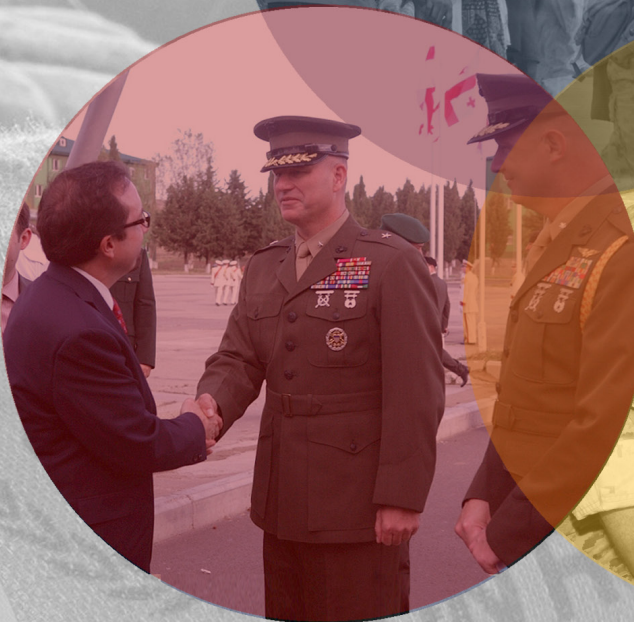


# United States Marine Corps Interagency Integration Strategy



## **MARINE CORPS SERVICE CAMPAIGN PLAN ANNEX V**

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**1 March 2013**

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## A MESSAGE FROM THE COMMANDANT OF THE MARINE CORPS

The international security environment is marked with tremendous uncertainty. As we look ahead, we see a world of increasing instability, failed and failing states, and conflict provoked by conventional enemies and transnational threats. Global stressors such as poverty, urbanization, overpopulation, increased demands for scarce natural resources and natural disasters only exasperate tension increasing the potential for instability. As such, the United States must continue to provide leadership within the international community and the Marine Corps must be ready...today.

As the nation's premier crisis response force, the Marine Corps will continue to answer the nation's call. Marines uniformly sacrifice and maintain a high state of readiness to guard against aggression, assist partnered countries and aid those in distress. However, we have learned through the course of time that military might does not solve every crisis. Instead, our operating environment requires an inclusive and synergistic approach, which extends beyond the joint community and into the interagency framework. The American people and our partners are better served when we tap into, plan with and incorporate the expertise, skills and capabilities residing across the U.S. Government.

As a forward-deployed and forward-engaged amphibious force, we are optimally postured to meet the demands of the combatant commanders. Through our partnership with the Navy, we are able to tread lightly on our neighbor's real-estate and maneuver from the sea, but assure access at the point of conflict and set conditions for integrated solutions. This enables our unique ability to shape, deter, and respond to any crisis, projecting U.S. power anywhere in the world.

The *Marine Corps Interagency Integration Strategy* accompanies the *United States Marine Corps Service Campaign Plan 2012-2020*. Our strategy provides Service-level guidance for the Marine Corps to more effectively work within the United States interagency framework. This strategy directs a comprehensive and coordinated Service-wide process development necessary to completely position the Marine Corps as a principal interagency team member across the full range of military operations. This document furthers our commitment to better train and educate our Marines to succeed in complex interagency-partnered operational environments.

**Semper Fidelis,**

A handwritten signature in black ink, appearing to read 'James F. Amos', with a long horizontal stroke extending to the right.

**JAMES F. AMOS**  
**General, U.S. Marine Corps**  
**Commandant of the Marine Corps**

## TABLE OF CONTENTS

A Message From the Commandant of the Marine Corps . . . . .	i
Introduction . . . . .	1
Situation . . . . .	3
Starting Beliefs & Challenges. . . . .	4

## MARINE CORPS SERVICE CAMPAIGN PLAN - ANNEX V

References . . . . .	6
Purpose . . . . .	6
Execution. . . . .	7
Coordinating Instructions. . . . .	10
Administration & Logistics . . . . .	16
Command & Control . . . . .	16

## APPENDICES & FIGURES

Appendix A: Definitions of Fellowships, Exchanges, Liaisons . . . . .	20
Appendix B: Summary of Executive, Legislative, and Judicial Branches . . . . .	21
Appendix C: Doctrine and Publication Resources . . . . .	29
Figure 1: Department of Defense Organizational Chart . . . . .	31
Figure 2: Department of State Organizational Chart. . . . .	32
Figure 3: USAID Organizational Chart. . . . .	33
Figure 4: Areas of Responsibility . . . . .	34
Figure 5: Department of Homeland Security Organizational Chart. . . . .	35
Figure 6: Department of Justice Organizational Chart. . . . .	36
Figure 7: Current Location of Marines within the Interagency (FY12) . . . . .	37
Figure 8: Current Marine Attaches and their Locations . . . . .	39
Figure 9: Current Marine Security Cooperation Officers (SCOs) . . . . .	40
Figure 10: Current Location of Interagency Personnel located within USMC . . . . .	40
Figure 11: Current Location of Interagency Civilian/Contractors/Specialists . . . . .	41

## INTRODUCTION

As stated by the Commandant of the Marine Corps (CMC), the role of the Marine Corps as America's expeditionary force in readiness is to be "responsive and scalable... team[ing] with other services, allies and interagency partners." Forecasts of the future security environment include threats and challenges whose solutions require a sustainable, integrated whole-of-government application of national power and influence. Collaboration with our interagency partners before and during a crisis is a critical component to reduce risk and help ensure our Nation's strategic success.

U.S. law, policy, and the requirements of ongoing and future operations dictate that Marines integrate Joint, Interagency, Intergovernmental, and Multinational (JIIM) capabilities into both Service-led operations and operations in support of another Service, partner, or ally. Effective integration requires an understanding of the application of authorities available to a Marine Air Ground Task Force (MAGTF) and its partners in a complex operational environment. Some examples include: humanitarian assistance/disaster relief; stability operations; and support of civil authority, governance, and rule of law. Simply put, we must understand issues and responsibilities beyond our traditional Title 10 role. Marines must also understand our interagency partners' capabilities and limitations, and partner with them from the early planning phase through execution and transition. The concept is not new to the Marine Corps. However, we must better articulate and integrate our various strengths to improve unity of effort. This requires us to have a common framework that flows from frequent, robust collaboration. The end result will be more effective operations in support of a unified strategy, where interagency partners collaborate as a matter of routine prior to crisis.

The United States Marine Corps shall preserve and expand the processes in interagency relationships that allow Marines to be agile and adapt to dynamic challenges. Relationships (formal or informal) and trust are at the core of successful interagency coordination, enabling Marines to adapt to rapidly changing environments. Therefore, improving interagency integration must be reinforced as a Service-wide effort requiring clear objectives, full visibility, and integrated actions across HQMC, the Operating Forces, and the Supporting Establishment. DC, PP&O is the Service lead for developing and overseeing the implementation of the Marine Corps' Interagency Integration Strategy. This effort will be ongoing and iterative.

Senior leader engagement is vital to build enduring, coherent and effective interagency integration. Marine Corps senior leaders set priorities, mentor subordinates, manage their more experienced personnel and, where appropriate, advocate for and enable civil-military interagency integration. The senior leader engagement strategy will include building a cadre of leaders who are able to plan and operate within the interagency environment. These Marine Corps leaders will broaden communications both inside and outside the U.S. Government (USG), including Non-Governmental Organizations (NGOs), intergovernmental organizations (IGOs), and the private sector. Finally, command emphasis will positively affect Marine Corps personnel policies by broadening career patterns to include civilian liaison and exchange opportunities, and by re-examining unique Marine leadership attributes required for the future security environment, such as collaborative framing and adaptive planning.

***"The Marine Corps will be designed to perform 'more closely integrated operations with our Navy, special operations and interagency partners.'"***

**2012 Posture Statement to Congress  
General James F. Amos, 35th Commandant of the Marine Corps**

**Table 1: Terms of Reference**

<b>Term</b>	<b>Acronym</b>	<b>Definition</b>	<b>Examples</b>
<b>Joint</b>	<b>J</b>	Activities, operations, organizations, etc., in which elements of two or more military departments participate. (JP 1-02)	Activities involving two or more of the following: Dept of the Navy (USN, USMC) Dept of the Army Dept of the Air Force Dept of Homeland Security (USCG)
<b>Interagency</b>	<b>IA</b>	Of or pertaining to the United States Government agencies and departments including the Department of Defense. (JP 1-02)	State* DOJ DOD USAID
<b>Intergovernmental Organization</b>	<b>IGO</b>	An organization created by a formal agreement between two or more governments on a global, regional, or functional basis to protect and promote national interests shared by member states. (JP 1-02)	UN EU NATO African Union OSCE
<b>Multinational</b>	<b>M</b>	Activities between two or more forces or agencies of two or more nations or coalition partners. (JP 1-02)	Canada UK Australia
<b>Nongovernmental Organization</b>	<b>NGO</b>	Private, self-governing, nonprofit organizations dedicated to advancing objectives such as alleviating human suffering, promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. (JP 1-02)	CARE Doctors Without Borders Mercy Corps  <i>See <a href="http://www.un.org">www.un.org</a> for a list of NGOs</i>
<b>Civilian-Military</b>	<b>Civ-Mil</b>	Describes a relationship between U.S. uniformed military forces and U.S. governmental and non-governmental civilian organizations and authorities, and the government and civilian populace of a foreign nation. (JP 1-02)	1 MEF working with the Anbar PRT and the Anbar provincial government (circa 2008)
<b>Whole-of-Government Approach</b>		An approach that integrates the collaborative efforts of the departments and agencies of the United States Government to achieve unity of effort toward a shared goal. (FM 3-07)	USG teaming that occurred following Hurricane Katrina
<b>Unity of Effort</b>		Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization - the product of successful unified action. (JP 1-02)	Teaming between USG, UN and NGOs after Haiti earthquake
<b>Unified Action</b>		The synchronization, coordination, and/or integration of the activities of governmental and non-governmental entities with military operations to achieve unity of effort. (JP 1-02)	Integration with NGOs and IGOs (e.g., UN and the private sector to achieve unity of effort)

\*While recognizing the acronym “DOS” within JP1-02, “State” is the prevailing term used within the interagency, and is the preferred term used by the Department of State.

## SITUATION

*“We Marines don’t really have a domain – we have a lane, and that lane is crisis response.”*

**General James F. Amos, 35th Commandant of the Marine Corps**

**Future Security Environment:** Adaptive and innovative adversaries present an array of challenges that are not readily resolved by military power alone. The patterns of potential instability all affect how the Marine Corps should organize, train, and equip for the future. These patterns include: increasing demographic pressures on developing states; competition and potential conflict over natural resources; persistent conflict fueled by unmet expectations, youth bulges, fragile economies and poor governance; transnational organized crime enterprises linked to violent extremist groups; and the increasing political influence of non-state actors. These challenges will require the synchronized application of skilled civilian-military power to persuade and influence appropriate outcomes. This may run the spectrum, from the open use of military force to dominate an opponent, to the application of diplomacy to defuse a crisis. The Marine Corps must fully understand USG interagency roles, and leverage capabilities since a combination of the elements of national power (diplomatic, informational, military, and economic) are often required to resolve complex security challenges.

**Implications for the Marine Corps:** On coordinating operations with interagency partners, General Anthony Zinni, USMC (Ret.) guides Marines within MCDP1-0 to:

*Seek unity of effort and unity of command. Create the fewest possible seams between organizations and involved parties. Coordinate everything with everybody. Establish coordination mechanisms that include political, military, nongovernmental organizations, international organizations, and other interested parties.*

Marines are the Nation’s crisis response force, but we will not conduct these missions alone. Just as Marines must be able to fight in “any clime and place,” it is also imperative that we are able to integrate our operations, and contribute to unity of effort with other governmental and non-governmental agencies. These combined capabilities, authorities, and expertise will be critical to overall mission success. Additionally, the Marine Corps will endeavor to educate senior leaders – across the USG – in Marine Corps structure and capabilities to ensure Marine Corps assets are matched to USG objectives.

**Fiscal Environment:** This strategy aligns with CMC priorities. This strategy execution is within the constraints and realities of fiscal conditions as well as the likely demands of future security environments. To optimize operational efforts among contingency stakeholders, the Marine Corps must promote greater unity of effort. This unity will naturally flow from a shared understanding of USG objectives and the MAGTF’s role within it. The Marine Corps must continue to adopt coherent and deliberate approaches in order to leverage existing government expertise. This will require investments across doctrine, organization, training, education, and personnel domains. By proactively strengthening our knowledge base through increasing experiences with interagency processes and partners, we will better operate as a cohesive force to maximize mission success at minimal cost.

**Strategic Objective:** This strategy operationalizes the Marine Corps Concept for Unified Action Through Civil-Military Integration published in 2009. Command emphasis is required for the Marine Corps-Interagency integration tasks and comprehensive strategy to succeed.

*“Key Effort: Expand the envelope of interagency and international cooperation. Promote multilateral security approaches and architectures to deter and if necessary, defeat aggression.”*

2012 Strategic Direction to the Joint Force  
General Martin E. Dempsey, Chairman of the Joint Chiefs of Staff

## STARTING BELIEFS

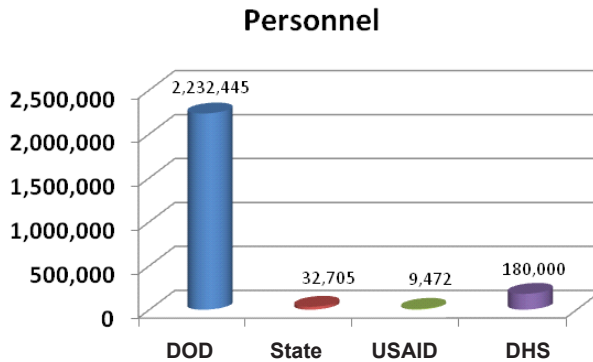
1. Budget and force levels for the Marine Corps are expected to be constrained for the foreseeable future.
2. Budget and staffing levels for interagency partners are considerably smaller than the Marine Corps and will be similarly constrained.
3. This is a long-term investment strategy focused on building knowledge, trust, and relationships.
4. The Marine Corps recognizes the inherent difficulty in associating measurable metrics with the goals laid out in this strategy.

## CHALLENGES

1. Interagency partners operate under disparate authorities and often have very different institutional cultures, norms, and agendas than the DOD/Marine Corps. The USAID-hosted Joint Humanitarian Operations Course is an example of interagency efforts to overcome this challenge.
2. Often interagency operational doctrine is very broad and generally lacks a concept of operations.
3. There is a limited comprehensive interagency planning framework and associated authorities.
4. Demand for interagency expertise in operations, training, education, experimentation, and engagement generally outpaces supply.
5. Interagency organizations have different planning and assessment practices than those recognized by the Marine Corps.
6. Stability operations are core missions that have a high requirement for interagency integration. Currently, there is no Marine Corps doctrine for stability operations.
7. Currently, there are limited methods to identify and track interagency experience within the Marine Corps.
8. Interagency partners manning and resourcing levels are significantly lower than those of the Department of Defense. (ref. Tables 2 & 3 on page 5)



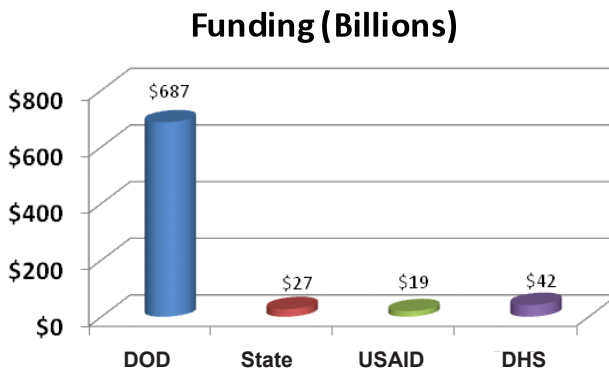
**Table 2: Defense and Select Agencies' FY11 End-Strength**



**Source:** Office of Management and Budget, <http://www.whitehouse.gov/omb/budget/Historicals>

- State and USAID includes foreign nationals, excludes contractors
- DOD includes civilians, excludes National Guard and Reserves
- DHS includes the Coast Guard

**Table 3: Defense and Select Agencies' FY11 Budget**



**Source:** Office of Management and Budget, <http://www.whitehouse.gov/omb/budget/Historicals> and USAID Financial FY11 Statement, <http://www.usaid.gov/performance/summary/summary11.pdf?120227>

- DOD Includes Overseas Contingency Operations (OCO) funds (No appropriated OCO funds to other agencies in FY11).

## METHOD

In order to improve Marine Corps interagency integration, the Marine Corps is following the Marine Corps Force Development System (per MCO 3900.15B). This involves developing capabilities by integrating activities across the seven pillars of combat development: Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF).

*“We Marines will be called upon to support, conduct, and in some cases, lead interagency crisis response operations.”*

MCDP 1-0 Marine Corps Operations

# Annex V to the Marine Corps Service Campaign Plan, 2012 Interagency Integration Strategy

## References

- a. National Security Strategy 2011
- b. National Security Presidential Directive 44
- c. Executive Order 13434
- d. National Defense Strategy 2008
- e. National Military Strategy 2011
- f. Sustaining Global Leadership: Defense Priorities 2012 (CJCS Strategic Direction to the Force)
- g. Guidance for Employment of the Force (GEF) 2010
- h. 35th Commandant of the Marine Corps Planning Guidance
- i. MCDP 1-0 Marine Corps Operations
- j. Marine Corps Order 3440.7B (Domestic Support Operations)

## 1. Purpose

### a. Assessment of U.S. Interests

- The United States must apply our strategic approach in pursuit of four enduring national interests: Security, Prosperity, Values, and International Order. (ref. a)
- We are improving the integration of skills and capabilities within our military and civilian institutions so they complement each other and operate seamlessly. We are also improving coordinated planning and policymaking, and must build our capacity in key areas where we fall short. (ref. a)

### b. Assessment of Marine Corps Interests

- The Marine Corps conducts complex expeditionary operations in the littorals and other challenging environments. (ref. h)
- The Marine Corps leads joint and multinational operations and enables interagency activities. (ref. h)

**c. Mission Statement:** The Marine Corps will strengthen integration with select interagency organizations in order to effectively plan and execute operations across the range of military operations, both for current operations and to posture Marine Corps forces to remain the Nation's premier expeditionary force in readiness.

**d. Objective:** A Marine Corps that is better trained and equipped to operate in complex environments through robust integration, rigorous planning, and careful execution in partnership with other USG participants in support of our national strategic interests.

## 2. Execution

### Concept of Operations

*“The challenges of the 21st century are blurring the lines between defense, diplomacy, and development, the three Ds of foreign policy. So we need officers who can fight wars, negotiate agreements, and provide emergency relief all at once.”*

Secretary of State, Hillary Rodham Clinton

**a. Doctrine:** This Annex defines objectives and provides coordinating instructions for the comprehensive Marine Corps Interagency Integration Strategy.

**b. Organization:** We will strengthen Marines’ ability to plan with IA partners for a common goal, and provide (over the long-term) more IA-related expertise and skill sets within the MAGTF. Simultaneously, we will identify and, where needed, build the skills and organizational solutions required at all levels of the MAGTF in order to equip ourselves to be the force of choice to integrate military and IA efforts in crisis response.

**c. Training & Education:** In order to more effectively integrate civilian-military operations, a greater level of understanding and knowledge of our IA partners is required. To properly address this, the Marine Corps will enhance the training and education of Marines in four key ways.

1. We will increase IA training opportunities available to Marines and make these opportunities a valued part of both individual and unit training. We will endorse (via Marine Corps Training Information Management System: MCTIMS) courses that have been developed by our IA partners that may be used to train and educate Marines on specific skills that enhance mission effectiveness (e.g., rule of law, governance and participation, economic stabilization and infrastructure, stability operations, civil security, and humanitarian assistance). At the same time, we will strengthen the relationships with our IA partners that are required for future mission success.
2. We will streamline processes and procedures with our IA partners by providing both greater definition of our service level exercise requirements, and better exercise prioritization to match limited civilian capacities. This is increasingly important in a fiscally constrained environment.
3. We will assess current levels of IA training within our career level service schools (EWS, C&S, SAW, MCWC, TBS, enlisted schools, etc.) and develop a plan to integrate external training and understanding within appropriate MOS-producing curricula already established.
4. We will adjust our current IA CMC fellowships at the Top Level School Board. We will also conduct a feasibility assessment of interagency fellowships at the O-3/O-4 levels (Career Level Schools (CLS) and Intermediate Level Schools (ILS)) so these skills can be leveraged by the Marine Corps.

**d. Personnel:** In order to ensure this strategy is effective in developing a skilled pool of Marines available to the MAGTF commander, we must emphasize that Marines with interagency-relevant skills and experiences are afforded the same opportunities to compete for promotion and retention as other Marines. We must properly track these important, developing skill sets and match these Marines to billets that will most benefit the Marine Corps.





- e. **Commander's Intent:** The Marine Corps will increase its ability to integrate with its civilian partners in order to support USG engagement around the world with particular emphasis on core Marine Corps competencies.



*“In this age, I don’t care how tactically or operationally brilliant you are, if you cannot create harmony – even vicious harmony – on the battlefield based on trust across service lines, across coalition and national lines, and across civilian/military lines, you need to go home, because your leadership is obsolete. We have got to have officers who can create harmony across all those lines.”*

General James Mattis (May 2010)



**Table 4: Missions requiring significant Marine Corps-Interagency integration**

Primary missions of the U.S. Armed Forces	USG Dept/Agencies Primarily involved	Marine Corps missions/ tasks***
<p>Conduct Humanitarian, Disaster Relief, and Other Operations</p> 	<p>Department of Defense (DOD)                      Department of Homeland Security (DHS)                      Department of Justice (DOJ)                      Department of State (State)                      Department of Transportation (DOT)                      Office of the Director for U.S. National Intelligence (ODNI)                      U.S. Agency for International Development (USAID)</p>	<p>Assessments, civil-military operations, consequence management, crisis response, humanitarian assistance delivery, foreign humanitarian assistance, information operations, limited contingency operations, logistics, mass atrocities prevention and response operations, nation assistance, noncombatant evacuation operations, public affairs</p>
<p>Conduct Stability and Counterinsurgency Operations</p> 	<p>DOD                      DOJ                      Department of Treasury (TRE)                      ODNI                      State                      USAID                      U.S. Department of Agriculture (USDA)</p>	<p>Attack the network, civil-military operations, counterinsurgency, establish civil security and civil control, information operations, military information support operations, nation assistance, public affairs, repair and protect critical infrastructure, restore essential services, stability operations, train-advise-assist</p>
<p>Counter Terrorism and Irregular Warfare</p> 	<p>Central Intelligence Agency (CIA)                      DHS                      DOD                      DOJ                      ODNI                      State                      TRE                      USAID                      USDA</p>	<p>Assessments, civil-military operations, counterinsurgency, counterterrorism, information operations, maritime security operations, public affairs, security force assistance, stability operations, support to foreign internal defense</p>
<p>Defend the Homeland and Provide Support to Civil Authority</p> 	<p>DHS                      DOD                      DOJ                      DOT                      ODNI                      State</p>	<p>Assessments, civil-military operations, conduct and support counterdrug operations, consequence management, defense support of civil authorities, exclusion zone enforcement, freedom of navigation and overflight, information operations, maritime security operations, protection of shipping, public affairs</p>

Primary missions of the U.S. Armed Forces	USG Dept/Agencies Primarily involved	Marine Corps missions/tasks***
Operate effectively in Cyberspace and Space 	DHS DOD DOJ ODNI State TRE	****Take full advantage of potential offensive opportunities in the cyberspace domain and minimize the asymmetric, potential vulnerabilities created by our reliance on networked systems and communications.
Provide a Stabilizing Presence 	DOD DOJ ODNI State TRE USAID	Assessments, building partner capacity, civil-military operations, explosive ordnance disposal, humanitarian and civic assistance, information operations, maritime security operations, military engagement, peacebuilding, peacemaking, peace operations (conflict prevention, peace enforcement, peacekeeping, train-advise-assist), public affairs, sanctions enforcement/maritime interception operations, security cooperation

\*Source: Sustaining U.S. Global Leadership: Priorities for 21st Century Defense

\*\*This chart is limited to USG primary actors. Other actors with whom Marines will need to coordinate, collaborate or de-conflict include intergovernmental, nongovernmental, and multinational actors.

\*\*\*Source: MCDP 1-0 Marine Corps Operations

\*\*\*\*Source: USMC Cyberspace Concepts

The four other primary mission sets of the U.S. Armed Forces have been omitted from the above table due to limited equity for the Marine Corps or limited IA cooperation requirements.

### 3. Coordinating Instructions:

As planning evolves into implementation, the guidance in this document will be updated as required to best support and enhance evolving Marine Corps operational and training requirements, as well as enduring relationships with our IA partners.

#### Agreements in Place

1. Memoranda of Agreement (MOA)
  - State-DOD (Marine Corps) MOA on Marine Corps Security Guard (MSG) Program [PP&O]
  - Marine Forces Cyber Command MOA with DIA Defense Counterintelligence and HUMINT Center (DCHC) [MARFORCYBER]
  - Marine Corps University MOA with CIA, State, DIA, and DHS for faculty chairs [Marine Corps Combat Development Command (MCCDC)]
2. Memoranda of Understanding (MOU)
  - State-DOD (Marine Corps) MOU for exchange program & State Political Advisors (POLADs) [PP&O]
  - Marine Corps University MOU with various agencies for CMC Fellows program (State, DHS, DOJ, ODNI, USAID) [MCCDC]

- Marine Corps University MOU with DOJ (FBI) for faculty chair [MCCDC]
  - Marine Corps University MOU with DHS (Customs and Border Protection) for faculty and information exchange [MCCDC]
  - HQMC Intelligence Department MOU with State Department, Treasury Department, and Combatting Terrorism Technical Support Office (CTTSO) for Junior Officer Strategic Intelligence Program (JOSIP) Engagement Officers [Director, Intelligence (DIRINT)]
3. Fellowships/Exchanges/Liaisons (LNOs)/Engagement Officers [see Appendix A and Figure 7]
- Commandant of the Marine Corps Fellows
  - Junior Officer Strategic Intelligence Program (JOSIP) Engagement Officers
  - State Exchange Marines
  - Various liaison officers

## **Deputy Commandant, Plans, Policies & Operations (DC, PP&O)**

### **a. Roles and Responsibilities**

1. Serve as executive agent of Marine Corps-IA integration, establishing and administering the Service-level IA strategy. Monitor the status of tasks assigned as a part of this strategy.
2. Serve as the primary Service-level liaison to interagency partners.
3. Act as the overall coordinating authority with all Memoranda of Understanding and Agreements with IA partners, ensuring these arrangements support the Marine Corps-IA integration strategy. Use appropriate HQMC boards, working groups, and other venues to ensure the Marine Corps-IA Integration Strategy is executed and continues to support Service-level objectives.
4. Provide Service-level oversight to all IA personnel exchanges/liaisons and fellowships. Provide guidance on assignment restrictions, required training, fitness/performance, frequency of summary reports, frequency of contact with interagency coordinator and expected follow-on assignment. With M&RA in support, craft an executable plan to assign Marines posted in IA billets to follow-on tours which utilize their IA expertise.
5. Serve as the lead for the DOD/State Memoranda of Understanding for exchange tours and assignments to include the assignment of Department of State Political Advisors (POLADs) within the Marine Corps.
6. Coordinate (along with DIRINT) all National Capital Region (NCR) interagency pre- and post-deployment visits for MAGTF command elements.
7. Provide guidance criteria that allows for the prioritization of exercises that need IA involvement in order to ensure limited resources are allotted to the training activities of highest priority.
8. Maintain oversight of Marines assigned to Security Cooperation Officer (SCO) billets.
9. Establish and maintain formal relationships with appropriate centers of IA integration (such as U.S. Institute of Peace (USIP), the Army Peacekeeping and Stability Operations Institute (PKSOI), and National Defense University's Center for Complex Operations (CCO)).
10. Identify and prioritize (or delegate within the Marine Corps-IA community-of-practice) Marine Corps-IA integration initiatives, conferences, and ongoing working groups to ensure service participation at regular civil-military meetings.

## **b. Tasks**

1. (Within 1 year) Convene and chair a Marine Corps-IA Working Group not less than every six-months (or as determined by DC, PP&O) where updates on the Marine Corps-IA integration strategy are presented, reporting requirements are reviewed, and coordination updates from the executive agent are passed.
2. (Within 6 months) Identify and prioritize relevant IA partners within the USG and other centers of Joint, Interagency, Intergovernmental, Multinational (JIIM) value (including academia, IGOs, and NGOs) with which the Marine Corps has a vital interest in coordination based on function.
3. (Within 6 months) Develop a Civil-Military Integration Team (CMIT) comprised of primarily reserve component Marines with IA experience to serve as an advisory element, designed to contribute to the development of policies and procedures that support the Marine Corps role within the USG IA.
4. (Within 6 months) Develop and publish interim guidance outlining the process to request IA support as well as a priority of effort for Marine Corps requirements.
5. (Within 9 months) With DC, M&RA, develop and maintain a list of Marines currently serving in IA billets and interagency representatives currently attached to Marine units and schools, and assess their status based on a prioritized IA integration effort.
6. (Within 18 months) In coordination with DC, CD&I, develop and communicate a Marine Corps-wide procedure for requesting IA support and participation for training, exercise, experimentation, and education events as well as procedures for the IA to request Marine Corps support for their activities, operations and training (DC, CD& I lead).
7. (Within 2 years) Develop and secure approval for appropriate MOA/MOUs, which formalize the IA support for the Marine Corps MEU (Marine Expeditionary Unit) program.

## **Deputy Commandant, Combat Development & Integration (DC, CD&I) Commanding General, Marine Corps Combat Development Command**

### **a. Roles and Responsibilities**

1. Responsible for combat development for Marine Corps-IA integration within the Expeditionary Force Development System.
2. Responsible for the development of appropriate education, experimentation, and training solutions that enable integration with other USG agencies.
3. Coordinate with DC, PP&O regarding the placement of Marine Corps IA CMC Fellows under DC, CD&I to ensure prioritization of key agencies and missions.
4. Manage the Marine Corps IA CMC Fellows.
5. Evaluate interagency equities in all exercises and present to the Marine Corps-IA community-of-practice regularly.

### **b. Tasks**

1. (Within 6 months following the publication of the appropriate Interagency Capability Based Analysis) Implement the solutions contained in the Interagency Section of the Solutions Planning Directive (SPD) originating from the Irregular Warfare Capabilities Based Assessment (IW CBA) completed in Aug 2012.