SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-1000

AUG 1 3 2012

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE

SUBJECT: Joint Center for International Security Force Assistance Charter

The attached charter is approved. It directs the Secretary of the Army, as the Executive Agent, to continue to provide support to the Joint Center for International Security Force Assistance (JCISFA) as a Chairman of the Joint Chiefs of Staff (CJCS)-controlled activity at Fort Leavenworth, Kansas.

The Director, JCISFA, will report to the Chairman of the Joint Chiefs of Staff. The purpose of the center is to institutionalize lessons and best practices from security force assistance operations to prepare U.S. Forces more effectively to support the professionalization and the sustainable development of capability and capacity of foreign security forces and supporting institutions.

The Deputy Secretary of Defense will issue the appropriate decision documents, including Resource Management Decision memorandums as required, to resource the JCISFA with appropriate personnel, equipment, funding, and facilities. The CJCS, Secretary of the Army, and the other Secretaries of the Military Departments will take all required actions to implement this charter, including filling the manpower requirements as reflected in the manpower annex to this charter.

Attachment:
As stated

CHARTER FOR THE

JOINT CENTER FOR INTERNATIONAL SECURITY FORCE ASSISTANCE

1. Purpose. This charter provides guidance for the continued operation of the Joint Center for International Security Force Assistance (JCISFA); prescribes the mission, functions, and organization of the JCISFA; and assigns responsibilities for funding, command and control, personnel, and administration.

2. Background. In 2005, the Secretary of Defense directed the Chairman of the Joint Chiefs of Staff (CJCS) to examine creating a center to institutionalize Security Force Assistance (SFA) lessons learned. This resulted in the establishment of the JCISFA. The ability to train host and partner-nation security forces to assume security missions and provide for their national defense is critical to the U.S. national strategy of building a more stable international environment. Furthermore, U.S. national strategies and policy statements have increasingly emphasized the importance of developing the capabilities and capacities of foreign security forces and their supporting institutions. The fast pace of evolving threats and dynamic challenges of current operations require the responsiveness and flexibility of an organization (i.e., JCISFA) focused solely on SFA and operating in accordance with CJCS priorities. The success of this organization depends on maintaining established relationships with the Department's training, education, and security cooperation institutions.

3. Mission. The JCISFA captures and analyzes SFA lessons learned from contemporary and historical operations in order to advise combatant commands (CCMDs) and Military Departments on appropriate doctrine; best practices; and proven tactics, techniques, and procedures (TTPs) to prepare for and conduct SFA missions.

4. Capabilities and Responsibilities. The JCISFA, comprising a small cadre of SFA subject-matter experts with recent SFA operational experience, will:

a. Serve as the DoD focal point to provide advice and assistance for international SFA missions that includes the tasks to organize, train, equip, build/rebuild, and advise partner-nation security forces.

b. Capture, analyze, and document joint SFA observations, insights, and lessons learned from contemporary and historical operations.

c. Provide rapid response to advise and assist CCMDs and Military Departments on SFA doctrine, best practices, and proven TTPs for planning and implementation of emerging SFA efforts, specific to the organizing, training, and equipping of foreign security forces (which include military, police, and border security forces) and the building or rebuilding of their security infrastructure and supporting institutions.

d. When directed by the CJCS:

(1) Advise and assist other nations or multinational organizations that are conducting SFA missions as part of a larger regional engagement strategy.

(2) Provide analytical and technical support to assess capability and readiness gaps in warfighting areas where the JCISFA expertise applies.

(3) Advise and assist other U.S. Government departments and agencies in SFA doctrine, best practices, and proven TTPs to prepare for and conduct SFA missions.

5. Executive Agent and Location.

a. The Secretary of the Army is designated as the DoD Executive Agent (EA) for the JCISFA in accordance with DoD Directive 5101.1, September 3, 2002, "DoD Executive Agent."

b. The JCISFA will remain at Fort Leavenworth, Kansas.

6. Organization.

a. The JCISFA is chartered as a Chairman's Controlled Activity (CCA) and shall be organized and operated in accordance with CJCSI 1001.01A, 1 October 2010, "Joint Manpower and Personnel Program."

b. The Director, JCISFA, will report to the CJCS through the Director, J-7 (DJ7). The Director, JCISFA, executes CJCS guidance pursuant to direction from the DJ7.

c. Annually, the Director, JCISFA, in consultation with the DJ7, will review this charter and recommend any changes to the CJCS.

d. The Director, JCISFA, is designated as the senior military officer and is vested with the responsibility and authority of an officer-in-charge. The U.S. Army (USA), U.S. Air Force (USAF), and U.S. Marine Corps (USMC) will each nominate Colonels (O-6) with the required specialized experience and expertise to serve as Director, JCISFA. The CJCS, with input from the DJ7, will select the Director from among those nominees.

e. A total of 14 active duty personnel are authorized for the JCISFA: Director of JCISFA (0-6 USA, USMC, or USAF), five officers and one enlisted person from the Army, three officers from the Marine Corps, two officers from the Navy, and two officers from the Air Force. The JCISFA is authorized one temporary U.S. Army Active Guard or Reserve (AGR) officer through FY 2012. Additionally, 10 U.S. Army civilian billets are authorized for JCISFA. All billets require TOP SECRET security clearances with SCI access. The specific ranks and specialties required are provided in the manpower annex.

f. Liaisons from the U.S. Coast Guard and other U.S. Government departments and agencies may be added to the organization at future dates as arranged through memorandums of agreement between the Department of Defense and those departments.

g. Foreign Liaison Officers (FLOs) may be assigned to the JCISFA at future dates pursuant to agreements or arrangements between the Department of Defense and the applicable Ministry of Defense of the FLO's parent nation.

7. Responsibilities.

a. Office of the Secretary of Defense (OSD):

(1) Recommend updates to the JCISFA charter and future program of work requirements, as necessary.

(2) Coordinate requests from other U.S. Government departments and agencies through the DJ7.

(3) Coordinate agreements or arrangements with other U.S. Government departments and agencies for adding liaisons, or in the case of partner nations, FLOs, to the JCISFA, as required, with the DJ7.

(4) Identify the funding and other resource arrangements for the Executive Agent to carry out assigned responsibilities, functions and authorities.

b. Chairman of the Joint Chiefs of Staff:

(1) Provide guidance and direction to Director, JCISFA, through the DJ7.

(2) Advise the Secretary of Defense of JCISFA activities in support of Combatant Commanders and Military Departments.

(3) Review Director, JCISFA, recommendations for changes to this charter and forward them to the Secretary of Defense as appropriate.

c. Combatant Commanders:

(1) Coordinate through the DJ7 to obtain support from the JCISFA.

(2) Establish and maintain liaison with JCISFA to exchange lessons learned and feedback on SFA missions and related relevant security cooperation and assistance activities.

d. Military Departments:

(1) Provide military staffing and resources per any applicable agreements or arrangements and the manpower annex to this charter.

(2) Coordinate through the DJ7 to obtain JCISFA support. Establish and maintain liaison with JCISFA in order to share and coordinate information that supports SFA operations, capability development, and sharing of lessons learned.

(3) Review and recommend changes to this charter through the DJ7, as necessary.

e. Secretary of the Army (Executive Agent):

(1) Serve as EA for the JCISFA. As such, provide all funding (less active-duty military pay), including civilian pay, temporary duty (TDY) expenses for military personnel assigned to the JCISFA, and installation support/operating costs.

(2) Nominate and, if selected, provide an active duty Colonel to serve as Director, JCISFA.

(3) Coordinate with the DJ7 and OSD in the development of JCISFA Planning, Programming, Budgeting, and Execution (PPBE) submissions.

f. Secretary of the Navy:

(1) Nominate, if available, a qualified active-duty USMC Colonel to serve as Director, JCISFA.

(2) Provide staffing and resources in accordance with any negotiated memorandums of agreement and the approved JMD maintained by the JS J1.

g. Secretary of the Air Force:

(1) Nominate, if available, a qualified active-duty Colonel to serve as Director, JCISFA.

(2) Provide staffing and resources in accordance with any negotiated memorandums of agreement and the approved JMD maintained by the JS J1.

h. Director, J7:

(1) Serve as lead Joint Staff directorate for the JCISFA. Provide guidance and direct tasks to the JCISFA for execution in support of CJCS requirements. Establish, in coordination with the EA and the Director JCISFA, policies to govern JCISFA planning and employment in support of the joint force.

(2) In coordination with the Director, JCISFA, EA, and Military Departments, conduct an annual review of this charter and recommend any needed revisions to the CJCS.

(3) Approve the JCISFA's annual Program of Work/Execution Plan and PPBE submissions, including Program Objective Memorandum (POM) submissions.

(4) Coordinate with the Secretary of the Army to ensure required JCISFA funding is included in future Army budgets (fiscal year POMs).

(5) Review nominations for the Director, JCISFA, and provide recommendations to the CJCS.

i. Director, JCISFA:

(1) Provide supervision and oversight of all JCISFA activities pursuant to the mission and responsibilities outlined above.

(2) Advise the CJCS, through the DJ7, of JCISFA activities in support of CCMDs, Military Departments, Defense Agencies, Combat Support Agencies, or any other DoD Component.

(3) In coordination with the DJ7, the EA, and the Military Departments, conduct an annual review of the JCISFA charter and recommend needed revisions to the CJCS.

(4) Approve personnel, other than the Director, nominated by Military Departments for assignment to the JCISFA.

(5) Develop an annual program of work and provide it to the DJ7 for approval by the CJCS. This will include a program brief on program of work/execution plan and an assessment of work executed. Develop required PPBE submissions in coordination with the EA for submission through the DJ7.

(6) Establish and maintain direct liaison (DIRLAUTH) relationships with CCMDs and DoD training, education, and security cooperation institutions to exchange lessons learned and feedback on SFA missions and related relevant security cooperation and assistance activities.

(7) Maintain information on the appropriate existing knowledge portals and integrate such information with authoritative DoD data sources/systems (e.g., Joint Lessons Learned Information System) to share lessons learned and best practices.

8. Administration.

a. Rating scheme. The Director, JCISFA, will be rated by the Vice Director, J7 (VDJ7), with the DJ7 serving as the senior rater. The Director will establish a rating scheme for assigned military and civilian personnel in accordance with appropriate Joint and Military Department guidelines.

b. Awards.

(1) Personnel assigned to JCISFA are eligible for Joint awards.

(2) Personnel attached to or performing temporary duty with JCISFA may be considered for Joint awards on a case-by-case basis.

(3) Recommendations for Joint awards will be processed through the DJ7 to the Director, Joint Staff (DJS), in accordance with DoD Manual 1348.33M, "Manual of Military Decorations and Awards."

c. JCISFA will develop arrangements with appropriate Service personnel support elements to provide personnel and other administrative support such as requisitioning personnel, processing performance evaluations, submitting promotion board requirements, preparing awards, managing security clearances, and completing other related administrative support functions.

d. The Department of the Army will administer TDY and travel funds for JCISFA members.

9. Command Relationships.

a. The Director, JCISFA, reports to the CJCS through the DJ7. The DJ7 has coordinating authority and responsibility for all reports and actions that are required to go to the Chairman of the Joint Chiefs of Staff or the Secretary of Defense, including program of work and PPBE submissions.

b. The Secretary of the Army, as EA, has responsibility for common administrative and support functions for personnel assigned to the JCISFA.

c. Military Departments, CCMDs, and other DoD Components will submit requests for support through the DJ7 to the Director, JCISFA. DIRLAUTH with JCISFA is authorized in order to share and coordinate information that supports SFA operations, capability development, and sharing of lessons learned.