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**Review of the Fiscal Year 2017
Defense Environmental International
Cooperation Program**

Susan L. Clark-Sestak, Project Leader

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Susan L. Clark-Sestak, Project Leader

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Executive Summary

The Defense Environmental International Cooperation (DEIC) program is a tool available for the Office of the Secretary of Defense (OSD) and the geographic Combatant Commands (CCMDs) to support security cooperation engagement activities with other nations. DEIC projects focus on defense-related environmental or operational energy themes, with special priority placed on projects that promote the sustainment of mission capability and interoperability or the creation and enhancement of strategic partnerships and partner capabilities. The author reviewed the execution of the fiscal year 2017 (FY17) DEIC program within each of the CCMD areas of responsibility (AORs) and assessed the overall program's performance for that year.

This document has three purposes:

- First, it serves as a record of what was accomplished during FY17 under the DEIC program and identifies the broader impacts that some of those activities have had in supporting DOD objectives.
- Second, it raises awareness about the program's activities among the CCMD leads for DEIC (and other interested personnel), thereby enhancing the cross-pollination of ideas and products developed under the DEIC program's auspices.
- Third, it offers a set of qualitative and quantitative metrics for evaluating the program. The following table characterizes some of the qualitative impacts each of these projects has had.

**Impacts of DEIC Engagement Activities as Executed
by the Geographic CCMDs**

	Support the (US) Warfighter	Contribute to Interoperability and/or Mission Sustainment	Build/Enhance Partner Capacity and Capability	Create/Strengthen Relationships with Other Countries	Promote Interagency Cooperation	Contribute to Others' Regional Leadership Capacity or to Regional Stability	Save U.S. Resources
Projects by CCMD							
AFRICOM							
Niger River Basin Flood Management planning meeting (Nigeria)		√	√	√	√	√	
Horn of Africa: Water Capacity Building Workshop (Uganda)		√	√	√	√	√	
Coastal Resiliency and Regional Response Seminar (Cote d'Ivoire)		√	√	√	√	√	
Environmental Security Workshop (Djibouti)		√	√	√	√	√	
Regional Integrated Coastal Area Management in West Africa (Cameroon)		√	√	√	√	√	
Integrated Training Area Management (S. Africa)		√	√	√	√	√	
West Africa Environmental Security Workshop (Cameroon)		√	√	√	√	√	
Water Security Workshop (Burkina Faso)		√	√	√	√	√	
Wildlife Trafficking (Mozambique)		√	√	√	√	√	
Oil Spill Preparedness and Response (Seychelles)		√	√	√	√	√	
CENTCOM							
Emergency Management Infrastructure Training (GCC)			√	√	√		
EUCOM							
Cold Regions Heavy Weapons Range Management (Finland, Norway)		√		√			√
Baltics Regional Environmental Considerations in Military Operations (Latvia)	√	√		√			
Arctic Security Forces Roundtable (ASFR) 2017 (Sweden)		√		√			
Natura 2000 and Range Management Outreach (Italy)	√	√		√	√		
EU Defense Environmental Network (DEFNET)		√		√			
Arctic Region Environmental Scoping (Denmark)	√	√	√	√			
Sustainable Range Management Bilateral Events (East Europe)	√	√	√	√			
Sustainable Range Management (Poland)	√	√		√			

	Support the (US) Warfighter	Contribute to Interoperability and/or Mission Sustainment	Build/Enhance Partner Capacity and Capability	Create/Strengthen Relationships with Other Countries	Promote Interagency Cooperation	Contribute to Others' Regional Leadership Capacity or to Regional Stability	Save U.S. Resources
Projects by CCMD							
Balkans Regional Environmental Considerations in Military Operations planning meeting (Montenegro)			√	√		√	
NORTHCOM							
Arctic Capability Advocacy and the Effects of Climate Change	√	√	√	√	√	√	√
PACOM							
FY17 Pacific Environmental Security Forum (PESF) (Alaska)		√	√	√	√	√	
VIIRS Boat Detection Training and Technical Support (Pacific, Indian Oceans)		√	√	√	√	√	
Comprehensive Solutions for Water Security (Maldives)		√	√	√			
FY17 ASEAN Environmental Security Workshop (Malaysia)		√		√	√	√	
SOUTHCOM							
Pine Beetle Threat Subject Matter Expert Exchange (Honduras)			√	√	√	√	
Regional Climate Change Workshop (South America)			√	√	√	√	
Regional Cultural Property Protection Workshop (Honduras)			√	√	√	√	
Climate Change and Food Security Workshop (Peru)			√	√	√	√	
Chile-US Defense Consultative Committee			√	√	√	√	
Chile-US Mission Statement Meetings			√	√	√	√	
Environment and Energy Workshop (Chile)			√	√	√	√	
Energy and Water Assessment Subject Matter Expert Exchange (Argentina)			√	√	√	√	
Energy and Water Conservation Table Top Exercise (Trinidad & Tobago)			√	√	√	√	

The table below offers several quantitative ways of measuring all 35 projects executed by DEIC in FY17.¹

Quantifiable Metrics for the DEIC Program and FY17 Results	
Type of Metric	FY17 Results
Related to quantity of foreign engagements	
• Percentage of DEIC projects involving interaction with other nations	100% (35 of 35)
• Ratio of the number of engagements with other nations to DEIC funding	35: \$1.521M, or \$43K average cost
• Number of foreign nationals engaged	1,400+
• Number of foreign nations engaged	119
Related to leveraging funding from other sources	
• Percentage of all DEIC projects that leveraged other funding	60% (21 of 35)
• Percentage of total spending on DEIC projects that was from other funding sources	41% (\$1.063M of \$2.584M)
• Number of CCMDs that leveraged other funding	5 (of 6)

For FY17, the DEIC program had a final budget of \$1,521,000. A three-member Advisory Group reviewed proposals totaling \$2,466,000 and then recommended to the Assistant Secretary of Defense for Energy, Installations and Environment (ASD(EI&E)) how these funds should be allocated. Of note, despite the small amount of funding and the challenges of executing an international program with funding available only in increments as a result of the U.S. government’s Continuing Resolutions (CR), DEIC’s reach was extensive. More than 1,400 representatives from 119 nations participated in DEIC-funded activities during the year, and the program leveraged \$1,063,000 in other sources of funding to execute these projects.

As in FY16, one of DEIC’s management improvements was to conduct the review and approval process in August in order to better align with the fiscal year start. The Advisory Group met in early August, the recommendations were provided to ASD(EI&E) in a timely fashion, and the latter issued the memorandum approving the FY17 program in late August 2016, well in advance of the start of the new fiscal year.

¹ The CCMDs executed 34 of the 35 approved DEIC projects. The remaining project was for programmatic support and subject matter expertise, provided by IDA. This work included interactions with other countries.

However, in contrast to the marked improvements in FY16 in distributing funds under the CR, in FY17 the majority of funds were not available to the CCMDs until April 2017. While the funds continued to be distributed more equitably across the CCMDs than they had been prior to FY16 under the CR, the delayed receipt of sizable amounts of funding presented serious challenges for the CCMDs in executing many of their approved projects. Of particular note, AFRICOM and SOUTHCOM did not receive 83 percent and 86 percent, respectively, of their approved funding until April 2017. In both cases, this required postponing several events until later in the year, and sometimes having to relocate the events due to changes in host nation availability.

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1. Overview of the Fiscal Year 2017 (FY17) Defense Environmental International Cooperation (DEIC) Program Execution and the DEIC Program Processes

In previous assessments of the Defense Environmental International Cooperation (DEIC) program, research staff at the Institute for Defense Analyses (IDA) described the purposes of DEIC and the types of activities that it has funded.² This document focuses on the execution of the Fiscal Year 2017 (FY17) program, identifies several larger benefits derived from DEIC activities, and offers several ways to measure the impact of this program.

A. Overview of the FY17 DEIC Program

The DEIC program, which resides within the Environment, Safety and Occupational Health (ESOH) Office of the Assistant Secretary of Defense for Energy, Installations and Environment (ASD(EI&E)), was originally funded in FY17 at \$1,615,000. The actual budget was \$1,521,000.

Of the approved budget, as of January 2018, approximately \$61,000 had been or was in the process of being returned to EI&E by the Combatant Commands (CCMDs), although this figure is still subject to minor modification. The amounts of and reasons for the returns are listed in Table 1. For the majority of these unused funds, the DEIC Program Managers (PMs) at the CCMDs needed to retain them until all expenses incurred through the end of the fiscal year had been paid out; therefore, they could not be reprogrammed for other DEIC purposes.

Table 1. DEIC Program Funding Returned by CCMD and Reasons for Return

CCMD	Amount Returned	Reason
Central Command	\$11,308.06	One project was cancelled and the remainder due to difference between project estimate and actual costs
European Command	\$3,000.00	Cost savings as well as difference between project estimates and actual costs.
Pacific Command	\$46,783.31	Inability to execute one project and the difference between project estimates and actual costs.

² Susan L. Clark-Sestak and Ashley Neese Bybee, *Review of the Fiscal Year 2013 (FY13) Defense Environmental International Cooperation Program*, IDA Document D-5129 (Alexandria, VA: IDA, February 2014).

Over the last several years, the federal government’s Continuing Resolutions (CRs) have had a negative impact on the consistency with which DEIC program funds can be made available. Consistency is an important consideration, particularly when scheduling events with other nations. In FY17, while each CCMD received some amount of funding under the first CR, the overwhelming majority of funding—\$890,000—was not distributed to them until April 2017, resulting in some events being rescheduled, relocated, or even cancelled.

B. The DEIC Submission and Approval Process

ASD(EI&E) released the FY17 Call for Proposals and Meeting Participation memorandum on February 22, 2016 (see Appendix A), which provided guidance on the DEIC program’s priorities. The project proposals submitted for the DEIC Advisory Group’s consideration totaled \$2,466,000; the Advisory Group found all but two of the 65 proposals to be valid requirements appropriate for DEIC funding.³ The FY17 DEIC approved program was announced by ASD(EI&E) in an August 25, 2016, memorandum (see Appendix B, which contains both the memorandum and the approved spreadsheet). The size of the requested amount for valid activities is evidence that the CCMDs continue to have requirements and interests in DEIC activities well in excess of the available budget.

The Advisory Group divided the projects into three categories: those projects that should have the highest priority (their funding is listed in the “Approved” column); those projects that should be considered next for funding, subject to the availability of funds (listed in the “Approved pending funds” column); and those that were also deemed valid but with lower priority (listed in the “Also valid” column). Of the projects initially proposed by the CCMDs, those that had no funding listed in any of the three columns were deemed not appropriate for DEIC funding by the Advisory Group. As noted in previous assessments of the DEIC program, in addition to the guidance provided in the call for proposals memorandum (see Appendix A), a number of factors were considered during the Advisory Group meeting when determining a project’s funding category, but these factors are not specifically prioritized since their applicability and prominence can vary by topic, country, and region. These criteria are routinely addressed during the Advisory Group’s discussions with each of the CCMDs and include (but are not limited to) the following:

- The project’s ability to support the warfighter or contribute to interoperability and/or mission sustainment
- The extent to which the engagement opens opportunities for a new or expanded relationship with a country (or, on the contrary, whether so many activities are

³ The two proposals not found to be valid for DEIC funding totaled \$73,000, or three percent of the total of all submitted proposals.

already ongoing in the country that this effort would have little perceptible impact)

- The project’s ability to build or enhance the partner nation’s capacity and capabilities in the proposed topic area
- The involvement of host-nation defense personnel in the project (While the involvement of additional agencies is welcomed—indeed, desirable—the participation of defense personnel (either uniformed or civilian) is a necessity.)
- The exposure of participants to the concept of interagency cooperation (whole-of-government approaches), thereby enhancing their understanding of each other’s roles and responsibilities
- The potential for the project to contribute to the host-nation’s ability to serve a regional leadership role or to otherwise promote regional stability
- The level of “interest” that the CCMD (or OSD) has in engaging with the given country, which draws on the CCMD’s Theater Security Cooperation (TSC) plans and other relevant Department of Defense (DOD) and national-level documents
- Where the project ranks in the CCMD’s own prioritization of its proposals (Each CCMD must rank order all proposals it has submitted.)
- The perceived ability of the CCMD and host-nation to execute the project as proposed
- The balance of projects and funding across the CCMDs, taking many of the previous factors into consideration

The Advisory Group’s recommended funding for projects in the “Approved” column in attachment 1 of the approval memorandum (Appendix B) totaled approximately 85 percent of the original budget, a decision driven (as in previous years) by anticipated budget cuts and the challenges imposed by operating under the CR. If one of these projects could not be executed for any reason, the Advisory Group had a range of projects in the “Approved pending funds” column from which to choose (totaling 30 percent of the original budget), thereby providing the flexibility to decide which projects were most likely to be executable within the remainder of the fiscal year. This approach recognizes the challenges of operating an engagement program with many different nations in times of considerable budget uncertainty. Indeed, a number of projects had to be rescheduled or relocated, often because of host-nation considerations.

Figure 1 illustrates the allocation of funding by area of responsibility (AOR) as disbursed by OSD.⁴ Chapter 3 of this document provides a list of the individual projects

⁴ This differs from actual spending due to the cancellation of several projects.

that were implemented by each CCMD, as well as the total amount of any other sources of funding they used to execute them. The DEIC PMs are then responsible for uploading the after action reports (AARs), agendas, participant lists, and available presentations for each project onto the DEIC working group page of the All Partners Access Network (APAN) website.⁵

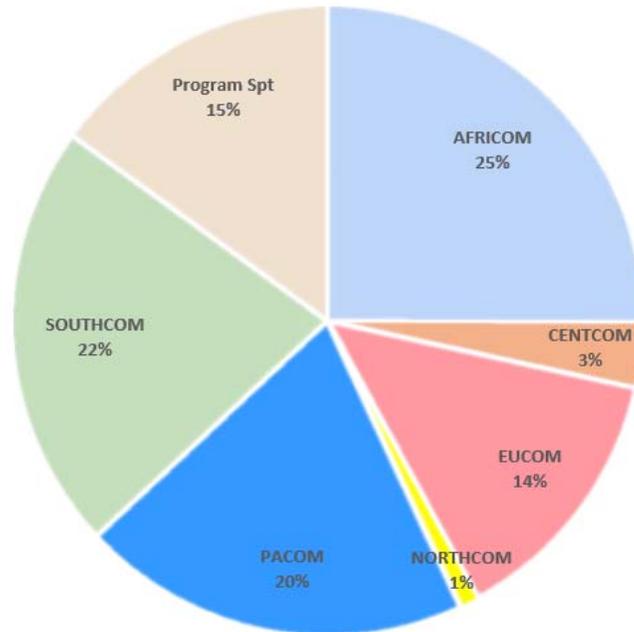


Figure 1. DEIC Program FY17 Approved Funding, by AOR

The projects in the following chapter are listed in the order in which they appear on the final FY17 spreadsheet (see Appendix C). In a number of cases, the spreadsheets contained in Appendix B and C differ. As noted above, Appendix B reflects the approved DEIC program at the start of the fiscal year. Appendix C, on the other hand, captures the program as it was actually executed. In a number of cases, locations or sometimes topics needed to change, usually based on changing dynamics in the host nation countries. In some cases, emerging requirements resulted in the development of a new project, which was submitted to the Advisory Group and, when funds were available, was approved during the year. Also, because it was decided that the DEIC program will not be funded beyond FY18, OSD elected to use available remaining FY17 funds to cover IDA’s programmatic support through FY18. (Appendix C does not, however, capture all of the funds being returned to OSD as described in Table 1 because, as of January 2018, the process for returning the funds had not been completed.) This spreadsheet lists only the executed

⁵ The DEIC portion of the website is password protected and accessible to members of the DEIC community.

projects, the DEIC funds requested, and the funding levels as actually executed (“Actual” column). In many cases, the funding sent to the CCMDs for these projects was supplemented by other funding sources, and the spreadsheet also lists the amount of any such additional funding that was leveraged. Across all of the CCMDs, another \$1,063,000 in funding was used to help execute the approved DEIC projects. Of the 35 DEIC projects representing executed activities in FY17, 21 of them (or 60 percent) used other sources of funding to supplement DEIC funds. This funding came from a wide variety of sources, including:

- Traditional Commander’s Activity (TCA)
- Title 10—Armed Forces, *U.S. Code*
- National Guard’s State Partnership Program (SPP)
- U.S. Army Europe (USAREUR)
- U.S. Army Corps of Engineers (USACE)
- U.S. Agency for International Development
- Asia Pacific Regional Initiative (APRI) program
- United Nations Environmental Programme (UNEP)
- South Africa’s Council for Scientific and Industrial Research (CSIR)

In addition, any number of U.S. government and non-U.S. institutions provided the labor of their subject matter experts (SMEs) at no cost to the DEIC projects, a contribution that is not captured in the \$1,063,000 noted above. The ability and willingness to secure additional funding sources and to provide manpower are additional indications of the value that the CCMDs and other organizations attach to DEIC activities.

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2. Combatant Command Execution of DEIC Projects

This chapter identifies the final amount of funding provided by ASD(EI&E) for DEIC projects in each of their AORs. It also indicates the amount (if any) of additional sources of funding secured for these projects. As noted in Table 1, some of the funds provided by ASD(EI&E) were in the process of being returned at the end of FY17, but final amounts are still pending so those returned funds are not reflected in this chapter. Each section in this chapter then lists the titles of the executed projects by CCMD.

A. AFRICOM

Final funding from ASD(EI&E) for projects in the AFRICOM AOR totaled \$381,000. AFRICOM leveraged these DEIC funds with another \$157,000 from a variety of other U.S. and international funding sources to execute the following ten projects:

- Niger River Basin Flood Management (planning meeting only) (Nigeria)
- Horn of Africa: Water Capacity Building Workshop (Uganda)
- Coastal Resiliency and Regional Response Seminar (Cote d'Ivoire)
- Environmental Security Workshop (Djibouti)
- Regional Integrated Coastal Area Management in West Africa (Cameroon)
- Integrated Training Area Management (South Africa)
- Wildlife Trafficking (Mozambique)
- Oil Spill Preparedness and Response (Seychelles)
- West Africa Environmental Security Workshop (Cameroon)
- Water Security Workshop (Burkina Faso)

B. CENTCOM

Final funding from ASD(EI&E) for one project in the CENTCOM AOR totaled \$51,000. DEIC funded the project in full (i.e., there were no leveraged funds) for:

- Emergency Management Infrastructure Training (Gulf Cooperation Council (GCC))

C. EUCOM

Final funding from ASD(EI&E) for projects in the EUCOM AOR totaled \$208,000. EUCOM leveraged these DEIC funds with another \$272,000 from a variety of other U.S. funding sources to execute the following nine projects:

- Cold Regions Heavy Weapons Range Management (Finland, Norway)
- Balkans Regional Environmental Considerations in Military Operations planning meeting (Montenegro)
- Baltics Regional Environmental Considerations in Military Operations (Latvia)
- Arctic Security Forces Roundtable (ASFR) 2017 (Sweden)
- Natura 2000 and Range Management Outreach (Italy)
- EU Defense Environmental Network (DEFNET)
- Arctic Region Environmental Scoping Initiative (Denmark)
- Sustainable Range Management Bilateral Events (two events) (Bulgaria, Ukraine)
- Sustainable Range Management (Poland)

D. NORTHCOM

Final funding from ASD(EI&E) for one project in the NORTHCOM AOR totaled \$15,000. NORTHCOM leveraged these DEIC funds with another \$110,000 from other U.S. funding sources to execute the following project:

- Arctic Capability Advocacy and the Effects of Climate Change

E. PACOM

Final funding from ASD(EI&E) for projects in the PACOM AOR totaled \$279,000. PACOM leveraged these DEIC funds with another \$454,000 from a variety of other U.S. funding sources to execute the following four projects:

- FY17 Pacific Environmental Security Forum (PESF) (Alaska)
- VIIRS Boat Detection Training and Technical Support (Pacific, Indian Oceans)
- Comprehensive Solutions for Water Security (Maldives)
- FY17 ASEAN Environmental Security Workshop (Malaysia)

F. SOUTHCOM

Final funding from ASD(EI&E) for projects in the SOUTHCOM AOR totaled \$334,000. SOUTHCOM leveraged these DEIC funds with another \$70,000 from other U.S. funding sources to execute the following nine projects:

- Pine Beetle Threat Subject Matter Expert Exchange (Honduras)
- Regional Climate Change Workshop (South America)
- Regional Cultural Property Protection Workshop (Honduras)
- Regional Climate Change and Food Security Workshop (Peru)
- Chile-U.S. Defense Consultative Committee (DCC)
- Chile-U.S. Mission Statement Meetings
- Environment and Energy Workshop (Chile)
- Energy and Water Assessment Subject Matter Expert Exchange (Argentina)
- Energy and Water Conservation Table Top Exercise (Trinidad & Tobago)

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3. Program Support Project Executed under the DEIC Program

ESOH also uses DEIC money for programmatic support. In FY17, ASD(EI&E) approved a total of \$228,000 for this activity, which will continue through FY18. Thus, there will be no additional funding for DEIC program support before the program is phased out at the end of FY18.

As part of its execution of the DEIC program, ESOH relies on support from IDA, a federally funded research and development center (FFRDC), to track DEIC activities throughout the year and to participate in several engagement initiatives. During FY17, IDA research staff participated in the following engagements:

- Planning meetings for a workshop with the South African Defense Force's environmental team on integration training area management, which was hosted in Pretoria in November 2017
- Meetings of the Environmental Protection for Heavy Weapons Ranges working group led by Finland

FFRDC support also included preparation of this document and will include a review of the DEIC program since its inception in FY18. IDA research staff will also continue to support engagements organized by the CCMDs, to the extent feasible.

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4. Assessment of the DEIC Program

A. FY17 Accomplishments

The DEIC program continues to serve as a successful engagement tool with other nations on environmental issues. It is a valuable mechanism to help develop and strengthen military-to-military relationships and interagency contacts not only between the United States and the partner nation(s), but also within and among those partner nations. Importantly, it also contributes to U.S. mission sustainment objectives and has, in a number of cases, supported the warfighter and saved U.S. resources.

B. Qualitative Impacts

The impact of the DEIC program can be assessed in a number of ways. Table 2 lists each of the 34 projects executed by the CCMDs, and the types of qualitative impacts that each project has had in support of broader DOD objectives. These impacts, in turn, are some of the criteria that the three-member Advisory Group uses in making its recommendations about which projects DEIC should fund, as described in chapter 1. At least two categories are applicable to every project.

Table 2. Impacts of DEIC Engagement Activities as Executed by the Geographic CCMDs

Projects by CCMD	Support the (US) Warfighter	Contribute to Interoperability and/or Mission Sustainment	Build/Enhance Partner Capacity and Capability	Create/Strengthen Relationships with Other Countries	Promote Interagency Cooperation	Contribute to Others' Regional Leadership Capacity or to Regional Stability	Save U.S. Resources
AFRICOM							
Niger River Basin Flood Management planning meeting (Nigeria)		√	√	√	√	√	
Horn of Africa: Water Capacity Building Workshop (Uganda)		√	√	√	√	√	
Coastal Resiliency and Regional Response Seminar (Cote d'Ivoire)		√	√	√	√	√	
Environmental Security Workshop (Djibouti)		√	√	√	√	√	
Regional Integrated Coastal Area Management in West Africa (Cameroon)		√	√	√	√	√	
Integrated Training Area Management (S. Africa)		√	√	√	√	√	
West Africa Environmental Security Workshop (Cameroon)		√	√	√	√	√	
Water Security Workshop (Burkina Faso)		√	√	√	√	√	
Wildlife Trafficking (Mozambique)		√	√	√	√	√	

	Support the (US) Warfighter	Contribute to Interoperability and/or Mission Sustainment	Build/Enhance Partner Capacity and Capability	Create/Strengthen Relationships with Other Countries	Promote Interagency Cooperation	Contribute to Others' Regional Leadership Capacity or to Regional Stability	Save U.S. Resources
Projects by CCMD							
Oil Spill Preparedness and Response (Seychelles)		√	√	√	√	√	
CENTCOM							
Emergency Management Infrastructure Training (GCC)			√	√	√		
EUCOM							
Cold Regions Heavy Weapons Range Management (Finland, Norway)		√		√			√
Baltics Regional Environmental Considerations in Military Operations (Latvia)	√	√		√			
Arctic Security Forces Roundtable (ASFR) 2017 (Sweden)		√		√			
Natura 2000 and Range Management Outreach (Italy)	√	√		√	√		
EU Defense Environmental Network (DEFNET)		√		√			
Arctic Region Environmental Scoping (Denmark)	√	√	√	√			
Sustainable Range Management Bilateral Events (East Europe)	√	√	√	√			
Sustainable Range Management (Poland)	√	√		√			
Balkans Regional Environmental Considerations in Military Operations planning meeting (Montenegro)			√	√		√	
NORTHCOM							
Arctic Capability Advocacy and the Effects of Climate Change	√	√	√	√	√	√	√
PACOM							
FY17 Pacific Environmental Security Forum (PESF) (Alaska)		√	√	√	√	√	
VIIRS Boat Detection Training and Technical Support (Pacific, Indian Oceans)		√	√	√	√	√	
Comprehensive Solutions for Water Security (Maldives)		√	√	√			
FY17 ASEAN Environmental Security Workshop (Malaysia)		√		√	√	√	
SOUTHCOM							
Pine Beetle Threat Subject Matter Expert Exchange (Honduras)			√	√	√	√	
Regional Climate Change Workshop (South America)			√	√	√	√	
Regional Cultural Property Protection Workshop (Honduras)			√	√	√	√	

	Support the (US) Warfighter	Contribute to Interoperability and/or Mission Sustainment	Build/Enhance Partner Capacity and Capability	Create/Strengthen Relationships with Other Countries	Promote Interagency Cooperation	Contribute to Others' Regional Leadership Capacity or to Regional Stability	Save U.S. Resources
Projects by CCMD							
Climate Change and Food Security Workshop (Peru)			√	√	√	√	
Chile-US Defense Consultative Committee			√	√	√	√	
Chile-US Mission Statement Meetings			√	√	√	√	
Environment and Energy Workshop (Chile)			√	√	√	√	
Energy and Water Assessment Subject Matter Expert Exchange (Argentina)			√	√	√	√	
Energy and Water Conservation Table Top Exercise (Trinidad & Tobago)			√	√	√	√	

C. Quantitative Metrics

In addition to these identifiable impacts, some quantitative assessments can also be applied to DEIC activities. Such quantifiable metrics and their results (to the extent they are available) for all 35 DEIC projects executed in FY17 are provided in Table 3.⁶

Table 3. Quantifiable Metrics for the DEIC Program and FY17 Results

Type of Metric	FY17 Results
Related to quantity of foreign engagements	
• Percentage of DEIC projects involving interaction with other nations	100% (35 of 35)
• Ratio of the number of engagements with other nations to DEIC funding	35: \$1.521M, or \$43K average cost
• Number of foreign nationals engaged	1,400+
• Number of foreign nations engaged	119
Related to leveraging funding from other sources	
• Percentage of all DEIC projects that leveraged other funding	60% (21 of 35)
• Percentage of total spending on DEIC projects that was from other funding sources	41% (\$1.063M of \$2.584M)
• Number of CCMDs that leveraged other funding	5 (of 6)

⁶ The 35 approved DEIC projects include the 34 projects executed by the CCMDs and the programmatic support and subject matter expertise provided by IDA.

D. Comparison of Metrics across Fiscal Years

IDA’s qualitative and quantitative metrics have now been applied to three consecutive years of DEIC. A comparison of these metrics for the FY15, FY16, and FY17 programs, captured in Table 4, shows that the program is consistently engaging a large number of representatives from countries throughout the world at a low cost per project. In fact, the average project for FY17 was about one-third less than projects in FY15.

Consistent with trends since the DEIC program’s inception, all three years also show a much greater demand signal from the CCMDs than the DEIC budget can support, and additional resources from other U.S. government and non-government sources have been brought to bear for a number of projects to help ensure as great an impact as possible.

Table 4. Comparisons of Metrics for FY15, FY16, and FY17

Type of Metric	FY15 Results	FY16 Results	FY17 Results
Related to quantity of foreign engagements			
• Percentage of DEIC projects involving interaction with other nations	95% (20 of 21)	100% (36 of 36)	100% (35 of 35)
• Ratio of the number of engagements with other nations to DEIC funding	20 engagements: \$1.346M, or \$67K average cost	36 engagements: \$1.581M, or \$44K average cost	35: \$1.521M, or \$43K average cost
• Number of foreign nationals engaged	1,000+	1,100+	1,400+
• Number of foreign nations engaged	61	79	119
Related to leveraging funding from other sources			
• Percentage of all DEIC projects that leveraged other funding	62% (13 of 21)	41.7% (15 of 36)	60% (21 of 35)
• Percentage of total spending on DEIC projects that was from other funding sources	35.3% (\$733K of \$2.079M)	37.4% (\$945K of \$2.526M)	41% (\$1.063M of \$2.584M)
• Number of CCMDs that leveraged other funding	4 (of 5)	3 (of 6)	5 (of 6)

Appendix A.

Defense Environmental International Cooperation (DEIC) Fiscal Year 2017 Call for Proposals



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
3400 DEFENSE PENTAGON
WASHINGTON, DC 20301-3400

FEB 22 2016

MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY OF DEFENSE (SECURITY COOPERATION)
DIRECTOR, JOINT STAFF
CHIEF OF STAFF, UNITED STATES AFRICA COMMAND
CHIEF OF STAFF, UNITED STATES CENTRAL COMMAND
CHIEF OF STAFF, UNITED STATES EUROPEAN COMMAND
CHIEF OF STAFF, UNITED STATES NORTHERN COMMAND
CHIEF OF STAFF, UNITED STATES PACIFIC COMMAND
CHIEF OF STAFF, UNITED STATES SOUTHERN COMMAND

SUBJECT: Defense Environmental International Cooperation (DEIC) Program – Fiscal Year (FY) 2017 Call for Proposals

This memorandum provides the guidance and schedule for submitting proposals for consideration in the DEIC Program allocation of FY 2017 resources. The DEIC Program provides expertise and funding to support security cooperation (e.g., support operations or the Warfighter, sustain mission resilience, build partnership capability or capacity, develop and enhance relationships, or address environmental or operational energy risk management).

Eligible DEIC Program proposals must include engaging with foreign defense ministries on environmental or operational energy topics that have implications for military installations, training, or operations. I encourage you to submit proposals that leverage other sources of funding.

The planned milestones for the DEIC FY 2017 proposal submission process are:

- No later than July 15, 2016 – Please submit FY 2017 DEIC Program proposals based on the guidance provided in Attachment 1.
- August 10-11, 2016 – My staff will meet with representatives from the Office of the Deputy Assistant Secretary of Defense (Security Cooperation) and the Joint Staff to evaluate the proposals, as outlined in Attachment 2.
- Early October 2016 – I anticipate announcing the approved FY 2017 DEIC Program.

My point of contact is Mr. Shah Choudhury at shah.a.choudhury.civ@mail.mil or 571-372-6809.



Peter J. Potochney

Deputy Assistant Secretary of Defense (Basing)
Performing the Duties of the Assistant Secretary of Defense
(Energy, Installations, and Environment)

Attachments:
As stated

Figure A-1. Peter J. Potochney, Memorandum: Defense Environmental International Cooperation (DEIC) Program Fiscal Year (FY) 2017 Call for Proposals (Washington, DC: Performing the Duties of the Assistant Secretary of Defense (Energy, Installations and Environment) February 22, 2016)

**Defense Environmental International Cooperation (DEIC) Program
Fiscal Year (FY) 2017
Proposal Guidance**

Geographic Combatant Commands (CCMDs) should consolidate their proposals and submit them by July 15, 2016, to the Office of the Assistant Secretary of Defense (Energy, Installations and Environment) (OASD(EI&E)) for FY 2017 resource consideration. A cover memo signed out at the GFO/SES level is appropriate. The proposal submission with cover memo should be emailed to Ms. Susan Clark-Sestak at sclark@ida.org, with a copy to Mr. Shah Choudhury, OASD(EI&E) at shah.a.choudhury.civ@mail.mil.

All proposals must include engagement with foreign defense representatives on environmental or operational energy topics (note that installation energy is not part of the DEIC portfolio and should therefore not be the sole focus of a proposal). The expected results of the engagement should fall into one of the following categories:

- Supporting operations or supporting the Warfighter.
- Sustaining mission resilience.
- Building partner capability.
- Expanding partner capacity.
- Developing or strengthening relationships.
- Addressing environmental or operational energy risk management.

DEIC's budget remains relatively small. To maximize its impact, and to demonstrate the CCMD's support for the DEIC Program, proposals that leverage other sources of funding (such as Traditional Commander Activities) will generally be given a higher priority than those that do not. Each CCMD's prior year's performance in execution and timely reporting (of monthly obligation reports and after action reports) will also be taken into consideration when the DEIC Advisory Group makes its recommendations of projects to be funded. In addition, projects that include other U.S. government agencies, international organizations, and/or non-profit organizations are encouraged.

The format of the proposals should be as follows:

1. Title of the proposal.
2. Organization originating request, including Department of Defense (DoD) action officer, email address, and commercial and DSN phone number.
3. Description – Explain why this proposal and the country(ies) to be engaged are important and what the desired outcomes are:
 - a. General description of who, what, where, when, and how.
 - b. Why? How will this project have an impact? What are its expected results (refer to the bulletized list above)? Also cite support to specific objectives of the Guidance for the Employment of the Force and your CCMD Theater Campaign Plan. The more context you provide, the more competitive your proposal is likely to be. If it is

Figure A-1. Peter J. Potochney, Memorandum: Defense Environmental International Cooperation (DEIC) Program Fiscal Year (FY) 2017 Call for Proposals (Washington, DC: Performing the Duties of the Assistant Secretary of Defense (Energy, Installations and Environment) February 22, 2016) (continued)

necessary to make this section of your proposal classified, submit it in a separate classified document to susan@ida.pentagon.smil.mil and shah.a.choudhury.civ@mail.smil.mil.

4. Documentation deliverables: For example, report, handbook, workshop, proceedings, etc.
5. Planned schedule for execution (include key planning meetings and events). Please consider the “80/20” rule – 80 percent obligation by end of July is mandatory. No more than 20 percent of funding may remain unobligated after that date.
6. Resource requirements: Provide a detailed excel spreadsheet that identifies:
 - a. The amount of funds requested from the DEIC Program.
 - b. How funds will be spent (e.g., number of travelers, transportation cost, per diem, publication costs, contractor support). The DEIC Program is Operation and Maintenance (O&M) funded, and subject to all restrictions of that appropriation.
 - c. Other resources that have been requested (e.g., Traditional Commander Activities, Title 10, other government agencies, international organizations, non-governmental organizations, manpower, etc.). While it is not unconditionally required that other resources be leveraged for all proposals, it is an important indicator of the value that others place on the proposal.
7. Additional Comments: Include any clarifying information that will aid our understanding in evaluating your proposals. This information should be clear, succinct, and proposal-specific.
8. Priority: CCMDs must prioritize their proposals if submitting more than one.
9. Compliance with all current guidance governing travel and conferences (if applicable) is required.

Once the approved FY 2017 DEIC Program is announced, CCMDs should be prepared to provide additional information about the amount of funding needed in the first several months of the Fiscal Year, in the event that not all DEIC funds are available immediately at the start of the year.

**Defense Environmental International Cooperation (DEIC) Program
Fiscal Year (FY) 2017
Advisory Group Meeting**

The purpose of the DEIC Program's Advisory Group is to review, prioritize and recommend DEIC projects to the Assistant Secretary of Defense (Energy, Installations and Environment) (ASD(EI&E)) for Fiscal Year (FY) 2017 funding. The Advisory Group is comprised of three voting representatives from: the OASD(EI&E); the Office of the Deputy Assistant Secretary of Defense (Security Cooperation); and the Joint Staff. Decision-making authority for the DEIC Program lies solely with ASD(EI&E).

The Advisory Group will meet on Wednesday, August 10, 2016, from 0900 to 1600 at the Institute for Defense Analyses (IDA), with the participation of the Geographic Combatant Command (CCMD) DEIC Program Managers, to review the FY2017 proposals. The following outlines the form of this CCMD participation:

- At a minimum, the DEIC Program Manager from each CCMD is expected to participate; additional CCMD participants are also welcome to attend the meeting.
- There will be a 30-45 minute window designated for each CCMD during which Advisory Group questions about the CCMD's proposals will be addressed.
- For each person attending the meeting, the following must be done by July 29, 2016:
 - ✓ Provide the name and contact information (email and phone number) of the representative(s) you are planning to send to Ms. Susan Clark-Sestak, sclark@ida.org, with a copy to Ms. Selina Silvers, ssilvers@ida.org.
 - ✓ Visit requests must be faxed to IDA Visitor Control, (703) 845-2588 (phone: 703-845-6900) or sent via JPAS (IDA's SMO code is 7A2934). Please do so by July 29, 2016.
- No formal briefing presentation will be expected or accommodated.
- If any classified supporting documentation is required, that must be sent to Ms. Clark-Sestak at susan@ida.pentagon.smil.mil when proposals are submitted (by July 15, 2016).

The Advisory Group will meet on Thursday, August 11, 2016, from 0900 to 1200 at the IDA to prioritize the FY2017 proposals from the Geographic CCMDs.

Taking under advisement the Advisory Group's recommendations, the ASD(EI&E) will subsequently issue a memorandum announcing the officially approved program, pending receipt of FY 2017 funds.

If you have any questions or need assistance, please contact Mr. Shah Choudhury at 571-372-6809, shah.a.choudhury.civ@mail.mil. For questions related to the IDA, please contact Susan Clark-Sestak at 703-845-2166, sclark@ida.org.

Figure A-1. Peter J. Potochney, Memorandum: Defense Environmental International Cooperation (DEIC) Program Fiscal Year (FY) 2017 Call for Proposals (Washington, DC: Performing the Duties of the Assistant Secretary of Defense (Energy, Installations and Environment) February 22, 2016) (concluded)

Appendix B.

Defense Environmental International Cooperation (DEIC) FY17 Approved Program



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
3400 DEFENSE PENTAGON
WASHINGTON, DC 20301-3400

AUG 25 2016

MEMORANDUM FOR CHIEF OF STAFF, UNITED STATES AFRICA COMMAND
CHIEF OF STAFF, UNITED STATES CENTRAL COMMAND
CHIEF OF STAFF, UNITED STATES EUROPEAN COMMAND
CHIEF OF STAFF, UNITED STATES NORTHERN COMMAND
CHIEF OF STAFF, UNITED STATES PACIFIC COMMAND
CHIEF OF STAFF, UNITED STATES SOUTHERN COMMAND

SUBJECT: Defense Environmental International Cooperation Fiscal Year 2017 Approved Program

This memorandum announces the approved Fiscal Year (FY) 2017 Defense Environmental International Cooperation (DEIC) Program, to be funded by the Office of the Assistant Secretary of Defense for Energy, Installations, and Environment, subject to the availability of funds. This was done in accordance with the guidance provided in my memorandum dated February 22, 2016. Implementation shall comply with the Department of Defense guidance pertaining to travel, meetings, and security cooperation.

The attached table lists all the proposals received and funding levels for approved projects. My office is ready to work with your staff on the details for execution of proposals in the "Approved" column. The "Approved Pending Funds" and the "Also Valid" columns reflect proposals that will be eligible for funding if additional funds become available. My DEIC program manager will inform your DEIC program manager if and when this occurs. In addition, your program manager should consult with mine prior to any significant change to approved projects such as modification of topic or host nation that may be necessary due to execution challenges.

Your staff is encouraged to contact my DEIC program manager, Mr. Shah Choudhury, at 571-372-6809 or shah.a.choudhury.civ@mail.mil, with any questions about execution of the FY 2017 DEIC Program.

A handwritten signature in blue ink, appearing to read "Peter Potochney".

Peter Potochney
Principal Deputy Assistant Secretary of Defense
(Energy, Installations, and Environment)
Performing the Duties of the Assistant Secretary of Defense
(Energy, Installations, and Environment)

Attachment: As stated

cc:
Director, Joint Staff
Deputy Assistant Secretary of Defense (Security Cooperation)

Figure B-1. Peter Potochney, Memorandum: Defense Environmental International Cooperation [DEIC] Fiscal Year 2017 Approved Program (Washington, DC: Performing the Duties of the Assistant Secretary of Defense (Energy, Installations and Environment) August 25, 2016)

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Table B-1. DEIC FY17 Requested and Approved Projects

DEIC FY17 Project Proposals

	Requested FY17 projects	Approved (85%)	Approved Pending funds (30%)	Also Valid
DEIC Program Funding Level (thousands)	\$1,615	\$1,372	\$485	
Summary Totals (thousands)	\$2,466	\$1,372	\$485	\$530
TITLE				
Niger River Basin Flood Management (Nigeria)	76	30	26	20
2017 Horn of Africa Water Capacity Building Workshop (Tanzania)	60	40	20	
Coastal Resiliency and Regional Response Seminar (Angola)	67	67		
Oil Spill Preparedness and Response: Level II Workshop (Djibouti)	64	64		
Regional Integrated Coastal Area Management in West Africa (Cameroon)	42	42		
Integrated Training Area Management (South Africa)	47	47		
Pan-European/African Military Environmental Resiliency and Sustainability Symposium (Malta)	86	66	20	
Wildlife Trafficking (Mozambique)	88		55	33
Oil Spill Preparedness and Response Workshop (Seychelles)	65		65	
West Africa Environmental Security Workshop (Cameroon)	42		42	
Oil Spill Preparedness and Response IV: Executive Level Workshop (Gabon)	67			67
Gabon, Morocco, and Algeria Planning Engagement (Morocco)	30			30
AFRICOM Total:	\$734	\$356	\$228	\$150
Emergency Management Infrastructure Training (GCC)	51	51		
Developing Afghan Ntl Secy Force Environmental SOPs, Phase II (Afghanistan)	16	16		
Groundwater Complexities Workshop (Pakistan)	59			30
Pan-European/African Military Environmental Resiliency and Sustainability Symposium (Malta)		10		
CENTCOM Total:	\$126	\$77	\$0	\$30

Table B-1. DEIC FY17 Requested and Approved Projects (continued)

DEIC FY17 Project Proposals

Cold Region Environ Protection Advisory Working Group	22	22		
Balkans Regional Environ Considerations in Mil Ops Workshop (Montenegro)	41	41		
Baltics Regional Environ Considerations in Mil Ops Workshop (Latvia)	21	21		
Arctic Security Forces Roundtable (Sweden)	66	40	16	10
Natura 2000 and Range Management (Italy)	21	21		
EU Defense Environmental Network (DEFNET) Annual Meeting	6	4		
Implications of Climate Change on Military Activities (Bulgaria)	28		28	
Arctic Region Oil Spill Preparedness and Mitigation Workshop (Denmark)	12			12
Sustainable Range Management Bilateral Events (East Europe)	21		21	
Sustainable Range Management Bilateral Events (Balkans and SE Europe)	31	31		
Sustainable Range Management Bilateral Events (Baltics)	9			9
Environmental Protection and Sustainable Range Management (Israel)	28	28		
EUCOM Total:	\$306	\$208	\$65	\$31
Arctic Capability Advocacy and the Effects of Climate Change	15	15		
Coastal Resiliency (Mexico and Bahamas)				40
NORTHCOM Total:	\$15	\$15	\$0	\$40
FY17 Pacific Environmental Security Forum (PESF) (Alaska)	162	110		52
PACOM Environ Secy Program and PESF Concept of Operations	24	0	0	0
Waste and Recycling Atlas of PACOM AOR	34			50
VIIRS Boat Detection Training and Technical Support (Pac, Indian Ocean)	60	40	20	
Hazardous Waste Disposal Training (Philippines)	25	25		
Comprehensive Solutions for Water Security in the Maldives (Maldives)	44	44		
Indonesia Environmental Fire Mitigation (Indonesia)	100			25
Environ Secy Wksp: Implications of Non-Traditional Secy Threats (Indo-Asia)	49	0	0	0
Renovation of Former Military Bases (Mongolia)	45	45		
FY17 ASEAN Environmental Security Workshop (Philippines)	40	40		
Herbicide Orange (Vietnam)			20	10
US-Australia Engagement			10	
PACOM Total:	\$583	\$304	\$50	\$137

Table B-1. DEIC FY17 Requested and Approved Projects (concluded)

DEIC FY17 Project Proposals

Pine Beetle Threat SMEE (SCO) (Honduras)	15	15		
Regional Environmental Disaster Awareness (USACE) (Honduras)	47	37		10
Regional Climate Change Workshop (ARSOUTH) (South America)	4	5		
Regional Cultural Property Protection Workshop (ARSOUTH) (Guatemala)	23	23		
Regional Climate Change and Food Security (ARSOUTH) (Peru)	34		34	
Alternate Energy Assessment (ARSOUTH) (Colombia)	12		15	
Alternate Energy Assessment (ARSOUTH) (Colombia)	7		Combined Above	
Solar Array Workshop (AFSOUTH) (Colombia)	11	11		
Chile-US Def Consultative Comm (DCC) Energy & Environ Subcmt (Chile)	50	46		
Chile-US DCC Mission Statement Meetings (Chile)	16	16		
Environ and Op Energy Workshop (TXARNG) (Brazil)	46	42		
Environ and Energy Workshop (NGB) (Chile)	32	29		
Regional Climate Change Workshop (ARSOUTH) (Dominican Rep)	37		30	7
GeoSHAPE Climate Change Workshop (Argentina)	29		29	
Energy and Water Assessment SMEE (ARSOUTH) (Argentina)	38	67		
Climate Change Risk Management Workshop (ARSOUTH) (Argentina)	38	Combined Above		
Climate Change Risk Management Workshop (ARSOUTH) (Nicaragua)	22		15	7
Energy and Water Conservation TTO (ARSOUTH) (Trinidad&Tobago)	36	43		
Solar Energy TTO (ARSOUTH) (Trinidad&Tobago)	10	Combined Above		
Regional Disaster Waste Phase 2 Workshop (NAVFAC) (Barbados)	39			39
Energy and Climate Change Workshop (NAVFAC) (Barbados)	67			67
Regional Climate Change Risk Mitigation Workshop (Costa Rica)	19		\$19	
SOUTHCOM Total:	\$632	\$334	\$142	\$130
Programmatic Tracking and Research Support to DEIC (IDA)	70	78		12
PROGRAM SUPPORT Total:	\$70	\$78	\$0	\$12

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Appendix C.

Defense Environmental International Cooperation (DEIC) FY17 Spreadsheet

As described in chapter 1, this spreadsheet (see Table C-1) presents the list of projects actually executed using Defense Environmental International Cooperation (DEIC) funding in Fiscal Year 2017 (FY17). The spreadsheet indicates the amount of funds requested for each project, as well as the amount actually expended for each. The third column lists the amount of funding from other sources, where applicable.

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Table C-1. DEIC FY17 Projects

	Requested FY17 Funding	Actual FY17 Funding	Leveraged Funding
DEIC Program Funding Level (thousands)	\$1,615		
Summary Totals (thousands)	\$2,466	\$1,496	\$1,063
TITLE			
Niger River Basin Flood Management (Nigeria)	76	7	7
2017 Horn of Africa Water Capacity Building Workshop (Uganda)	60	40	
Coastal Resiliency and Regional Response Seminar (Cote d'Ivoire)	67	40	50
Environmental Workshop (Djibouti)	64	64	10
Regional Integrated Coastal Area Management in West Africa (Cameroon)	42	42	10
Integrated Training Area Management (South Africa)	47	47	
Wildlife Trafficking (Mozambique)	88	55	12
Oil Spill Preparedness and Response Workshop (Seychelles)	65	24	
West Africa Environmental Security Workshop (Cameroon)	42	25	5
Water Security Workshop (Burkina Faso)	\$0	37	63
AFRICOM Total:	\$734	\$381	\$157
Emergency Management Infrastructure Training (GCC)	51	51	
CENTCOM Total:	\$126	\$51	\$0

Table C-1. DEIC FY17 Projects (continued)
DEIC FY17 Executed Projects

Cold Region Heavy Weapons Range Management	22	22	40
Balkans Regional Environ Considerations in Mil Ops Workshop (Montenegro)	41	11	
Baltics Regional Environ Considerations in Mil Ops Workshop (Latvia)	21	21	25
Arctic Security Forces Roundtable (Sweden)	66	80	187
Natura 2000 and Range Management (Italy)	21	41	
EU Defense Environmental Network (DEFNET) Annual Meeting	6	2	10
Arctic Region Environmental Scoping (Denmark)	12	8	1
Sustainable Range Management Bilateral Events (East Europe)	21	11	7
Sustainable Range Management (Poland)	9	12	2
EUCOM Total:	\$306	\$208	\$272
Arctic Capability Advocacy and the Effects of Climate Change	15	15	110
NORTHCOM Total:	\$15	\$15	\$110
FY17 Pacific Environmental Security Forum (PESF) (Alaska)	162	139	314
VIIRS Boat Detection Training and Technical Support (Pac, Indian Ocean)	60	32	
Comprehensive Solutions for Water Security in the Maldives (Maldives)	44	44	10
FY17 ASEAN Environmental Security Workshop (Malaysia)	40	64	130
PACOM Total:	\$583	\$279	\$454

**Table C-1. DEIC FY17 Projects (concluded)
DEIC FY17 Executed Projects**

Pine Beetle Threat SMEE (SCO) (Honduras)	15	52	
Regional Climate Change Workshop (ARSOUTH) (South America)	4	10	57
Regional Cultural Property Protection Workshop (ARSOUTH) (Honduras)	23	23	
Regional Climate Change and Food Security (ARSOUTH) (Peru)	34	53	
Chile-US Def Consultative Comm (DCC) Energy & Environ Subcmt (Chile)	50	57	
Chile-US DCC Mission Statement Meetings (Chile)	16	15	
Environ and Energy Workshop (NGB) (Chile)	32	29	9
Energy and Water Assessment SMEE (ARSOUTH) (Argentina)	38	80	4
Energy and Water Conservation TTO (ARSOUTH) (Trinidad&Tobago)	36	15	
SOUTHCOM Total:	\$632	\$334	\$70
Programmatic Tracking and Research Support to DEIC (IDA)	70	228	
PROGRAM SUPPORT Total:	\$70	\$228	\$0

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Appendix D. Illustrations

Figures

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Appendix F. Abbreviations

AAR	after action report
AFRICOM	(U.S.) Africa Command
AOR	area of responsibility
APAN	All Partners Access Network
APRI	Asia Pacific Regional Initiative
ASD(EI&E)	Assistant Secretary of Defense for Energy, Installations and Environment
ASFR	Arctic Security Forces Roundtable
CCMD	combatant command
CENTCOM	(U.S.) Central Command
CR	Continuing Resolution
CSIR	Council for Scientific and Industrial Research
DCC	Defense Consultative Commission
DEFCOM	Defense Committee
DEFNET	Defense Network
DEIC	Defense Environmental International Cooperation
DFARS	Defense Federal Acquisition Regulation Supplement
DOD	Department of Defense
ESOH	Environment, Safety and Occupational Health (Office of)
EU	European Union
EUCOM	(U.S.) European Command
FFRDC	Federally Funded Research and Development Center
FY	fiscal year
GCC	Gulf Cooperation Council
IDA	Institute for Defense Analyses
K	thousand in U.S. dollars
M	million in U.S. dollars
NORTHCOM	(U.S.) Northern Command
ODASD/ESOH	Office of the Deputy Assistant Secretary of Defense for Environment, Safety and Occupational Health
OSD	Office of the Secretary of Defense

PACOM	(U.S.) Pacific Command
PESF	Pacific Environmental Security Forum
PM	program manager
SME	subject matter expert
SMEE	subject matter expert exchange
SOUTHCOM	(U.S.) Southern Command
SPP	State Partnership Program
TCA	Traditional Commander's Activity
TSC	Theater Security Cooperation
U.S.	United States
UNEP	United Nations Environment Programme
USACE	U.S. Army Corps of Engineers
USAREUR	U.S. Army Europe

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14. ABSTRACT The Defense Environmental International Cooperation (DEIC) program is a tool for the Office of the Secretary of Defense and the geographic Combatant Commands (CCMDs) to use as part of their security cooperation engagement activities with other nations. The projects DEIC support focus on defense-related environmental themes, with special priority on projects that promote mission sustainment, innovative approaches to environment, safety and occupational health (ESOH) risk management, and/or building capacity for strategic partnerships. The author reviewed the execution of the Fiscal Year 2017 (FY17) DEIC program, assessed the program's performance for that year, and provided metrics to evaluate the program.					
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