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**EXECUTIVE SUMMARY**

19 August 2015

(U) THE NATIONAL GUARD (NG) STATE PARTNERSHIP PROGRAM (SPP). (U)  
The SPP is an innovative, 'small-footprint' joint security cooperation effort guided by National Security policy goals and managed by the National Guard Bureau (NGB) under the authorities prescribed by the Department of Defense (DoD) and Congress. SPP is executed by the States Adjutants General (TAGs) in support of the Combatant Commander (CCDR) and the US Chief of Mission (CoM) security cooperation objectives. SPP provides a consistent, enduring presence built over time through professional, personal, and institutional relationships that span across all Combatant Commands (CCMDs). SPP evolved from a 1991 European Command decision to set up the Joint Contact Team Program (JCTP) in the Baltic region using Reserve Component (RC) Soldiers and Airmen. JCTP was intended to promote access, increase military capabilities, and enhance the principles of responsible governance in the region as well as assist in preventing newly independent countries from failing and increasing European stability. Today, the NG has 70 SPP partnerships across all six CCMDs. Events include exercises, training, counter narcotics assistance, humanitarian, and security assistance with allies and partners.

Considerations:

- How can the SPP strategy best be supported?
- Is a more a permanent authority for resourcing needed?
- How to reengage with DoD to develop a new overarching regulation on SPP, since DoDI 5111.20, State Partnership Program was cancelled October 2014?

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INFORMATION PAPER

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SUBJECT: The National Guard (NG) State Partnership Program (SPP)

1. Purpose: To articulate the benefits of the NG SPP.

2. Summary: The SPP is an innovative, 'small-footprint' joint security cooperation tool guided by National Security policy goals and managed by the National Guard Bureau (NGB) under the authorities prescribed by the Department of Defense (DoD) and Congress. SPP is executed by the States Adjutants General (TAGs) in support of the Combatant Commander (CCDR) and the US Chief of Mission (CoM) security cooperation objectives. SPP provides a consistent, enduring presence built over time through professional, personal, and institutional relationships that span across all Combatant Commands (CCMDs).

3. Background:

a. SPP evolved from a 1991 European Command decision to set up the Joint Contact Team Program (JCTP) in the Baltic region using Reserve Component (RC) Soldiers and Airmen. The JCTP was intended to promote access, increase military capabilities, and enhance the principles of responsible governance in the region as well as assist in preventing newly independent countries from failing and increasing European stability. Today, the NG has 70 SPP partnerships across all six CCMDs.

b. The National Defense Authorization Act 2014 authorizes the SPP through 30 September 2016. Currently, the program authorizes exchanges with military forces, security forces or other governmental organizations whose primary functions include disaster response or emergency response.

c. SPP event planning and execution are nested within the DoD's Strategic Planning System (SPS) processes. Events (e.g., exercises, training, counternarcotics assist, humanitarian, and security assistance) are approved by both the CoM and CCDR as part of the CCMD's Theater Campaign Plan (TCP), which is informed by and supports each US Embassy Integrated Country Strategy (ICS). SPP events directly support approved Combatant Command (COCOM) TCP Lines of Effort (LOE)/Lines of Activity (LOA). Each SPP event is only approved when it aligns to the explicit TCP goals and objectives.

4. Capabilities and Support to the National Security Strategy:

a. The NG's dual status (Federal and State) makes it an ideal DoD asset to address the dynamic security cooperation landscape and places SPP at the crossroads of diplomacy and defense. The military-to-military engagements of the SPP leverage the State's whole-of-society relationships and capabilities to facilitate broader interagency

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and whole-of-government activities in accordance with DoD authorities. GEN David M. Rodriguez, USAFRICOM Commander further stated, "We have eight states that are in the State Partnership Program. They perform a great role in building relationships as well as building capacity of our partners."

b. The SPP provides an exchange of professional expertise across a full spectrum of military and civilian capabilities, while also providing distinctive characteristics not found in the Active or Federal Reserve Components. Over time, these exchanges create mutual trust and respect that sets a foundation for long term partnerships and long range US security efforts abroad. General Carter Ham, former Commander, USAFRICOM, said about SPP, "We can surge troops and equipment, but you can't surge trust".

c. Additionally, the NG has niche capabilities in the following areas: disaster response, consequence management, border and fixed site security, cyber defense, and counter-narcotics trafficking that are in high demand and scarce in the Active and Federal Reserve Components. The NG provides a combination of military and civilian expertise that is valuable to the partner country. Lieutenant Governor Drew Wrigley of North Dakota provided an insight on this topic by saying:

This endeavor began ten years ago as a military partnership and has spread to healthcare, business and economic partnerships. Later this month, another delegation will visit from North Dakota that will bring experts in the fields of industry, trade, and agriculture. They will reach out to the people of Ghana in an effort to enhance the value to this State Partnership Program.

5. SPP relationships have tangibly benefitted partner countries. For example:

a. The Oregon NG facilitated a concept where City of Portland Police officers assisted instruction at the Bangladesh Police Academy.

b. The Maryland NG continues to assist in the development of Estonia's cyber defense capabilities with a goal of expanding cyber initiatives across the Baltic region.

c. The Colorado NG partnered with the Defense Threat Reduction Agency (DTRA) to facilitate the development of a chemical, biological, radiological and nuclear (CBRN) response capability in the Hashemite Kingdom of Jordan leveraged through their ten year SPP relationship.

d. The Iowa NG leveraged their SPP relationship with Kosovo to facilitate investment, trade, and education partnerships between the state of Iowa and Kosovo.

e. GEN (R) William E. Ward, former Commander, USAFRICOM, before the Senate Armed Services Committee on 9 March 2010 expanded on the benefits of the SPP.

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The State Partnership Program is a superb tool that fosters a variety of military-to military, military-to-civilian, and civilian-to-civilian engagements using National Guard and U.S. states' capabilities....The State Partnership Program delivers programs and activities that build broad capabilities with our African partners. The habitual relationships this builds adds tremendous value to our efforts. This program is very valuable to U.S. Africa Command, and we look forward to expanding it as our African partners request greater participation. I urge your continued support.

6. The SPP is entering its third decade and it continues to evolve to meet CCMD objectives and national security goals while maintaining relationships with some of our staunchest allies and partners. The Honorable Chuck Hagel, former Secretary of Defense stated that "Those [SPP] relationships continue to be very strong. It will continue to be strong. It's been very effective and we look forward to find ways to broaden and expand it."

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