



# BUILDING ENDURING LOGISTICS INSTITUTIONS



## THE CHALLENGE

Less than a year ago new boats were delivered to a partner nation along with associated repair parts and tools. Basic training was provided for operations, seamanship, and maintenance. Yet today all of the U.S.-provided boats are inoperable and the skills passed on through the training forgotten. The project was meant to strengthen the partner nation's maritime security capability and its relationship with the U.S., but it now has the potential to be a liability to both. This is an all too common, but avoidable, story across the security cooperation community of practice. The U.S. can help ensure the long-term sustainment of desired capabilities by addressing partner nation institutional capacity before, during, and after a project.

doctrine, force recruitment, and training and education. It is essential that these gaps be addressed to ensure investments are not wasted.

In Fiscal Year 2019 alone, combined Foreign Military Sales (FMS) and Foreign Military Financing (FMF) exceeded \$60 Billion. These investments along with grant assistance provided through global training and equipment funds, present risks and opportunities for U.S. security cooperation. The risks include inoperable partner nation equipment and under supplied forces, resulting in frustration, reduced readiness, or bi-lateral relationship damage. The opportunity that comes with logistics institutional capacity building is increased partner readiness and better support for shared security cooperation objectives.

## STATE OF FIELD

Many partner nations lack the logistics governance to effectively absorb, employ, and sustain the capabilities the U.S. and our partners invest in. We regularly see logistics-related institutional capacity gaps in lifecycle management, multi-year planning, policy and

The National Defense Strategy prioritizes the importance of interoperability between the U.S. and our partners and emphasizes the important role that resilient and agile logistics plays in accomplishing national security objectives. To ensure a better return on security cooperation investment, the U.S. must take a different approach when it comes to the sustainment packages

## ABOUT ISG

The Institute for Security Governance (ISG) – situated within the Defense Security Cooperation University (DSCU) – is the Department of Defense's Center of Excellence for Institutional Capacity Building (ICB). As a component of the Defense Security Cooperation Agency (DSCA), and one of its primary international Security Cooperation schoolhouses, ISG is charged with building partner institutional capacity and capability through tailored advising, education, and professional development programs grounded in American values and approaches.

This document frames the challenges, possibilities, and best practices associated with ICB for logistics institutions and ISG's role as integrator, implementer, and partner within DoD's security cooperation community.

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## STATE OF THE FIELD (CONT.)

that commonly accompany FMS and FMF cases. This begins with a better understanding of partner nation requirements and their capacity to sustain new and existing capabilities at a level that matches their operational needs. It requires an understanding of the existing logistics authorities, processes at the ministerial, service and unit levels, and the missing institutional practices that could enable change. Security cooperation professionals also need to acknowledge the most common logistical institutional capacity challenges partner nation's seek assistance with and assess their ability, need and will to address them through a partnership with the U.S.:

- ◆ Professionalization of their logistics personnel and organizations in order to better conduct planning and operations
- ◆ Creation of logistics authorities and practices appropriate for their capacity and requirements
- ◆ Knowledge on how to properly address the impact of funding shortfalls and/or unreliable budget planning on operations and logistics
- ◆ Developing readiness reporting systems to inform senior leaders of sustainment issues
- ◆ Addressing corruption that results in waste, inefficiency, and poorly resourced defense forces

“Logistics is the oxygen that allows military muscle to function, grow, and strengthen...logistics planning and modernization define the distinctive characteristics or qualities of the military force and ultimately provide the military commander the freedom of action, endurance, and ability to extend operational reach that are necessary to achieve success.”

— Lieutenant General John E. Wissler, U.S. Marine Corps



## WHY ICB MATTERS FOR LOGISTICS

Capable logistics institutions enable partner nations to prioritize and manage limited resources by understanding what equipment they need to procure, how well it is operating, what personnel they need, where to assign them, and what training to request.

Understanding the partner nation's logistics capacity is important both for immediate operational effectiveness and long-term sustainment of the force. For operational effectiveness, partner nations must be able to provide logistics support for current operations; maintaining the equipment that is being employed and providing services to its forces. Additionally, the partner nation must consider how they will sustain capabilities over the long run, which starts with making informed procurement decisions. If training, equipping, and ICB are not planned for effectively, U.S. investments will never reach the intended level of operational effectiveness, much less be sustained over time.

Effective logistics institutions ensure limited resources are prioritized, positioned properly and effectively sustained throughout operations. This requires an effective balance between needed capabilities and the resources that are available to operate and maintain those capabilities today and in the future. Logistics influences every aspect of defense planning and operations including budgeting, human resource management, contracting, procurement, and training.

Getting the logistics system right results in a more capable and ready force. If ignored, the USG and partner nation run the risk of wasting billions of dollars, endangering lives, and creating new vulnerabilities for our partners.

Improving the effectiveness of these integrated logistics processes won't happen in a single seminar, course, or workshop. Instead, it requires a long-term commitment that leverages the entire ICB community to develop partner capabilities using multiple activities and approaches.

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## ICB BEST PRACTICES FOR LOGISTICS

ICB is the preferred approach for the U.S. to provide long-term partner nation sustainability. Each implementer in the ICB community has its own distinct role and works together with the partner nation to build institutional capacity. This teamwork begins with the Global Combatant Commands (GCCs) who develop security cooperation strategies alongside implementing agencies like the Institute for Security Governance. ISG assists the GCCs and partner nations with planning, implementation, and sustainment of desired capabilities through pre-design assessments and in-country advising and consulting.

The necessity of long-term planning and early collaboration on security cooperation strategies cannot be overstated. Early detection of institutional gaps provides time for analysis and the creation of a solution before the capability is deployed and it is too late to influence the gap.

ICB implementers work with partners over an extended period to put in place sustainable logistics practices that enable readiness and effective employment. Logistics-focused activities provide the leadership, expertise, and tools necessary to build strong partner nation logistics institutions that serve as the foundation of their professional logistics force.

To build a partner nation's understanding of the logistics processes and approaches that ensure readiness, the following areas should be addressed:

- ◆ Logistics Planning and Governance
- ◆ Supply Chain Materiel Management
- ◆ Life Cycle Systems Management
- ◆ Maintenance
- ◆ Distribution and Transportation
- ◆ Logistics Services
- ◆ Health Service Support

## WHAT IS INSTITUTIONAL CAPACITY BUILDING?

Institutional Capacity Building programs, overseen by DSCA, encompass Security Cooperation activities that directly support U.S. ally and partner nation efforts to improve security sector governance and core management competencies necessary to effectively and responsibly achieve shared security objectives.

### ILLUSTRATIVE PARTNER INSTITUTIONS FOR ICB

Partner nations' civilian and military organizations focused at the strategic and operational levels such as Ministries of Defense and Interior, intelligence services, law enforcement organizations, military services, and legislatures.

### ILLUSTRATIVE ICB DOMAINS

- ◆ Strategy & Policy
- ◆ Resource Management
- ◆ Human Resource Management
- ◆ Acquisition & Logistics
- ◆ Force Management
- ◆ Law & Human Rights

## PRINCIPLES OF EFFECTIVE ICB

### STRATEGICALLY DRIVEN

Driven by U.S. interests and values. When integrated early into Security Cooperation (SC) planning, ICB supports strategic dialogue about the partner's capability and will to execute a specified role.

### PROBLEM FOCUSED

Assesses shortfalls in institutional performance that may impede partners' ability to execute role. Considers appropriate entry points for engagement and the enablers and inhibitors of change.

### PARTNER CENTRIC

Avoids the projection or imposition of U.S. models, which may not fit a partner's specific context. Responsive to partners' priorities and their unique political and institutional dynamics.

## MOVING FROM PROBLEM TO SOLUTION

### SC PLANNING & ENGAGEMENT

### JOINT PARTNER & U.S. ICB OPERATIONS

#### IDENTIFY PARTNER ROLE

Frame role U.S. wants partner to play and ensure SC objectives are feasible given capacity

#### FLAG SHORTFALLS THAT MAY REQUIRE ICB

Identify shortfalls in will and/or capacity that may impede partner's ability to execute role

#### JOINT PARTNER AND U.S. PLANNING

U.S. ICB providers and partner nation leaders validate problem and frame potential solutions

#### JOINTLY IMPLEMENT ICB SOLUTIONS

Deliver integrated ICB solutions across multiple stakeholders and assess viability of approach

#### JOINTLY MONITOR AND ADAPT

Continuously monitor progress and adapt actions based on what's working

## ICB OFFERINGS



### ADVISING & CONSULTING

Present partner with possibilities for institutional improvements or reform and assist with approaches tailored to partners' political and institutional context for change.



### EDUCATION & TRAINING

Equip partners with the knowledge, skills, tools, and expertise to design and implement solutions.



### CONFERENCES & SEMINARS

Engage partner stakeholders, explore country best practices, and help create space for progress.

### SELECT SERVICES

- ◆ Resident/non-resident advising & consulting
- ◆ Multi-stakeholder workshops
- ◆ Tabletop Exercises (TTX)
- ◆ Resident courses
- ◆ Mobile engagement / training teams
- ◆ Senior Leader Engagement

## ICB PLANNERS AND IMPLEMENTERS

- ◆ Defense Institute of International Legal Studies (DIILS)
- ◆ Defense Technology Security Administration (DTSA)
- ◆ Institute for Security Governance (ISG)
- ◆ Regional Centers



## QUESTIONS ABOUT ICB?

Questions or comments about this Smart Sheet or any ICB topic?

Ask an ISG expert about any ICB question at:  
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