



## DoD DIRECTIVE 5205.82

### DEFENSE INSTITUTION BUILDING (DIB)

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**Originating Component:** Office of the Under Secretary of Defense for Policy

**Effective:** January 27, 2016

***Change 1 Effective:*** *May 4, 2017*

**Releasability:** Cleared for public release. Available on the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

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**Purpose:** This issuance:

- Establishes policy, assigns responsibilities, and provides direction regarding the planning, management, and conduct of DIB by DoD, in accordance with the authority in DoD Directive (DoDD) 5111.1; the November 30, 2006, Deputy Secretary of Defense Memorandum; DoDD 5132.03; DoD Instruction (DoDI) 5000.68; and Titles 10 and 22, United States Code (U.S.C.).
- Establishes the DIB Coordination Board.

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## SECTION 1: GENERAL ISSUANCE INFORMATION

**1.1. APPLICABILITY.** This directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this directive as the “DoD Components”).

**1.2. POLICY.** It is DoD policy that:

a. DoD, in coordination with other appropriate U.S. departments and agencies and when authorized by law, will develop the capabilities and capacity of allied and partner nation defense institutions in support of defense strategy. Section 3 of this issuance lists legal authorities that may authorize DIB activities.

b. In accordance with DoDD 5132.03, DoD will conduct DIB activities as an integral part of DoD security cooperation, including U.S. security assistance efforts.

c. In support of defense strategy and policy priorities, including Combatant Command (CCMD) campaign plans, DIB will be conducted, when authorized by law, to:

(1) Promote principles vital to the establishment of defense institutions that are effective, accountable, transparent, and responsive to national political systems, especially regarding good governance, oversight of security forces, respect for human rights, and the rule of law. DIB should contribute to the establishment or strengthening of democratic governance of defense and security forces.

(2) Support and complement broader U.S. national security and security sector assistance objectives.

(3) Enhance allied and partner capability and capacity to manage and sustain armed forces consistent with the principles of good governance and the rule of law.

(4) Increase a partner nation’s ability to organize, administer, and oversee its defense institutions to meet its security needs and contribute to regional and international security more effectively.

(5) Improve the sustainability, effect, and value of other U.S. security cooperation investments and activities.

(6) Promote security sector reform as a means to prevent or lessen instability, conflict, corruption, and other systemic risks to effective security-sector governance.

(7) Contribute to broader security-sector reform initiatives, including in fragile, transitioning, or post-conflict venues.

(8) Respond to institutional challenges resulting from or contributing to emerging DoD priorities, including conflict situations, major changes in partners' governments, and humanitarian crises.

(9) Enable recipients to conduct or support unilateral, combined, or coalition operations that advance U.S. national security interests.

(10) Develop or increase a partner nation military's capacity to support and work in coordination with civilian agencies responsible for disaster management and response.

d. DIB activities will assist allies and partners with:

(1) Establishing, building, improving, reforming, and assessing defense institutions.

(2) Aligning the defense sector within government-wide systems (including the executive, legislative, and judicial branches, where such exist) and fostering synchronization across government sectors (particularly the security, justice, and financial sectors).

(3) Incorporating principles of accountability, transparency, participation, inclusiveness, and responsiveness, and establishing regulations, procedures, and processes that define their implementation.

(4) Prescribing the roles, missions, functions, and relationships within the defense sector, including subordinate armed forces.

(5) Enhancing the professionalism of defense personnel, both civilian and military.

(6) Creating or improving the principal functions and duties of effective defense institutions, including:

(a) Strategy, planning, and policy.

(b) Oversight of policy implementation.

(c) Resource management (including budgeting and finance).

(d) Human-resource management.

(e) Logistics and acquisition.

(f) Administration, information management, audit, and inspector general.

(g) Intelligence policy, organization, and professionalization.

(h) Defense education.

(i) Other authorities and systems necessary to the effective functioning of the defense sector and its operations.

(7) Promoting institutional interoperability with allied and coalition forces and institutions.

e. Within a country's defense sector, DIB generally will be conducted at the ministerial, joint or general staff, or service headquarters levels.

f. On a case-by-case basis and when authorized by law, DIB activities may:

(1) In coordination with appropriate U.S. departments and agencies, support the national legislative or non-defense executive branch organizations of allies and partners that oversee or influence the defense sector.

(2) Support multi-national or regional organizations that have defense or military offices or security missions.

g. DoD will conduct DIB activities to broaden the effect and increase the sustainability of other DoD security cooperation, including security assistance programs.

(1) DIB requirements should be considered when planning operational- and tactical-level security cooperation activities, including training and equipping of military forces.

(2) Education, training, and other security cooperation activities should be synchronized with DIB engagements so that they have mutually reinforcing effects.

h. DoD will develop, establish, maintain, and, when authorized by law, exercise the capability to conduct expert-led DIB activities, including the ability to respond to near-term emergent requirements.

i. The DIB Coordination Board oversees implementation of this directive, assesses and promotes initiatives, evaluates ongoing efforts, and shares lessons learned among DoD Components.

j. DIB will be used in:

(1) DoD efforts to support allied and partner nation security-sector reform.

(2) DoD planning and implementation of U.S. Government-wide security-sector assistance efforts. DIB planning and implementation will be coordinated with interagency partners through existing security cooperation mechanisms and with international partners, when feasible.

## **SECTION 2: RESPONSIBILITIES**

### **2.1. UNDER SECRETARY OF DEFENSE FOR POLICY (USD(P)).** The USD(P):

- a. Establishes policy for all DIB activities in consultation with OSD and DoD Component heads, as appropriate.
- b. Ensures that DIB activities are aligned with and advance U.S. foreign policy objectives and are aligned with other U.S. Government programs in country.
- c. Oversees the integration of DIB with other DoD security cooperation activities and programs.

### **2.2. ASSISTANT SECRETARY OF DEFENSE FOR STRATEGY, PLANS, AND CAPABILITIES (ASD(SPC)).** Under the authority, direction, and control of the USD(P), the ASD(SPC):

- a. Serves as the principal advisor to the USD(P) on DIB matters, provides policy oversight of DIB activities, and ensures that DIB is integrated into planning for other security cooperation activities.
- b. Identifies and defines future U.S. capabilities required to conduct DIB activities, and incorporates guidance into appropriate strategic documents.
- c. Issues guidance regarding DIB activities and engagement priorities for the employment of DoD assets and DoD Components engaged in DIB.
- d. Leads DoD efforts, in cooperation with other U.S. departments and agencies, to develop guidance for assessing the DIB needs of allied and partner nations. Develops guidance on measures of effectiveness to monitor and evaluate DIB activities.
- e. Serves as the Chair of the DIB Coordination Board.

### **2.3. ASSISTANT SECRETARIES OF DEFENSE FOR INTERNATIONAL SECURITY AFFAIRS (ASD(ISA)) AND ASIAN AND PACIFIC SECURITY AFFAIRS (ASD(APSA)).** Under the authority, direction, and control of the USD(P), the ASD(ISA) and ASD(APSA):

- a. In coordination with the relevant CCMD, identify, prescribe, and prioritize current and future requirements for DIB activities within regional areas of responsibility (AORs).
- b. Ensure that DIB policy, approaches, and activities inform the planning and implementation of security cooperation, including security assistance, for allies and partner nations and are coordinated with other security cooperation efforts.

c. Support periodic assessments of ongoing DIB activities, especially in the context of ongoing contingency or stability operations, to ensure coherence of DIB and other security cooperation activities being conducted during such operations and alignment with overall DoD goals and objectives for the country.

d. Provide representatives to the DIB Coordination Board and any required working groups.

**2.4. DIRECTOR, DEFENSE SECURITY COOPERATION AGENCY (DSCA).** Under the authority, direction, and control of the USD(P), the Director, DSCA:

a. Provides and administers guidance, in accordance with DoDD 5105.65, to the DoD Components and DoD representatives to U.S. missions for the implementation of DSCA-funded and -managed DIB activities.

b. Ensures that the DoD security cooperation workforce possesses the skills required to manage security cooperation programs that support DIB activities, in accordance with DoDI 5132.13.

c. Ensures that the security cooperation officer training curriculum prepares personnel to:

(1) Manage security cooperation programs that support DIB activities, in accordance with DoDI 5132.13.

(2) Synchronize DIB activities into other security cooperation activities, including foreign military sales and foreign military financing defense trade and arms transfer, humanitarian assistance, and international education and training.

d. Communicates directly with the DoD Component heads on DIB-related activities, including identification of appropriate legal authorities and funding sources and execution matters, in accordance with DoDD 5205.75.

e. Provides representatives to the DIB Coordination Board and any required working groups.

**2.5. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)).** In accordance with DoDD 1404.10, the USD(P&R):

a. Develops policy and implements procedural guidance for utilization of DoD civilians for expeditionary assignments, including DIB activities.

b. Authorizes voluntary use of DoD civilian employees to meet validated DIB requirements outside a designated DoD civilian employee's employing DoD Component.

**2.6. UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE (USD(I)).** The USD(I):

- a. Provides policy guidance for, and oversees implementation of, DoD intelligence security cooperation efforts supporting DIB activities in coordination with USD(P) and DoD Component heads, as appropriate.
- b. Ensures that DIB intelligence-related activities are consistent with DoD intelligence policy and are aligned with and advance DoD intelligence security cooperation and foreign partner engagement objectives.
- c. Provides representation to the DIB Coordination Board and any required working groups.

**2.7. UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY, AND LOGISTICS (USD(AT&L)).** The USD(AT&L):

- a. Develops, maintains, and institutionalizes the capabilities of USD(AT&L) personnel to provide staffing and expertise for DoD DIB activities.
- b. Provides pre-deployment training for all military and civilian personnel assigned or mobilized to support DIB activities, as required and when resourced.
- c. Supports the integration of DIB into security cooperation plans and activities that he or she oversees and executes.
- d. Provides representatives to the DIB Coordination Board and any required working group.

**2.8. SECRETARIES OF THE MILITARY DEPARTMENTS AND DIRECTORS OF DEFENSE AGENCIES.** The Secretaries of the Military Departments and the Directors of Defense Agencies:

- a. Utilize and maintain institutional capabilities of Service members and civilian personnel to provide staffing and expertise for DIB activities, including in contested environments.
- b. Provide pre-deployment training for all military and civilian personnel assigned or mobilized to support DIB activities, as required and when resourced.
- c. Incorporate DIB into Service Campaign Support Plans, as applicable, as delineated in DoDD 5132.03.
- d. Support the integration of DIB into security cooperation plans and activities.
- e. Provide representatives to the DIB Coordination Board and any required working groups.



**2.9. CHAIRMAN OF THE JOINT CHIEFS OF STAFF (CJCS).** The CJCS:

- a. With support from Combatant Commanders and the ASD(SPC), coordinates, plans, and provides experts for DIB activities at the joint, service, or general staff level, when available and appropriately funded.
- b. Provides representatives to the DIB Coordination Board and any required working groups.

**2.10. COMBATANT COMMANDERS.** Through the CJCS, as appropriate, and in coordination with the chiefs of mission and country teams in their respective geographic AORs and the heads of their Military Service components, the Combatant Commanders:

- a. Incorporate DIB into theater plans, in the context of campaign and contingency plans and operational activities, as delineated in DoDI 5132.13.
- b. Designate a dedicated DIB point-of-contact to coordinate and integrate DIB activities in their AORs.
- c. Ensure all DIB activities in their AORs are recorded in the Global Theater Security Cooperation Management Information System.
- d. Provide representatives to the DIB Coordination Board and any required working groups and provide input to the ASD(SPC) on all DIB requirements and priorities.

**2.11. CHIEF, NATIONAL GUARD BUREAU.** The Chief, National Guard Bureau will:

- a. Ensure that DIB policy, approaches, and activities inform the planning and implementation of National Guard and security cooperation events with partner nations.
- b. Develop, maintain, and institutionalize the capabilities of Air National Guard and Army National Guard members and civilian personnel to provide staffing and expertise for DIB activities.
- c. Provide representatives to the DIB Coordination Board and any required working groups.

**2.12. HEADS OF COMBAT SUPPORT AGENCIES (CSA).** The CSA heads will:

- a. Support DIB activities in accordance with policy, authorities, and CSA missions.
- b. Provide representatives to the DIB Coordination Board and any required working groups.

### SECTION 3: AUTHORITIES FOR DIB ACTIVITIES

Figure 1 contains a list of some current legal authorities that may appropriately support individual DIB activities.

**Figure 1. Legal Authorities to Support Individual DIB Programs**

Asia-Pacific Regional Initiatives, Section 8087 of the DoD Appropriations for FY 2015
Global Security Contingency Fund, Section 1207 of the National Defense Authorization Act (NDAA) for FY 2012 (P.L. 112-81), as amended
Authority to Build the Capacity of Security Forces, 10 U.S.C. 2282
Latin American Cooperation, 10 U.S.C. 1050
African Cooperation, 10 U.S.C. 1050a
Authority for Assignment of Civilian Employees of the Department of Defense as Advisors to Foreign Ministries of Defense and Regional Organizations, Section 1081 of the NDAA for FY 2012 (P.L. 112-81), as amended
Multilateral, Bilateral, or Regional Cooperation Programs: Payment of Personnel Expenses, 10 U.S.C. 1051
Regional Centers for Security Studies, 10 U.S.C. 184
Training of General Purpose Forces of the United States Armed Forces with Military and Other Security Forces of Friendly Foreign Countries, Section 1203 of the NDAA for FY 2014 (P.L. 113-66)
Combatant Commander Initiative Fund, 10 U.S.C. 166a
State Partnership Program, Section 1205 of Public Law 113-66
Developing Country Combined Exercise Program, 10 U.S.C. 2010
Military-to-Military Contacts and Comparable Activities, 10 U.S.C. 168
Cooperative Research and Development Agreements, Section 2350a of Public Law 114-19
Research and Development Projects, Section 2358 of Public Law 114-19
Authority of the President to Enter into Cooperative Projects with Friendly Foreign Countries, 22 U.S.C., 2767, Chapter 39, Subchapter II

## **SECTION 4: DIB COORDINATION BOARD**

**4.1. MEMBERSHIP.** The DIB Coordination Board consists of:

- a. ASD(SPC) (Chair).
- b. DASD Security Cooperation, from the Office of ASD(SPC) (Executive Secretary).
- c. Representatives from:
  - (1) Office of the ASD(ISA).
  - (2) Office of the ASD(APSA).
  - (3) DSCA.
  - (4) Office of the USD(AT&L).
  - (5) Office of the USD(I).
  - (6) Military Departments.
  - (7) Defense Agencies.
  - (8) Joint Staff.
  - (9) CCMDs.
  - (10) National Guard Bureau.
  - (11) CSAs.

**4.2. DIB COORDINATION BOARD PROCESS.** The DIB Coordination Board:

- a. Oversees implementation of this directive, assesses and promotes initiatives, evaluates ongoing efforts, and shares lessons learned among DoD Components.
- b. Clarifies and publishes processes and procedures to identify and address DIB challenges in partner nations and to ensure unity of effort in planning and conducting DIB capacity-building efforts.
- c. Coordinates DoD policy on collaboration with donors and providers in the international community that have demonstrated willingness to conduct or participate in defense institution capacity-building activities.

d. Considers and provides policy recommendations on DIB aspects of various security challenges regarding systemic security cooperation planning, implementation, and emerging challenges such as stability operations.

e. Considers and provides policy recommendations to ensure maintenance of a sufficiently sized and appropriately trained DIB workforce.

f. Establishes working groups, as appropriate, to support activities specified in Paragraphs 4.2.a.-e.

(1) The ASD(SPC) will designate a chair for the working groups.

(2) The working groups will consist of representatives from:

(a) Offices of the USD(AT&L), ASD(SPC), ASD(ISA), and ASD(APSA).

(b) Military Departments.

(c) Defense Agencies, including DSCA.

(d) CCMDs.

(e) Joint Staff.

(f) Office of the USD(I) when intelligence equities are involved.

(g) Other DoD Components, as appropriate and depending upon the task.

g. Adjudicates DIB prioritization and approves annual plan of activities.

## GLOSSARY

### G.1. ACRONYMS.

AOR	area of responsibility
ASD(APSA)	Assistant Secretary of Defense for Asian and Pacific Security Affairs
ASD(ISA)	Assistant Secretary of Defense for International Security Affairs
ASD(SPC)	Assistant Secretary of Defense for Strategy, Plans, and Capabilities
CCMD	Combatant Command
CJCS	Chairman of the Joint Chiefs of Staff
CSA	Combat Support Agency
DIB	Defense Institution Building
DoDD	DoD directive
DoDI	DoD instruction
DSCA	Defense Security Cooperation Agency
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics
USD(I)	Under Secretary of Defense for Intelligence
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

**G.2. DEFINITIONS.** Unless otherwise noted, these terms and their definitions are for the purpose of this issuance.

**Defense institutions.** The people, organizations, rules, norms, values, and behaviors that enable oversight, governance, management, and functioning of the defense enterprise.

**DIB.** Security cooperation activities that empower partner nation defense institutions to establish or re-orient their policies and structures to make their defense sector more transparent, accountable, effective, affordable, and responsive to civilian control. DIB improves defense governance, increases the sustainability of other DoD security cooperation programs, and is carried out in cooperation with partner nations pursuant to appropriate and available legal authority. It is typically conducted at the ministerial, general, joint staff, military service headquarters, and related defense agency level, and when appropriate, with other supporting defense entities.

**Global Theater Security Cooperation Management Information System.** A secure, internet-based information system providing DoD with a transparent, global view of all security cooperation activities across the enterprise and, ultimately, across the U.S. Government. This capability provides DoD with the tools to examine and assess effectively the ways in which the security cooperation community builds the capacity of, or partners with, foreign security forces by linking resources, plans, and events to national defense and security strategies and objectives.

## **REFERENCES**

Deputy Secretary of Defense Memorandum, “Delegations of Authority,” November 30, 2006  
DoD Directive 1404.10, “DoD Civilian Expeditionary Workforce,” January 23, 2009  
DoD Directive 5105.65, “Defense Security Cooperation Agency (DSCA),” October 26, 2012  
DoD Directive 5111.1, “Under Secretary of Defense for Policy (USD(P)),” December 8, 1999  
DoD Directive 5132.03, “DoD Policy and Responsibilities Relating to Security Cooperation,”  
~~October 24, 2008~~ *December 29, 2016*  
DoD Directive 5205.75, “DoD Operations at U.S. Embassies,” December 4, 2013  
DoD Instruction 5000.68, “Security Force Assistance (SFA),” October 27, 2010  
DoD Instruction 5132.13, “Staffing of Security Cooperation Organizations (SCOs) and the  
Selection and Training of Security Cooperation Personnel,” January 9, 2009  
United States Code, Title 10  
United States Code, Title 22