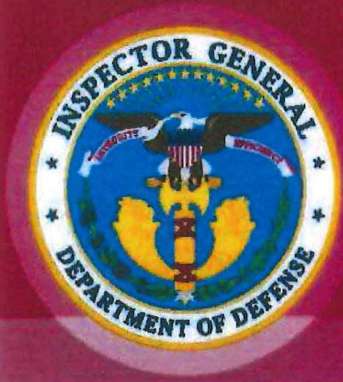


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Project No. DODIG-2016-076



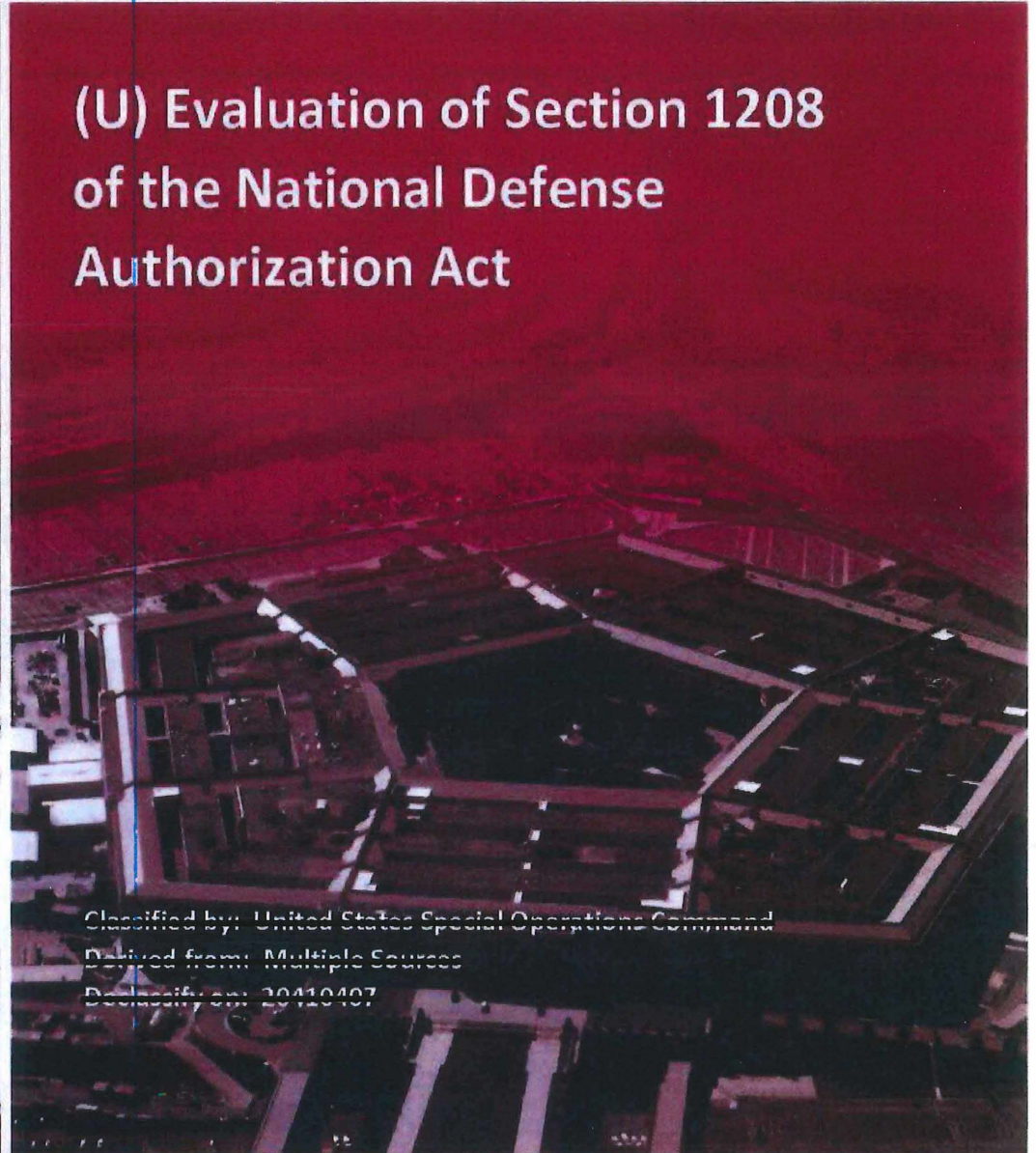
INSPECTOR GENERAL

U.S. Department of Defense

APRIL 7, 2016



(U) Evaluation of Section 1208 of the National Defense Authorization Act



Classified by: United States Special Operations Command
Derived from: Multiple Sources
Declassify on: 20410407

INTEGRITY ★ EFFICIENCY ★ ACCOUNTABILITY ★ EXCELLENCE

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INTEGRITY ★ EFFICIENCY ★ ACCOUNTABILITY ★ EXCELLENCE

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Results in Brief

(U) Evaluation of Section 1208 of the National Defense Authorization Act

(U) April 7, 2016

(U) Objective

(U//~~FOUO~~) Our objective was to determine if DoD's management and oversight for operations supported by Section 1208 of the National Defense Authorization Act were effective.

(U) Finding

(U//~~FOUO~~) DoD management and oversight for Section 1208-supported operations were generally effective. Section 1208-supported operations provide assistance to foreign forces, irregular forces, groups, or individuals engaged in supporting United States Special Operations Forces to combat terrorism. We evaluated five areas: the concept of operations approval process, the financial control process, the foreign disclosure process, the foreign forces screening process, and the technology transfer process. All areas evaluated were conducted in accordance with applicable DoD policies.

(U//~~FOUO~~) However, we found that Section 1208-supported operations would be more effective if United States Special Operations Command's (USSOCOM's) J3 (Directorate of Operations) disseminated USSOCOM's Section 1208 Office's lessons learned to USSOCOM's J9 (Directorate of Force Management and Development) as required by USSOCOM Directive 11-3, "Special Operations Forces Lessons Learned Program," August 4, 2015.

(U) Recommendations

(U//~~FOUO~~) We recommend the Commander, USSOCOM:

- (U//~~FOUO~~) Ensure USSOCOM's Section 1208 Office disseminates lessons learned from Section 1208-supported operations to USSOCOM's J9, as required by USSOCOM Directive 11-3, "Special Operations Forces Lessons Learned Program," August 4, 2015.

(U) Management Comments and Our Response

(U) USSOCOM concurred with and addressed all specifics of Recommendation A. We do not require any further management comments. Please see the Recommendations Table on the next page.

(U) Recommendations Table

(U) Management	(U) Recommendations Requiring Comment	(U) No Additional Comments Required
(U) Commander, United States Special Operations Command	None	A

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INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
4800 MARK CENTER DRIVE
ALEXANDRIA, VIRGINIA 22350-1500

April 7, 2016

MEMORANDUM FOR COMMANDER, UNITED STATES SPECIAL OPERATIONS COMMAND

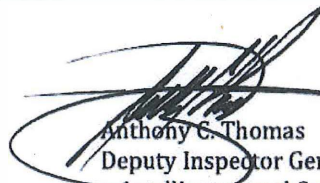
SUBJECT: Evaluation of Section 1208 of the National Defense Authorization Act
(Report No. DoDIG-2016-076)

(U) We are providing this final report for your information and use. The report relates to Section 1208 of the National Defense Authorization Act, and was completed in accordance with OIG's oversight responsibilities, as described in Section 8L, of the Inspector General Act of 1978, as amended.

(U) We evaluated the effectiveness of DoD management and oversight for Section 1208-supported operations. This report identifies opportunities for sharing lessons learned with relevant stakeholders.

(U) We considered management comments on the draft of this report. The United States Special Operations Command agreed with Finding A and concurred with the recommendation. We do not require any further management comments.

(U) We appreciate the courtesies extended to the staff. Please direct questions to me at (703) 699-9926, DSN 499-9926 or DoD OIG (b) (6)


Anthony C. Thomas
Deputy Inspector General for
Intelligence and Special
Program Assessments

DoDIG-2016-076 | iii

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(U) Introduction

(U) Objective

(U//~~FOUO~~) Our objective was to determine if DoD management and oversight for operations supported by Section 1208 of the National Defense Authorization Act were effective.

(U) Background

(U) Section 1208 of the Fiscal Year (FY) 2005 National Defense Authorization Act, Public Law 108-375, "Support of Special Operations to Combat Terrorism," as amended, authorized DoD to:

(U) provide support to foreign forces, irregular forces, groups or individuals engaged in supporting or facilitating ongoing military operations by United States special operations forces to combat terrorism.

(S) Section 1208 funding started at \$25 million in FY 2005 and grew to \$85 million in FY 2016. Section 1208 is only a fiscal authority; the underlying operational authority stems from the Secretary of Defense (SECDEF)-approved execute order¹, and Combatant Command delegated authority. Section 1208-supported operations cannot be used to support covert operations, security assistance, or capacity building requirements. Proposed Section 1208-supported operations requires the relevant U.S. Department of State Chief of Mission's written concurrence, and Congress must be notified 15-days prior to any new or expanded military operation.

(U) The United States Special Operations Command (USSOCOM) is responsible for managing the administration of Section 1208 support to United States Special Operations Forces (USSOF)² operations to combat terrorism. USSOCOM responsibilities in managing Section 1208-supported operations includes:

- (U) initiating new legislation,
- (U) reviewing Section 1208 Concept of Operations (CONOP)³ for legal sufficiency,

¹ (U) Joint Publication 5-0, "Joint Operation Planning," August 11, 2011, defined an execute order as an order issued by Chairman of the Joint Chiefs of Staff, at the Direction of the SECDEF, to implement a decision by the President to initiate military operations.

² (S) Specific USSOF unit names are at a different classification level.

³ (U//~~FOUO~~) Joint Publication 5-0, "Joint Operation Planning," August 11, 2011, defined a CONOP as a statement that expresses what a joint force commander intends to accomplish and how it will be done using available resources. The CONOPs for Section 1208-supported operations are detailed presentations that include proposed operational information, intelligence, proposed timelines, and logistic data.

- (U) prioritizing funding,
- (U) coordinating the transfer of defense articles and technology to foreign forces,
- (U) providing training to personnel involved in Section 1208-supported operations, and
- (U) providing reports and briefings to the Office of the Secretary of Defense and Congress.

(S) The United States Africa Command (USAFRICOM) and the United States Central Command (USCENTCOM) are the two Combatant Commands that currently have Section 1208-supported operations. On behalf of USAFRICOM and USCENTCOM, four USSOF commands execute Section 1208-supported operations in support of their ongoing operations: Special Operations Command Africa, Special Operations Command Central, Special Operations Joint Task Force-Afghanistan, and USSOCOM (b) (1), 1.4(a), 1.7(e)

(S) USSOCOM (b) (1), 1.4(a)

(U) Section 1208 vs. Section 2282

(U) It is important to distinguish between Section 1208-supported operations that directly support USSOF combating terrorism operations, and Title 10, United States Code, Section 2282 programs (formerly Section 1206 of the National Defense Authorization Act), that are focused on building foreign nation counterterrorism capacity. Section 2282 authorizes funding to train and equip the government-affiliated security forces of foreign nations to develop their capacity to conduct counterterrorism operations, or to participate in, or support, military and stability operations in which U.S. armed forces are participating. The DoD Office of Inspector General, Special Plans and Operations, is currently evaluating the Section 2282 program.

(U) In contrast, Section 1208 enables support to foreign government-affiliated and non-government-affiliated forces that support USSOF operations to combat terrorism. This allows USSOF to leverage the unique attributes of those foreign forces, such as language and ethnicity, to achieve specific effects on the battlefield in support of the overall USSOF mission.

⁴ (S) USSOCOM (b) (1), 1.4(a), 1.7(e)

(U) Finding

(U//~~FOUO~~) DoD Management and Oversight for Section 1208-Supported Operations Were Generally Effective.

(U//~~FOUO~~) DoD management and oversight for Section 1208-supported operations were generally effective. All areas evaluated were being conducted in accordance with applicable DoD policies.

(U//~~FOUO~~) However, we found that Section 1208-supported operations would be more effective if USSOCOM's J3 (Directorate of Operations) disseminated USSOCOM's Section 1208 Office's lessons learned to USSOCOM's J9 (Directorate of Force Management and Development) as required by United States Special Operations Command Directive 11-3, "Special Operations Forces Lessons Learned Program," August 4, 2015.

(U) Guidance

(U//~~FOUO~~) USSOCOM Directive 37-13 "Support of Special Operations to Combat Terrorism," August 2014, USSOCOM Directive 525-40 "Identity Intelligence Operations," April 3, 2013, and USSOCOM Directive 11-3 "Special Operations Forces Lessons Learned Program," August 4, 2015, are applicable guidance for Section 1208-supported operations. USSOCOM Directive 37-13 establishes policies and procedures for requesting, approving, employing, accounting for, and reporting the use of Section 1208 authority. USSOCOM Directive 525-40 establishes the responsibilities, policies, and procedures applicable to the conduct of Identity Intelligence Operations⁵ for all USSOF including those involved in Section 1208-supported operations. USSOCOM Directive 11-3, "Special Operations Forces Lessons Learned Program," August 4, 2015, states that all USSOCOM Directorates, "must establish after-action reporting procedures to ensure USSOCOM objectives are met and results disseminated." USSOCOM Directive 11-3 also said that the USSOCOM J9 (Directorate of Force Management and Development) is primary office of responsibility for the Special Operations Forces Lessons Learned

⁵ (U//~~FOUO~~) Identity Intelligence Operations is the collection, analysis, protection, exploitation and management of identity attributes and associated technologies and processes.

(U//~~FOUO~~) Program. Finally, USSOCOM Directive 11-3 states that USSOCOM's J9 integrates lessons learned with USSOCOM to synchronize and disseminate information to all Special Operations Forces.

(U) Section 1208-Supported Operations Areas Evaluated

(U//~~FOUO~~) We evaluated five Section 1208-supported operations management and oversight areas: the concept of operations approval process, the financial control process, the foreign disclosure process, the foreign forces screening process, and the technology transfer process. We determined that all areas evaluated were being conducted in accordance with applicable DoD policies.

(U//~~FOUO~~) **Concept of Operations Approval Process:** USSOCOM Directive 37-13, Section 3-2, describes the CONOP approval process. USSOCOM, in conjunction with the Office of the Under Secretary of Defense for Policy, Office of the Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict (ASD-SO/LIC), created this CONOP approval process for Section 1208-supported operations. Briefing charts provided by the USSOCOM Program Manager for Section 1208 summarized the approval process, which follows specific steps:

- (U//~~FOUO~~) the Theater Special Operations Commands, the Task Forces, and their forward-deployed subordinate elements developed the CONOP, and gain written U.S. Department of State Chief of Mission concurrence;
- (U//~~FOUO~~) the relevant Combatant Command, and the Commander, USSOCOM, endorsed it;
- (U//~~FOUO~~) the Joint Staff J3 (Operations) coordinated it;
- (U//~~FOUO~~) the Office of the ASD-SO/LIC staffed it internally and externally; and
- (U//~~FOUO~~) the SECDEF approved or disapproved it, and signs out the Congressional notification letters.

(S) Based on discussions with Special Operations Command Africa, Special Operations Command Central, and ^{USSOCOM (b) (1), 1.4(a), 1.7(e)} we confirmed that the CONOP process followed the above-mentioned steps. We also reviewed documentation for all 8 new CONOPs from FY 2012 to FY 2014 and verified that each had written approvals from both the applicable United States Chief of Mission and the SECDEF.

(U) Finding


(S) Financial Control Process: USSOCOM Directive 37-13, Chapter 2, Section 2-2, and Chapter 4, Section 1, describes the financial control process for Section 1208-supported operations. USSOCOM's Office of Financial Management manages and oversees the financial controls for each Section 1208-supported operation. USSOCOM's Office of Financial Management said it validated and updated spending totals during the bi-weekly teleconference with Section 1208-supported operational elements' resource managers. USSOCOM's Office of Financial Management stated it also conducted an annual management internal control Section 1208-supported operations review. USSOCOM's Office of Financial Management added that the Defense Finance and Accounting Service reviewed all vouchers for Section 1208-supported operations.

(U//~~FOUO~~) Our review of the financial control process confirmed that: (1) USSOCOM's Office of Financial Management validated and updated spending totals during USSOCOM's Office of Financial Management's bi-weekly teleconference; (2) USSOCOM's Office of Financial Management conducted an annual management internal control review. We validated this through discussions with three offices that have USSOF units assisting 1208-supported operations: Special Operations Command Africa, Special Operations Command Central, and ~~USSOCOM: (b) (1), 1.7(c); DoD OIG: (b) (7)(E)~~. Finally, we confirmed that the Defense Finance and Accounting Service reviewed all Section 1208 vouchers.

(S//NF) Foreign Disclosure Process: ~~USSOCOM: (b) (1), 1.4(a), 1.4(c), 1.7(c)~~



(S) ~~USSOCOM: (b) (1), 1.4(a), 1.4(c), 1.7(c)~~



⁶ **(S//NF)** ~~USSOCOM: (b) (1), 1.4(a), 1.4(c), 1.7(c)~~

(U) Finding

~~(S//NF)~~ Foreign Forces Screening Process:

USSOCOM: (b) (1), 1.4(a), 1.4(d), 1.7(e)

[REDACTED]

(S)

USSOCOM: (b) (1), 1.4(a), 1.4(d), 1.7(e)

[REDACTED]

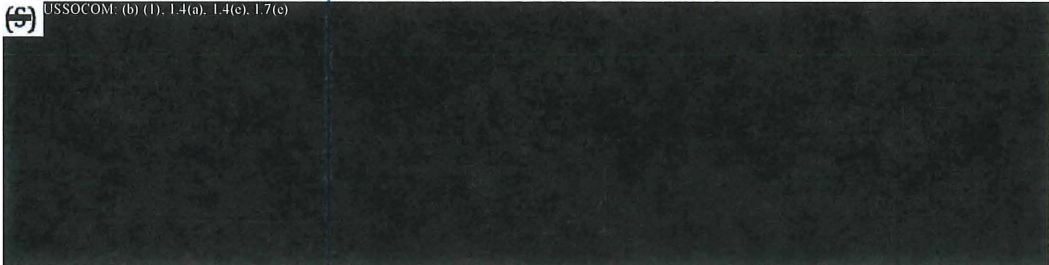
~~(U//FOUO)~~ **Technology Transfer Process:** USSOCOM Directive 37-13, Chapter 4, Section III, describes the technology transfer process for Section 1208-supported operations. USSOCOM's Foreign Disclosure Office/International Programs Branch managed and oversaw transfers of U.S. technology, defense articles and services to foreign forces under Section 1208-supported operations. USSOCOM's Program Manager for Section 1208 reported Section 1208-supported operations are used to provide foreign forces with U.S. and foreign-manufactured weapons and equipment, such as radios and night-vision goggles. USSOCOM's Program Manager for Section 1208 stated that of the 19 on-going Section 1208-supported operations, 14 had equipment that was under U.S. supervision and issued as "use and return." USSOCOM's Program Manager for Section 1208 said five on-going Section 1208-supported operations had transferred equipment permanently to the foreign forces. USSOCOM's Program Manager for Section 1208 added that the transfers were approved by the U.S. Department of State Chief of Mission in the respective countries.

⁷ (U//~~FOUO~~) The DoD Leahy Law provides that no funds made available to DoD may be used to provide training, equipment, or other assistance to members of a foreign security force if the SECDEF has credible information that the unit has committed a gross violation of human rights. The SECDEF Memorandum, "Implementation of Section 8057, DoD Appropriations Act 2014 (division C of Public Law 113-76) ('the DoD Leahy Law')," August 18, 2014, DoD OIG: (b) (5)

[REDACTED]

(U) Finding

(S) USSOCOM: (b) (1), 1.4(a), 1.4(c), 1.7(c)



~~(U//FOUO)~~ Lessons Learned Program Dissemination Lacking

(U) Chairman of the Joint Chiefs of Staff Instruction 3150.25F, "Joint Lessons Learned Program," June 26, 2015⁸, defines lesson learned as:

(U) A resolved issue or best practice that improves military operations or activities at the strategic, operational, or tactical level; results in an internalized change to capability, process, or procedure; is appropriately institutionalized to improve warfighter capabilities.

(U//~~FOUO~~) USSOCOM Directive 11-3, "Special Operations Forces Lessons Learned Program," August 4, 2015, requires that all USSOCOM Directorates must establish after-action reporting procedures to ensure USSOCOM objectives are met and results disseminated. USSOCOM's Section 1208 Office falls under USSOCOM's J3 (Directorate of Operations). USSOCOM Directive 11-3 Section III, states that USSOCOM's J9 (Directorate of Force Management and Development) is responsible to coordinate with each USSOCOM Directorate to ensure lessons learned program participation, and facilitate capturing lessons learned. Moreover, USSOCOM Directive 11-3 Section III said that USSOCOM's J9 will integrate Special Operations Forces lessons learned activities within USSOCOM, component commands, and Theater Special Operations Commands to synchronize and disseminate information to Special Operations Forces. Therefore, USSOCOM's J3 is required to disseminate all J3 lessons learned, including USSOCOM's Section 1208 Office's lessons learned, to USSOCOM's J9.

⁸ (U) This superseded Chairman of the Joint Chiefs of Staff Instruction 3150.25E, "Joint Lessons Learned Program," April 20, 2012.

(U) Finding

(U//~~FOUO~~) USSOCOM's J3 has a process to capture lessons learned for Section 1208-supported operations. For example, USSOCOM's Section 1208 Program Office used "story boards" (operational vignettes) which USSOF units submit quarterly to highlight individual operational successes, such as target reconnaissance, or capturing a suspected terrorist. USSOCOM's Program Manager for Section 1208 stated that best practices were discussed in bi-weekly video conferences, and semi-annual workshops. During our fieldwork, we attended one of the bi-weekly video conferences and observed lessons learned presentations.

(U//~~FOUO~~) However, we determined that USSOCOM's J3 was not disseminating USSOCOM's Section 1208 Office's lessons learned to USSOCOM's J9, as required by USSOCOM Directive 11-3, through discussions with USSOCOM's J9 and USSOCOM's Section 1208 Office. Operational requirements hindered lessons learned dissemination. For example, the USSOCOM's Section 1208 Office ^{DoD OIG: (b) (7)(E)} supporting 19 Section 1208-supported operations within 13 countries. USSOCOM's Section 1208 Program manager said that his office operates in a high demand environment, ^{DoD OIG: (b) (7)(E)}

(S) Nevertheless, based on our analysis and in accordance with USSOCOM Directive 11-3, disseminating lessons learned from previous Section 1208-supported operations would make future operations more effective. ^{USSOCOM: (b) (1), 1.4(a)}

(U) Conclusion

(U//~~FOUO~~) Based on our review of USSOCOM Directive 37-13, USSOCOM Directive 525-40, briefing charts provided by USSOCOM's Program Manager for Section 1208, analysis of relevant documents, and interviews with USSOCOM, Special Operations Command Africa, Special Operations Command Central, and ^{USSOCOM: (b) (1), 1.7(e); DoD OIG: (b) (7)(E)} we concluded that for the five areas evaluated, management and oversight for Section 1208-supported operations were following applicable DoD guidance and were generally effective.

(U//~~FOUO~~) However, we also concluded that USSOCOM's J3 disseminating USSOCOM's Section 1208 Office's lessons learned to USSOCOM's J9, as required by USSOCOM Directive 11-3, would make Section 1208-supported operations more effective.

(U) Recommendation

(U) Recommendation A

(U//~~FOUO~~) We recommend the Commander, United States Special Operations Command:

(U//~~FOUO~~) Ensure USSOCOM J3 disseminates USSOCOM's Section 1208 Office's lessons learned to USSOCOM's J9, as required by USSOCOM Directive 11-3, "Special Operations Forces Lessons Learned Program."

(U) United States Special Operations Command

(U) USSOCOM agrees with the finding and recommendation. USSOCOM J9 personnel are now integrated into the 1208 bi-weekly coordination video-teleconferences. Moreover, the USSOCOM J9 now has access to USSOCOM Section 1208 quarterly and annual reports and annual assessments on the 1208 web portal. This will enable the J9 to integrate Section 1208 lessons learned into the overall USSOCOM lessons learned program.

(U) Our Response

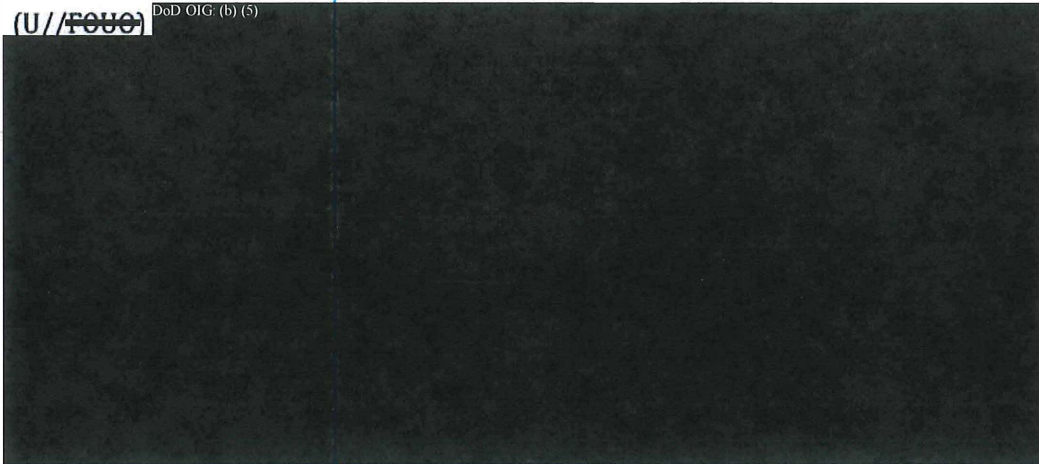
(U) USSOCOM has addressed our recommendation and no further comments are required.

(U) Observations

(U) Observation A – Draft 1208 Instruction

(U//~~FOUO~~)

DoD OIG: (b) (5)



(U) Observation B – Roles of All DoD Offices Assisting Section 1208-Supported Operations Not Identified

(U//~~FOUO~~) USSOCOM Directive 37-13, "Support of Special Operations to Combat Terrorism," August 2014, defines the roles of some offices involved in the oversight, management or execution of Section 1208-supported operations, such as the SECDEF and USSOCOM. However, USSOCOM Directive 37-13, does not define the roles of ASD-SO/LIC, the Joint Staff J37 Office of the Deputy Director for Special Operations and Counterterrorism, Special Operations Joint Task Force-Afghanistan, ^{USSOCOM: (b) (1), 17(e);} _{DoD OIG: (b) (7)(F)} and the Theater Special Operations Commands. DoD entities will be prevented from overreaching their authority if USSOCOM defines the roles and responsibilities of all DoD offices providing support to Section 1208-supported operations.

(U) Observation C – Minor Expense Adjustments

(U//~~FOUO~~) USSOCOM Directive 37-13 Section 3-2(b)(2), states that a proposed funding increase to a particular Section 1208-supported operation that would raise its FY expense authorization by less than 10%, may be implemented immediately upon approval by the Commander, USSOCOM, or his designated representative. In an email on July 17, 2013, the Commander, USSOCOM delegated approval authority for less than 10% increases to the USSOCOM J3 (Operations Director), and the USSOCOM Chief Financial Officer.

(U//~~FOUO~~) However, USSOCOM Directive 37-13 does not specifically address this delegated authority. The codification of this approval authority will ensure that 1208-supported operations authorities are in one place. This will make certain that future USSOCOM Section 1208 Office personnel have knowledge of this approval authority.

(U) Appendix A

(U) Scope and Methodology

(U) We conducted this evaluation from February 2015 through January 2016 in accordance with Quality Standards for Inspection and Evaluation issued by the Council of the Inspectors General on Integrity and Efficiency. Those standards require that we plan and perform the evaluation to obtain sufficient and appropriate evidence to provide a reasonable basis for findings and conclusions based on our evaluation objectives. We believe that the evidence obtained provides a reasonable basis for our finding and conclusion based on our evaluation objectives.

(S) We interviewed 40 personnel from USAFRICOM, USCENTCOM, the Defense Finance and Accounting Service, the Defense Intelligence Agency, the Defense Technology Security Administration, the Joint Staff, the Office of the Under Secretary of Defense for Intelligence, the Office of the Under Secretary of Defense for Policy, USSOCOM, Special Operations Joint Task Force-Afghanistan, ^{USSOCOM (b) (1), 1.4(a), 1.7(e)} and the Theater Special Operations Commands.

(U//~~FOUO~~) We did not go into the Combatant Commands areas of responsibility. We did not perform a financial audit.

(U) Use of Computer-Processed Data

(U) We did not use computer-processed data to perform this evaluation.

(U) Prior Coverage

(U//~~FOUO~~) During the last five years, the USSOCOM Inspector General Audit Division issued four 1208 reports.


- (U) "Fourth Follow-up Audit of Section 1208 Funds," Report Number 12-15, September 25, 2012
- (S//~~NF~~) "Third Follow-up Audit of Section 1208 Funds," Report Number 12-11, July 31, 2012
- (S//~~NF~~) "Second Follow-up Audit of Section 1208 Funds," Report Number 12-03, January 20, 2012
- (U//~~FOUO~~) "Section 1208 Follow-up Audit," Report Number 11-01, January 10, 2011

(U) Appendix B

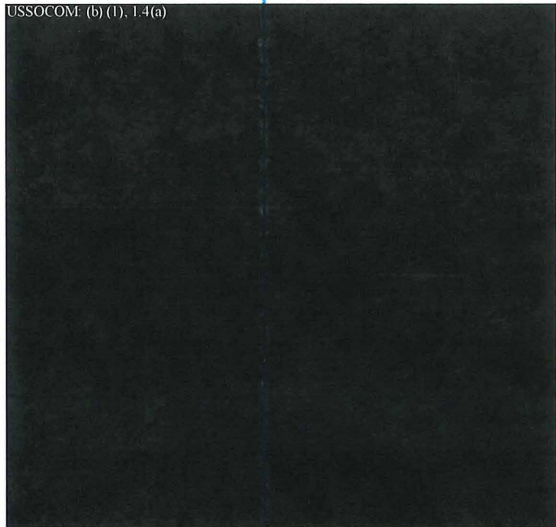
(U) Section 1208-Supported Operations

(S)

USSOCOM: (b) (1), 1.4(a)




USSOCOM: (b) (1), 1.4(a)




(S)

USSOCOM: (b) (1), 1.4(a)




USSOCOM: (b) (1), 1.4(a)



9

(S) USSOCOM: (b) (1), 1.4(a)



(U) Management Comments

(U) USSOCOM



UNCLASSIFIED//~~FOUO~~
UNITED STATES SPECIAL OPERATIONS COMMAND
7701 TAMPA POINT BLVD
MACDILL AIR FORCE BASE, FLORIDA 33621-5323

MAR 23 2016

J3

MEMORANDUM FOR DEPARTMENT OF DEFENSE INSPECTOR GENERAL, 4800
MARK CENTER DRIVE, ALEXANDRIA, VIRGINIA 22304-1500

SUBJECT: (U) Evaluation of Section 1208 of the National Defense Authorization Act
(Project No. D2015-DISPA2-0124.000)

1. (U) The purpose of this memorandum is to provide a response to the Findings and
Observations contained in the Department of Defense (DoD) Inspector General (IG)
report on the use of Section 1208 Authority in accordance with DoD Instruction 7650.03.

2. (U) Findings and Recommendation:

a. (U//~~FOUO~~) Finding. "DoD management and oversight for Section 1208-supported
operations were generally effective. All areas evaluated were being conducted in
accordance with applicable DoD policies. However, we found that Section 1208-
supported operations would be more effective if U.S. Special Operations Command's
(USSOCOM), Directorate of Operations (J3), disseminated USSOCOM's Section 1208
Office's lessons learned to USSOCOM's Directorate of Force Management and
Development (FMD-J9), as required by USSOCOM Directive 11-3, 'Special Operations
Forces Lessons Learned Program,' dated 4 August 2015."

b. (U//~~FOUO~~) Recommendation. Ensure that "USSOCOM's J3 disseminated
USSOCOM's Section 1208 Office's lessons learned to USSOCOM's FMD-J9, as
required by USSOCOM Directive 11-3, 'Special Operations Forces Lessons Learned
Program'."

c. (U) Response. USSOCOM agrees with the finding/recommendation on the
lessons learned program. Since the 20-22 April 2015 DOD IG visit, the USSOCOM J33
1208 Program Manager has met with representatives from the FMD-J9-D, Doctrine and
Lessons Learned to discuss a strategy. A systematic approach to capture the lessons
learned from 1208-supported operations is now in place. FMD-J9-D personnel are
integrated into the 1208 BI-weekly coordination video-teleconferences, the FMD-J9-D
has been given access to quarterly and annual reports and annual assessments that
are reposed on the 1208 web portal, and FMD-J9-D personnel are now integrated into
annual workshops and mid-year program reviews. This integration into real-time
information flow and access to report archives will enable the FMD-J9-D to effectively
harvest, synthesize, and promulgate to the Special Operations Forces enterprise the
lessons learned regarding the 1208 program.

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(U) Management Comments

(U) USSOCOM (cont'd)

UNCLASSIFIED//~~FOUO~~

J3

SUBJECT: (U) Evaluation of Section 1208 of the National Defense Authorization Act
(Project No. D2015-DSPA2-0124.000).

3. (U) Point of contact for this memorandum at USSOCOM is  USSOCOM: (b) (3), 10
 USC § 1306, DoD OIG (b) (6)
 USSOCOM: (b) (3), 10 USC § 1306, DoD OIG (b) (6)

UNCLASSIFIED//~~FOUO~~

~~SECRET//NOFORN~~

(U) Acronyms and Abbreviations

(U) USAFRICOM	United States Africa Command
(U) ASD-SO/LIC	Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict
(U) USCENTCOM	United States Central Command
(U) CONOP	Concept of Operations
(U) FY	Fiscal Year
(U) SECDEF	Secretary of Defense
(U) USSOCOM	United States Special Operations Command
(U) USSOF	United States Special Operations Forces

Whistleblower Protection

U.S. DEPARTMENT OF DEFENSE

The Whistleblower Protection Enhancement Act of 2012 requires the Inspector General to designate a Whistleblower Protection Ombudsman to educate agency employees about prohibitions on retaliation, and rights and remedies against retaliation for protected disclosures. The designated ombudsman is the DoD Hotline Director. For more information on your rights and remedies against retaliation, visit www.dodig.mil/programs/whistleblower.

For more information about DoD IG reports or activities, please contact us:

Congressional Liaison

congressional@dodig.mil; 703.604.8324

Media Contact

public.affairs@dodig.mil; 703.604.8324

For Report Notifications

http://www.dodig.mil/pubs/email_update.cfm

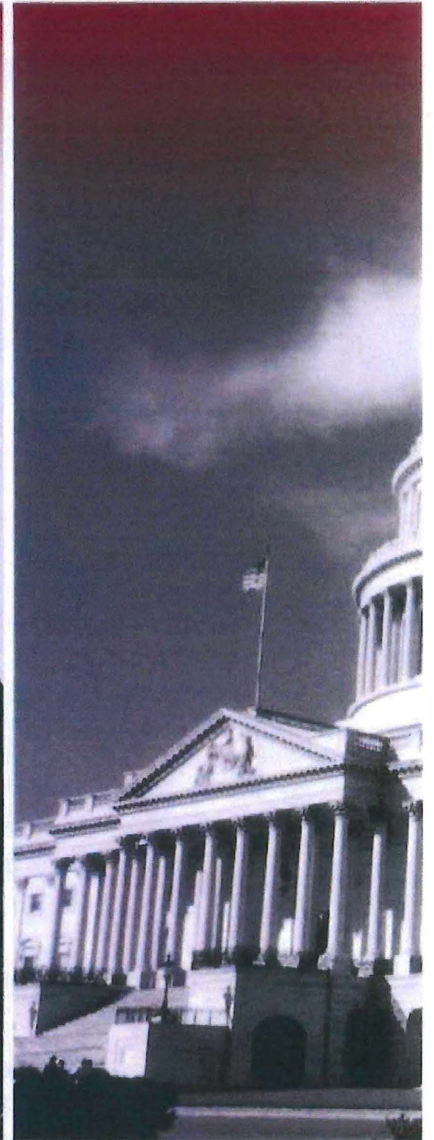
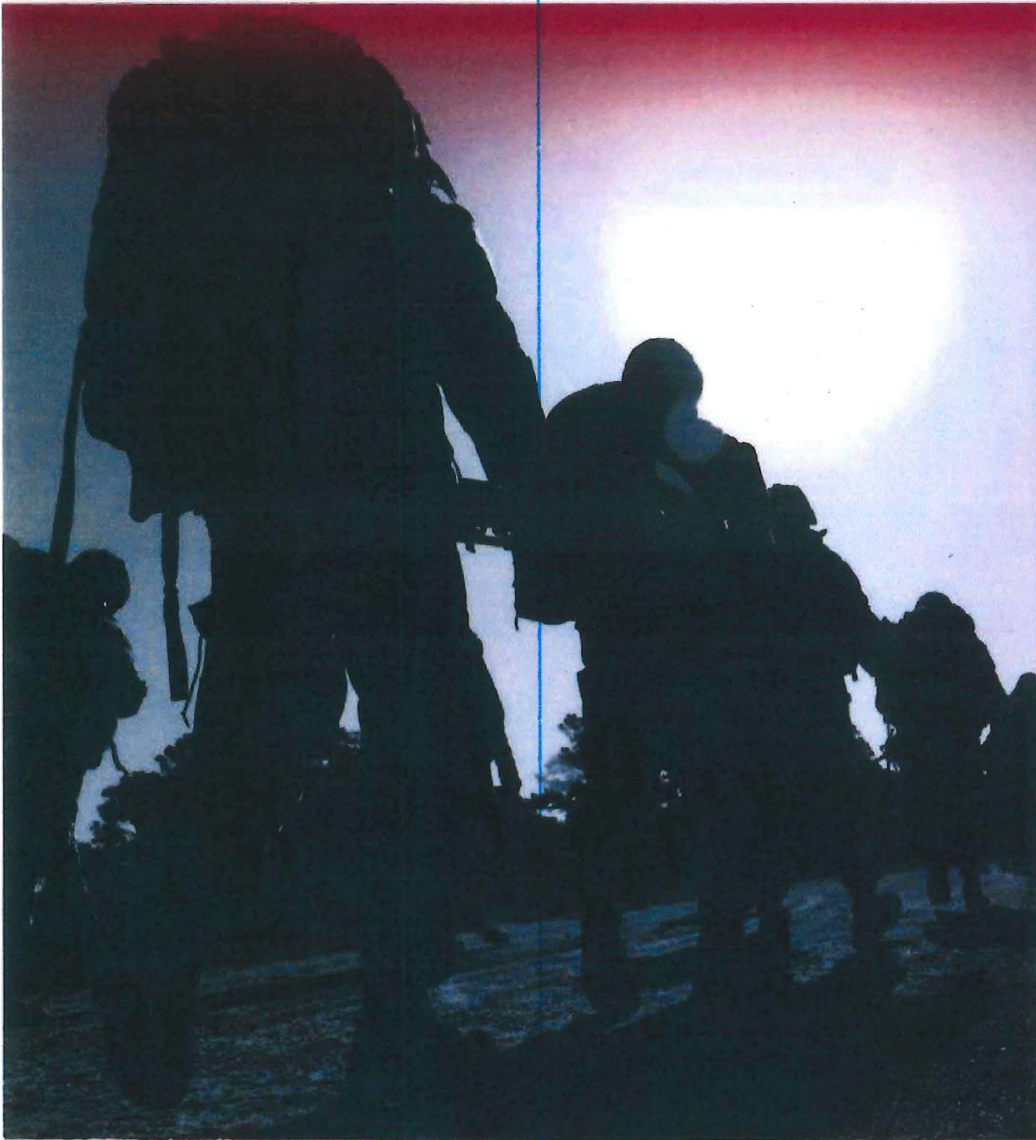
Twitter

twitter.com/DoD_IG

DoD Hotline

dodig.mil/hotline

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DEPARTMENT OF DEFENSE | INSPECTOR GENERAL

4800 Mark Center Drive

Alexandria, VA 22350-1500

www.dodig.mil

Defense Hotline 1.800.424.9098

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