

2011




US AIR FORCE

**GLOBAL
PARTNERSHIP
STRATEGY**



**You can't have Global
Vigilance, Reach, and
Power for America
without Global
Partnerships."**

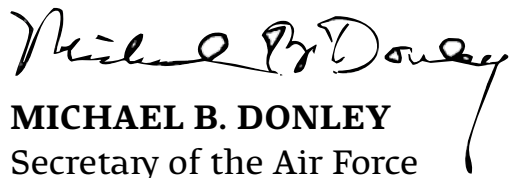


We are pleased to provide the **2011 Air Force Global Partnership Strategy**. The purpose of this strategy is to guide our Air Force on future security cooperation efforts aimed at nurturing and deepening existing partnerships and creating new ones to counter violent extremism, deter and defeat aggression, strengthen international and regional security, and shape the future force.

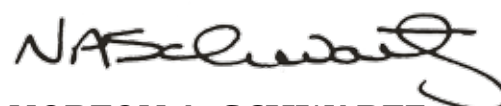
Since the publication of our last Air Force Global Partnership Strategy in 2008, our Air Force has had to adapt to a rapidly changing strategic environment. The impacts of the global economic crisis, violent extremism, shifting regional balances of power, and the proliferation of advanced technologies will characterize the future security environment, making it unlikely for any one nation to address every global challenge and priority alone. With this guidance, we are increasing our emphasis on developing access and relationships with international partners while forging coalitions to meet both current and emerging global strategic challenges. Successful partnership development optimizes interoperability, integration, and interdependence between coalition forces while providing our partner nations the capability and capacity to resolve national security challenges on their own merit.

This new strategy charts our future path by establishing an ends, ways, and means approach to Air Force security cooperation and ensuring we are supporting the Combatant Commands' Campaign Plans. It is key to Air Force implementation of the National Security Strategy, National Defense Strategy, and National Military Strategy, as well as the Secretary of Defense's Guidance for Employment of the Force and Defense Planning and Programming Guidance.

This is our guidance for the development of plans and programs to build global partnerships in support of national security objectives. Building these relationships will help ensure successful collaboration and underpin the valuable Air Force contribution to ensuring United States security in the years to come. We can't have Global Vigilance, Reach, and Power for America without Global Partnerships.



MICHAEL B. DONLEY
Secretary of the Air Force



NORTON A. SCHWARTZ
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I

INTRODUCTION



The United States Air Force (USAF) acknowledges that the current and future operating environments are extremely complex, and that these environments will continue evolving. In this environment no single nation can address every challenge and priority alone. With this in mind, the USAF must actively partner with the global community of airmen to further United States (US) and partner nation mutual interests in air, space, and cyberspace. These partnerships could act as a force multiplier in future crises. By relying on multinational cooperation and coordination, the sum of our actions will surely be greater than if we act unilaterally. In addition, the USAF acknowledges that it must not limit itself to the relationships of the past and must broaden its scope to include partnerships for new situations and circumstances. This includes expanding the scope of the security cooperation (SC) focus to include building the security capabilities of at-risk and underdeveloped partner nations so that these partners are able to defend themselves against the threats of today and tomorrow.

The 2010 National Security Strategy (NSS) and the 2011 National Military Strategy (NMS) advocate a comprehensive approach to US international relations in the pursuit of national security objectives. Military-to-military cooperation, now and in the future, is an essential element of this approach and serves as a method to share the obligations of security and stability as the US military seeks to achieve the NMS objectives:

1. Counter Violent Extremism
2. Deter and Defeat Aggression
3. Strengthen International and Regional Security
4. Shape the Future Force

For its part, the USAF offers a service-wide strategy detailing the avenues for developing partner nation relationships, securing access, and improving partner nation capabilities and capacity in air, space, and cyberspace.

The NMS identifies as an enduring national interest, “An international order advanced by US leadership that promotes peace, security, and opportunity through stronger cooperation to meet global challenges.” Guided by this statement, the overall goal of the Air Force (AF) Global Partnership Strategy (AFGPS) is to outline an approach to support Guidance for Employment of the Force (GEF) and Combatant Commander (CCDR) objectives. To this end, a strategy-driven approach is necessary to establish, improve, and sustain air, space, and cyberspace capacity and capabilities; build partner relationships; and establish or sustain access with global partners. In this context, capacity refers to adding to an existing capability and capability refers to adding a new function or skill.

Whereas the GEF provides guidance and priorities to planning and executing activities of the Department of Defense, the AFGPS provides a link between national-level strategy and the USAF planning establishment, and applies to all members of the USAF Total Force – Regular Air Force, Guard, Reserve, and Department of the AF Civilians – conducting or supporting SC activities for the Combatant Commands and other governmental agencies. These SC activities, which include all military and defense related activities with a foreign partner, can range from efforts generating goodwill and access to assisting partner nations in building their capabilities to defend themselves. Specifically, the USAF seeks to:

1. Employ USAF security cooperation activities in support of coalition efforts to counter violent extremism.
2. Collaborate with partner nation Air Forces to deter and defeat aggression.
3. Strengthen international and regional security.
4. Shape the future coalition Air Force.

The USAF ways and means employed to achieve these ends flow from and through the Service's core functions. By employing this construct we ensure a direct linkage of USAF's capabilities, embodied within the service's core functions, to those that we develop with our partners.

The Deputy Under Secretary of the Air Force, International Affairs, sponsors this strategy and assists with development of Air, Space, and Cyber Country Plans, Country Team Engagement Plans, the USAF Campaign Support Plan (CSP), and CCDR Theater Campaign Plans (TCP). Component planners provide input and coordination on these documents, which ensures USAF total force and component activities support GEF and CCDR objectives.

This document supersedes the United States Air Force Global Partnership Strategy dated 18 December 2008 and a biennial review will be conducted to ensure compliance with current NSS, Office of the Secretary of Defense (OSD) Guidance, and CCDR requirements.





II

PURPOSE



The purpose of the AFGPS is to bridge the gap between broader Department of Defense (DoD) objectives, USAF service core functions, and USAF operational capabilities by providing a service-level SC strategy to the Headquarters Air Force, CCDRs, Major Commands (MAJCOMs), Core Function Lead Integrators (CFLIs), and USAF components. While both shaping and being shaped by the AF Strategic Planning System (AFSPS), this document provides an Airman's SC outlook. It is intended to influence development of the full range of SC planning documents by presenting a summary of available/potential USAF SC ways and means to CCDRs, Components, and US Embassy Country Teams. Supplementing the high-level overview provided by this AFGPS are three classified Domain Engagement Strategies (DESS), created to consolidate detailed country specific capability development roadmaps and timelines into one area. These DESSs will identify future global trends, discuss potential methods for mitigating adverse trends, and provide a comprehensive listing of available programs/activities for component planner consideration in determining how to meet country specific SC objectives. As with any USAF activity, SC has a strategy component, an operational planning component, and a resourcing/programming component. The AFGPS provides a SC framework to the overall strategy development process, informing the Building Partnerships (BP) CFLI and aiding in the development of the associated BP Core Function Master Plan (CFMP). At the same time, the AFGPS influences the AFSPS by providing strategic SC concepts to non-SC-focused strategic and doctrine formulation efforts.

The Director of Operational Planning, Policy and Strategy (AF/A5X) provides oversight, policy, and leadership for USAF operational-level planning in support of SC and the BP core function. Operational planning for SC is primarily done by the geographic USAF Components, with reach back assistance from HQ USAF and functional Major Commands. As USAF moves forward to develop a requirements process for SC, it is especially important to ensure all USAF SC activities are documented in Component CSPs, which will then flow into the USAF CSP. In the future, all USAF SC activity must directly support a country-specific objective defined in a CCDR TCP or the USAF CSP.

The AFGPS is formed or informed by an array of national strategic documents, but is primarily guided by the NMS, the GEF, and the Joint Strategic Capabilities Plan (JSCP). The JSCP tasks the USAF to develop a CSP and the CCDRs to develop region specific planning documents which are synchronized with the appropriate US Embassies and various SC efforts. For its part, the USAF uses SC activities to help partner nations establish, improve, or sustain air, space, and cyberspace capacity and capabilities; build partner relationships; and establish or sustain access. These activities serve as key enablers for the USAF by fostering enduring international relationships, with both established partner nations and developing/at-risk nations, while developing partners with the interoperable capabilities necessary for successful joint and coalition operations.

As the 21st century international environment continues evolving, the United States must work diligently to advance its national security interests by expanding its spheres of mutual cooperation in key locales. To accomplish this, our national security, national defense, and USAF strategies must be synchronized and focused on achieving our national objectives.

III

STRATEGIC ENVIRONMENT



As discussed in other AF and national strategy documents (e.g., the USAF Strategic Environmental Assessment, the NSS, and the NMS) and in the environmental assumptions identified within the GEF, the global security environment is in a state of dramatic change, propelled by the forces of globalization, technology, and connectivity. In the near future, physical pressures (e.g., population, resources, energy, climate, and environment) will combine with rapid social, cultural, technological, and geopolitical change to create greater uncertainty. This uncertainty is exacerbated by the unprecedented speed and scale of change, as well as the unpredictable and complex relationships between the trends themselves. Globalization and growing economic interdependence, while creating new levels of wealth and opportunity, also create a web of interrelated vulnerabilities that can effectively spread risks beyond national borders.

Over the next twenty years, the world is projected to become more populated and urbanized. Profound cultural and demographic tensions (the youth bulge), rising demands for resources, widespread underemployment, refugees, and rapid urbanization could reshape both individual countries and entire regions. Most of the anticipated population growth is expected to occur in developing regions of the world like Africa and Asia. At the same time, populations in more developed areas of the globe are projected to decline and age. These population and urbanization trends may increase water scarcity, especially in rapidly developing and underdeveloped regions of the world. This water scarcity may contribute to changes in human migration patterns, driving social, economic, and health related impacts that may present significant governance challenges to the affected states. These changes in human migration patterns may also introduce previously isolated diseases to the global community, increasing the risk of pandemic disease outbreaks. Additionally, the uncertain impact of global climate change combined with increased population centers in or near coastal environments may challenge the ability of weak or developing states to respond effectively to natural disasters.

While global and regional powers continue to rise, the inability of many of these states to police themselves effectively or work with their neighbors to ensure regional stability could test both our international partners' resilience and United States capacity to influence global affairs. Asia is expected to have two rising global powers. The Middle East will continue to have a number of states competing for enhanced regional influence, while at the same time dealing with radicalized extremist pressures. Europe, beset by high social costs and the need to reset and retrench their economies, may see continued declines in North Atlantic Treaty Organization (NATO) nation defense spending while maintaining their high levels of development aid and democracy building support. Finally, in response to the world's demand for new technologies, Africa and South America could experience an increase in both global and regional influence should they undertake large scale mining of rare-earth minerals traditionally found on their continents. The dynamics of these regions will continue to significantly impact stability at both the regional and global levels.

On the economic front, the United States will remain the largest and most competitive economy for the foreseeable future. At the same time, a steadily growing national debt and continued rapid fluctuations in energy sector pricing could contribute to increased risk to our national security. Asia could dominate the regional share of global wealth as the decades-long economic growth experienced by key regional players continues. This anticipated economic growth may facilitate both continued military modernization efforts and the expansion of regional interests and influence around the globe. As evolving regional powers in Asia become more prosperous and militarily

capable, many traditional United States partners in Europe are reducing defense spending as part of broader austerity measures driven by economic realities. Additionally, the increasing impact of resource scarcity on a nation's economic independence and well-being could contribute to an increase in associated territorial disputes.

The shared areas of sea, air, and space, known as the global commons, will continue to become more accessible to developing nations, contributing to an increasingly contested domain in the coming years. Challenges include the growing importance of cyberspace, the potential for a navigable Arctic, increasing reliance on alternative energy sources, and a congested space environment. Growing and assertive states are developing anti-access and area-denial capabilities and strategies to constrain United States and international freedom of action while seeking greater influence on the international stage. Operational areas like space, cyberspace, and our electronic infrastructure provide a double-edged sword by simultaneously enhancing our national capabilities while exposing a vulnerability to our enemies. Some states are already conducting or condoning cyber attacks, foreshadowing the growing threat in this domain. The cyber threat is enhanced by a lack of international norms, geographic boundaries, difficulty determining attribution, low barriers to entry, and the relative ease of developing potent capabilities.

State-sponsored groups and non-state actors are extending their reach through the acquisition of advanced technologies that were once the domain of states, complicating deterrence and accountability efforts. They are expected to continue using technology to coordinate and operate globally in order to spread extremist ideologies and threaten the United States and our allies. Nations with weak, failing, or corrupt governments will continue as actual or potential safe havens for an expanding array of non-state actors, breeding conflict and endangering stability. Terrorist organizations, criminal networks, and international piracy will present unparalleled levels of violence and lawlessness on a global scale, challenging nations' abilities to respond. It should then come as no surprise that the most immediate and extreme danger, as recognized in both the 2010 NMS and Nuclear Posture Review, is nuclear terrorism and nuclear weapons proliferation.

The security of the United States is increasingly bound to the security of the broader international community. As a result, the AFGPS is focused on developing and building the capability and capacity of our partner nations to withstand internal threats and external aggressions while also improving their capacity to proactively meet national and regional challenges such as those posed by weapons of mass destruction (WMD), natural disasters, regional instability, rogue states, and violent non-state actors. Equally important to capacity and capability building, planners must consider building relationships that promote specific US security interests and provide US forces with peacetime and contingency access within host nations. These relationships enable the achievement of strategic end states through a variety of means enumerated later in this document. Cultivating these partnerships broadens US access in times of need, strengthens national and regional effectiveness, and increases combined US-partner effectiveness through specialization and shared expertise. Operating in the international context, particularly in partnership with foreign governments, institutions, and airmen, is an inherently cross-cultural endeavor. Accommodating this new reality will require the USAF to account for the impact of varying levels of SC activities on future resource decisions in an increasingly resource constrained environment. Any operational risk assessments must be made in the context of the broader national security spectrum of activities.



IV / SCOPE



To confront current and future SC challenges in air, space, and cyberspace while also supporting all the Geographic Combatant Commands (GCC), the USAF employs an ends, ways, and means construct to align the four USAF ends with the means used to achieve those ends. This strategy-to-task methodology streamlines the process of determining the most appropriate engagement activities to pursue based on a specific partner nation's current capabilities and future requirements.

Ends: The USAF's SC ends are the *desired outcomes/objectives* and are derived from the NMS (Refer to Appendix A for further explanation of USAF SC ends). All USAF SC activities must support achieving at least one of these four strategic ends:

1. Employ USAF security cooperation activities in support of coalition efforts to counter violent extremism.
2. Collaborate with partner nation Air Forces to deter and defeat aggression.
3. Strengthen international and regional security.
4. Shape the future coalition Air Force.

Ways: The USAF SC ways are the *methods*¹ of employing military capabilities, embodied in the USAF service core functions, to achieve the ends (Refer to Appendix B for further explanation of USAF SC ways). The USAF SC ways are:

1. Establishing, sustaining, or enhancing USAF security cooperation capacity and capability.
2. Establishing, sustaining, or expanding mutually beneficial international partnerships.
3. Collaborating with partners to develop or enhance their security capacity and capabilities.
4. Collaborating with partners to develop interoperable coalition capabilities.

Means: The USAF SC means are the *forces and resources*² employed to achieve the ends. They are the doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) military capabilities employed to engage with our partner nations (Refer to Appendix C for further explanation of USAF SC means).

The USAF is organized, trained, and equipped to accomplish specific functions and possesses unique capabilities that can mitigate some of the global challenges we face while we operate with our Joint partners to meet our national security objectives. The USAF helps to achieve these national objectives by employing the means of this strategy in coordination with the other services and Combatant Commands. These means, which equate to the service's SC "forces and resources," were designed with a global perspective in mind and to operate appropriately by, with, and through the other Services, the Interagency (DoD, Department of State (DoS), Federal Aviation Administration (FAA), etc.), Non-Governmental Organizations (NGOs), and our international partners. By synchronizing our engagement efforts with these various players to improve partner nations' ability to achieve and sustain internal security, we will enhance regional stability and reduce the requirement for a US contingency response. The USAF SC means are grouped into the following categories:

¹ AFDD 2 – Operations and Organization (April 2007), pg. 6

² AFDD 2 – Operations and Organization (April 2007), pg. 6

1. Education and Training
2. Global Force Posture
3. US Security Cooperation Personnel
4. Personnel Exchanges
5. Exercises
6. Equipping Activities
7. Technology Transfer and Disclosure
8. Information Sharing
9. Cooperative Relationships and Agreements
10. Partner Air Force Engagements
11. Humanitarian Initiatives

While continuing to organize, train, and equip our forces for combat operations, the USAF must maintain the flexibility to implement appropriate changes within our DOTMLPF construct to meet our SC ends. The flexibility required to meet these strategic challenges will depend on USAF capabilities resident within air, space, and cyberspace.



Air Domain

Air domain capabilities cover the entire spectrum of the aviation enterprise (defined as the sum total of all air domain resources, processes, and cultures) to include personnel, equipment, infrastructure, operations, sustainment, and air-mindedness. These capabilities are packaged in various combinations, enabling the USAF to perform its designated functions. Those functions with applicability to SC within the air domain are: Command and Control (C2); Air Superiority; Global Precision Attack; Rapid Global Mobility; Global Integrated Intelligence, Surveillance, and Reconnaissance (ISR); Special Operations; Personnel Recovery; Agile Combat Support (ACS); and Nuclear Deterrence Operations (NDO).³

Air domain capabilities in at-risk and developing partner nations may require a much greater emphasis on developing a basic aviation enterprise infrastructure vice implementing more advanced capability packages. In addition, the dual-use nature of aviation infrastructure capabilities (both military and civilian use) requires that all aviation enterprise initiatives are worked in conjunction with the “whole-of-government” team within the partner nation. In these instances, the USAF Air Advisor becomes a critical part of implementing air domain capabilities.

An example of a capability package, Airspace Control, is an essential element of any nation's sovereignty. The need for situational awareness and airspace security is a key element of air sovereignty and territorial protection. This is achievable through the integration of military air surveillance, air traffic control/weather radars, communications, and national air policing elements. The USAF can assist in this endeavor by providing the training, equipment, and follow-on mentorship necessary to strengthen the air defenses and capabilities of partner nations. This ability, when synchronized with information fusion centers (C2), airborne interdiction assets (Air Superiority), and precision strike capabilities (Global Precision Attack), is a key component in diminishing the potential impact of terrorist organizations and international criminal networks.

Rapid Global Mobility is an important enabling capability requiring adequate airfield infrastructure as well as interoperable airlift, air refueling, and aeromedical evacuation capabilities. Our and our partner nations' collective ability to respond to time-critical humanitarian crises, natural disasters, and contingency operations requires appropriate aircraft with the necessary access to partner nation airfields with sufficient runway length; ramp load-bearing capacity; and cargo, fuel, and casualty handling facilities. As instances of regional instability and localized crises increase, there will be an associated increase in the demand for air mobility capabilities.

Global Integrated ISR is another vital capability supporting a partner nation's organic ability to maintain situational awareness of activities affecting its national security interests. As we seek to expand partner nations' organic ISR capabilities, we must be actively engaged to ensure those capabilities fit their needs, are interoperable with US systems, and complement US capacity by providing timely and unique assessments during combined operations in support of mutual national objectives.

³ United States Air Force Posture Statement 2011, 17 February 2011

The ability to execute limited scope and highly specialized combat operations can provide a decisive advantage for a partner nation. Surgical missions with small teams of highly trained personnel (Special Operations) allow partner nations to better control domestic security challenges while minimizing the collateral damage that often accompanies kinetic engagements. At the same time, the capability to retrieve personnel trapped in enemy held or denied territory (Personnel Recovery) provides an important safety net for partner nation personnel performing duties in support of national security objectives.

ACS provides the end-to-end support structure allowing the operational components of the Air Domain to execute their missions successfully. ACS is the ability to field, protect, and sustain air, space, and cyber forces across the full range of military operations to achieve Joint effects. ACS is the foundational, crosscutting, and linking AF system of support that enables AF operations and the capabilities that distinguish air, space, and cyberspace power—speed, flexibility and global perspective. Examples of ACS elements include air traffic control, airfield operations, weather, civil engineering, health services, logistics, security forces, and maintenance. A rapidly evolving SC component of health services, Global Health Engagement (GHE), is how the AF Medical Service (AFMS) establishes, sustains, and expands mutually beneficial global partnerships. The success of GHE in establishing US access and influence with partner nations by building their health capabilities can serve as a model for success within the other ACS elements. Without the various and specialized resources provided by the ACS community, sustained and successful air domain operations would not be possible.

NDO is the bedrock of strategic deterrence and stability. NDO mission sets ensure the safety, security, and reliability of nuclear weapons and associated materiel; deters adversaries from pursuing actions that threaten US national security; and it provides nuclear strike options for the President should deterrence fail. Extending deterrence to our global partners also assures those partners of US national resolve to protect our mutual interests. Through these assurances, NDO supports non-proliferation objectives because allies and partners who have the potential to develop their own nuclear weapons do not do so as they benefit from the US extended deterrence. Further, potential adversaries who seek to obtain nuclear weapons know they cannot prevail in the face of compelling US capabilities. In order to ensure success in its #1 priority, the Air Force will “Continue To Strengthen the Nuclear Enterprise” by fielding capable nuclear forces; resilient command and control capabilities; a robust physical infrastructure; a safe, secure and effective weapons stockpile; and the expertise and manufacturing base that make NDO credible.

These SC focused components of the USAF Air Domain service core functions play a key role in enhancing a partner nation’s independent aviation enterprise development (AED). The full spectrum of air domain capabilities and detailed planning factors that support resolving or mitigating geopolitical strategic challenges are addressed in the *USAF Air Domain Engagement Strategy*.

Space Domain

The United States considers free access to and unobstructed use of space (Space Superiority⁴) vital to its national security interests. The forward deployed assets operating in this globally-focused domain, both the on-orbit and ground-based components, are extremely sophisticated and require large investments of intellectual and financial capital in the areas of research, development, acquisition, training, and operations. Maintaining the health of our space industrial base is a goal of our long-term space doctrine as more nations around the world begin developing advanced space capabilities. For these reasons, the USAF is building relationships with key international partners, specifically focused on minimizing costs, maximizing capabilities, promoting competition, and using the space domain responsibly. In the foreseeable future, it is vitally important to leverage unique partner nation space capabilities by encouraging interoperability with US space systems, capabilities, and services to perform the space-based missions protecting our national security.

In addition, the USAF needs to include the space domain in its strategy and its plans as it partners with at-risk and developing nations. While these nations will not be the same type of space partners as our peer and near-peer allies, they may be users of selected space capabilities like Positioning, Navigation, and Timing (PNT), communications, and mapping. As such, interfacing and working with these at-risk and developing nations in the space domain must be a part of our comprehensive space strategy.

While building these partnerships, the USAF should focus its efforts on enhancing several significant space capabilities instrumental to addressing future international challenges. The first of these capabilities, PNT, is a key enabler to Precision Attack and Rapid Global Mobility operations. In the coming years, PNT will play an expanding role in an array of overseas missions from precision employment of combat forces to humanitarian airlift operations. At the same time, USAF partnering efforts will continue to play a vital role as we continue to evolve our Missile Warning and Defense capabilities. As the ballistic missile threat from rogue nations and potential non-state actors continues to increase, our ability to operate forward deployed components of our missile warning and defense systems will hinge on the relationships established with our international partners in the affected regions. Key to maintaining these constellations of space assets is the ability to place them in-orbit reliably, efficiently, and cost effectively. International spacelift partnering opportunities are expected to expand over the next twenty years, continuing to increase in importance as more nations enter the space domain. While these three space capability areas directly support operational activities, other capabilities provide critical situational awareness products used by decision makers during operational planning and execution efforts. Getting these products to the right place at the right time requires robust communications, a focus area we are actively pursuing with our international partners.

⁴ United States Air Force Posture Statement 2011, 17 February 2011

Another Space Force Enhancement (SFE) capability that is vital is ISR from space. While not all countries will possess this capability, we must leverage the maximum benefit from other countries' assets to provide flexibility and global coverage at minimal cost to the US. Similarly, we must build the mechanisms to ensure information derived from US space-based assets is made available to coalition partners when appropriate and necessary.

Space Situational Awareness (SSA) is enabled by our ability to identify and track all man-made objects in Earth's orbit. This is accomplished by a global network of optical and radar sensors, along with their associated command and control, that detect, track, identify, and catalog all of these objects in order to anticipate potential threats to our on-orbit space assets and identify changes to an adversary's space order of battle. This ground- and space-based sensor network relies heavily on an array of partnership agreements with regional allies developed over a long period of time. Without these partnership agreements, our space sight picture would be greatly diminished, increasing the risk to our overall national security. The development of SSA requires ISR in and through a variety of domains (including space). The development of partner ISR capabilities and information sharing agreements is vital to the formulation of a true sight picture for space. Conversely, our space-based environmental monitoring capabilities have been enhanced through close coordination and collaboration with key international partners. Whether developing new sensors or improving the sharing of collected space and terrestrial-weather data, the exponential improvement in our environmental monitoring capability is tied directly to the contributions of our international partners.

The execution of these and other space capabilities, along with building and enhancing the international partnerships associated with USAF space operations, are accomplished in collaboration with OSD, DoS, Joint Staff (JS), CCDRs, Intelligence Community, and other US Government agencies. These interagency and inter-departmental relationships, as well as the associated capabilities we share with our partners and allies, directly contribute to successfully shaping and evolving the operational space environment. The full spectrum of space domain capabilities and detailed planning factors that support resolving or mitigating geopolitical strategic challenges are addressed in the *USAF Space Domain Engagement Strategy*.

Cyberspace

Cyberspace is quickly becoming the new “military high ground” and the United States considers freedom of action in cyberspace (Cyberspace Superiority⁵) vital to its national security interests. US national power and security depend on both freedom of access to, and operations within and through this domain. Potential adversaries, including non-state actors, understand this reality and continue to seek cyberspace capabilities and to use cyberspace to their advantage.

The nature of cyberspace enables operations that are global in nature and nearly instantaneous in effect. Unlike conventional domains, the low cost of entry to cyberspace means that virtually any nation, organization, or even individual can acquire, operate, and use the capabilities that cyberspace provides. This, coupled with the rapid pace of cyberspace development, presents unique challenges and opportunities. Cyberspace capabilities are essential to successful network-centric coalitions and enable interoperability and unity of effort across a spectrum of operations. Through cyberspace cooperation and partnerships, the United States seeks to enhance both our and our partners’ security through interoperability, shared investment, and by leveraging unique allied capabilities. In addition, the USAF will also partner with at-risk and developing nations and will assist them in the development of basic cyberspace capabilities as detailed in the GCC TCPs and in support of defined GEF end states. As such, cyberspace cooperation reflects and reinforces the broader political and military cooperation between the United States and its international partners.

The US military’s reliance on an advanced and freely accessible information technology (IT) backbone to perform its warfighting missions presents our adversaries with an exposed vulnerability. Our ability to shape the cyberspace environment will be crucial to ensuring uninterrupted access for us and our partners while denying access to any current and future adversaries if necessary.

To effectively counter enemy operations in cyberspace and assure our own mission success, the United States must work closely with our international partners to enable collective self-defense and deterrence. Working with allies and international partners we will improve cyberspace capabilities such as situational awareness, threat assessment, digital network intelligence, active network defense, and cross domain security. By synchronizing and integrating global network security efforts with our international partners, we not only leverage their established capabilities and ingenuity, but also significantly increase the number of “eyes” monitoring the network at any one time. These cyberspace SC efforts should cover all aspects of cyberspace operations including initial and recurring training, information sharing, and advanced cyberspace capability development efforts. This level of cyberspace cooperation with partner nations and coalition allies takes on an increased level of importance when viewed against the speed and anonymity with which our adversaries can currently operate.

Continuous integration of coalition partners across the spectrum of cyberspace reduces seams across coalitions and increases the potential for operational success. Active engagement with partner nations focused on cyberspace technology development helps reduce USAF funding outlays by sharing the research and development costs across international partners. The full spectrum of cyberspace capabilities and detailed planning factors that support resolving or mitigating geopolitical strategic challenges are addressed in the *USAF Cyberspace Domain Engagement Strategy*.

⁵ United States Air Force Posture Statement 2011, 17 February 2011

V

CONCLUSION



This AFGPS provides a high level overview of USAF SC objectives (ends) and their relationship to both national level strategy documents and country specific engagement plans. It is intended to influence development of the USAF CSP and CCDR TCPs while also educating the general USAF population on basic USAF SC concepts and capabilities. New to this revision is the explicit expansion of USAF SC efforts to include building the security capacity and capabilities of at-risk and developing partner nations. Also new is the addition of three classified DESs that assist CCDRs, Components, and US Embassy Country Teams resolve or mitigate the strategic challenges they face within their area of responsibility (AOR) or host nation. These supplemental strategies will provide the detailed, country specific recommendations they need to help determine capability development and resourcing efforts across air, space, and cyberspace supporting CCDR engagement plans and the four USAF SC ends.

APPENDICES



APPENDIX A

USAF Security Cooperation Ends

The NSS, National Defense Strategy (NDS), and NMS provide the USAF with overarching national guidance. OSD has also published refined guidance in the form of the GEF and the Defense Planning and Programming Guidance (DPPG). These guidance documents provide the foundation upon which the USAF SC ends were developed. These ends apply to all USAF SC activities, including the building, sustaining, and expanding of relationships with partner AFs whose requirements span the spectrum of operational needs and resource capabilities. Partnering with more capable nations to provide assistance to less capable nations must be given serious consideration when appropriate. The following four ends were created to support CCDRs and national strategy and policy:

1. Employ USAF security cooperation activities in support of coalition efforts to counter violent extremism.

There is no more vital national interest than the security of the American people, our territory, and our way of life. In order to counter the threats to this security, the USAF will strengthen and expand our network of international partnerships by pursuing an integrated and synchronized global SC strategy in-line with US national security, CCDR TCP, and coalition partner security objectives.

2. Collaborate with partner nation Air Forces to deter and defeat aggression.

Preventing conflicts is as important as winning them, with both options requiring advanced planning and extensive preparation. Establishing and promoting appropriate USAF to partner nation AF relationships is a key element in developing the air, space, and cyberspace capabilities required to deter and defeat both internal and external aggression. US partners must have or desire to develop the indigenous capability, capacity, and will to employ their own air, space, and/or cyberspace resources safely, effectively, and efficiently.

3. Strengthen international and regional security.

After a partner nation is able to provide for its own security, it is then more willing to look externally at supporting coalition operations and ensuring regional stability. To maximize their effectiveness during these operations, it is important to ensure that partner nations are interoperable, integrated, or interdependent with the USAF through common concepts of operations, including intelligence, training, medical, logistics, security, maintenance, sustainment, and procurement practices. An additional benefit to supporting regional security activities is its help in strengthening partner nation economies by ensuring uninterrupted access to the global commons for their goods and services.

4. Shape the future coalition Air Force.

Familiarity, common shared experience, and multi-faceted international SC training will play vital roles in future interactions across the global community of airmen. The USAF will focus on educating its Airmen, from the basic trainee to the senior AF commander, on the various skills required for international relationship building while simultaneously influencing our coalition partners through the use of targeted language, region, and culture preparation and personnel exchanges. Simultaneously, as the USAF continues to develop new weapon system hardware, alternative energy capabilities, and operational concepts, we will continue to look for opportunities to enhance coalition partners' interoperability and integration.

APPENDIX B

USAF Security Cooperation Ways

Ways are the *methods* by which objectives are achieved; that is, the effects that must be created to achieve the desired ends. The following four USAF ways were created to identify the methods and process needed to support CCDR and national strategy and policy:

1. Establishing, sustaining, or enhancing USAF security cooperation capacity and capability.

Trained personnel are an essential component of US SC efforts with partner nations. We must train our Airmen to fight today as well as adapt to the environment in anticipation of future challenges. Our Airmen must receive the proper training, from appropriately staffed and equipped training cadres, to be experts in their fields as well as competent advisors and mentors. To manage this force properly, the USAF must identify critical skill sets like language, region and culture expertise and track qualified personnel throughout the Total Force. Achieving this ensures the USAF is postured to have the wide range of skills necessary, in sufficient numbers and prepared to most effectively plan, assess, train, advise, and assist, to meet the complexities of future international engagements.

2. Establishing, sustaining, or expanding mutually beneficial international partnerships.

Promoting appropriate civil-civil, civil-military, and military-military relationships with partner nations is a key element in developing mutually beneficial international partnerships while reinforcing security assurance guarantees, promoting crisis stability and providing US forces with operational access with host nation support. Ensuring these US partners expand their legitimacy among the populace enhances these mutually beneficial relationships by strengthening the linkage between the US and partner nation government and partner nation government and its people. The USAF may build, sustain, and expand relationships with partner nations across the spectrum of resource capabilities in order to assist them in developing sustainable aviation enterprises that enhance their national defense while also contributing to their economic development. For those partner nations who are at-risk and underdeveloped, the USAF must assist them in developing and building their aviation enterprises and perhaps, civil infrastructure, so that these nations are better able to prevent festering problems from turning into crises. Partnering with more capable nations to provide assistance to less capable nations must be given serious consideration when appropriate. At times, developing partnerships with friendly nations may include coordination with key allies and strong partners.

3. Collaborating with partners to develop or enhance their security capacity and capabilities.

Support the development of the capacity and capability of US partners and their will to employ their own air, space, and/or cyberspace resources safely, effectively, and efficiently. This includes the development of supporting institutions. Supporting these efforts is accomplished through a variety of collaborative engagements including equipment procurements, joint exercises, mobile training teams, formal educational opportunities, and Air Advisor engagements aimed at assisting partner nations to build their aviation enterprise. Because each partner AF is a unique case, both US and foreign-made equipment should be considered for meeting these requirements. Cost, interoperability with neighboring nations, and availability of experienced maintainers and operators are all major considerations. Also inherent in equipment selection is the scope, scale, and timeframe of the engagement. While readily available and sustainable foreign-made solutions may enable the partner AF to rapidly meet immediate mission needs, transitioning to US-made equipment brings with it increased interoperability as well as additional training and engagement opportunities.

4. Collaborating with partners to develop interoperable coalition capabilities.

Once a partner nation possesses the capability to provide for their own internal security, they typically strive to expand their capabilities to enhance support to coalition operations in regional and/or global security environments. Activities within this line of operation may reduce the operational burden on, and risk to, US military forces. With this in mind, it is important to ensure that partner nations are interoperable, integrated, or interdependent with the USAF through common concepts of operations; command and control; tactics, techniques, & procedures (TTPs); intelligence; training; medical; security; sustainment; alternative energy; and/or procurement practices to enhance their effectiveness in coalition operations. This includes common understanding and appreciation of language, region, and culture to include foreign and English language training where appropriate.



APPENDIX C

USAF Security Cooperation Means

The following listing of means, though not all inclusive or exhaustive, provides a solid cross-section of SC activities available for use in developing relationships with partner nations. The partner nation must have, or be able to develop within the planning timeframe, the fiscal base, infrastructure, human capital, etc. that allow a nation to develop and sustain SC capabilities. The USAF Headquarters, MAJCOMs, Component Headquarters, and a variety of other agencies supporting the CCDRs and US Embassy Country Teams employ these means. The specific means utilized, on a nation-by-nation basis, are included in the applicable CCDR TCP, Country Plans, and Component CSPs (for eventual roll-up into the USAF CSP). An expanded version of the means reflected below will form the foundation of a SC requirements process, providing a usable demand signal to the BP CFLI and the AFSPS.

1. Education & Training

Developing capabilities within partner AFs that are interoperable, integrated, and in some cases interdependent, demands AF-to-AF and multinational professional military education and training. The USAF educates and trains more than 11,800 members of partner AFs each year through developmental education, professional military education, and language, medical, command and control, security, logistics, maintenance and flying training courses. The USAF also serves as the executive agent for Defense Institute for Medical Operations (DIMO) and the Defense Language Institute English Language Center (DLI-ELC).

Aviation Leadership Program (ALP)
Defense Institute for Medical Operations (DIMO)
Defense Institute of International Legal Studies (DIILS)
Defense Language Institute English Language Center (DLI-ELC)
Extended Training Services Specialist (ETSS)
Euro-NATO Joint Jet Pilot Training (ENJJPT)
Foreign and English Language Training
Gulf Air Warfare Center
Inter-American Air Force Academy (IAAFA)
International Intelligence Applications Officer Course
International Military Education and Training (IMET)
International Officer's School
Mobile Training Teams (MTT)
Personnel Recovery Capability Development and Employment
Security Force Assistance Development and Employment
USAF School of Aerospace Medicine (USAFSAM)
USAFE Air Ground Operations School (USAFE AGOS)

2. Global Force Posture

The US establishes bases, OCONUS force structure, and pre-positioned equipment/materiel to provide a forward presence, deterrence, capacity to respond to crises, enhance operational access, and to facilitate SC. Furthermore, agreements with allies and partners set the terms regarding the US military's presence as agreed to with the host government. Forces stationed in Forward Operating Locations will train and operate with international partners and allies on a daily basis. This physical immersion and daily

interaction helps build capability for current and future coalition operations through various methods including exercises, familiarization visits, off-station training deployments, and traveling contact teams. Also important for partnership development is the ability to provide partner nations with locations in the United States to bed-down aircraft and train their airmen. By living in the United States and working side-by-side with USAF Airmen, partner AF airmen gain a unique insight into the American life and culture while also forming life-long relationships.

Foreign Partner CONUS Bed-downs

Forward Stationed Forces

Operational Access agreements

3. US Security Cooperation Personnel

The proper development and utilization of USAF Airmen through a combination of education, training, and duty opportunities is foundational to our ongoing SC efforts. The USAF provides Airmen deliberately organized, trained, equipped, and educated to assess worldwide irregular challenges and employ tailored capabilities as part of a whole-of-nation effort to enable partner nations, in particular at-risk nations, to defend and govern themselves or to conduct operations in support of US national security interests. All aspects of the training pipeline need to be synchronized to ensure a steady educational development process that provides individuals with the required SC skills prior to reporting to their duty assignments.

Assigned Personnel to US Embassies (Air Attaches and Security Assistance Officers (SAOs))

Air Advisor Academy

Air Advisor Programs

CNAF/AFFOR Country Desk Officers and Planners

Cross-Cultural Competence Familiarization for All Airmen (PME & EST)

International Affairs Career Field (IACF)

International Affairs Specialist (IAS)

International Health Specialist (IHS)

International Professional Military Education Attendance (IPME)

Language, Region, and Culture (LRC) Advanced Training (LEAP & GOPAC)

4. Personnel Exchanges

Exchanges between the USAF and our allies and foreign partners serve as force multipliers by promoting mutual understanding and trust, enhancing interoperability, strengthening AF-to-AF ties, and developing long-term personal and professional relationships. The Defense Personnel Exchange Program (DPEP), which oversees our international exchange efforts, is divided into five exchange areas.

Administrative and Professional Exchange Program (APEP)

Defense Intelligence Personnel Exchange Program (DIPEP)

Engineer and Scientist Exchange Program (ESEP)

Military Personnel Exchange Program (MPEP)

Subject Matter Expert Exchanges (SMEE)

5. Exercises

The USAF cultivates alliances and partnerships through bilateral and multinational exercises and competitions with over 60 countries annually. These exercises and competitions help refine concepts of

operation and build proficiency, ensuring partner nations have experienced AFs capable of conducting self-defense missions and participating effectively in multinational and coalition operations.

Combined Force Exercises (CFE)

Competitions

Large Force Exercises (LFE)

Medical Readiness Training Exercise (MEDRETE)

Regional Training Centers

Seminars

Wargaming

Medical Evacuation/Patient Movement

6. Equipping Activities

Developing partnership capability and capacity through the development of consistent construction and facility/land management standards and the procurement of systems, sensors, support, and training is a key element of developing global partnerships. These standards and systems, while providing partner nations an inherently interoperable capability with both USAF and coalition forces, often form the centerpiece for our relationships and facilitate a better understanding of US training and operational methods. Refer to DoD 5105.38M Chapters 1 & 11 for a complete listing of Security Assistance Programs.

Direct Commercial Sales (DCS)

Excess Defense Articles (EDA)

Foreign Military Sales (FMS)

Joint Co-Development and Production Efforts

Medical Equipment Donation

7. Technology Transfer and Disclosure

The authority to disclose classified and controlled unclassified information to partner nations and international organizations is closely aligned with the recipient's ability to safeguard technology, goods, services, and munitions from transfer to nations and individuals whose interests are contrary to the United States. Technology transfer and disclosure decisions occur in nearly all partner nation engagement opportunities. The USAF is committed to promoting interoperability and building close relationships with coalition partners by finding a balance between sharing and protecting information and technology.

8. Information Sharing

Information sharing cooperation, with the accompanying information protection, is integral to building global partnerships. International relationships provide a means of unique access to data the United States might otherwise be unable to obtain while expanding the opportunity to influence development of common regional assessments. Information sharing cooperation activities require synchronization and coordination through the joint and interagency process since they often represent the initial contact between the United States and a partner nation that leads to a broader more comprehensive relationship.

Alternative Energy Technology

Health Surveillance

Information and Data Exchange Programs

Telehealth

9. Cooperative Relationships and Agreements

Developing cooperative relationships and programs with both our interagency counterparts and partner AFs is essential to ensuring the United States and its partners have the most integrated and effective capabilities and programs available. These efforts benefit both the United States and our international partners by cultivating mutually beneficial relationships through the use of: 1) cooperative agreements, 2) the disclosure of appropriate levels of information consistent with US national security interests, and 3) leveraging significant science and technology investments made by other governments.

Air and Space Interoperability Council (ASIC)
Alternative Energy Research and Development
Coalition Warfare Program (CWP)
Cooperative Research and Development Agreements (CRADA)
En-route Access
Foreign Comparative Testing (FCT)
Interagency Cooperation Frameworks
International Agreements (e.g., Acquisition and Cross-Servicing Agreements (ACSA))
International Armaments Cooperation Forums
International Cooperative Research and Development Program (ICR&D)
International Space Cooperative Forums
Logistics Support
Medical Interfly
Overflight Rights
World Meteorological Organization

10. Partner Air Force Engagements

Striving to improve communication and military interoperability between USAF and partner nation AFs is central to US SC efforts. Bilateral and multilateral meetings between senior AF officials are critical to building personal relationships and enhancing global partnerships, leading to increased interoperability and capacity while building trust and confidence between senior leaders. Direct and ongoing interactions between partner nations and selected state National Guard entities demonstrate the unique civilian-military relationship of the National Guard while fostering interoperability between USAF and partner nation AFs.

Air Chief Conferences
Air Senior National Representative Program
Capability Briefings to Partners
Chief of Staff Counterpart Program
CMSAF Visits
Foreign Internal Defense (FID)
International Air and Trade Shows
Operator Engagement Talks
Senior Leader Contacts
State Partnership Program
Partner Air Force Capability Assessments
Global Health Engagement

11. Humanitarian Initiatives

Delivering aid and support to nations during times of crisis or natural disaster is fundamental to the American vision of international relations. Providing medical support, either on a preventative basis or immediately after a major event, helps build good will while ensuring our medical professionals maintain their training and readiness. Additionally, by building partner capacity, we help our partner nations build their infrastructure and capability to provide for their people. This helps promote the legitimacy of the government and increases the stability of that government, increasing both local and regional stability. Providing airframes, supplies, and trained professionals during times of natural or man-made disasters will continue to remain a core competency of the USAF.

Disaster Response

Expeditionary Medical Support (EMEDS)

Humanitarian Assistance

Medical and Dental Civic Action Programs (MEDCAP/DENCAP)

Stability Operations

Medical Stability Operations

Global Health Engagement



APPENDIX D

USAF Security Cooperation Stakeholders

SAF/IA

SAF/IAG – Strategy, Operations, Resources Directorate

SAF/IAGI - SAF/IA Support, Knowledge Base, TSCMIS
SAF/IAGR - Budgetary Support for SAF/IA and FMS / DCS
SAF/IAGS - Pol-Mil Policy and Analysis; AFGPS; CSP support
BP Capability Portfolio Management, Strat Comm

SAF/IAP – Policy Directorate

SAF/IAPA – IAS, IACF, Attaché Program, MPEP
SAF/IAPD – Foreign Disclosure & Technology Transfer & Disclosure
SAF/IAPQ - International Armaments Cooperation
SAF/IAPS - Space / Cyberspace agreements / Programs
SAF/IAPX - FMS / DCS; Education & Training; Exercise Coordination

SAF/IAR – Regional Affairs Directorate

SAF/IARA - AFRICOM Country Directors
SAF/IARC - CENTCOM Country Directors
SAF/IARE - EUCOM Country Directors
SAF/IARL - NORTHCOM/SOUTHCOM Country Directors
SAF/IARP - PACIFIC Country Directors
SAF/IARW - Weapons Division

HQ Air Force

SAF/AQ - Capabilities to support FMS/DCS cooperative programs Global and Regional
Air Chief Conferences, CSAF Counterpart Visits
SAF/FM - Support for Security Assistance Affairs
SAF/GC - Legal Counsel supporting International programs / agreements
SAF/IE - Energy Initiatives
SAF/LL - Coordinates messages to Congress in support of acquisition of required capabilities
SAF/PA - Strategic Comm plans in support of international programs
POLAD - Foreign policy counsel to senior staff on international programs and engagements
AF/SG - Global Health Engagements with Partner Nations
AF/A1 - AF/A1DG - AF Senior Language Authority responsible for Language, region, and culture policy,
Defense Language Institute, English Language Training (DLIELC)
AF/A2 - ISR and information sharing agreements
AF/A3O-AT - Operational Training
AF/A3O-AY – Joint Fire Support Executive Steering Committee
AF/A3O-Q - IW / FID / LAAR / LIMA / CRG / SFA / BP FCB, JIEDDO liaison
SAF/CIO & A6 - Network integration in support of national and international partners.
Supports SAF/IA in International AF initiatives involving Cyberspace
AF/A4/7 – Provides ACS in support of air operations. Exercises, Wargames and Seminars
AF/A5XC - CONOPS
AF/A5XS - International Exercises Seminars and Wargaming
AF/A5XX – AF Global Posture, Operator Engagement Talks, Campaign Support Plan, ASIC
AF/A8 - Support for Security Cooperation (Title X) activities in the Core Function Master Plan
AF/A9 - Assessments; Lessons Learned Analytical expertise
AF/A10 - Strategic Deterrence and Nuclear Integration

MAJCOMs/Components

General Component Contributions to Security Cooperation:

Service lead to support CCDR objectives
Senior Leader Contacts
USAF Presence
Strategic Communication / Public Affairs
Foreign Military Sales Support
International Air and Trade Shows
Education / Training
Intelligence Sharing
Stability, Security, Training & Reconstruction Teams
State Partnership Program
Office of Defense Cooperation
Defense Attaché Office
Security Assistance Office
USAFE/A5I
PACAF/A5I
AFCENT/A5
AFNORTH/A5I
AFSOUTH/A5I
AFAFRICA/A5X
AFMC/A5S
AFGSC/A5PT
AFSPC/A8I – Basing and International Affairs
AFCLC – Air Force Culture and Language Center
LeMay Doctrine Center
ACC/A5S – Strategy, Concepts, and Doctrine
ACC/IA – International Affairs
ACC/IAS – Security Cooperation
AMC/A8XA – International Affairs
AETC/IA – Training for Partner Nations
AFRC/FGX – Security Cooperation and Exercises
NORTHCOM/SOUTHCOM Desk
CENTCOM/SOCOM Desk
EUCOM/AFRICOM Desk
PACOM/STRATCOM Desk
NGB/J53IA – State Partnership Program Office
NGB/A3X – Building Partnership Cell
AFSAT – Training for Partner Nations
AFSAC – Support for the Foreign Military Sales / Direct Commercial Sales Processes
AFSOC/A8X – Strategic Planning
Air University
Defense Language Institute – English Language Center
United States Air Force Academy

APPENDIX E

Acronyms

AA – Air Advisor	CONOPS – Concept of Operations
ACS – Agile Combat Support	CONUS – Continental United States
ACSA – Acquisition and Cross-Servicing Agreements	CRADA – Cooperative Research and Development Agreements
AECA – Arms Export Control Act	CRG – Contingency Response Group
AED – Aviation Enterprise Development	CSP – Campaign Support Plan
AETC – Air Education and Training Command	CWP – Coalition Warfare Program
AF – Air Force	DCS – Direct Commercial Sales
AFCLC – Air Force Culture and Language Center	DENCAP – Dental Civic Action Program
AFDD – Air Force Doctrine Document	DES – Domain Engagement Strategy
AFFOR – Air Force Forces	DIILS – Defense Institute of International Legal Studies
AFGPS – Air Force Global Partnership Strategy	DIMO – Defense Institute for Medical Operations
AFMS – Air Force Medical Service	DIPEP – Defense Intelligence Personnel Exchange Program
AFRC – Air Force Reserve Command	DLI-ELC – Defense Language Institute - English Language Center
AFSAC – Air Force Security Assistance Center	DoD – Department of Defense
AFSAT – Air Force Security Assistance Training	DoDD – Department of Defense Directive
AFSPS – Air Force Strategic Planning System	DoDI – Department of Defense Instruction
ALP – Aviation Leadership Program	DoS – Department of State
ANG – Air National Guard	DOTMLPF – Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities
AOR – Area of Responsibility	DPEP – Defense Personnel Exchange Program
APEP – Administrative and Professional Exchange Program	DPPG – Defense Planning & Programming Guidance
ASIC – Air and Space Interoperability Council	EDA – Excess Defense Articles
BP – Building Partnerships	EMEDS – Expeditionary Medical Support
BPC – Building Partner Capacity	ESEP – Engineer and Scientist Exchange Program
BP FCB – Building Partnerships Functional Capability Board	EST – Expeditionary Skills Training
C2 – Command and Control	ETSS – Extended Training Services Specialist
CAA – Combat Aviation Advisors	FAA – Federal Aviation Administration
CCDR – Combatant Commander	FCT – Foreign Comparative Testing
CFE – Combined Force Exercise	FID – Foreign Internal Defense
CFLI – Core Function Lead Integrator	FMS – Foreign Military Sales
CFMP – Core Function Master Plan	
CIO – Chief Information Officer	
CMSAF – Chief Master Sergeant of the Air Force	
CNAF – Component Numbered Air Force	

GCC – Geographic Combatant Commands
GEF – Guidance for Employment of the Force
GHE – Global Health Engagement
GOPAC – General Officer Pre-Deployment
Acculturation Course
GPF – General Purpose Forces
HAF – Headquarters Air Force
HA – Humanitarian Assistance
HCA – Humanitarian and Civic Assistance
HN – Host Nation
IAAFA – Inter-American Air Force Academy
IAC – International Armaments Cooperation
IACF – International Affairs Career Field
IAS – International Affairs Specialist
ICR&D – International Cooperative Research and
Development
IHS – International Health Specialist
IMET – International Military Education and
Training
IPME – International Professional Military
Education
ISR – Intelligence, Surveillance, and
Reconnaissance
IT – Information Technology
IW – Irregular Warfare
JCA – Joint Capability Area
JFHQ – Joint Force Headquarters
JIEDDO – Joint Improvised Explosive Device
Defeat Organization
JS – Joint Staff
JSCP – Joint Strategic Capabilities Plan
LAAR – Light Attack Armed Reconnaissance
Aircraft
LEAP – Language Enabled Airmen Program
LFE – Large Force Exercise
LIMA – Light Mobility Aircraft
LRC – Language, Region, and Culture
MAJCOM – Major Command
MAP – Military Assistance Program
MEDCAP – Medical Civic Action Program

MEDRETE – Medical Readiness Training Exercise
MHS – Military Health System
MPEP – Military Personnel Exchange Program
MSO – Medical Stability Operations
MTT – Mobile Training Teams
NATO – North Atlantic Treaty Organization
NDO – Nuclear Deterrence Operations
NDS – National Defense Strategy
NGB – National Guard Bureau
NGO – Non-Governmental Organization
NMS – National Military Strategy
NSS – National Security Strategy
OCONUS – Outside CONUS
OSD – Office of the Secretary of Defense
PFP – Planning Force Proposals
PME – Professional Military Education
PNT – Positioning, Navigation, and Timing
POLAD – Foreign Policy Advisor
POM – Program Objective Memorandum
SAF – Secretary of the Air Force
SAO – Security Assistance Office
SCF – Service Core Function
SFA – Security Force Assistance
SMEE – Subject Matter Expert Exchange
SOF – Special Operations Forces
SPF – State Partnership Framework
SPP – State Partnership Program
SSA – Space Situational Awareness
SSTR – Stabilization, Security,
Transition, and Reconstruction
Strat Comm – Strategic Communications
TCP – Theater Campaign Plan
TSCMIS – Theater Security Cooperation
Management Information System
US – United States
USAF – United States Air Force
USAFSAM – USAF School of Aerospace Medicine
WMD – Weapon of Mass Destruction

APPENDIX F

Lexicon

Air Advisor (AA). An Airman specially trained and educated to apply aviation expertise to assess, train/educate, advise, and assist foreign personnel in the development and application of their aviation resources to meet their national needs in support of US interests. (USAF Air Advisor Academy Charter)

Air Advisor Programs. The AF presents two types of forces to conduct Advisor activities: 1) General Purpose Force (GPF) Air Advisors and 2) Special Operations Forces (SOF) Combat Aviation Advisors (CAA). Currently, the USAF continues to develop a GPF Air Advisor program to help build global air, space, and cyberspace partnerships in support of combatant commanders' SC and irregular warfare activities. GPF Air Advisors will be prepared both to operate independently and in concert with other Services (in permissive environments) and to augment AFSOF CAA and other SOF forces (in uncertain and hostile environments). The Air Advisor Academy has been chartered to provide an enduring capability to educate and train GPF Airmen in this endeavor. AFSOF's CAA unit (6th Special Operations Squadron) has extensive knowledge, experience, field-craft skills, and technical excellence in air combat, intelligence, medical support, logistics, and operations. The 6 SOS normally focuses on partner nations at the greatest risk in three interrelated mission areas (foreign internal defense, unconventional warfare, and coalition support) and operate in non-permissive or high risk environments to meet GCC objectives. The GPF Air Advisor and the CAA programs allow Airmen to support IW, BP/Building Partnership Capacity (BPC), and Security Force Assistance activities across the full spectrum of operational environments.

Air and Space Interoperability Council (ASIC). An international standards organization between Australia, Canada, New Zealand, United Kingdom, and the United States to ensure these nations' AFs are able to fight side-by-side as Airmen in Joint and Combined operations.

Aviation Enterprise Development. Defines the plans, programs, and activities undertaken to develop the system of systems necessary for a nation to optimize employment of national aviation resources. The total aviation resource capacity and capability of a nation is defined by the sum total of all air domain resources including humans, aircraft, processes and infrastructure in both the civilian and military/security sectors. Modern standards that function to provide efficient, safe and effective employment of national aviation resources calls for infrastructure development that considers the civilian aviation sector and the military/security aviation sector of a nation as mutually supportive systems of an integrated air domain in developing nations. (Air Advisor Working Group)

Aviation Foreign Internal Defense. DoD programs for assessing, training, advising, and assisting host nation (HN) aviation forces in the sustained use of airpower to help their governments deal with internal threats. (AFDD 3-22)

Building Partner Capacity. The ability to assist domestic and foreign partners and institutions with the development of their capabilities and capacities – for mutual benefit – to address US national or shared global security interests. This definition is derived from the Tier III JCA of “building the capabilities and capacities of partners and institutions. Also called BPC.” (Deputy Under Secretary of Defense Policy Memorandum, Joint Capability Areas)

Campaign Support Plans (CSP). GEF-directed plans developed by the Services and DoD Agencies that focus on activities conducted to support the execution of global and theater campaign plans and

on their own SC activities that directly contribute to the campaign end-states of the GEF and Unified Combatant Commander Campaign Plans and/or DoD Component programs in support of broader Title 10 responsibilities. (DoDD 5132.03)

Capability Portfolio. A collection of grouped capabilities as defined by Joint Capability Areas (JCAs) and the associated doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) programs, initiatives, and activities. (DoDD 7045.20, p. 8)

Civil-Military Operations. The activities of a commander that establish, maintain, influence or exploit relations between military forces, governmental and non-governmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations, to consolidate and achieve operational US objectives. Civil-military operations may include performance by military forces of activities and functions normally the responsibility of the local, regional, or national government. These activities may also occur, if directed, in the absence of other military operations. Civil-military operations may be performed by designated civil affairs, by other military forces, or by a combination of civil affairs and other forces. (JP 1-02)

Combat Aviation Advisor (CAA). CAAs have extensive knowledge, experience, field-craft skills, and technical excellence in air combat, intelligence, medical support, logistics, and operations. The 6 SOS normally focuses on partner nations at the greatest risk in three interrelated mission areas (foreign internal defense, unconventional warfare, and coalition support) and are capable of conducting operations in a full range of environments under austere conditions.

Combatant Command. A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. (JP 1-02)

Combatant Commander (CCDR). A commander of one of the unified or specified combatant commands established by the President. (JP 1-02)

Component Command. One of the subordinate organizations that constitute a joint force. Normally, a joint force is organized with a combination of service and functional components. (JP 1-02)

Core Function Lead Integrators (CFLIs). CSAF-designated leaders who act as the principal integrators for their assigned Service Core Functions (SCF) and the corresponding Core Function Master Plans (CFMP). CFLIs guide SCF maturation and SCF-related investments by establishing SCF strategy and by planning over a 20-year period.

Core Function Master Plans (CFMPs). Developed by the CFLIs designated by the CSAF, CFMPs align strategy, operating concepts, and capability development by SCF, to provide 20-year constructs for enhancing Global Vigilance, Global Reach, and Global Power across the range of military operations. These constructs include major investment plans in the form of Planning Force Proposals (PFPs). Along with other external products, the USAF Strategic Environmental Assessment, the AF Strategic Plan, and the Annual Planning and Programming Guidance provide the strategic context for CFMP production. CFLIs must coordinate CFMPs with all HAF 2-letter organizations and offices of central responsibility prior to submission, and will consider all significant related perspectives across the AF, including the perspectives of regional AF commands. CFLIs update CFMPs every year.

Doctrine. Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application. (JP 1-02)

Domain Engagement Strategy. Classified documents covering Air, Space, and Cyberspace capabilities and programs in support of the AFGPS. Provides detailed guidance for MAJCOM planners and country team members to use in determining what means are available to help mitigate specific future trends in any given country.

Electronic Infrastructure. A nation's electronic backbone. This infrastructure includes everything from the power generating stations, through the national electrical distribution grid, to the individual computers and electronic devices in homes and offices.

Ends. Organizational objectives that if accomplished create, or contribute to, the achievement of the desired end state at the level of strategy being analyzed and, ultimately, serve national interests. (Arthur F. Lykke Jr., ed., *Military Strategy: Theory and Application* (Carlisle, PA: US Army War College, 1998)

End State. The set of required conditions that defines achievement of the commander's objectives. (JP 1-02; JP 3-0)

Engagement. Engagements directly between AFs as well as at the regional level are critically important. Engagements between United States and partner nation senior AF leaders and airmen are essential to expand the cooperation and interoperability necessary to work together in a coalition environment. Also known as Peacetime Engagement. (AFGPS)

Environmental Monitoring. Environmental monitoring includes the characterization, analysis, and prediction of space weather (e.g., solar conditions), terrestrial weather near important ground nodes, and natural phenomena (e.g., interplanetary objects, such as meteoroids and asteroids) in space. This environmental information must be accurate and timely to protect space systems and support space control planning and execution. Environmental Monitoring provides data on meteorological, oceanographic, and space environmental factors that might affect military and civil operations.

Exercise. A military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation. It may be a multinational, joint, or single-Service exercise, depending on participating organizations. (JP 1-02)

Foreign Military Sales (FMS). That portion of US security assistance authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act (AECA) of 1976, as amended. This assistance differs from the Military Assistance Program (MAP) and the International Military Education and Training (IMET) Program in that the recipient provides reimbursement for defense articles and services transferred.

Global Commons. Shared areas of sea, air, and space along with globally connected domains such as cyberspace. (2011 NMS)

Global Health Engagement (GHE). GHE is one of the means used to partner with other nations to achieve SC and to build partnerships and partner capacity objectives through health-related activities and exchanges. GHE activities allow the military health services and partner nation armed forces, or

foreign civilian authorities or agencies to build trust and confidence, share information, coordinate mutual activities, and maintain influence and achieve interoperability. GHE uses the full spectrum of health capabilities and disciplines in Mil-Mil, Mil-Civ and multilateral activities to build partner capacity, support SC, and achieve CCDR objectives. (DoDD 3000.07; AFRD 10-42; AFI 44-162)

Humanitarian Assistance (HA). Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Humanitarian assistance provided by US forces is limited in scope and duration. The assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing humanitarian assistance. (JP 3-57)

Humanitarian and Civic Assistance (HCA). Assistance to the local populace provided by predominantly US forces in conjunction with military operations and exercises. This assistance is specifically authorized by Title 10, United States Code, Section 401, and funded under separate authorities. (JP 3-29)

International Health Specialist (HIS). Cadre of AFMS professionals with cross-cultural skills, knowledge of military and civilian health disciplines, understanding of regional and global geopolitical military affairs, and familiarity with the interagency process to ensure continued success of USAF expeditionary operations.

International Military Education and Training (IMET). Provides training to selected foreign military- and defense-associated civilian personnel on a grant basis. IMET is authorized by the Foreign Assistance Act of 1961, as amended.

Intelligence, Surveillance and Reconnaissance (ISR). An activity that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation, and dissemination systems in direct support of current and future operations. This is an integrated intelligence and operations function. See also intelligence; intelligence, surveillance, and reconnaissance visualization; reconnaissance; surveillance. (JP 2-01)

Intelligence, Surveillance, and Reconnaissance and Information Sharing. Concentrates on identifying specific intelligence or information sharing requirements and collaboration opportunities that benefit the United States and our partners, as appropriate. (GEF)

Interoperability with US Forces/Support to US Capabilities. Developing operational and technical capabilities; doctrine; and tactics, techniques and procedures with partner nations so that the US partner forces can operate effectively and interchangeably in designated combined operations. (GEF)

Joint Capability Area (JCA). Collections of similar DoD capabilities functionally grouped to support capability analysis, strategy development, investment decision making, capability portfolio management, and capabilities-based force development and operational planning. (DoDD 7045.20, p. 8)

Means. The tools and resources used to execute the strategy to achieve the desired ends. When Airmen think about means, they should think in terms of people, processes, platforms, systems, and capabilities needed to accomplish the mission. (AFDD 2)

Medical Stability Operations (MSO). The Military Health System (MHS) must be prepared to support stability operations throughout all phases of conflict and across the range of military operations. MSO includes: supporting efforts to establish or restore medical support necessary to sustain the population until local civil services are restored; assessments of the civilian medical and public health systems such as infrastructure, medical staff, training and education, medical logistics, public health programs, and promoting and enhancing the host nation medical infrastructure. (DoDI 6000.16)

Operational Capacity and Capability Building. Providing the necessary training and equipment required to develop and improve operational capacity, capability and performance of partner military forces. (GEF)

Positioning, Navigation, and Timing (PNT). A system of satellites, computers, and receivers/transmitters that provide highly accurate 3-D position, velocity, and timing information. PNT allows the determination of the latitude and longitude of a receiver on Earth by calculating the time difference for signals from different satellites to reach the receiver. Once a location is identified, the system enables accurate navigation from one point to another. PNT also provides a highly accurate timing signal used by many space and terrestrially based receivers for scheduling and synchronization of multiple applications.

Security Assistance. That group of programs authorized by the Foreign Assistance Act of 1961, as amended, and the AECA 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. (AFMAN 16-101, JP 1-02)

Security Cooperation. All DoD interactions with foreign defense establishments to build defense relationships that promote specific US security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide US forces with peacetime and contingency access to a HN. (JP 3-22, JP 1-02)

Security Force Assistance (SFA). The Department of Defense activities that contribute to unified action by the US Government to support the development of the capacity and capability of foreign security forces and their supporting institutions. (DoDI 5000.68, JP 1-02, JP 3-22)

Service Core Functions (SCFs). SCFs are functional areas that delineate the appropriate and assigned core duties, missions, and tasks of the AF as an organization, responsibility for which is assigned to CFLIs, who act as the principal integrators for their assigned SCFs and the corresponding CFMPs. SCFs express the ways in which the AF is particularly and appropriately suited to contribute to national security. While SCFs do not necessarily express every aspect of what the AF contributes to the nation, they are an integral aspect of the AFSPS, and provide the framework for AF organizing, training, and equipping efforts.

Stability Operations. An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. Stability operations are a core US military mission that the Department of Defense shall be prepared to conduct with proficiency equivalent to combat operations. (DoDI 3000.05)

State Partnership Framework (SPF). A broad concept of framing a US State's contributions to international engagement activities as a sub-national actor. In addition to national and federal functions

and resources, it incorporates all segments of a State's resources (citizens, local and state government, militia, private sector, etc.) in supporting and implementing international engagement activities with Partner Nations.

State Partnership Program (SPP). An enduring relationship between US States and designated Partner Nations through the National Guard for the purpose of building relationships and partnership capacity to directly support the Combatant Command and Chiefs of Mission's country and regional engagement plan objectives. The Program's goals reflect an evolving international affairs mission for the National Guard using the unique civil-military nature of the Guard to interact with both active and reserve forces of foreign countries designed to achieve Strategic Partnership Framework objectives.

Strategic Communication. The process of informing and appropriately influencing key audiences by synchronizing and integrating communication efforts to deliver truthful, credible, accurate, and timely information. (AFDD 3-61 IC1)

Theater Campaign Plans (TCP). Plans developed by Geographic CCDRs that focus on the command's steady-state activities, which include operations, SC, and other activities designed to achieve theater strategic ends. It is incumbent upon geographic combatant commanders to ensure any supporting campaign plans address objectives in the GEF global planning effort and their respective theater campaign plans. Contingency plans for responding to crisis scenarios are treated as branch plans to the campaign plan. (DoDD 5132.03)

Ways. The methods by which objectives are achieved; that is, the effects that must be created to achieve the desired ends. It is important to keep in mind that ways to achieve ends at one level may become ends for levels below. (AFDD 2)



APPENDIX G

USAF Organizational Roles and Responsibilities

A. USAF Major Commands/USAF Components

1. Organize, train, and equip USAF units to support global partnership activities.
2. Review on-going and new international activities on a regular basis to ensure activities continue to support CCDR objectives and USAF strategy.
3. Provide input to the USAF Global Partnership Strategy and Campaign Support Plan.
4. Coordinate international activities with SAF/IA to ensure activities are properly tracked, recorded, analyzed, and reported.
5. Participate in strategic exercises, wargames, and simulations involving partnership activities in support of CCDR objectives.
6. Coordinate, provide forces, and conduct partnership activities in direct support of the CCDR objectives.
7. Develop supporting plans for regional SC strategies/plans, as required.
8. Function as Core Function Lead Integrators (CFLI) of USAF Service Core Functions. As the BP CFLI, AETC authors the BP Core Function Master Plan (CFMP), which uses relevant USAF and national strategic guidance, including this AFGPS, to guide planning and programming efforts for BP across the USAF.
9. Responsible for meeting all Title 10 requirements for the Airmen in their AORs.
10. Work with CCDRs to develop CCDR Theater SC and similar plans, ensuring that USAF assess, train, advise, and assist capabilities are incorporated into these plans as needed.

B. Core Function Lead Integrators (CFLIs)

1. CSAF-designated leaders who act as the principal integrators for their assigned Service Core Functions (SCFs) and the corresponding CFMPs. CFLIs guide SCF maturation and SCF-related investments by establishing SCF strategy and by planning over a 20-year period.
2. As the BP CFLI, the AETC/CC authors the BP CFMP, which guides USAF-wide BP planning and programming efforts in alignment with relevant USAF and national strategic guidance. The AFGPS provides SC framework inputs to the overall strategy development process. Those inputs will inform the BP CFLI and aid in the development of the BP CFMP.

C. Air National Guard

1. Coordinates international activities with respective Air Components to ensure these activities are properly vetted, analyzed, tracked, reported and are in compliance with their respective Theater Campaign Plans.
2. Conducts State Partnership Program activities in support of the CCDR, and in coordination with the National Guard Bureau (NGB/J53IA), the various states' Joint Force Headquarters (JFHQs), and SAF/IA.

D. Headquarters Air Force (HAF)

Secretariat (SAF)

1. Deputy Under Secretary of the Air Force, International Affairs (SAF/IA)
 - a) Serves as the lead HAF agent for building global partnerships and is the Building Partnership Capability Portfolio Manager.
 - b) Coordinates development of the USAF Global Partnership Strategy and oversees its execution in support of the CCDRs and in coordination with other HAF

- organizations, MAJCOMs and USAF Components (Regular Air Force and Air Reserve Component).
- c) In conjunction with A5X, coordinates partnership activity inputs from the HAF, MAJCOMs, USAF Components (Regular Air Force and Air Reserve Component) for inclusion into the USAF CSP.
 - d) In conjunction with A3/5, coordinates with sister Services and interagency components in support of global partnership efforts.
 - e) Manages the International Affairs Specialist Program and the civilian International Affairs Career Field.
 - f) Develops disclosure and technology transfer guidance and policy.
 - g) Provides overall USAF International Armaments Cooperation (IAC) policy, guidance, and oversight for implementation of IAC programs and projects and develops, negotiates, and concludes IAC agreements for the USAF.
 - h) Manages international training and education (including Aviation Leadership Program).
 - i) Provides oversight of FMS/DCS.
 - j) Provides political-military analysis to senior leaders.
 - k) Manages the USAF Attaché program.
 - l) Manages the Military Personnel, Engineer and Scientist, and Administration Professional Exchange Programs.
 - m) Provides comparative weapons analysis.
 - n) Coordinates USAF presence at international air and trade shows.
 - o) Coordinates partner AF presence at bilateral and multilateral exercises.
 - p) Coordinates USAF participation in regional training.
 - q) Manages and co-chairs the Air Senior National Representative Program.
 - r) Leads USAF-partner AF reviews.
 - s) Coordinates partner nation requirements for mobile training teams.
 - t) Coordinates partner nation requirements for Extended Training Services Specialist Teams.
 - u) Coordinates partner nation bed downs and training activities within CONUS.
 - v) Provides expertise and insight in the development of strategic international communications plans and public affairs.
 - w) Develops, in coordination with DSCA and AETC, training to educate Airmen on SC.
2. Assistant Secretary of the Air Force for Acquisition (SAF/AQ)
- a) In coordination with SAF/IA, develops USAF capabilities to support FMS/DCS program strategies, requirements, and Cooperative Agreements.
 - b) As required, develops processes to acquire and sustain capabilities and resources in support of partner nations.
 - c) Identifies acquisition opportunities for international cooperation to SAF/IA.
 - d) Provides programmatic subject matter expertise for cooperative international space technology programs and for disclosure, export control, armaments cooperation, and regional affairs activities.
 - e) Coordinates programmatic changes in cooperative acquisition programs to SAF/IA.
3. Assistant Secretary of the Air Force for Installations, Environment, and Logistics (SAF/IE)
- a) Provides guidance, direction, and oversight of all matters related to energy, to reduce USAF energy demand, increase USAF energy supply, change Air Force energy culture, and make energy a consideration in all we do.
4. Public Affairs (SAF/PA)
- a) Develops and coordinates strategic communication plans in support of international programs.

- b) Coordinates with CCDRs, MAJCOMs, USAF components, HAF, and other appropriate agencies to conduct media engagement, public outreach, and visual information programs in support of international programs.
- 5. Assistant Secretary of the Air Force, Financial Management and Comptroller (SAF/FM)
 - a) Provides guidance & direction on financial matters relating to Security Assistance.
 - b) Coordinates on transfers of defense articles, services, training, and economic assistance to allied and friendly countries.
 - c) Serves as USAF representative for NATO, dedicated, and cooperative program financial issues.
- 6. General Counsel (SAF/GC)
 - a) Provides expert legal advice in support of international programs and agreements.
- 7. Legislative Liaison (SAF/LL)
 - a) Coordinates messages and activities with Congress in support of partner nation acquisition of required capabilities.
- 8. Information Dominance and Chief Information Officer (SAF/CIO & A6)
 - a) Provides a warfighting integration framework that will enable global partners to understand the integration of air, space, and cyberspace capabilities to deliver the appropriate effects.
 - b) Provides the capabilities integration framework so national and international partners will understand the overlap between cyberspace and other capabilities.
 - c) Supports SAF/IA in international USAF initiatives involving cyberspace operations and forces including training and force development.

Air Staff (A-Staff)

- 1. Assistant Vice Chief of Staff (AF/CVA)
 - a) Conducts Foreign Air Attaché accreditation.
 - b) Implements CSAF Counterpart program.
 - c) Facilitates and implements Global Air Chiefs' Conference.
 - d) Facilitates and implements Regional Air Chiefs' Conferences.
- 2. Air Force Surgeon General (AF/SG)
 - a) Serves as the lead HAF agent for global health engagement and health-related SC programs.
 - b) Manages international competency training and education for AFMS members.
 - c) Provides guidance, direction, and oversight of all matters related to AFMS global health engagement and health-related SC programs.
- 3. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1)
 - a) Supports plans to organize, train, and equip USAF personnel to support theater campaign plans. Manages the USAF Language, Region and Culture (LRC) Program.
 - b) Tracks USAF personnel capacity and proficiency in assess, train, advise, and assist activities, including foreign language, regional expertise, and experience/expertise.
 - c) Develops, in coordination with AETC and SAF/IA, methods to implement appropriate Language, Region and Culture training.
- 4. Deputy Chief of Staff, Intelligence, Surveillance, and Reconnaissance (ISR) (AF/A2)
 - a) Implements ISR and information sharing agreements.
 - b) Oversees, coordinates, and reviews policy under which the USAF negotiates, concludes, maintains, and reports international ISR agreements.
 - c) Coordinates international ISR agreements with the Defense Intelligence Agency.
 - d) Supports Operator Engagement Talks regarding ISR matters.
 - e) Provides assistance on country assessments.

5. Deputy Chief of Staff, Operations, Plans and Requirements (AF/A3/5)
 - a) Develops the GEF-directed USAF CSP, summarizing the specific security cooperation activities of the entire USAF in support of CCDR TCPs and Country Plans.
 - b) Coordinates with SAF/IA, sister Services, and interagency components on partnership activities.
 - c) Facilitates and conducts Operator Engagement Talks.
 - d) Develops and executes, in coordination with SAF/IA, partner nation participation in exercises, wargames, and BPC seminars.
 - e) Develops Concepts of Operations for USAF participation in Stabilization, Security, Transition, and Reconstruction (SSTR) operations.
 - f) Manages the International Standardization Office supporting the NATO Standardization Agency and the Air and Space Interoperability Council.
 - g) Updates and is responsible for The Air Force Irregular Warfare (IW) Strategy and ensuring its agreement with the Air Force Global Partnership Strategy. (SAF/IA is responsible for the Air Force Global Partnership Strategy and ensuring its congruence with the AF IW Strategy).
 - h) Provides the representative to the BP Joint Functional Capabilities Board.
 - i) Coordinates the SAF/IA periodical review and adjustment of personnel training processes, procedures, and methodologies to optimize existing AF capacity to train international partners, as authorized by applicable statutes.
 - j) Provides the representative to the Joint Fire Support Executive Steering Committee.
6. Deputy Chief of Staff, Logistics, Installations, and Mission Support (AF/A4/7)
 - a) Provides capabilities to support ACS.
 - b) Supports Operator Engagement Talks.
 - c) Supports USAF participation in exercises, wargames, and BPC Seminars.
 - d) Participates in applicable Air and Space Interoperability Councils, NATO Standardization Agreements, International Professional Forums and engages in Theater Security Cooperation and Coalition partnering; providing strategic mission support integration and functional subject matter expertise.
7. Deputy Chief of Staff, Strategic Plans and Programs (AF/A8)
 - a) Ensures partnership activities receive appropriate consideration in budget and program objective memorandum (POM) discussions.
 - b) Coordinates programmatic changes that are in support of partners with SAF/IA.
 - c) Ensures partnership activities are properly represented in USAF strategies, plans, and programs through oversight of Core Function Master Plans (e.g., Building Partnerships).
8. Deputy Chief of Staff, Studies & Analyses, Assessments, and Lessons Learned (AF/A9)
 - a) Provides assistance for assessments.
 - b) Compiles periodic lessons learned of partnership activities.
 - c) Provides analytical expertise.

APPENDIX H

Source Document Listing

1. Quadrennial Defense Review Report (February 2010)
2. National Security Strategy (May 2010)
3. National Defense Strategy (June 2008)
4. National Military Strategy (February 2011)
5. Guidance for Employment of the Force (9 April 2011)
6. Joint Publication 5-0 – Joint Operation Planning (11 August 2011)
7. 2008 Air Force Strategic Plan (October 2008)
8. USAF Strategic Planning 2010-2030 – Strategic Environmental Assessment (11 March 2011)
9. 2011 United States Air Force Posture Statement (17 February 2011)
10. Basic Doctrine, Organization, and Command – AFDD 1 (17 November 2003)
11. Operations and Organization – AFDD 2 (3 April 2007)
12. Air Warfare – AFDD 3-1 (22 January 2000)
13. Cyberspace Operations – AFDD 3-12 (15 July 2010)
14. Space Operations – AFDD 3-14 (27 November 2006)
15. Combat Support – AFDD 4-0 (23 March 2005)
16. AFI 16-110 – USAF Participation in International Armaments Cooperation (IAC) Programs (November 2003)

