Maritime Security Cooperation Policy:
An Integrated
Navy-Marine Corps-Coast Guard Approach

MARITIME SECURITY COOPERATION: AN INTEGRATED NAVY-MARINE CORPS-COAST GUARD APPROACH

In 2007, the maritime forces of the United States – the Navy, Marine Corps, and Coast Guard – came together to create a unified maritime strategy, *A Cooperative Strategy for 21st Century Seapower* (CS-21). This strategy emphasizes how our commitment to protecting the homeland and winning our nation's wars is matched by a corresponding commitment to preventing war. *The Naval Operations Concept 2010* (NOC-10) describes in greater detail when, where, and how U.S. maritime forces will contribute to enhancing security, preventing conflict, and prevailing in war.

This Maritime Security Cooperation Policy renews our focus on preventing war, operating forward in new and flexible ways, and being postured to prevail should conflict arise. It provides guidance to Navy, Marine Corps, and Coast Guard organizations involved in training for and executing security cooperation missions. The policy's overarching objective is to increase coordination and integration across the three maritime services for the planning and conduct of theater-level security cooperation to provide Combatant Commanders with more effective and efficient maritime force packages that increase the capability and capacity of partner nation maritime security forces and their supporting institutions, increase interoperability, and strengthen regional and global stability.

For more than two centuries, U.S. Sailors, Marines, and Coastguardsmen have worked together to develop international partnerships and capabilities, prevent war, and be ready to defend the nation's interests. This document expands upon this legacy and embraces the challenges outlined in our core maritime strategic documents and *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense.*
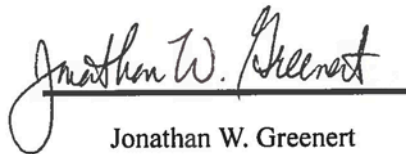
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References

A. Sustaining U.S. Global Leadership: Priorities for 21st Century Defense, January 2012

B. National Security Strategy, May 2010

C. Guidance for Employment of the Force 2010 - 2012

D. Maritime Strategy, "A Cooperative Strategy for 21st Century Seapower," October 2007

E. Naval Operations Concept 2010

Enclosures

1. Maritime Security Cooperation Enabling Organizations

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MARITIME SECURITY COOPERATION: AN INTEGRATED NAVY-MARINE CORPS-COAST GUARD APPROACH

Purpose

This policy prescribes a planning framework for Navy, Marine Corps, and Coast Guard headquarters, regional components, force providers, and security cooperation (SC) enabling organizations to achieve an integrated maritime approach to SC in support of national security objectives through Combatant Commander (CCDR) theater campaign plans (TCP). Regional components will use the guidance herein to more effectively and efficiently coordinate with one another in support of existing CCDR policies, processes, and procedures. Nothing in this policy shall supersede CCDR guidance to regional components or the statutory roles and responsibilities of the Secretary of the Navy (SECNAV) and the Secretary of the Department of Homeland Security (DHS). SC policy is developed and implemented in coordination with the appropriate Coast Guard and Department of the Navy (DoN) Secretariat elements to ensure the highest levels of collaboration and execution in support of CCDR and headquarters policies and requirements.

An integrated maritime approach to SC will enable a sizeable, enduring, and comprehensive contribution to security and stability in the maritime domain. Maritime SC will also require a partnership with maritime and security agencies across the U.S. Government, as well as close coordination with non-government and international organizations.

Implementation guidance for this policy will be issued separately. A detailed listing of maritime organizations with significant involvement in SC is found in Enclosure (1).

Background

Building partnership capacity elsewhere in the world also remains important for sharing the costs and responsibilities of global leadership. Across the globe we will seek to be the security partner of choice, pursuing new partnerships with a growing number of nations—including those in Africa and Latin America—whose interests and viewpoints are merging into a common vision of freedom, stability, and prosperity. Whenever possible, we will develop innovative, low-cost, and small-footprint approaches to achieve our security objectives, relying on exercises, rotational presence, and advisory capabilities

--Sustaining U.S. Global Leadership: Priorities for 21st Century Defense

Strategic Context

Issued by the President and Secretary of Defense (SECDEF), reference (a) describes the key trends and challenges in the projected security environment and defines the primary missions for which the Department of Defense (DoD) will prepare for. It specifically highlights the increasing need for innovative, low-cost, and small-footprint approaches to maintain our support for allied and partner interoperability and building partner capacity.

Reference (b) prescribes a strategic approach to national security that focuses on preventing conflict by establishing and maintaining relationships with partner nation security forces and providing them with the equipment, training, education, and assistance they require to become more capable of securing and defending their own territories and populations, contributing to regional security, and when necessary, conducting coordinated operations.

Reference (c) amplifies this preventative approach and directs CCDR development of steady-state campaign plans to organize, integrate, and execute SC activities. These plans support and synchronize comprehensive, whole-of-government efforts that are coordinated with the Department of State and other U.S. Government agencies. Accordingly, regional components develop service-specific plans in support of CCDR TCPs that map strategy to task and resources to activities in order to achieve desired end states.

CCDR requirements for maritime SC resources continue to increase beyond any single service's capacity, thereby compelling a more coordinated and integrated approach as described in references (d) and (e).

Maritime Context

Consistent with the themes in references (d) and (e), the maritime services are uniquely capable of using the sea and waterways as maneuver space, providing CCDRs with persistent, self-sustaining, sea-based forces to meet the full spectrum of SC requirements. As such, they must continue to adapt and task-organize their resources to efficiently achieve the requisite blend of capability, capacity, and legal authorities to support CCDR SC requirements. This approach requires greater coordination and integration between SC stakeholders at every echelon within each service to ensure that SC platforms and capabilities are applied in a complementary and mutually supporting manner in maritime priority countries of CCDR interest. For the purpose of this policy, the term "maritime priority countries of CCDR interest" is used to describe the common set of CCDR prioritized countries with which the maritime services will collaboratively plan and execute SC activities to support the achievement of TCP objectives and end states.

By employing the institutionalized and repeatable maritime SC planning cycle prescribed below to inform the planning, sourcing, and execution of integrated SC activities in maritime priority countries of CCDR interest, regional components will be better postured to develop robust, multi-year SC plans that maximize the maritime contribution to achieving CCDR objectives and end states.

Achieving the requisite level of integration and interoperability will demand a high degree of coordination among service headquarters staffs to fulfill their responsibilities of providing, training, and equipping forces. Furthermore, Navy and Marine Corps component commanders and Coast Guard functional commanders will play a central role in determining how maritime forces are organized, deployed, and employed. This role involves identification of combatant commander requirements and articulation of how their respective service capabilities can be integrated in innovative ways to meet those requirements. Close coordination among, if not outright integration of, maritime components may be required to do this effectively. At all echelons of command, we must enhance our ability to conduct integrated planning, execution, and assessment.

--The Maritime Strategy, "A Cooperative Strategy for 21st Century Seapower"

Although the Navy, Marine Corps, and Coast Guard will still conduct unique, service-specific SC activities, greater maritime collaboration will, at a minimum, ensure that these discrete efforts are better coordinated. When fully employed, the maritime SC planning cycle will lead to more efficient use of limited SC resources, ensure more effective sequencing of maritime SC missions, and support lasting enhancements in partner nation maritime security, capability, and capacity.

Action

In order to advance security and prosperity in the 21st century, we must maintain and even enhance our military strength. But I also believe that the United States must place an even greater strategic emphasis on building the security capabilities of others. We must be bold enough to adopt a more collaborative approach to security both within the United States government and among allies, partners, and multilateral organizations

--Secretary of Defense Leon Panetta, Dean Acheson Lecture: "Building Partnership in the 21st Century"

Headquarters. Subject to the authority, direction, and control of the SECNAV, the Office of the Chief of Naval Operations (OPNAV) and Headquarters, Marine Corps (HQMC), in concert with Headquarters, Coast Guard will:

- Develop, refine, and promulgate specific policies and processes to achieve greater coordination and integration of maritime SC efforts.

- Ensure that the maritime SC policy is aligned with national, DoD, DoN, and the Coast Guard (on behalf of DHS) strategy and guidance, and CCDR directives.

- Advocate for the appropriate resourcing of validated CCDR SC requirements.

- Address service headquarters-level issues with the Office of the Secretary of Defense (OSD) and Joint Staff to facilitate more effective and efficient approaches to SC, including mechanisms to improve authorities, disclosure policies, funding sources, and force sourcing timelines.

- Socialize policy-significant SC issues with all Secretariat and service stakeholders before engaging with the OSD or other Cabinet-level agencies.

- Advise the SECDEF and the Chairman of the Joint Chiefs of Staff on maritime SC employment considerations.

- Coordinate with regional components and make recommendations on country engagement priorities.

- Ensure that maritime SC policy is aligned with national and naval disclosure policy, as administered by the Deputy Assistant Secretary of the Navy - Navy International Programs Office for DoN and Coast Guard International Affairs Directorate for DHS.

Service Component Joint Force Providers. As the lead Navy and Marine Corps organizations responsible for recommending sourcing solutions for validated CCDR requirements to the Joint Staff, U.S. Fleet Forces Command and U.S. Marine Forces Command will:

- Coordinate internally and with one another to develop force sourcing recommendations and pre-deployment training activities in order to optimize maritime force packages provided to CCDRs.

- Coordinate internally and with one another to develop recommended changes across the doctrine, organization, training, materiel, leadership, personnel and facilities (DOTMLPF) spectrum that better support maritime SC activities conducted by deployed forces, when required.

- Work with the appropriate service organization to update mission essential tasks (METs) to reflect maritime SC activities as necessary.

Regional Components. Navy and Marine Corps regional components will:

- Develop and incorporate a coordinated maritime SC annex into CCDR TCP supporting plans to inform and synchronize the planning and execution of integrated Navy, Marine Corps, and Coast Guard SC activities conducted in maritime priority countries of CCDR interest.

- Coordinate with applicable maritime SC enabling organizations to ensure that their supporting actions are aligned with theater-level SC efforts and national and naval disclosure policy.

- Recommend tailored force packages—in terms of capabilities and desired effects—that satisfy CCDR SC requirements.
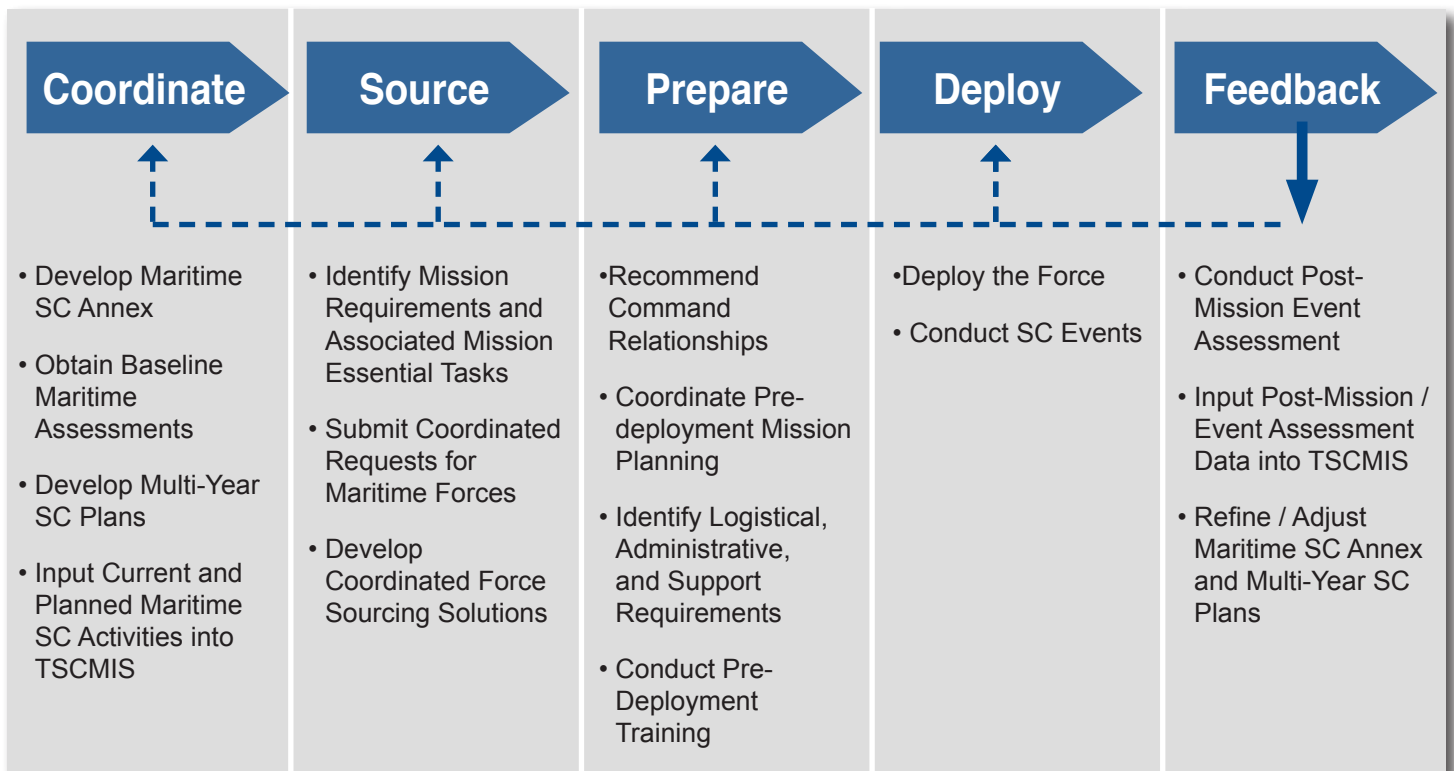
Maritime Security Cooperation Enabling Organizations. Navy, Marine Corps, and Coast Guard SC organizations will:

- Coordinate and integrate supporting actions to more efficiently and effectively enable regional components to accomplish assigned SC missions.

- Develop, refine, and implement training and education programs to ensure that SC planners and operators possess the requisite understanding of maritime SC and skills to conduct maritime SC mission planning and execution.

- Support force providers and regional components by leveraging unique SC-enhancing skill sets and providing integrated subject matter expertise as applicable.

Maritime Security Cooperation Planning Cycle

The Maritime SC Planning Cycle described below is intended to nest with existing CCDR guidance and processes, and establish a predictable, repeatable framework to align the collective efforts of SC stakeholders. Given the multiple, overlapping, and interrelated timelines involved in each of the five phases defined below, an effective maritime approach will require close coordination among stakeholders at all levels. Adopting a consistent, standardized process will assist regional component planners in achieving integrated SC solutions, resulting in the more efficient application of limited SC resources.

Figure 1: Maritime Security Cooperation Planning Cycle

Coordinate	Source	Prepare	Deploy	Feedback
• Develop Maritime SC Annex • Obtain Baseline Maritime Assessments • Develop Multi-Year SC Plans • Input Current and Planned Maritime SC Activities into TSCMIS	• Identify Mission Requirements and Associated Mission Essential Tasks • Submit Coordinated Requests for Maritime Forces • Develop Coordinated Force Sourcing Solutions	•Recommend Command Relationships • Coordinate Pre-deployment Mission Planning • Identify Logistical, Administrative, and Support Requirements • Conduct Pre-Deployment Training	•Deploy the Force • Conduct SC Events	• Conduct Post-Mission Event Assessment • Input Post-Mission / Event Assessment Data into TSCMIS • Refine / Adjust Maritime SC Annex and Multi-Year SC Plans

Coordinate Strategic and Operational-Level Maritime SC Efforts

Develop Maritime Security Cooperation Annex

- Prior to conducting integrated maritime SC activities, Navy and Marine Corps regional components will develop a coordinated Maritime SC Annex for their CCDR TCP supporting plans that describes to the CCDR how and where Navy, Marine Corps, and Coast Guard SC organizations will coordinate and synchronize their SC activities by identifying:

  – A set of maritime priority countries of CCDR interest based upon guidance provided in Reference (c) and the TCP in which SC events will be conducted by the regional component.

  – A set of detailed, operational-level maritime objectives and end states to inform the subsequent planning and execution of integrated, tactical-level SC activities.

  – The activities and missions where the regional components will coordinate and integrate to achieve a more comprehensive, maritime approach to SC.

Obtain Baseline Maritime Assessments

- To the extent practical, Navy and Marine Corps regional components will coordinate internally and externally with applicable SC enabling organizations to develop or obtain baseline maritime assessments of partner nation defense and security forces that identify the capability requirements of maritime priority countries of CCDR interest. These assessments will support the development of multi-year SC plans that focus on addressing partner nation defense and security force capability and capacity gaps.

Develop Multi-Year SC Plans

- The achievement of CCDR objectives and end states demands a sustained and long-term approach. Regional components will sequence the range of maritime and service-specific SC activities required to address partner nation capability and capacity gaps into a series of multi-year SC plans consistent with CCDR guidance and reference (c). These multi-year SC plans will nest with existing regional component-developed TCP supporting plans and complement the maritime SC annex. They will support the up-front identification of SC resources necessary to inform future asset allocation and budgetary decisions.

- As described in reference (e), Navy regional components will develop multi-year SC plans for maritime priority countries of CCDR interest that link strategy to task to accomplish specific and measurable effects which, when aggregated, accomplish high value TCP objectives in a relevant timeframe. Marine Corps regional components will utilize Security Cooperation Engagement Plans (SCEP) and/or other like plans. Regional components will coordinate and integrate multi-year SC plans and SCEPs in maritime priority countries of CCDR interest.

- Regional components should coordinate their multi-year SC plans with applicable maritime SC enabling organizations to synchronize efforts and facilitate more coherent theater-level execution of SC. At the headquarters level, multi-year SC plans will facilitate a global view of the steady-state demands for SC resources and will be used to validate and support recommended maritime SC sourcing and budgeting solutions.

Input Current and Planned Maritime SC Activities into TSCMIS

- To the extent practical, regional components will enter planned and future activities from their multi-year SC plans into the Theater Security Cooperation Management Information System (TSCMIS) up to five years in advance, per reference (c). As the authoritative source of SC data, TSCMIS will enable more informed SC resourcing recommendations.

<u>Source Maritime Forces for SC Missions and Activities</u>

Because most regional components lack sufficient assigned forces to fulfill their SC requirements, additional forces may be requested through force sourcing processes. For these processes to allocate limited maritime forces, Navy and Marine Corps regional components will submit requests in a timely and coordinated manner, maximize rotational force requirement timelines, and minimize emergent requests for forces.

The combatant commanders' increased demand for mission-tailored force packages requires a more integrated approach to how maritime forces are employed. Marines will continue to be employed as air-ground task forces operating from amphibious ships to conduct a variety of missions, such as power projection, but they will also be employed as detachments aboard a wider variety of ships and cutters for maritime security missions. Sailors, Marines, and Coast Guardsmen, teamed in various combinations of security forces, mobile training teams, construction battalions, health services, law enforcement, and civil affairs units to conduct SC and humanitarian assistance missions, illustrate adaptive force packaging.

--The Maritime Strategy, "A Cooperative Strategy for 21st Century Seapower"

Identify Mission Requirements and Associated Mission Essential Tasks (METs)

- Regional components will identify mission requirements and required METs, as applicable, with sufficient lead time to allow deploying units to properly organize, train, and equip for the assigned mission. CCDR expectations relative to contingency and/or crisis response will be largely defined by the forces' stated mission and approved METs.

Submit Coordinated Requests for Maritime Forces

- For integrated SC missions in maritime priority countries of CCDR interest, Navy and Marine Corps regional components will request forces through a concurrent and coordinated submission to the CCDR, specifically identifying a single integrated requirement. Regional components should submit requests to their respective CCDR as early as possible, ideally for consideration with the annual submission as opposed to emergent requests.

- Requests for operational forces shall be through the request for forces process, Joint Training Information Management System, or through the established Security Cooperation Education and Training Working Group process.

Develop Coordinated Force Sourcing Solutions

- Once the requests for forces are submitted and validated by the Joint Staff, force providers will develop and submit force sourcing recommendations. Force availability, global prioritization, and institutional risk assessments will inform sourcing recommendations to the Joint Staff.

Prepare Maritime Forces for Security Cooperation Missions and Activities

Recommend Command Relationships

- Once sourcing solutions are identified and approved, regional components will provide CCDRs with a recommendation regarding appropriate command relationships to facilitate integrated SC event planning and execution.

Coordinate Pre-Deployment Mission Planning

- Once the commanders for an SC mission are identified, they should conduct coordinated pre-deployment mission planning with the appropriate regional component. This arrangement facilitates direct involvement of the executing commanders in the detailed planning of SC missions. Assigned commanders should coordinate with regional components in the development of detailed mission concepts of operations, mission assessment criteria,

and participate in mission planning conferences (e.g., initial planning conference, mid-planning conference, final planning conference) as required. This will ensure an appropriate level of maritime coordination and integration at the outset, increase the planning capacity of regional components, and provide the commander(s) an opportunity to shape the mission and clarify commander's intent. To maximize impact, commanders will ensure that Navy and Marine Corps strategic communication planning is coordinated and integrated in conjunction with the Department of State, as appropriate.

Identify Logistical, Administrative, and Support Requirements

- Concurrent with detailed mission planning, regional components or executing units will conduct a pre-deployment site survey, as practical, to establish relationships and coordination with the U.S. Embassy and partner nation, and identify any theater-and/or country-specific requirements that must be addressed in order to support the planned SC mission.

Conduct Pre-deployment Training

- Concurrent with detailed mission planning, assigned operational units will conduct normal pre-deployment training, tailored mission training, and where practical, coordinated joint training.

Execute Security Cooperation Missions and Activities

Deploy the Force

- Forces may deploy aboard a single vessel or via multiple transportation modes, and may remain aggregated as cohesive units or operate independently as disaggregated units throughout an area of responsibility as determined by CCDRs. CCDR-established command relationships shall define the roles and responsibilities of the regional components and the assigned commanders.

Conduct SC Events

- During the course of a deployment, maritime forces may conduct both integrated maritime SC missions and independent single-service missions.

Provide Feedback Regarding Maritime Security Cooperation Missions and Activities

Conduct Post-Mission / Event Assessment

- As SC events are executed, assessments will be conducted, consistent with CCDR guidance and reference (c), to validate the progress of multi-year SC plans and the achievement of TCP objectives and end states. Input directly from the executing unit(s) is essential to measuring the impact of the SC event(s) and gathering lessons learned. Mission success should be measured by pre-determined Measures of Performance (MoP). Achievement of multi-year SC plan objectives should be measured by pre-determined Measures of Effectiveness (MoE). The results of these assessments will be shared with service headquarters to inform future sourcing and budgetary decisions.

Input Post-Mission / Event Assessment Data into TSCMIS

- Regional components will update existing TSCMIS entries with post-mission/event assessment information upon completion of the activity. This information will assist regional component planners in maintaining continuity of purpose and objectives between completed and planned future missions

- Regional components will ensure that lessons learned are entered into service systems, as appropriate.

Refine / Adjust Maritime SC Annex and Multi-Year SC Plans

- Regional component planners will refine and adjust their Maritime SC Annex and service-specific multi-year SC plans, as necessary, based upon post-mission/event assessments.

Implementation

The maritime SC planning cycle prescribed in this policy represents a repeatable and predictable model that the Navy, Marine Corps, and Coast Guard will use to coordinate and integrate SC activities to achieve a more coherent approach in the maritime domain in support of CCDR and national security objectives.

To fully align SC stakeholder efforts to the maritime SC planning cycle, existing Navy, Marine Corps, and Coast Guard policies and processes must be continuously reviewed and updated in order to ensure the appropriate coordination and integration mechanisms are established and maintained at all levels. In some instances, the necessary adjustments may be small and localized. In others, new initiatives and maritime SC working groups may be required.

Periodic guidance will be coordinated and issued by service headquarters to facilitate the refinement of organizational processes and ensure that this enduring policy postures the maritime services to provide CCDRs with more effective and efficient force packages to meet their SC requirements in an increasingly complex and uncertain operating environment.

For more than two centuries, U.S. Sailors, Marines, and Coast Guardsmen have worked together to develop international partnerships and capabilities, prevent war, and to be postured to prevail should conflict arise. This document expands upon this legacy and embraces the challenges outlined in references (d) and (e).

Enclosure 1: Maritime Security Cooperation Enabling Organizations

Service Headquarters

U.S. Navy	U.S. Marine Corps	U.S. Coast Guard
Deputy Chief of Naval Operations for Operations, Plans, and Strategy (N3/N5) – Pentagon	Deputy Commandant for Plans, Policies & Operations (DC PP&O) – Pentagon	Deputy Commandant for Operations (CG-DCO) – Washington, DC

Service Component Joint Force Providers

U.S. Navy	U.S. Marine Corps
U.S. Fleet Forces Command – Norfolk, VA	Marine Forces Command – Norfolk, VA
U.S. Pacific Fleet – Pearl Harbor, HI	

Regional Service Components

Area of Responsibility	Navy Component Command	Location	Marine Component Command	Location
AFRICOM	NAVEUR/NAVAF	Naples, Italy	MARFORAF	Stuttgart, Germany
EUCOM			MARFOREUR	Stuttgart, Germany
CENTCOM	NAVCENT	Manama, Bahrain	MARCENT	Tampa, FL
NORTHCOM	USFF[1]	Norfolk, VA	MARFORNORTH	New Orleans, LA
PACOM	PACFLT	Pearl Harbor, HI	MARFORPAC	Camp Smith, HI
SOUTHCOM	NAVSO	Mayport, FL	MARFORSOUTH	Miami, FL

Maritime Security Cooperation Enabling Organizations

SECNAV SC Organization	SC Functions	Location
Assistant Secretary of the Navy for Manpower and Reserve Affairs (ASN, M&RA)	Resourcing, training and management of specific personnel programs (e.g., Foreign Area Officer Program).	Pentagon
Deputy Undersecretary of the Navy for Plans, Policy, Oversight, & Integration (DUSN, PPOI)	Direct liaison with OSD, Department of State, and other USG agencies on policy-significant matters. Direct liaison with foreign governments and Navies on behalf of the Secretary of the Navy. Formulation of Department of Navy policy regarding programs with foreign Navies and foreign posture issues.	Pentagon
Navy International Program Office (NIPO)	Management and implementation of Foreign Military Sales (FMS), International Security Cooperation programs, Cooperative Development programs, and Technology Security policy as a reporting unit to the Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN/RD&A). The Director Navy International Programs Office also functions as the Deputy Assistant Secretary of the Navy (International Programs) and as OPNAV Code N5T.	Washington, DC
Naval Criminal Investigative Service (NCIS)	Security Training Assistance and Assessment Teams (STAAT). Port, Vessel, Physical Security Assessment. Security / Anti-Terrorism Interoperability training.	Norfolk, VA
U.S. Navy SC Organization	**SC Functions**	**Location**
Navy Office for Language, Regional Expertise, and Culture (OPNAV N13F)	Identify and refine Fleet requirements for culture and foreign language training.	Arlington, VA
Center for Language, Regional Expertise, and Culture (CLREC)	Develop and deliver LREC training solutions. Manage Accession, Sustainment, and Enhancement Training of language skills for the Cryptologic Technician Interpretive (CTI) Rating, FAO, information warfare, and intelligence communities.	Pensacola, FL

Naval Education and Training Security Assistance Field Activity (NETSAFA)	Coordinate and supply training to international governments and international organizations as a field activity of the Naval Education and Training Command (NETC). Develop and execute the Navy's Security Assistance and Security Cooperation (SA/SC) Education and Training programs. Focal point for all SA/SC education and training program issues, coordination and advice within the Navy.	Pensacola, FL
Navy Expeditionary Combat Command (NECC)	Global force provider of Navy expeditionary capabilities to include: Riverine, Naval Construction (Seabees), Explosive Ordnance Disposal, Maritime Expeditionary Security, Expeditionary Intelligence, Expeditionary Logistics, Maritime Civil Affairs, Security Force Assistance,Expeditionary Combat Camera, Expeditionary Comba Readiness. Organize, man, equip and train Navy expeditionary forces to execute combat, combat support, and combat service support mission across the spectrum of joint, combined, and multinational operations in the near-coast, inshore and riparian environments to include irregular warfare and other shaping missions that secure strategic access and global freedom of action.	Virginia Beach, VA
USMC SC Organization	**SC Functions**	**Location**
Center for Advanced Operational Culture Learning	Provide training and education in operational culture, including introductory language.	Quantico, VA
Center for Irregular Warfare Integration Division	Develop doctrine and concepts related to Security Cooperation in the context of irregular warfare. Coordinate USMC participation at forums related to Security Cooperation in the context of irregular warfare. Develop and integrate warfighting capabilities solutions which include information, stability, advising, and other IW enabling perspectives for integrated MAGTF security cooperation conduct capability.	Quantico, VA
MAGTF Training Command - Advisor Training Group	Train combat advisors in preparation for deployment to Operation Enduring Freedom (OEF) and other theaters.	Twentynine Palms, CA
Marine Corps Information Operations Center	Provide reach back support and assistance with information operations (IO) training, planning, coordination.	Quantico, VA
Marine Corps Systems Command - International Programs	Coordinate and implement all USMC Security Assistance related to providing equipment to foreign governments.	Stafford, VA
Marine Corps Security Cooperation Group	Provides deployable SC support to the MAGTF Trains SC and advisor teams Conduct assessments of foreign security forces, and develop Security Cooperation Engagement Plans (SCEP) in support of regional MARFORs. Provide coordination and liaison support to regional MARFORs. Coordinate and provide SC training and education to include the Marine Corps Security Cooperation Planners Course. Coordinate and implement all USMC security assistance related to providing training and education to foreign partners.	Fort Story, VA and Quantico, VA

Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise (MCISR-E)	Marine Corps Intelligence Activity is the fixed site for the MCISR-E and will execute the following: Provide intelligence support and preparation for service foreign Security Cooperation engagements. Develop threat assessments, estimates, and intelligence for service planning and decision making. Provide pre-deployment security cooperation planning, training, and exercise support to operating forces. Provide reach-back services and coordination of support from multiple, national-level intelligence organizations. Headquarters, Marine Corps-Intelligence Department will formulate and execute processes to: Track USMC Intelligence Security Cooperation engagements and provide annual reports. Develop and maintain an information system to manage professional relationships developed during Intelligence Security Cooperation Engagements. Collect and archive engagement after-action reports and in-action reporting from Intelligence Security Cooperation Engagements.	Quantico, VA and Pentagon
U.S. Coast Guard SC Organization	**SC Function**	**Location**
Coast Guard International Affairs and Foreign Policy Directorate (CG-DCO-I)	Develop strategic-level guidance and priorities for Coast Guard Security Cooperation and Security Assistance (SC/SA). Develop and execute SC/SA education and training programs with emphasis on capacity-building directed at foreign maritime services (coast guards, navies, defense forces). Lead assessments of foreign maritime services. Primary Coast Guard contact for interagency efforts related to SC/SA and foreign maritime force development. Collate, deconflict, and prioritize all interagency and international demand signals for Coast Guard developmental assistance. Coordinate and schedule the delivery of training to foreign maritime force and/or international organizations.	Washington, DC
Coast Guard Office of International Acquisition Programs (CG-922)	Develop, implement and manage the Coast Guard's Foreign Military Sales (FMS) and Excess Defense Article (EDA) programs.	Washington, DC
Coast Guard International Mobile Training Branch	Serve as the Coast Guard's primary, internationally deployable training resource charged with delivering the majority of all Coast Guard training and technical assistance to foreign maritime forces with an emphasis on small boat operations, engineering, law enforcement, and port security.	Yorktown, VA
Coast Guard Office of Counterterrorism and Defense Operations (CG-532)	Develop policies, strategic plans, and capstone and service doctrine for Coast Guard working relationships with DoD, the Combatant Commands, and the other military services. Represent the Coast Guard in the Global Force Management process and serve as the central point of contact for all DoD Request for Forces (RFFs) in support of military operations. Establish Coast Guard capabilities and standards for allocation of forces to perform defense operations missions.	Washington, DC

Coast Guard Deployable Operations Group	Establishes a single command authority to rapidly provide operational commanders adaptive force packages drawn from the Coast Guard's deployable specialized force units (emphasis on operations vice foreign capacity-building). Develops systems and processes for standardized training, equipment, organization, planning, and scheduling of rapidly deployable Coast Guard specialized forces. Serve as a secondary international deployable training resource, on a not-to-interfere with operations basis.	Arlington, VA
Other SC Organization	**SC Function**	**Location**
Naval Small Craft Instruction and Technical Training School (NAVSCIATTS)	Provide in-residence training to prepare partner nation forces to conduct small craft operations and maintenance in riverine or littoral environments. Focus on "train-the-trainer," professional development, operational level engagement, and strategic level instruction. Support Joint, intergovernmental, interagency, and multinational activity in cooperative effort with private enterprise for unity of effort in maritime security force assistance. Conduct Foreign Internal Defense (FID) in support of CCDRs in accordance with Commander, U.S. Special Operations Command (SOCOM) priorities using Mobile Training Teams (MTTs).	Stennis Space Center, MS

Enclosure 2: Definitions

Littoral: The littoral comprises two segments of operational environment: 1. Seaward: the area from the open ocean to the shore, which must be controlled to support operations ashore. 2. Landward: the area inland from the shore that can be supported and defended directly from the sea. (JP 1-02)

Maritime Domain: The oceans, seas, bays, estuaries, islands, coastal areas, and the airspace above these, including the littorals. (JP 1-02)

Measure of Effectiveness (MOE): A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. (JP 1-02, JP 3-0)

Measure of Performance (MOP): A criterion used to assess friendly actions that is tied to measuring task accomplishment. (JP 1-02, JP 3-0)

Maritime Security Cooperation: Security Cooperation (SC) conducted by two or more of the maritime services. (For the purpose of this policy.)

Maritime Security Cooperation (SC) Enabling Organizations: Maritime organizations that provide training, operational support, or other forms of SC-related assistance to operating forces, regional components, or (USG) partners. (Enclosure 1)

Security Assistance (SA): A group of programs authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended, or other related statutes by which the United States provides defense articles, military training, and other defense-related services by grant, loan, credit, or cash sales, or lease, in furtherance of national policies and objectives. Security assistance is an element of security cooperation funded and authorized by Department of State to be administered by Department of Defense/Defense Security Cooperation Agency. (JP 1-02, JP 3-22)"

Security Cooperation (SC): All Department of Defense (DoD) interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide US forces with peacetime and contingency access to a host nation. (JP 1-02, JP 3-22)

Security Force Assistance (SFA): DOD activities that contribute to unified action by the U.S. Government to support the development of the capacity and capability of foreign security forces and their supporting institutions. (JP 1-02, 3-22)