strong partnership with Moldova and with Botswana.

The affiliation, in his eyes, has significantly enhanced the NCNG's current mission: to remain ready, responsive, reliable and relevant on the global stage from a diplomatic perspective.

This year, Moldova was involved in the Humanitarian Mine Action (HMA) program. HMA, funded and coordinated by the U.S. State Department, is a major project that brought together Moldovan and NCNG ordnance experts.

The program provided collaboration and training with explosive ordnance disposal (EOD) assets in the NCNG and Moldova in order to improve the country's capacity and capability to dispose of remnant unexploded ordnance (UXO) left over from World War II and the Transnistria Conflict.

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HMA also provided a way for the two organizations to work closely with Moldova's medical services and first responders on best practices for initial aid to those injured by UXOs.

In addition to HMA this year, the NCNG also refined and focused ongoing efforts with the Moldovan Army's medical services by successfully concluding several years of dental exchanges and collaborating on a new civilian nurse exchange program.

The NCNG and Moldova have continued to work together in modernizing Moldova's medical services capability, with an ultimate goal for the Moldovan Army to be capable of fielding a deployable NATO Level I medical facility (much like our military's battalion-level aid station).

One of the NCNG's major subordinate commands, the 60th Troop Command, and the NCNG State Surgeon's Office were the primary facilitators to collaborate with those civilian medical professionals and services. These initiatives ensure Moldovan medical services have a firm foundation of knowledge and resources to support the country's citizens.

This year was also the first time that the NCNG led the Army Cadet Command's ROTC Cultural Understanding and Language Program to Moldova. The program, which in-

cluded four cadre and 29 ROTC students, immersed the cadets into the Moldovan culture and language over a three-week period.

Finally, the NCNG worked with Moldovan Military Personnel management to identify and refine their current personnel capabilities and analyze their recruiting practices for these types of jobs.

Although the NCNG–Botswana partnership is newer, the value of the partnership is equally as strong. In an unexpected move, the Government of Botswana set a precedent by funding four separate engagements with North Carolina business, government, wildlife and military personnel this year.

The first visit was the Botswana Innovation Hub, an emerging tech center in the capital of Botswana. The group turned to North Carolina to seek out best practices used between the Research Triangle Park, local universities and private business.

The visit helped them to understand how private research and development companies widen business

and education relationships with local universities in order to increase research and development of new technologies.

The Botswana Defence Force's (BDF) Animal Park, a training center for BDF soldiers in wildlife behaviors, also sent their senior animal handler to the N.C. state zoo in Asheboro to see how they provide and care for exotic animals, while also examining how the park operates and is managed financially.

The NCNG also welcomed the Botswana minister of defence, justice and security, the Botswana defence commander and the commissioner of the Botswana Police Services to Raleigh, N.C., in June.

The group was on a U.S. visit and made the conscious decision to visit N.C. to examine emergency response operations. High on their list was to understand the interagency aspect of how the state of North Carolina executes emergency response operations and examine how the different civilian and military agencies coordinate for support in disaster situations.

“The State Partnership Program has been the steady hand reaching across the Atlantic for the last two decades... With a US rebalance to the Pacific theater, our Baltic allies perceive the US is physically moving away from Europe. Now more than ever, the Maryland National Guard is a key part in the message of assurance to Estonia, the US commitment to the European continent, and the [NATO] Alliance.”

- Major General Randy McKee, EUCOM J5 Director, October 2013

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In September, NCNG chaplains hosted the BDF chief of chaplains and deputy administrative officer to assist them in understanding U.S. military chaplain recruiting and operations, as well as their roles and responsibilities in which they serve their military communities.

The N.C. chaplains escorted their Botswanian counterparts to the Chaplain School at Fort Jackson, S.C., and also attended a 9/11 ceremony with chaplains and military members at Fort Bragg, N.C.

The significance of the event was the unprecedented level of partnership on behalf of Botswana. Their actions demonstrated a true commitment by the country to appreciate the value they see in the relationship with N.C.

According to Jackson, the U.S. Embassy in Botswana, U.S. Africa Command (AFRICOM), and U.S. Army Africa have been crucial in

promoting this increased activity and these trips attest to the value SPP adds to the U.S. objectives in security cooperation.

As mobilizations overseas continue to trend downward (230 currently deployed overseas from both N.C. Army and Air National Guard – the lowest deployment numbers in the last 12 years), the NCNG continues to examine ways in which they can continue to sustain their current readiness and training proficiencies by using their SPP.

Over the last decade, the NCNG has gained considerable institutional knowledge in deploying units overseas. In the future, the N.C. Guard hopes to sustain this knowledge by training in Moldova and Botswana for the betterment of both the NCNG and their partner militaries.

SPP provides a unique possibility to develop additional opportunities to send units overseas, conduct unit-specific training and also gives the N.C. Guard the ability to work jointly with their partners on a variety of missions.

Jackson said the NCNG's SPP is working diligently with the U.S. State Department, AFRICOM and other agencies to create opportunities between the NCNG and their SPP partners. Future engagements are largely predicated upon funding and purpose, so the coordination with the State Department and others is critical in order to ensure the NCNG program stays robust.

"It's our intent to branch out and work with more of our U.S. agencies in order to foster our enduring relationships with our SPP partners," said Jackson.

Jackson also said that 2014 has the potential to add an additional 20 engagements, which will further increase the N.C. Guard's relevance in support of U.S. government programs in their partner countries.

Until then, the N.C. Guard will continue to foster enduring relationships with their SPP partners in order to support U.S. objectives, as well as future development and growth with its friends. 🇺🇸

"We reflect support of the program [SPP] in the [FY2015] budget. In fact, just this last week there were two more nations entered in to the SPP. It's a very effective program." - Chairman of the Joint Chiefs of Staff General Martin Dempsey, March 2014



GKO and SPP Resources

The new and improved Guard Knowledge Online v3.0 (GKO) also has a new and improved J5 section to serve as a reference point for all those working on SPP, available here: <https://gkoportal.ng.mil/joint/j5/SitePages/Home.aspx>.

In the International Strategy Branch you can find up-to-date reference documents regarding: NGB Public Affairs links; Weekly Regional Analysis; Department of Defense Strategy; Department of State Strategy; National Guard Bureau Strategy; external documents on SPP (i.e. GAO and CRS reports); SPP

communication synchronization; SPP legal authorities; SPP 2013 workshop briefings; and more.

In the CCMD branch pages you can find information on each partnership; specific instructions and regulations on executing SPP events; five year plans; briefings; contact information for NGB staff and desk officers; and public affairs coverage.

We have recently added documents from the last SPPD course at DISAM from September 2013. That section will be updated after the next DISAM course in September 2014 with the latest and greatest program management and authorities guidance. 🍷

“Absolutely agree with you on SPP... anyone who goes to Bangladesh, for example, will hear a big shout-out for Oregon. Portland, Oregon, right after Washington DC, is the [most recognized US city].”

- Former Deputy Assistant Secretary of Defense for Partnership and Stability Operations Dr. James A. Schear

Do you have a storyboard or news release about an impactful SPP event? Please send for consideration in the next issue:

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Ohio National Guard & Serbia State Partnership Program

Chaplaincy Development- Serbia



Chaplain Aquino and Chaplain Sizemore receive an overview of the newly formed Chaplaincy from MG Djordjevic, J1, General Staff.



A joint holy liturgy was served at the St. Luke chapel at the Military Medical Academy in Belgrade. Three newly appointed Chaplain Assistants, in uniform to the far right, were active participants in this service. The liturgy was served by Slađan Vlajić, chief Orthodox Military Chaplain of the Serbian Armed Forces, and ONG CH (LTC) James Sizemore



Front row from right 1LT Selimir Vagic; CH (LTC) James Sizemore, CPT Mustafa Jusufspahic , CH (COL) Andrew W. Aquino Back row Center, CPT Goran Avramov, Catholic SAF Military Chaplain

Who: CH (COL) Aquino & CH (LTC) Sizemore

What: Chaplaincy Development

When: 9-15 September 2013

Where: Belgrade, Serbia

Mission: Conduct an engagement with key leaders in the newly formed Serbian Armed Forces (SAF) Chaplaincy. Key objectives were to gain introductions and build relationships with the SAF chaplains and commanders while providing advice and commentary on the newly formed chaplaincy.

★ Accomplishments ★

- Representatives of both sides exchanged experiences related to chaplaincy organization, doctrine, documents and other aspects of chaplaincy important for Serbian Armed Forces
- SAF personnel presented the sub law documents that are being adopted which allow the posting of chaplains in SAF
- SAF personnel presented organizational structure of chaplaincy in Serbia, current status, human resource status, achieved level of choosing and adopting space for chaplaincy
- Chaplain (LTC) Sizemore participated in a service at chapel "sveti Luka Simferopoljski i Krimski" within the Serbian Military Medical Academy.

J5 SPP Storyboard SEN1424: Disaster Response

Senegal Event Summary



Center for Disaster and Humanitarian Assistance Medicine (CDHAM) facilitated review of the "National Pandemic Influenza Preparedness and Response Plan", and the "Military Support to Civil Authorities Disaster Contingency Plan"



Mission: The VTNG supports the Center for Disaster and Humanitarian Assistance Medicine (CDHAM) in developing Senegal's National Pandemic Influenza Preparedness and Response Plan, and the Military Support to Civil Authorities Disaster Contingency Plan

WHO:
JFHQ-VT: 2
86IBCT: 1
NGO (CDHAM): 3
Senegalese: ~20

WHAT: Federal Pandemic Flu Response Plan

WHERE: Ministry of the Interior, Dakar, Senegal

WHEN: 30 NOV - 5 DEC13

WHY: Develop Senegal's pandemic influenza preparedness

SIGNIFICANCE:

- Prepared to conduct a Joint Humanitarian Assistance/Disaster Response Exercise to strengthen Mil to Mil relationships and regional security
- Promoted interoperability and improved capability of Host Nation to respond to complex Humanitarian Emergencies
- Developed Military Support to Civilian Authorities (MSCA); equivalent to what we call Defense Support to Civilian Authorities (DSCA) in the National Guard