

and CSO's role in generating defections from the Lord's Resistance Army. The report also cites partnerships with host governments, civil society, NGOs, the U.S. Agency for International Development, the Department of Defense, and other bureaus within the State Department as being beneficial to CSO's mission. **IAJ**

GAO Assesses State and USAID Contracting

In February 2014 the Government Accountability Office (GAO) released a report assessing the progress made by the Department of State and the U.S. Agency for International Development (USAID) in addressing issues related to the contracting of other entities, including government agencies, in contingency operations.

GAO's report, GAO-14-229, stems from a mandate in Section 850 of the Fiscal Year 2013 National Defense Authorization Act (NDAA) that requires State and USAID to assess their organizational structures, policies, and workforces related to contract support for overseas contingency operations. It also requires GAO to report on the progress State and USAID have made in identifying and implementing improvements related to those areas.

In their Section 850 report to Congress, the State Department cited actions needed to improve acquisition planning, contract oversight, and interagency coordination, but concluded that its organizational structure was generally adequate to support overseas contingency operations. USAID focused their report to Congress on agency-wide policies, identifying room for improvement in contractor performance evaluations and in data collection, inventory, and reporting. However, GAO notes that in focusing on policy, USAID may have missed opportunities to leverage its knowledge and skills to better support future contingencies.

While both State and USAID have made strides to improve their role in contingency operations, GAO recommends that both agencies continue to assess how the suggested and intended changes will effect contingency contracting and each agency's objectives. **IAJ**

Cybersecurity Framework to Protect U.S. Critical Infrastructure

On February 12, the National Institute of Standards and Technology released the Framework for Improving Critical Infrastructure Cybersecurity. The framework was developed by hundreds of companies, several federal agencies, and many international contributors as a how-to cybersecurity guide for organizations in the business of running the nation's critical infrastructure, which includes facilities that generate and transmit electricity, as well as those that manage telecommunications, drinking and waste water, food production, and public health, among others.

The framework is a key deliverable from President Obama's 2013 Executive Order on Improving Critical Infrastructure Cybersecurity, and is described by the president as "a great example of how the private sector and government can and should work together to meet this shared challenge." The framework provides a roadmap to improving cybersecurity as well as a way to better communicate with chief executives and suppliers about managing cyber risks.

The framework has three components—core, profiles, and tiers. The core is a set of cybersecurity activities and references that are common across critical infrastructure sectors; the profiles can help an organization align its cybersecurity activities with business requirements, risk tolerances and

resources; and the tiers allow an organization to view its approach to and processes for managing cyber risk.

Also, in an effort to boost framework use, the Department of Homeland Security (DHS) has established the Critical Infrastructure Cyber Community, or C3 (C-Cubed), Voluntary Program, a public-private partnership that connects companies and federal, state, local, tribal and territorial partners to DHS and other federal government programs and resources for help managing their cyber risks. **IAJ**

Joint Publication on Counterinsurgency Reviewed by CSIS

In early February, the Center for Strategic and International Studies (CSIS) released their review of recently updated Joint Publication (JP) 3-24 Counterinsurgency (COIN). JP 3-24 was updated in November 2013 and amends the original JP that was published in 2009.

The review of the updated JP credits the revised COIN manual with addressing some of the issues with the original document, including what were seen as unrealistic and overly ambitious expectations for societal and institutional change. However, the CSIS review also notes five shortcomings to the JP.

According to the review, JP 3-24 overestimates the influence the U.S. has with host-nation leaders and power brokers. The updated JP also overestimates the willingness of U.S. political leaders to insist on whole-of-government coordination and of bureaucratic leaders to give up existing decision-making privileges. Additionally, the JP underplays the importance of actors outside the U.S., and does not recognize that any U.S. COIN strategy should be designed to support the host-nation's strategy. Finally, while the JP acknowledges the need to identify and address the root causes of an insurgency, it underestimates the time and resources required to sustainably address these causes.

The review recognizes that it is unlikely that this JP will be used after U.S. involvement in Afghanistan diminishes at the end of this year. Still, the review suggests expanding civilian capacities for conflict diplomacy, prevention, and mitigation to reduce demand for military intervention, but recognizes that the demand for civilian capacity is usually unmet. **IAJ**

State, USAID Launch Second QDDR

On April 22, the State Department announced the launch of its second Quadrennial Diplomacy and Development Review (QDDR). Several top representatives from State and the U.S. Agency for International Development (USAID) spoke at the launch, including Secretary of State John Kerry, Deputy Secretary of State Heather Higginbottom, USAID Administrator Rajiv Shah, and Special Representative Tom Perriello.

The QDDR focuses on human rights, democracy, and civilian security, while recognizing the importance of engaging diplomats, development experts, and other stakeholders, including NGOs. The first QDDR was released in December 2010, enumerating the diplomacy and development efforts of State and USAID, and outlining several reforms for the agencies. Some of the reforms suggested in the 2010 QDDR have already been implemented, while others remain underway.

In his remarks at the April launch, Special Representative for the QDDR Tom Perriello said