Agenda

- What is IDA?
- Who is Mark?
- Why IDA?
- Why Mali and Niger?
The Institute for Defense Analyses (IDA) was formed in 1956 and assists the Department of Defense and other USG agencies in addressing important national security issues. IDA currently operates three Federally Funded Research and Development Centers (FFRDCs): two for the DoD and one for the White House Office of Science and Technology Policy.

The Systems and Analyses Center (SAC) is the largest of IDA’s three FFRDCs.

SAC analyzes complex problems from cost, technical, policy and practical angles and provides creative, unbiased, and cost-effective recommendations and solutions.

Sponsors turn to IDA to examine controversial issues with surety that the assessments and recommendations will be objective, and that we will honor their desire regarding the confidentiality of results. Our work involves the comprehensive evaluation of forces, doctrine, policy, systems, and technologies at all stages of development, deployment, and use. As needed, IDA provides subject matter expertise to assist the USG in its fulfilling its responsibilities.

SAC has nearly 30 years experience in partner nation Defense Institution Building on behalf of the USG.
What are FFRDC’s?

- Federally Funded Research and Development Centers are:
  - Non-profit, independent entities.
  - Established to provide the USG with unique analytical, engineering, and research capabilities in areas where the government cannot attract and retain personnel in sufficient depth and numbers.
  - Operate in the public interest free from organizational conflicts of interest.
  - May assist the USG in ways private industry cannot.
  - Have a special relationship with the government per Code of Federal Regulations, Title 48, Chapter 1, Subchapter F, Part 35, Section 35.017
IDA’s Competitive Advantage in Defense Institution Building (DIB)

- Draws upon a long history
  - 28 years of Institutional Capacity Building (ICB)

- Uses a well-developed methodology and pedagogy

- Benefits from low turnover and experience
  - > 75% of workforce has > 10 years experience in DIB

- Trusted agent of the government
  - CFR, Title 48, Chapter 1, Subchapter F, Part 35, Section 35.017

- Works according to the direction, guidance and decisions of our sponsors

- Provides internal management structure and peer-review of all tasks
How IDA Manages and Executes DIB Projects

- Internal management structure and peer review process permits continuous learning and improvement of DIB methodologies

- Deliberate training and education provided to DIB implementers throughout each year
  - Within individual country teams and across the project
  - Shared with other DOD communities

- Build teams with a focus on
  - Team continuity over many years – trip after trip after trip
  - Building trusted relationships with partner nation officials
  - Providing relevant and world class subject matter expertise
How IDA Manages and Executes DIB Projects

- Large, sustained workforce
  - About 80 people in action
  - Putting in about 350 staff months annually
- Drawing upon a long, documented history
  - 62 deployed countries to date
- Relies upon consistent, episodic engagement with partner nations
  - 6 to 8 deployments per year per country team
  - DIB Project duration: 6 months to 5+ years depending on scope of work and willingness of partner nation and USG sponsor
Current DIB Country Teams

Projects Sponsored by OSD Policy and DSCA

Cameroon  Chad  Chile  Colombia  Indonesia  Lebanon  Mali

Niger  Nigeria  Saudi Arabia  SGI Office  Thailand  Tunisia  Uganda

Projects Sponsored by Other than OSD Policy and DSCA

Indonesia (OSC)  Korea (KIDA)  Niger (INL)  Taiwan (Policy)  Botswana (BDF)  Mali (INL)  Ukraine (RUE)
IDA’s
State Department, Bureau of International Narcotics and Law Enforcement Affairs (INL) Supported Projects:

Niger

Mali
Agenda

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- Why Mali and Niger
He’s the one in the middle!

Matende Mission Station Belgian Congo. now DRC
Bringing to IDA...

Domestic Policing
Los Angeles
Portland
36 years

United Nations
Bosnia
Liberia
UN HQ
6 years

Corporate
Walt Disney Company
PAE
KP
10 Years
Agenda

What is IDA?

Who is Mark?

Why IDA?

Why Mali and Niger?
Why I Joined IDA’s Adjunct Team

IDA’S APPROACH-HISTORY REPUTATION
MY VIEWS ON CAPACITY BUILDING
IDA’S HIGH QUALITY PEOPLE
=PERFECT FIT
Who was Sir Hugh Trenchard?
Answer:
Founder, Royal Air Force

“I wish to build a cottage on the foundation of a castle.”

Sir Hugh Trenchard
Why Security Institution Building Often Fails

Problems:

- We tend to build castles on the foundations of cottages. “Optics”
- We Find “Quick Fixes”
- We Look for “Exit Strategies”
- We Pick “Low Hanging Fruit”
- We tend to “Measure the Wrong Things”
IDA’s Legacy Foundation Building

- Policy and Strategy Development
- Capability Based Force Structure Planning
- Acquisition Planning
- Program Budget Planning
- Human Resource Planning
- Logistics Planning
IDA Methodology

- Introduce “international best practices”
  - In many cases, *not* U.S. practice
- Conduct “guided self-assessment”
  - Compare host nation to best practices
  - Set project objectives
- Offer, Create or strengthen analytic tools
- Help to revamp management processes
  - Especially senior level decision-making
IDA Objectives

- Improve partner security sector capability through planning and management processes that
  - Link policy, plans, programs, and budgets
  - Produce affordable and balanced programs
  - Use international best practices
- Deepen and strengthen key security sector relationships.
- Promote transparency and accountability
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Why Mali and Niger?

- Two countries with Department of State INL/IDA connection and Support
- The needs are great
- The challenges are enormous
- The support is encouraging
- Prospects for Measurable Impact are Palpable
The Old Ways...and the New
Mali...High Threat Low Capacity
Niger...High Threat Low Capacity
United Nations’ Human Development Index

Places…

Niger #148 out of 151

Mali #143 out of 151
Threats and Challenges

- Traffickers of weapons, drugs, people
- Destabilized governments
- History of Coup attempts
- Active Terrorist groups
- Separatists Insurgents
- Low level of government assets
- Inadequate government “reach”
- Desperate Need for justice and security
- Sheer size…
Perspective

USA China India
Fit Comfortably in Africa
Niger 356,667 square miles

Mali 479,200 Square Miles

= 28
What IDA’s INL Supported Teams are Doing in Mali and Niger

“Helping to Build Solid Foundations Underneath Security Sector Institutions”
Both Mali and Niger have:

- National Police
- Gendarmerie
- National Guard

Their missions vary but they are all national law enforcement institutions.
IDA’s Approach With Law Enforcement Experts

- We do not: "Train and Equip"
We do not: “Train and Equip”
IDA’s Approach With Law Enforcement Experts

- **We do**: “Interact and Consult”
We do: “INTERACT AND CONSULT”
Security Sector Planning Process Mali

- **Policy Guidance and Attendant Strategy**
  - Scenarios and Analysis;
  - Operational Analysis;
  - Operational Concepts;
  - Risk Mitigation Options

- **Capability Planning**
  - Gaps best Met by non-Materiel Solutions and Proposed Solutions

- **Acquisition Planning**
  - Best approach
  - Best system

- **Program and Budget Planning**
  - Best affordable mix of Capabilities

- **Operations**
  - Cost Evaluation / Readiness Reporting

Operational Evaluation
1. Impact (Country-level Objectives)
What is the desired impact the USG is seeking to achieve?

2. Outcomes (SC Desired Objectives)
What new concepts or processes must be implemented to achieve desired impact?

3. Outputs (SC Products)
What new capabilities, skills or processes must be developed to achieve desired impact?

4. Inputs
**DIB Work Plan:** What expertise, personnel, time and commitment are required to achieve the desired impact? What is DOD’s contribution and what is the partner nation’s contribution?
**Other USG Resources:** What additional resources may be required to achieve the desired impact? (development assistance, diplomatic engagement, etc.)
What Should we Measure? IMPACT!

Inputs
- Resources provided (human, financial, technical advice)

Outputs
- Immediate result of activities that say little about the effect

Outcomes
- Intermediate results

Impact
- Long term change to which activity is intended to contribute

Source of definitions: OECD Handbook on Security Sector Reform
Thank you!