



DEPUTY SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-1010

JUL 22 2009

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR ACQUISITION,
TECHNOLOGY, AND LOGISTICS
UNDER SECRETARY OF DEFENSE FOR POLICY
COMMANDER, U.S. CENTRAL COMMAND
COMMANDER, U.S. SPECIAL OPERATIONS COMMAND
COMMANDER, U.S. TRANSPORTATION COMMAND
DIRECTOR, DEFENSE CONTRACT MANAGEMENT
AGENCY
DIRECTOR, DEFENSE SECURITY COOPERATION
AGENCY

SUBJECT: Processes for Building Capacity of Pakistan, Afghanistan, Iraq, and
Lebanon Security Forces

Building capability and increasing the capacity of security forces in Pakistan, Afghanistan, Iraq, and Lebanon are among DoD's highest priorities. To this end, I have modified the Iraq Foreign Military Sales (FMS) Task Force Charter, originally approved on July 30, 2007, to streamline processes supporting capacity building efforts in these four countries (copy attached). I direct the Under Secretary of Defense for Policy (USD(P)) to coordinate this effort to review and streamline FMS processes and other processes associated with approved and appropriated funding sources, in support of the Combatant Commander, to build the capability and increase the capacity of security forces in Pakistan, Afghanistan, Iraq, and Lebanon.

Given the priorities of the new Afghanistan-Pakistan strategy, the Task Force is directed to focus on the Afghanistan Security Forces Fund (ASFF), and the Pakistan Counterinsurgency Fund (PCF). This is a highly complex, multi-billion dollar endeavor that must be managed carefully to ensure that the United States delivers and integrates warfighting capabilities rapidly and efficiently, with appropriate attention and adherence to accountability and end-use monitoring (EUM) requirements.

The Task Force will be led by the Deputy Under Secretary of Defense for Policy Integration and Chief of Staff (DUSD(PI&CoS)). The Task Force also will be comprised of representatives from the Offices of the Under Secretary of Defense for Acquisition, Technology, and Logistics (AT&L); the Defense Security Cooperation Agency (DSCA); the Military Departments; the Joint Staff; U.S. Central Command (USCENTCOM); U.S. Transportation Command (USTRANSCOM); and other Defense components and



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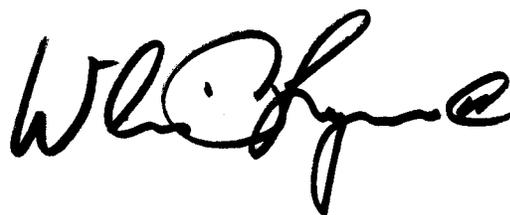


agencies, as determined by USD(P). I understand that working groups have already begun reviewing processes associated with the identification, acquisition, and delivery of materiel and services in support of these efforts. Goals of the working groups will include:

- Ensuring transparency and coordination among all organizations responsible for processes related to ASFF and PCF;
- Streamlining requirements definition and prioritization;
- Optimizing procurement and acquisition; and,
- Coordinating transportation and delivery.

Additional guidance regarding responsibilities of all ASFF and PCF stakeholders will follow.

The Task Force also will continue to review and improve existing processes for identifying, acquiring, and delivering materiel and services to the Governments of Iraq and Lebanon, as appropriate.

A handwritten signature in black ink, appearing to read "W. J. Byrne". The signature is written in a cursive style with a large, stylized initial "W".

Attachments:
As stated

**Prioritized Security Cooperation Support:
Pakistan, Afghanistan, Iraq, and Lebanon (PAIL) FMS Task Force Charter**

Purpose: This Charter forms a Task Force at the direction of the Deputy Secretary of Defense to improve significantly the delivery of equipment and services through Foreign Military Sales (FMS) and other authorized and appropriated sources for support of the Governments of Pakistan, Afghanistan, Iraq, and Lebanon (PAIL).

Background:

On July 30, 2007, the Deputy Secretary of Defense chartered the Iraq Foreign Military Sales (FMS) Task Force to address opportunities to reduce the process time (through Lean/Six Sigma techniques, where appropriate) to deliver required defense articles and services to Iraq through the FMS system. The Iraq Task Force, through its Core Group, Working Group, and Advisory members, conducted regular meetings with the goal of reducing the overall process time for Iraq FMS cases by half. This goal was achieved, and the overall process was improved.

In addition to building capability and increasing security capacity in Iraq, building capability and increasing the capacity of security forces in Pakistan, Afghanistan, and Lebanon are among our highest priorities.

Task Force:

To this end, the Iraq FMS Task Force Charter of July 30, 2007 is hereby revoked. The Pakistan, Afghanistan, Iraq, and Lebanon (PAIL) FMS Task Force is hereby chartered to incorporate and continue the efforts of the Iraq FMS Task Force, and additionally, to address opportunities to reduce the overall process time for the procurement and delivery cycle of required defense articles and services through the FMS program and other authorized and appropriated sources in support of efforts in Pakistan, Afghanistan, and Lebanon. The Deputy Under Secretary of Defense for Policy Integration and Chief of Staff (DUSD(PI&CoS)) will lead the Task Force for overseeing processes in support of the Combatant Commander for these four countries.

The Task Force is directed to focus on the Afghanistan Security Forces Fund (ASFF) and the Pakistan Counterinsurgency Fund (PCF). Together, these funds support highly complex, multi-billion dollar endeavors, and each must be managed carefully to ensure that the United States delivers and integrates war-

fighting capabilities rapidly and efficiently, with appropriate attention and adherence to accountability and end-use monitoring (EUM) requirements.

In addition to leadership from the Office of the Under Secretary of Defense for Policy (OUSD(P)), the Task Force will include representatives from the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (AT&L); the Defense Security Cooperation Agency (DSCA); the Military Departments; the Joint Staff; U.S. Central Command (USCENTCOM); U.S. Transportation Command (USTRANSCOM); and other Department components and agencies, as determined by the USD(P). Within the Task Force, working groups will immediately begin reviewing systems that identify, acquire, and deliver materiel and services in support of these efforts. Goals of the working groups include:

- Ensuring transparency and coordination among all entities responsible for processes supporting ASFF and PCF;
- Streamlining requirements definition and prioritization;
- Optimizing procurement and acquisition; and
- Coordinating transportation and delivery.

Additional guidance detailing responsibilities of all ASFF and PCF stakeholders will be issued.

The Task Force also will review and improve existing systems for identifying, acquiring, and delivering materiel and services to the Governments of Iraq and Lebanon, as required.

The goal is to reduce the overall process time from the development of a planning strategy to the end-user delivery of required defense articles and services through the FMS program and other authorized and appropriated sources in support of efforts in Pakistan, Afghanistan, and Lebanon.

The Task Force will make recommendations to the Deputy Secretary of Defense, as needed, on how to improve substantially the planning strategy, requirements definition, procurement, and delivery of defense articles and services through the FMS program and other authorized and appropriated sources in support of efforts in Pakistan, Afghanistan, Iraq, and Lebanon.

Task Force Leader: Deputy Under Secretary of Defense for Policy Integration and Chief of Staff (PI&CoS)

Core Members:

Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (AT&L);
Defense Security Cooperation Agency (DSCA);
the Military Departments;
the Joint Staff;
U.S. Central Command (USCENTCOM);
U.S. Transportation Command (USTRANSCOM); and
other Department components and agencies, as determined by USD(P).