

OPENING STATEMENT TO THE SENATE FOREIGN RELATIONS COMMITTEE

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Thank you Chairman Corker, Ranking Member Cardin, members of the committee. I am pleased to be here today to share my thoughts on the integrated effort between the State Department and Department of Defense Security Sector Assistance (SSA) initiatives.

Building partnerships, supporting allies, and protecting national interests are essential elements of U.S. foreign policy and national security. Over the past 15 years, as DoD has increasingly sought to operationalize partnerships to focus on achieving mutual security objectives, Congress has granted the Department a number of Title 10 authorities subject to different regional, functional, or financial constraints. DoD has worked closely with the State Department to ensure that DoD and State programs are complementary and mutually reinforcing. While there is always room for improvement, both Secretaries have committed to synchronizing their two Departments' efforts to ensure the highest collective return on the investment of resources in the security cooperation (SC) arena.

Importance of SSA Objectives on DoD Policy

Speaking at the Shangri-La Dialogue this past June, Secretary Mattis emphasized that one of the Department's highest priorities is to empower countries to be even stronger contributors to their own peace and prosperity. When used effectively, SC tools emphasize the importance of enabling partners to address shared security challenges while enhancing the interoperability of allies and partners with the U.S. joint force.

After 9/11, Congress granted incremental expansions of conditions-based authorities in an effort to allow DoD to be more responsive to emerging global threats, while addressing longer-term global and regional shared security challenges. The unintended consequence was the creation of a patchwork of authorities which complicated management, application and oversight of those

engagements. To remedy this challenge, the Congress enacted sweeping reforms to consolidate and restructure SC in the 2017 NDAA, allowing DoD to prioritize, address a broader range of contingencies, and achieve more strategic results. The NDAA permanently codifies a number of SC authorities, including consolidation of several train and equip authorities to better reflect real world situations; a requirement to assess, monitor, and evaluate the results of SC efforts; and consolidation of policy oversight and resource allocation under the authority of a single official at the Under Secretary level or below to enable prioritization and trade-offs. Finally, it offers an opportunity to consolidate SC program management within the Defense Security Cooperation Agency (DSCA,) to “eliminate distortions, lack of coordination, and duplication of effort in the current architecture arising from narrowly focused program management offices,” per the joint explanatory statement accompanying the NDAA.

DoD Implementation of Title 10 Authorities

Policy is working with DoD Components to implement reforms along multiple lines of effort including Oversight and Resource Allocation; Workforce Development; Planning and AM&E; International Sales; and Organizational Alignment. The Deputy Secretary of Defense designated the Under Secretary of Defense (Policy) as the single oversight authority to unify SC policy oversight. Policy is in the process of issuing program guidance for the consolidated train-and-equip authority that provides clearer objectives to Geographic Combatant Commanders -- a framework through which the Department may better consider trade-offs, both cross-regionally and cross-functionally. This streamlining will help DoD speak with one voice in coordinating its efforts with State Department.

The NDAA requires that, starting with the President’s Budget for FY19, the Department set forth a comprehensive SC budget display that identifies and explains all SC funding and provide regular spending updates. The provision will enhance Congressional oversight of DoD SC programs and activities, including those of the Military Departments.

Realizing many of the benefits described above rests on DoD’s ability to undertake workforce reform. A better-trained SC workforce will improve planning and application of authorities,

which will drive new ways to engage partners to achieve more impactful results. Workforce development will benefit both Title 22 and Title 10 programs and enhance cooperation with State Department. To address the assessment, monitoring evaluation (AM&E) requirements in the NDAA, DoD is working to establish a consistent approach to AM&E to ensure SC initiatives are deliberately planned and executed and achieve strategic objectives. Assessment, monitoring, and evaluation of security cooperation programs will foster accurate and transparent reporting on the outcomes and sustainability of security cooperation, improve returns on DoD security cooperation investment, and identify and disseminate best practices and lessons learned to inform decisions on security cooperation policy, plans, programs, and resources.

We're working to implement the NDAA requirement that train-and-equip programs include appropriate human rights training and institutional capacity building. DoD intends to meet this requirement through our defense institution building programs, which promote establishment of defense institutions that are effective, accountable, and transparent.

State-DoD SSA Steering Committee

This past spring, Secretary Tillerson and Secretary Mattis established an Assistant Secretary-level State-DoD SSA Steering Committee to oversee a collaborative planning process, identifying top national security priorities and synchronizing investments to maximize results.

The Committee's long-term goal is to integrate planning and resourcing processes for a wide range of SSA programs, including by ensuring State and DOD's budget requests are complementary, and rationalizing and refining the use of SSA authorities. To that end, the Steering Committee will also oversee State and DoD inputs into the President's Quadrennial Review of SSA required by the FY2017 NDAA.

For FY18, State and DoD developed a planning process that will facilitate joint validation of requirements to address the Administration's top priorities. It will also inform DoD's planning and prioritization of Section 333 and related train-and-equip authorities. This process will

enhance our ability to effectively advance national security objectives, leverage each Department's expertise and authorities, and reinforce our respective requests to Congress.

Conclusion

Effective SC depends on a close and collaborative relationship between the Departments of State and Defense, to mutually strengthen our partners and allies, build security globally, and respond to threats that require collective effort.

I look forward to your questions.