



Department of Defense INSTRUCTION

NUMBER 5000.68

October 27, 2010

USD(P)

SUBJECT: Security Force Assistance (SFA)

References: See Enclosure 1

1. **PURPOSE.** This Instruction establishes policy and assigns responsibilities regarding the preparation of DoD personnel and operational planning for, as well as the conduct of, SFA across the Department of Defense in accordance with the authority in DoD Directive (DoDD) 5111.1 (Reference (a)); Deputy Secretary of Defense Memorandum (Reference (b)); titles 10 and 22 of the United States Code (References (c) and (d)), the guidance in Deputy Secretary of Defense Memorandum (Reference (e)), and DoDDs 5132.03 and 3000.07 (References (f) and (g)) as they pertain to SFA (see Glossary for definitions).

2. **APPLICABILITY.** This Instruction applies to OSD, the Military Departments (including the Coast Guard at all times, including when it is a Service in the Department of Homeland Security by agreement with that Department), the Office of the Chairman of the Joint Chiefs of Staff (CJCS) and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the “DoD Components”).

3. **DEFINITIONS.** See Glossary.

4. **POLICY.** It is DoD policy that:
 - a. The Department of Defense shall develop and maintain the capability within DoD general purpose forces (GPF), special operations forces (SOF), and the civilian expeditionary workforce (CEW) to conduct SFA activities in support of U.S. policy and in coordination with the relevant U.S. Government (USG) departments or agencies (hereafter referred to collectively as “USG agencies”).

b. SFA shall encompass DoD efforts to support the professionalization and the sustainable development of the capacity and capability of the foreign security forces and supporting institutions of host countries, as well as international and regional security organizations. SFA can occur across the range of military operations and spectrum of conflict as well as during all phases of military operations. These efforts shall be conducted with, through, and by foreign security forces.

c. SFA activities shall be conducted primarily to assist host countries to defend against internal and transnational threats to stability. However, the Department of Defense may also conduct SFA to assist host countries to defend effectively against external threats; contribute to coalition operations; or organize, train, equip, and advise another country's security forces or supporting institutions.

d. SFA activities must directly increase the capacity or capability of a foreign security force or their supporting institutions. The term "directly" is context-specific and serves to emphasize that the clear and express intent of a SFA activity is the improvement of the capacity or capability of a foreign security force or its supporting institutions.

e. SFA contributes to the DoD role in USG security sector reform (SSR) initiatives.

f. SFA is a subset of DoD overall security cooperation (SC) initiatives. Other SC activities, such as bilateral meetings or civil affairs activities dedicated to the non-security sector, provide valuable engagement opportunities between the United States and its partners, but fall outside the scope of SFA.

g. Security assistance programs are critical tools to fund and enable SFA activities, which contribute to a host country's defense.

h. The portion of SFA oriented towards supporting a host country's efforts to counter threats from subversion, lawlessness, and insurgency, is a subset of foreign internal defense.

i. SFA activities shall be prioritized using factors such as U.S. interests in the region, the willingness and ability of partner nations to absorb U.S. assistance, and the level of risk for partner nations to achieve their goals without U.S. assistance.

j. The Department of Defense shall develop and maintain capabilities to:

(1) Organize, train, equip, and advise foreign military forces.

(2) Support the development of the capability and capacity of host-country defense institutions and ministries.

(3) Conduct SFA across all domains – air, land, maritime, and cyberspace – in both permissive and contested environments, under steady-state or surge conditions.

k. If required to support the development of the capability and capacity of non-defense ministry security forces and their supporting institutions, and to the extent authorized by law, the Department of Defense shall be prepared to apply the requisite task-organized capabilities to:

(1) Support and coordinate with other USG agencies that are leading USG efforts to support the development of the capability and capacity of non-defense ministry security forces and their supporting institutions.

(2) Advise and support the training of foreign paramilitary security forces – such as border and coastal control forces, counterterrorist forces, and paramilitary or special police forces – at all levels, in conjunction with other USG agencies.

(3) Support the training of host-country civil police in individual and collective tasks in contested environments when other USG-agencies' trainers and advisors are unable to do so. Coordinate the transition of responsibilities for such training and advisory duties to other USG agencies as the security environment allows.

l. The Department of Defense shall conduct SFA activities with the appropriate combinations of SOF, GPF, CEW personnel (in accordance with DoDD 1404.10 (Reference (h))), and contract personnel that are collectively capable of executing all missions and activities required under these conditions:

(1) Politically sensitive environments where an overt U.S. presence is unacceptable to the host-country government.

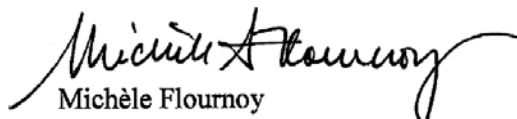
(2) Environments where a limited, overt U.S. presence is acceptable to the host-country government.

(3) Environments where a large-scale U.S. presence is considered necessary and acceptable by the host-country government.

5. RESPONSIBILITIES. See Enclosure 2.

6. RELEASABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

7. EFFECTIVE DATE. This Instruction is effective upon its publication to the DoD Issuances Website.


Michèle Flournoy
Under Secretary of Defense for Policy

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ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5111.1, "Under Secretary of Defense for Policy (USD(P)), December 8, 1999
- (b) Deputy Secretary of Defense Memorandum, "Delegations of Authority," November 30, 2006
- (c) Title 10, United States Code
- (d) Title 22, United States Code
- (e) Deputy Secretary of Defense Memorandum, "Security Force Assistance," September 9, 2008
- (f) DoD Directive 5132.03, "DoD Policy and Responsibilities Relating to Security Cooperation," October 24, 2008
- (g) DoD Directive 3000.07, "Irregular Warfare (IW)," December 1, 2008
- (h) DoD Directive 1404.10, "DoD Civilian Expeditionary Workforce," January 23, 2009
- (i) Secretary of Defense Memorandum, "Guidance for Employment of the Force," April 21, 2008
- (j) DoD Directive 5105.65, "Defense Security Cooperation Agency (DSCA)," October 31, 2000
- (k) DoD Instruction 5132.13 "Staffing of Security Cooperation Organizations (SCOs) and the Selection and Training of Security Cooperation Personnel," January 9, 2009
- (l) DoD Directive 5105.75, "Department of Defense Operations at U.S. Embassies," December 21, 2007
- (m) DoD Instruction C-5105.81, "Implementing Instructions for DoD Operations at U.S. Embassies (U)," November 6, 2008
- (n) Chairman of the Joint Chiefs of Staff Instruction 3470.01, "Rapid Validation and Resourcing of the Joint Urgent Operational Needs (JOUNS) in the Year of Execution," July 15, 2005
- (o) Secretary of Defense Memorandum, "Global Force Management Implementation Guidance (GFMIG)," January 7, 2010
- (p) Secretary of Defense Memorandum, "Global Force Management Allocation Plan (GFMAP)," March 4, 2010
- (q) Secretary of Defense Memorandum, "Joint Center for International Security Force Assistance (JCISFA) Charter," April 4, 2006
- (r) Chairman of the Joint Chiefs of Staff Instruction 3126.01, "Language and Regional Expertise Planning," January 23, 2006

ENCLOSURE 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR POLICY (USD(P)). The Under Secretary of Defense for Policy shall:

a. Establish policy on all SFA efforts in consultation with the Heads of the OSD and DoD Components as appropriate.

b. Establish SFA guidance on behalf of the Secretary of Defense and ensure that SFA activities are aligned with DoD policy.

2. ASSISTANT SECRETARY OF DEFENSE FOR SPECIAL OPERATIONS AND LOW INTENSITY CONFLICT AND INTERDEPENDENT CAPABILITIES (ASD(SO/LIC&IC)). The ASD(SO/LIC&IC), under the authority, direction, and control of the USD(P), shall:

a. Serve as the principal civilian advisor to the Secretary of Defense and the USD(P) for SFA policy, capability development, and operational employment of DoD forces and DoD Components engaged in SFA across all domains. Provide overall policy oversight to DoD SFA capability-development efforts, including the prioritization of those efforts.

b. Review, in support of capability-oversight responsibilities, the geographic Combatant Commander (CCDR) annual forecast of SFA requirements (see paragraph 11.b. of this enclosure) and provide the forecast to the Under Secretary of Defense for Personnel and Readiness (USD(P&R)); the Director, Cost Assessment and Program Evaluation (DCAPE); and the Deputy Under Secretary of Defense for Strategy, Plans, and Forces (DUSD(SPF)) to ensure the Department of Defense is able to meet the projected requirements adequately.

c. Lead DoD efforts, in cooperation with other USG agencies, to develop guidance for assessing the SFA needs of foreign security forces and supporting institutions.

d. Lead DoD capability-development efforts and policy oversight for SFA activities dedicated to the development of foreign defense ministries in accordance with Reference (h).

e. Lead DoD efforts to collaborate with other USG agencies to develop SFA-related policy, doctrine, and operating concepts.

f. Co-lead, with the DCAPE and the Chairman of the Joint Chiefs of Staff, the assessment of Military Department capacities and capabilities for a range of campaign and contingency scenarios involving SFA, including the geographic CCDR forecast of SFA requirements (see paragraph 11.b. of this enclosure), in accordance with Reference (g).

g. Propose legislative changes as necessary to the Secretary of Defense to ensure appropriate authorities exist to support SFA activities in accordance with DoD SFA objectives and goals.

h. Coordinate the integration of DoD SFA capability-development efforts with similar activities of relevant USG agencies and selected international partners.

i. Provide oversight of the United States Special Operations Command (USSOCOM) in its role as the joint proponent for SFA.

3. DUSD(SPF). The DUSD(SPF), under the authority, direction, and control of the USD(P), shall:

a. Prioritize DoD planning for SFA activities in accordance with Secretary of Defense Memorandum (Reference (i)) and other relevant Secretary of Defense-approved documents.

b. Identify and define future capabilities required for SFA activities and incorporate guidance into appropriate strategic documents.

c. Lead the development of comprehensive criteria and methodologies for assessing CCDR progress in developing host-country security forces and supporting institutions as well as international and regional security organizations.

d. Ensure SFA is adequately addressed in the development of relevant defense planning scenarios and force sufficiency studies in coordination with the Chairman of the Joint Chiefs of Staff and the DCAPE.

4. DIRECTOR, DEFENSE SECURITY COOPERATION AGENCY (DSCA). The Director, DSCA, under the authority, direction, and control of the USD(P), shall:

a. Direct, administer, and provide DoD-wide program execution guidance, in accordance with DoDD 5105.65 (Reference (j)), to the DoD Components and DoD representatives to U.S. missions for the implementation of programs involving SFA activities that DSCA has been assigned to fund and direct the execution of.

b. Identify requirements, criteria, and procedures for the selection and training of security cooperation organization (SCO) personnel and others who manage DSCA SFA-related programs consistent with DoD Instruction (DoDI) 5132.13 (Reference (k)).

c. Ensure that the SCO training curriculum fully prepares personnel to manage security cooperation programs that support SFA activities, in accordance with Reference (g).

d. Communicate directly with the Heads of the DoD Components on SFA-related program matters, in accordance with DoDD 5105.75 (Reference (l)).

e. Support the USD(P) and the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) in developing sales policies and procedures for SFA-related defense information, technology, and systems, as appropriate.

f. In coordination with the Combatant Commands, establish appropriate agreements and procedures for SCOs to provide guidance and oversight to SFA-related programs in accordance with Reference (l) and DoDI C-5105.81 (Reference (m)).

g. Establish and maintain a process to provide guidance and prioritization to the Military Departments in the Foreign Military Sales case-execution phase of procurement of U.S. military goods and services to ensure that urgent and emerging priorities for equipping and training foreign security forces are addressed in a timely and fiscally responsible manner.

5. USD(P&R). The USD(P&R) shall:

a. In coordination with the ASD(SO/LIC&IC); the Commander, USSOCOM (CDRUSSOCOM); the Commander, United States Joint Forces Command (CDRUSJFCOM); and the Secretaries of the Military Departments, and in collaboration with the Commandant of the United States Coast Guard (USCG), establish policy and provide oversight for the training and education of military and DoD civilian personnel to conduct SFA.

b. In accordance with the guidance in Reference (g), establish policies to enable DoD-wide tracking and managing of personnel with SFA-related skills, training, and experience, including policies that support military and DoD civilian personnel in obtaining regional expertise and provide for incentives for them to develop critical language and cultural skills.

c. In coordination with the ASD(SO/LIC&IC), the Chairman of the Joint Chiefs of Staff, the Secretaries of the Military Departments, and the DCAPE, and in collaboration with the Commandant, USCG, assess the readiness of military and DoD civilian personnel to conduct SFA in support of the geographic CCDR annual forecast of SFA requirements (see paragraph 11.b. of this enclosure).

d. In coordination with the Chairman of the Joint Chiefs of Staff, the CDRUSSOCOM, the CDRUSJFCOM, and the Secretaries of the Military Departments, and in accordance with Reference (g), assess the impact of sourcing SFA requirements on the overall readiness of SOF and GPF to conduct non-SFA missions and propose personnel policies to mitigate any adverse effects identified.

e. In accordance with Reference (h), establish policies and procedures to govern and facilitate the training and employment of DoD SFA civilian trainers and advisors, whether civil-service or contractor personnel.

6. USD(AT&L). The USD(AT&L) shall:

a. In coordination with the Secretaries of the Military Departments and other relevant DoD Component Heads, include in Defense Acquisition Management or Joint Urgent Operational Need acquisition programs of record, as well as in rapid acquisition and technology-development efforts, SFA capabilities that are validated by the Joint Requirements Oversight Council and in compliance with the Joint Capabilities Integration Development System and CJCS Instruction (CJCSI) 3470.01 (Reference (n)).

b. Establish policies and procedures for the research, development, procurement, and sustainment of materiel solutions for SFA activities and tasks identified in strategic guidance.

c. Identify sustainable technologies available through the Department of Defense, the USG, and off-the-shelf private-sector programs that could bolster DoD SFA activities with host countries, and direct them into an appropriate regimen of rapid procurement, demonstration, experimentation, testing, and fielding.

d. In coordination with the Secretaries of the Military Departments, the Chairman of the Joint Chiefs of Staff, and other relevant DoD Component Heads, support SFA activities by ensuring that standard and non-standard equipment needed by partner forces can be promptly made available when appropriate.

7. UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE (USD(I)). The USD(I) shall:

a. Establish policies and procedures for SFA activities involving intelligence and information partnerships.

b. Support assessment of the future SFA demand by providing appropriate intelligence forecasts in support of national and regional strategies and campaign plans generated in accordance with Reference (i).

8. DCAPE. The DCAPE, shall:

a. Co-lead, with the ASD(SO/LIC&IC) and the Chairman of the Joint Chiefs of Staff, the assessment of Military Department capacity and capability for a range of campaign and contingency scenarios involving SFA, including assessment of the geographic CCDR annual forecast of SFA requirements (see paragraph 11.b. of this enclosure), in accordance with Reference (g).

b. Manage, in conjunction with the USD(AT&L), the ASD(SO/LIC&IC), and the Chairman of the Joint Chiefs of Staff, the development and use of appropriate analytical models, tools, and data to support analysis of SFA requirements.

9. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments shall:

a. Develop, maintain, and institutionalize the capabilities of Service members and CEW personnel to support DoD efforts to organize, train, equip, and advise foreign military forces and relevant supporting institutions, including during periods of armed conflict, up to the host-country military-department level in order to meet the geographic CCDR-forecasted annual SFA requirements (see paragraph 11.b. of this enclosure).

(1) Support DoD efforts to build the capacity and capability of ministries of defense.

(2) Enhance, if required, the capability and capacity of partner countries' non-defense ministry security forces, in support of USG agencies.

(3) Provide scalable capabilities to meet the requirements of all three conditions under which SFA activities are conducted as described in paragraph 4.1. above the signature in this Instruction.

b. In coordination with the Chairman of the Joint Chiefs of Staff, support the identification of required joint SFA capabilities across all domains (e.g., air, land, maritime, and cyberspace) and acquire both standard and non-standard equipment required to conduct SFA-related activities on the tactical and operational levels.

c. In coordination with the USD(P&R), establish personnel, training, education, and reporting requirements for military and DoD civilian personnel to conduct SFA-related activities; develop incentives for military and DoD civilian personnel to obtain critical language and cultural skills appropriate to operations in key regions in support of Reference (g).

(1) In conjunction with the irregular warfare (IW) annual assessment required by Reference (g), report the readiness of military and civilian personnel with SFA-related skills, training, education, and experience to meet requirements identified in DoD policy guidance and CCDR theater strategies.

(2) Identify and track individuals who have completed SFA-related training, education, or experience in the Defense Readiness Reporting System with a relevant skill-designator indicating their SFA qualifications.

d. In coordination with the USD(AT&L), include geographic CCDR-validated U.S. military SFA capability requirements in acquisition programs.

e. Develop Military Department, Service-specific strategy, doctrine, training, education, and proficiency standards for SFA capabilities.

f. In coordination with the geographic CCDRs; the Director, DSCA; and the USD(P&R), expand, standardize, and mandate training for SCO personnel.

g. Coordinate with the Chairman of the Joint Chiefs of Staff, the CDRUSSOCOM, and the CDRUSJFCOM in their efforts to develop global joint sourcing solutions that recommend the most appropriate forces for validated SFA requirements to the Global Force Management Board.

h. In support of Reference (h), provide pre-deployment training for all CEW personnel mobilized to support SFA missions as required and when resourced.

10. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff shall:

a. Serve as the principal military advisor to the Secretary of Defense for SFA capability development and operational employment of DoD forces and components engaged in SFA activities. In conjunction with the ASD(SO/LIC&IC), provide oversight of DoD SFA capability-development and employment efforts.

b. In support of capability oversight responsibilities, review the geographic CCDR annual forecast of SFA requirements (see paragraph 11.b. of this enclosure) and provide the forecast to the Secretaries of the Military Departments, to ensure the Military Services are able to meet the forecasted requirements adequately.

c. Direct joint exercises, concept development, and experimentation to ensure the Military Services and Combatant Commands are prepared to plan, conduct, and sustain campaigns involving SFA activities.

d. In coordination with the Secretaries of the Military Departments, the CDRUSSOCOM, the CDRUSJFCOM, and the Director, Joint Center for International Security Force Assistance (JCISFA), develop joint doctrine and future operating concepts for SFA and incorporate SFA-related concepts into joint doctrine.

e. In accordance with Secretary of Defense Memorandums (References (o) and (p)), approve, through the Global Force Management Board process, global joint-sourcing solutions recommended by the joint force providers for geographic CCDR-validated SFA requirements; forward to the Secretary of Defense for approval as part of the Global Force Management Allocation Plan.

f. Incorporate an assessment of Military Service proficiency and readiness to conduct SFA activities into the annual assessments of proficiency and readiness for IW as required by Reference (g).

g. Co-lead, with the DCAPE and the ASD(SO/LIC&IC), the assessment of Military Department capacities and capabilities for a range of campaign and contingency scenarios involving SFA, including the geographic CCDR annual forecast of SFA requirements (see paragraph 11.b. of this enclosure), in accordance with Reference (g).

- h. In coordination with the USD(P&R), include SCO tours on the Joint Duty Assignment List to incentivize tour assignments and build proficiency in SFA.
- i. In coordination with the Director, DSCA, and the Secretaries of the Military Departments, develop joint publications on SFA for incorporation into the joint professional military education system.
- j. In conjunction with the DCAPE and the ASD(SO/LIC&IC), manage the development and use of appropriate analytical models, tools, and data to support analysis of SFA.
- k. Lead the identification of required joint SFA capabilities across all domains (e.g., air, land, maritime, and cyberspace).
- l. Provide continued oversight of JCISFA as a CJCS-controlled activity in accordance with Secretary of Defense Memorandum (Reference (q)).
- m. In coordination with the Secretary of the Army, the CDRUSSOCOM, the CDRUSJFCOM, and the Director, JCISFA, establish and maintain processes and procedures to maintain effective relationships between JCISFA and key DoD SFA stakeholders to support the institutionalization of SFA.

11. GEOGRAPHIC CCDRs. The geographic CCDRs, through the Chairman of the Joint Chiefs of Staff as appropriate, shall:

- a. In coordination with the chiefs of mission and country teams in their respective areas of responsibility (AORs) and the other Heads of the DoD Components:
 - (1) Assess and prioritize the needs of foreign security forces and supporting institutions in coordination with interagency partners and in accordance with Reference (i).
 - (2) Incorporate SFA into theater plans, both in the context of campaign and contingency plans and operational activities as delineated in Reference (i).
 - (3) Conduct SFA within their AORs.
- b. Annually forecast and report to the ASD(SO/LIC&IC) SFA requirements for the following year and to the end of the Future Years Defense Program. Include in such forecasts training, language proficiency, regional expertise, and cultural awareness requirements for personnel, including SCO personnel, who are executing and supporting SFA activities in their respective AORs, in accordance with CJCSI 3126.01 (Reference (r)).
- c. Incorporate assessment of SFA activities, capabilities, and requirements, as appropriate, into responses to current assessment taskings (e.g., comprehensive joint assessment) to facilitate the preparation of SFA-related reports and assessments.

d. Record in the Theater Security Cooperation Management Information System all subordinate commands and DoD entities conducting SFA activities in their respective AORs.

e. Integrate staff and unit collective training for SFA activities into training programs. In accordance with References (g) and (k), ensure that training requirements for personnel assigned to SCOs fully prepare SCO personnel with the skills needed to facilitate and conduct SFA activities.

12. CDRUSSOCOM. The CDRUSSOCOM, through the Chairman of the Joint Chiefs of Staff as appropriate, shall:

a. Serve as the joint proponent for SFA, and in this capacity shall:

(1) In coordination with the Secretaries of the Military Departments and the CDRUSJFCOM, assist the Chairman of the Joint Chiefs of Staff by serving as lead for the development of joint doctrine, training, and education relevant to SFA activities conducted within a host country from the individual to the Service-level.

(2) Lead the development of Universal Joint Task List (UJTL) tasks for SFA and the mapping of those tasks to approved joint capability areas.

(3) Collaborate with the Chairman of the Joint Chiefs of Staff and the CDRUSJFCOM, in coordination with the Secretaries of the Military Departments and the geographic CCDRs, to develop global joint-sourcing solutions that recommend to the Global Force Management Board the most appropriate forces for meeting geographic CCDR-validated SFA requirements under the conditions in paragraph 4.1. above the signature of this Instruction.

(4) Assist USD(P&R) efforts to identify and establish guidelines for skills, experience, rank, training, education, and levels of expertise for Service members and career DoD civilian and contractor personnel to conduct SFA activities.

(5) Upon request from the geographic CCDRs, serve as a source of SFA expertise to joint task forces or Combatant Command joint force headquarters.

b. Support the CDRUSJFCOM, in coordination with the Director, JCISFA, to collect best practices to support future concept and doctrine development.

c. Incorporate an assessment of SOF proficiency and readiness to conduct SFA activities into the annual assessments of SOF proficiency and readiness for IW as required by Reference (g).

d. In coordination with the CDRUSJFCOM, identify and explore new SFA concepts and capabilities and integrate them into the joint concept development and experimentation program.

13. CDRUSJFCOM. The CDRUSJFCOM, through the Chairman of the Joint Chiefs of Staff as appropriate, shall:

a. Explore new SFA concepts and capabilities and integrate them into the joint concept development and experimentation program, in coordination with the USD(AT&L), the ASD(SO/LIC&IC), the Chairman of the Joint Chiefs of Staff, and the CDRUSSOCOM. Recommend potential solutions, including planning and assessments, to address SFA capability and capacity gaps and process issues identified by the geographic CCDRs during concept development and experimentation.

b. In conjunction with the CDRUSSOCOM and the geographic CCDRs, through the ASD SO/LIC&IC, identify potential solutions for enhancing interagency collaboration in SFA activities and training.

c. In conjunction with the CDRUSSOCOM and the geographic CCDRs, and in collaboration with the Supreme Allied Commander Transformation, identify potential solutions for enhancing multinational proficiency in SFA activities and training.

d. Collaborate with the Chairman of the Joint Chiefs of Staff and the CDRUSSOCOM, in coordination with the Secretaries of the Military Departments and the geographic CCDRs, to develop global joint-sourcing solutions that recommend to the Global Force Management Board the most appropriate forces for meeting geographic CCDR-validated SFA requirements under the conditions in paragraph 4.1. above the signature of this Instruction.

e. In coordination with the CDRUSSOCOM, the Chairman of the Joint Chiefs of Staff, and the Secretaries of the Military Departments, and in collaboration with the Commandant, USCG:

(1) Recommend, for Joint Requirements Oversight Council approval, changes to doctrine, organization, training, materiel, leadership and education, personnel, and facilities to improve joint SFA capabilities.

(2) Identify and disseminate DoD, interagency, and multinational SFA lessons learned and best practices across the Department of Defense.

f. Identify and recommend to the CDRUSSOCOM UJTL tasks for SFA.

g. Support the Chairman of the Joint Chiefs of Staff in the identification of required joint SFA capabilities across all domains (e.g., air, land, maritime, and cyberspace).

h. Support the Chairman of the Joint Chiefs of Staff and the CDRUSSOCOM in the development of joint SFA doctrine and joint SFA training and education standards for individuals and units.

i. Support the integration of individual and collective SFA training activities into joint mission rehearsals, Combatant Command training programs, senior leader education and, as required, Military Service training programs.

j. Provide modeling and simulation support to SFA exercises and experiments.

k. In support of Reference (g), include an annual assessment of GPF proficiency and readiness to conduct SFA in the annual assessment of Military Service GPF proficiency and readiness for IW to the Chairman of the Joint Chiefs of Staff to inform and support the development of the Chairman's Annual Risk Assessment.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

AOR	area of responsibility
ASD(SO/LIC&IC)	Assistant Secretary of Defense for Special Operations/Low Intensity Conflict and Interdependent Capabilities
CCDR	Combatant Commander
CDRUSJFCOM	Commander, United States Joint Forces Command
CDRUSSOCOM	Commander, United States Special Operations Command
CEW	civilian expeditionary workforce
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	CJCS Instruction
DCAPE	Director, Cost Assessment and Program Evaluation
DoDD	DoD Directive
DoDI	DoD Instruction
DSCA	Defense Security Cooperation Agency
DUSD(SPF)	Deputy Under Secretary of Defense for Strategy, Plans, and Forces
GPF	general purpose forces
IW	irregular warfare
JCISFA	Joint Center for International Security Force Assistance
SCO	security cooperation organization
SFA	security force assistance
SOF	special operations forces
SSR	security sector reform
UJTL	Universal Joint Task List
USCG	United States Coast Guard
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics
USD(I)	Under Secretary of Defense for Intelligence
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USG	U.S. Government

PART II. DEFINITIONS

These terms and their definitions are for the purpose of this Instruction.

foreign internal defense. Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security.

joint proponent. A Service, Combatant Command, or Joint Staff directorate assigned coordinating authority to lead the collaborative development and integration of a joint capability with specific responsibilities designated by the Secretary of Defense.

security assistance. A group of programs authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended, or other related statutes by which the United States provides defense articles, military training, and other defense-related services by grant, loan, credit, or cash sales in furtherance of national policies and objectives.

security cooperation. Activities undertaken by the Department of Defense to encourage and enable international partners to work with the United States to achieve strategic objectives. Includes all DoD interactions with foreign defense and security establishments, including all DoD-administered security assistance programs, that:

Build defense and security relationships that promote specific U.S. security interests, including all international armaments cooperation activities and security assistance activities.

Develop allied and friendly military capabilities for self-defense and multinational operations.

Provide Service members with peacetime and contingency access to host nations.

security forces. Duly constituted military, paramilitary, police, and constabulary forces of a government.

SFA. DoD activities that contribute to unified action by the USG to support the development of the capacity and capability of foreign security forces and their supporting institutions.

SSR. The set of policies, plans, programs, and activities that a government undertakes to improve the way it provides safety, security, and justice. The overall objective is to provide these services in a way that promotes an effective and legitimate public service that is transparent, accountable to civilian authority, and responsive to the needs of the public. From a donor perspective, SSR is an umbrella term that might include integrated activities in support of defense and armed forces reform; civilian management and oversight; justice, police, corrections, and intelligence reform; national security planning and strategy support; border management; disarmament, demobilization and reintegration; or reduction of armed violence. The DoD

primary role in SSR is supporting the reform, restructuring, or re-establishment of the armed forces and the defense sector across the operational spectrum.

with, through, and by. Describes the process of interaction with foreign security forces that initially involves training and assisting (interacting “with” the forces). The next step in the process is advising, which may include advising in combat situations (acting “through” the forces). The final phase is achieved when foreign security forces operate independently (act “by” themselves).