

Long Term Education Projects

CCMR developed a unique capacity-building program to provide recipient counties with Department of Defense expertise in the area of defense management. This program responds to and facilitates the spread of democratic defense management norms throughout the world in countries needing to improve their understanding of, and controls over, defense planning and its implementation.

1. Since 2000, CCMR has successfully executed a series of short- and long-term projects to develop or enhance indigenous defense management practices and procedures that are reflective of national needs and conditions. The principles that have guided the development and execution of these projects are:
 - (a) An initial assessment, problem definition statement and individually-designed proposed program for reform
 - (b) Development of a comprehensive action plan to implement defense reform, which includes regular in-process reviews, senior leadership education briefings, etc.
 - (c) Use of workshops involving key planners and other relevant officials from the recipient country
 - (d) An approach that stresses capacity-building in the recipient country and the avoidance of creating dependency on external in-resident expertise
 - (e) Use of “best practices” discerned from several Western countries.
 - (f) Employment by CCMR of small teams of internationally-recognized subject matter experts
 - (g) Develop during workshops of written deliverables that are designed for implementation
 - (h) Group education; to ensure that knowledge is collectively acquired and widely disseminated
 - (i) Emphasis upon developing strategies and techniques for assist in the implementation of the deliverables produced in workshops
2. Specific areas in which CCMR can provide assistance include:
 - (a) Objective assessment of the defense reform requirements of a recipient country
 - (b) Assistance in strategy and policy development and its implementation
 - (c) Improvement of national security decision making processes
 - (d) Defense planning, techniques and procedures
 - (e) Clarification and documentation of roles and missions in national defense
 - (f) Linking defense policy to operational execution
 - (g) Creating hierarchies of nested national plans
 - (h) Planning integration
3. CCMR successfully executed or is currently involved in the following national assistance in defense capacity building projects:
 - (a) Colombia: Defense reform and restructuring, 2000-present
 - (b) Dominican Republic, “Defense Reform,” 2003-2004
 - (c) Estonia, “Defense Planning Reform,” 2000-2002
 - (d) Moldova, “Defense Planning Reform,” 2004-present
 - (e) Taiwan, “Ministry of Defense Personnel Reform,” 2002-present
 - (f) Ukraine, “Defense Planning Reform,” 2004-present
 - (g) Guatemala, “Defense Reform,” 2004-present
 - (h) East Timor, “Ministry of Defense Development,” 2004-present
4. These projects are executable under E/IMET, Foreign Military Finance (FMF) training cases, as well as financed through national funds.