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Security Cooperation

US Marine Corps

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ERRATUM

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1. Change all instances of MCIP 3-33.03, *Security Cooperation*, to MCIP 3-03Di, *Security Cooperation.*

2. File this transmittal sheet in the front of this publication.

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To Our Readers

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Unless otherwise stated, whenever the masculine gender is used, both men and women are included.

DEPARTMENT OF THE NAVY
Headquarters United States Marine Corps
Washington, D.C. 20350-3000

21 July 2015

FOREWORD

Marine Corps Interim Publication 3-33.03, *Security Cooperation*, assists Marine Corps Service component planners in the execution of their duties to assess and plan engagements with partner nations in the interest of Service and Department of Defense objectives. While the techniques and procedures captured within this publication reflect current best practices for engaging with partners, it is neither intended to be all-encompassing, nor prescriptive.

Marine Corps security cooperation is shaped at all levels of the national security apparatus, from the Office of the Secretary of Defense to the Service headquarters and geographic combatant commands. Security cooperation engagements are primarily driven by the Department of Defense-wide *Guidance for Employment of the Force (GEF), the United States Marine Corps Service Campaign Plan 2012–2020*, and each geographic combatant command's theater campaign plan (TCP). For the Marine Corps, security cooperation is primarily realized through the Marine Corps Campaign Support Plan (CSP)—a Headquarters, Marine Corps classified annex to the *United States Marine Corps Service Campaign Plan 2012–2020*—and the various Marine Corps component commands CSPs that support combatant commands' TCPs. The Marine Corps component command CSP often is focused on partner countries that provide littoral access, meet combatant commander prioritization guidance, and assist in major and contingency operations.

The *Guidance for Employment of the Force (GEF), Joint Strategic Capabilities Plan*, and geographic combatant commands' TCPs operationalize and implement strategic and operational level defense and military guidance. The *Guidance for Employment of the Force (GEF)* has directed a shift from contingency-based planning to strategy-based planning. This shift requires a movement away from episodic engagement to holistic, integrated, cyclical, and persistent engagement that is designed to build partnership capacity. Theater campaign plans focus on steady state activities to influence the relevant population toward deterring major conflict by mitigating unstable factors, enhancing the governance or military capacity of partner countries, setting the conditions for success in contingencies, and preparing for catastrophic events.

The *United States Marine Corps Service Campaign Plan 2012–2020* assumes that the combatant commanders will maintain, if not increase, their requirements for Navy and Marine Corps forces to support steady state engagement activities. This demand signal requires that the Marine Corps seek effective support to ongoing contingency operations and combatant commander security cooperation activities. When executed as planned, these steady state activities may mitigate conflict. When combat operations must be undertaken, our efforts

are enhanced by capable and committed foreign security forces with access to air, land, and sea lines of communications around the world. Security cooperation facilitates these effort enhancements. Effective security cooperation planning employs limited resources to affect change within partner nations.

Reviewed and approved this date.

BY DIRECTION OF THE COMMANDANT OF THE MARINE CORPS

K. J. GLUECK, JR.
Lieutenant General, U.S. Marine Corps
Deputy Commandant for Combat Development and Integration

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CHAPTER 1
INTRODUCTION

Joint Publication (JP) 1-02, *Department of Defense Dictionary of Military and Associated Terms*, defines security sector reform as "a comprehensive set of programs and activities undertaken to improve the way a host nation provides safety, security, and justice." It is a whole-of-government, interagency-centric mission of which Department of Defense (DOD) security cooperation (SC) is an integral part (see fig. 1-1 on page 1-2). Security cooperation is founded on a tradition of cooperation between the United States (US) and other sovereign nations with similar values and interests to meet common defense goals. As defined by JP 1-02, security cooperation is—

> *All Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific US 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.*

The importance of security cooperation is identified in the *United States Marine Corps Service Campaign Plan 2012–2020*, which tasks the regional Marine Corps component commands to provide support to partner nations, regional governments, and international organizations through theater security cooperation (TSC) activities in support of the combatant commander's (CCDR's) theater campaign plan (TCP).

Department of Defense Security Cooperation Programs

Department of Defense SC programs—

- Encompass all DOD activities with foreign security forces (FSF) in both the nondefense and defense security sectors—including security assistance (SA), security force assistance (SFA), and foreign internal defense (FID).
- Reinforce interagency security sector reform (see fig. 1-1 on page 1-2).
- Span the range of military operations (see fig. 1-2 on page 1-2).
- Rely on and build access and relationships.
- Have specific, distinctive planning considerations (e.g., funding mechanisms, executing organizations, unique policy guidance within each program).

Security Assistance

Security assistance is a subset of security cooperation. The term security assistance applies to a "group of programs authorized by the Foreign Assistance Act (FAA) 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 in furtherance of national policies and objectives. . . ." (JP 1-02) The purpose of SA is to help designated nations deter and defend against aggression, promote the sharing of common defense burdens, and foster regional stability.

Security Force Assistance

Security force assistance is the Department of Defense activities that contribute to a unified action by the US Government (USG) to support the development of the capacity and capability of foreign security forces and their supporting institutions. (JP 1-02) "The US military engages in activities to enhance the capabilities and capacities of a partner nation (or regional security organization) by providing training, equipment,

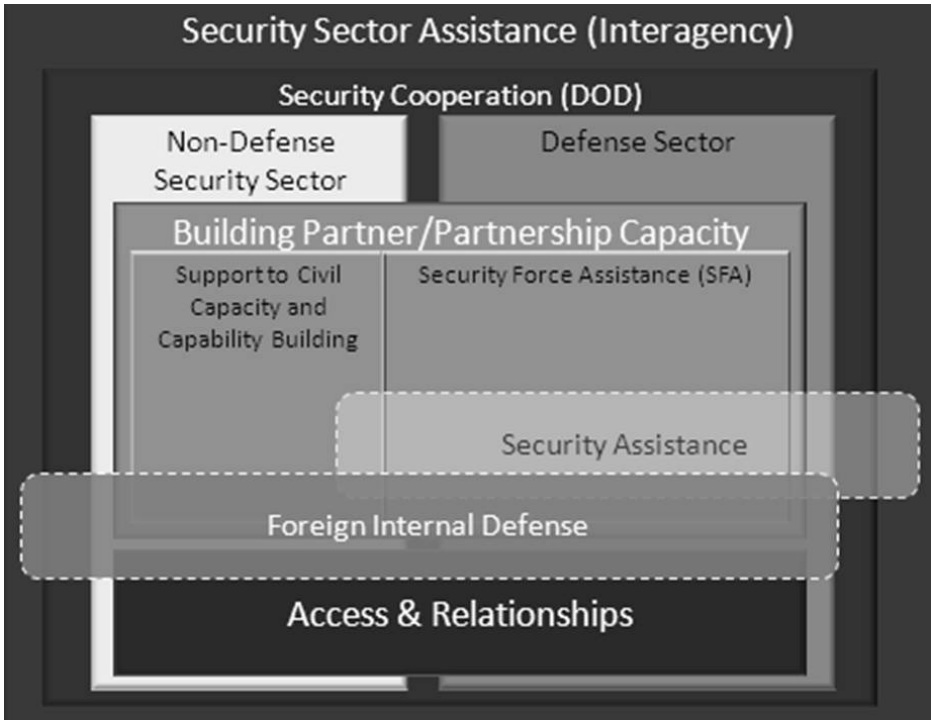

Figure 1-1. Interagency Security Sector Reform.

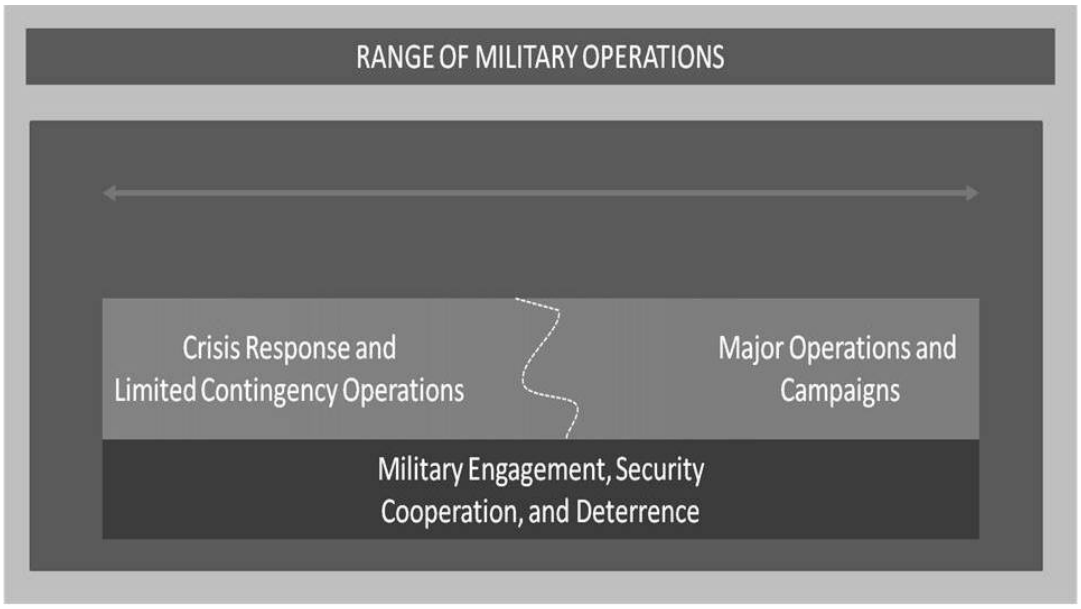

Figure 1-2. Range of Military Operations

advice, and assistance to those FSF organized in national ministry of defense (or equivalent regional military or paramilitary forces) while other USG departments and agencies focus on those forces assigned to other ministries (or their equivalents) such as interior, justice, or intelligence services." (JP 3-22, *Foreign Internal Defense*)

Foreign Internal Defense

Foreign internal defense is the "participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security." (JP 3-22) The focus of US FID efforts is to support the internal defense and development of the host nation (HN). Foreign internal defense is further defined in terms of a three-part support framework:

- Indirect support, which includes SA and military exchange programs.
- Direct support (not including combat operations), which includes civil-military operations (CMO) and military information support operations.
- Direct combat operations in support of FID require United States Presidential approval and are intended to be temporary, pending HN management of the causal situation.

Planning Process Considerations

Planning should not be viewed as an isolated activity or process, but rather as part of a constant cycle in which planning, execution, and assessment takes place on a continuous basis. As described in Marine Corps Doctrinal Publication (MCDP) 5, *Planning*, planning at the highest level is conceptual planning. It establishes aims, objectives, and intentions, and involves developing broad concepts for action. The next level of planning is functional planning, which involves the design of supporting plans for discrete functional activities. The lowest level of planning is detailed planning, which translates the broad concept into a complete and practicable plan.

Security cooperation planning crosses each level of planning detailed in MCDP 5. This publication will provide the SC planner with a detailed explanation of procedures for managing a multiyear security cooperation engagement plan (SCEP) that is based on the Systems Approach to Training (SAT) process, following the analyze, design, develop, implement, and evaluate (ADDIE) model. The SC planning process includes both the Marine Corps Planning Process (MCPP) and SAT process.

Marine Corps Planning Process

The MCPP begins with problem framing and ends with a transition of the plan into execution. Problem framing enhances understanding of the environments and the nature of the problem. During this process, options are determined, pros and cons of each are weighed, and a decision is made and executed. The MCPP is separated into manageable segments and addressed individually as follows:

- *Sequential*. The sequential segment of the MCPP begins with problem framing and progresses through transition. Certain steps in the process, such as problem framing, must occur before others can begin.
- *Concurrent*. The concurrent segment of the MCPP refers to products from one step that will be used in simultaneous and subsequent steps.
- *Iterative*. Steps in the MCPP may be repeated upon receipt of new information or if the commander redirects or refocuses the efforts.
- *Scalable*. Scalable refers to the size of the planning headquarters (HQ), scope of the problem, and time. The commander, based on his experience, knowledge of the situation, and experience of the staff, can focus the process by providing clear, concise guidance and by being actively engaged throughout the process.

Analyze, Design, Develop, Implement, and Evaluate

The phases of ADDIE are derived from the SAT process and are the basis of SC planning. An essential function of planning is to promote understanding of the problem—the difference between existing and desired conditions—and to devise types of resolution.

An SC planner is faced with capability or capacity gaps that exist within the FSF and tasked with assisting the nation in addressing and diminishing those gaps in support of both USG and HN objectives. Whereas, the traditional MCPP tends to focus on more discrete objectives with more discrete timelines; the scope of SC planning covers both a significantly broader set of objectives and an indefinite timeline supported by discrete events.

The nature of successful SC planning is based on long-term persistent planning and execution of events and activities with a FSF.

Tenets

Throughout the planning process, the tenets of SC planning—capability building, holistic application, integration, cyclical development, and enduring engagement—will guide the SC planner in planning and executing SC activities and events, thus allowing the most effective and efficient use of resources.

Capability Building

Security cooperation engagement plans must focus on capability building. While individual events may be undertaken to increase the capacity of FSF, building the capability of the force is required to ensure any increase is institutionalized. The use of formal and informal trainers is expected to raise the capability of an individual by adjusting a partner force's manpower structure to develop and/or maintain its own trainers and to develop the logistic procedures to ensure availability of training resources.

Holistic Application

Security cooperation engagement plans must be holistic. Detailed doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) analysis may identify capability areas which, when addressed holistically, will increase the overall capability of FSF.

Integration

Security cooperation engagement plans must be integrated vertically, horizontally, internally, and externally to best ensure efficacy and smooth execution of the individual events:

- Vertical integration ensures proper consideration for echelons that are senior and subordinate to the unit involved in each individual event.
- Horizontal integration ensures adjacent units or other Services are factored into specific events.
- Internal integration within the Marine Corps ensures that both SC events and non-SC events are executed symbiotically.
- External integration ensures considerations beyond the Marine Corps' control or influence, such as sister Service plans, USG departments' and agencies' efforts, HN culture, and predictable natural effects that may be factored into the planning effort.

Cyclical Development

Security cooperation engagement plans must be cyclical—continuously assessing and planning. As activities are implemented, in-progress assessments and reviews must be conducted to inform the planning cycle and ensure that the plan will achieve the desired end state. Just as Marines accomplish various annual training requirements designed to reinforce and build on previously completed training, an effective engagement plan should incorporate multiple iterations of specific events to ensure that the desired effects are generated and sustained within the FSF. Repetition is an over simplification of this concept and should be incorporated only in an effort to ensure a cyclical nature is achieved that prevents backsliding and encourages mastery on a particular focus area when required.

Enduring Engagement

Security cooperation engagement plans must be persistent, with an effort towards enduring results. Institutions are not built quickly. Institutional

change can only be achieved over time. In many cases, FSF are significantly "younger" than the Marine Corps. Marine Corps capabilities and ethos have been developed over generations. Change, for virtually any military force, is often met with resistance and is best accepted when undertaken with a long-term commitment. Individual events ideally lead toward successfully reaching specific, finite objectives. Security cooperation planners must ensure that their plan is not only persistent, but also perceived to be enduring by the FSF.

Security Cooperation Focus Areas

The three broad themes of security cooperation are capacity and capability building, facilitating access, and building relationships. Security cooperation activities are further refined as 10 focus areas and discussed in the following subparagraphs. To achieve these focus areas, the United States works with countries that are regional leaders, exert a strong influence within multilateral institutions, and/or leverage the prestige and influence of regional institutions.

- *Operational capacity and capability building*. Concentrates on providing the necessary training and equipment required to develop and improve operational capacity, capability, and performance of FSF.
- *Human capacity/human capital development*. Addresses key individual military members and civilian security officials from a partner country and developing the human capacity needed by those individuals to sustain their defense sector over time.
- *Institutional capacity/security sector reform*. Concentrates on the security institutions of a partner country and the development of the necessary systems and processes to sustain operational tactical capacities and human capital over time.
- *Support to institutional capacity/civil-sector capacity building*. Addresses the support provided by DOD to nonsecurity sector portions of partner nations to strengthen the capacity and capability of these partners at the local and national levels in order to deliver services to their own people through stable and effective civil sector institutions.
- *Combined operations capacity, interoperability, and standardization*. Addresses the capacity of a partner nation to operate effectively alongside, or in lieu of, US forces in a coalition or formal alliance.
- *Operational access and global freedom of action (US defense posture)*. Concentrates on gaining unfettered access to, and freedom of, action in all operational environments, realigning the US global defense posture, gaining HN support in key countries, and supporting larger US political and commercial freedom of action and access needs. Typically, to set the conditions for success, attaining operational access requires considerable precursor activity (such as high-level visits, political-military negotiations, and bilateral exercises).
- *Intelligence and information sharing*. Concentrates on identifying specific intelligence or information-sharing requirements, and collaboration that benefit the United States and its partners, as appropriate.
- *Assurance and regional confidence building*. Addresses activities that enhance regional and US security by reducing the potential for interstate or intrastate conflict and focusing on expanding the community of like-minded states thereby assuring allies and partners.
- *International armaments cooperation*. Encourages armaments cooperation activities with allied and partner nations and alliances (e.g., North Atlantic Treaty Organization [NATO]).Armaments cooperation activities include defense technology projects and programs, such as cooperative research, development, test, and evaluation; international logistic cooperation; and acquisition-related collaborative efforts (e.g., promotion of strong national defense industrial bases and sound

national defense procurement systems). Armaments cooperation—
  - Increases operational effectiveness.
  - Reduces DOD's costs of developing, producing, and supporting weapons systems.
  - Provides access to the best technologies worldwide.
  - Strengthens alliance relationships.
  - Bolsters US and allied defense industrial bases.
- *International suasion and collaboration*. Addresses activities that—
  - Develop positive political-military relationships with influential actors.
  - Offset anti-US influence in key regions and with international organizations.
  - Counter illicit networks.
  - Reinforce, with partners, the congruence of US policy objectives and activities. In multilateral relationships, it is important to build positive relationships with the institutions themselves and to strengthen their ability to contribute to international stability.

Types of Security Cooperation Events and Activities

Security cooperation events and activities can be organized into 14 overarching categories. These categories are the same as SC categories in Theater Security Cooperation Management Information System (TSCMIS) (see chap 4 for more detail):

- *Combined/multinational education*. Activities involving the education of foreign defense civilians, military officers, and noncommissioned officers (NCOs) that are in US institutions and programs—both in the continental United States (CONUS) and overseas—and the education of US defense personnel in another state's institutions. This is the core mission for DOD regional centers such as the Marshall Center for Security Studies.
- *Combined/multinational exercises*. Exercises with foreign militaries, both in CONUS and overseas, across the range of military operations sponsored by the Chairman of the Joint Chiefs of Staff (CJCS), the CCDRs, or Service Chiefs under the direction of the Secretaries of the Military Departments.
- *Combined/multinational experimentation*. Bilateral and multilateral activities that experiment, demonstrate, or test (nontechnological) capabilities and concepts.
- *Combined/multinational training*. Scheduled unit and individual training activities with foreign militaries that do not fall under the multinational exercises category.
- *Counternarcotics assistance*. Includes authorities and funds for equipment, training, infrastructure, intelligence, and logistics that provide additional tools to fight narcoterrorism.
- *Counterproliferation/nonproliferation*. Includes activities that are seeking to counter and reduce the threat of weapons of mass destruction and mitigate their effects.
- *Defense and military contacts*. Focuses on tailored contacts to support defense sector reform and staff interoperability; senior defense official (SDO) (e.g., civilians, officers, NCOs) visits; bilateral and multilateral planning events, exchanges, staff talks, and conferences.
- *Defense support to public diplomacy*. Activities that support USG public diplomacy efforts by engaging key foreign audiences to advance US interests.
- *Facilities and infrastructure support projects*. Includes military construction investments and cooperative infrastructure development with allies and international partners in HN installations.
- *Humanitarian assistance*. Involves deployments of US military personnel that plan, oversee, and conduct specific combatant command-nominated humanitarian projects and activities. Projects and activities for humanitarian assistance (HA) include the following:
  - Assistance to HN civilian authorities in disaster preparedness; mitigation and response; search and rescue; provision of humanitarian daily rations; training in identification, removal techniques, and safety; and education in awareness of the risk of explosive remnants of war.

  - Donation of nonlethal excess DOD property and other relief supplies; transportation of privately donated relief materials to states in need; and training and material assistance to a HN's human immunodeficiency virus, acquired immune deficiency syndrome, and/or avian influenza prevention program.
- *Information sharing/intelligence cooperation*. Activities that increase partner nation intelligence capacity, information sharing, and awareness.
- *International armaments cooperation*. Includes cooperative research, development, testing, and evaluation of defense technologies, systems, or equipment; joint production and follow-on support of defense articles or equipment; and procurement of foreign technology, equipment, systems, or logistic support.
- *Security assistance*. Includes a "group of programs authorized by the Foreign Assistance Act of 1961, as amended; 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 in furtherance of national policies and objectives." (JP 1-02)
- *Other programs and activities*. Other programs and activities include, but are not limited to, Build the Capacity of Foreign Military Forces–Train and Equip (Section 1206, National Defense Authorization Act [NDAA] for Cross Fiscal Year Authority), Defense Institutional Reform Initiative, Global Maritime Partnership Initiative, and NATO Standardization.

Security Cooperation Related Programs and Initiatives

International Affairs Officers Program

The mission of the International Affairs Program is to identify and educate a corps of language, regional expertise, and cultural (LREC) professionals to improve operations, security assistance, and intelligence efforts across the range of military operations. International Affairs Program is an umbrella program that governs six programs to include: the Foreign Area Officer (FAO) and Regional Affairs Officer Programs. Foreign area officers use regionally focused education, language skills, and immersive regional experience to help commanders understand the complex human environments where Marines deploy. Regional affairs officers receive specialized regional education to assist commanders in understanding the historical context and social perspectives of foreign societies and militaries, but do not possess language skills.

International Affairs Program also includes the Afghanistan Pakistan Hands Program, which selects Marines to develop counterinsurgency expertise as well as LREC proficiencies specific to the Afghanistan/Pakistan region. International Affairs Program is being expanded beyond the officer corps with the Foreign Area Staff Noncommissioned Officer and Regional Affairs Staff Noncommissioned Officer Initiative, which will identify and educate senior enlisted LREC professionals. This initiative is currently in Beta test and will provide commanders with regional and linguistic expertise at the tactical level. International Affairs Program also includes the Marine Corps Foreign Personnel Exchange Program (PEP); further information about PEP can be found in part C of this section.

Regional, Culture, and Language Familiarization Program

The Marine Requirements Oversight Council (MROC) approved the full implementation of the Regional, Culture, and Language Familiarization (RCLF) Program (MROC Decision Memorandum 38-2012, *Approval of the Regional Culture Language Familiarization Program Implementation*). The purpose of the RCLF Program is to enhance and institutionalize language, regional, and culture skills for all Marines so that they may operate with greater effectiveness in the culturally-complex environments of the 21st century. The Marine

Corps has responded to this requirement by developing the RCLF Program, which is designed to provide Marines with a strong foundation in cross-cultural competence, combined with a regional emphasis and focus. The Marine Corps has structured the RCLF Program to introduce more complexity as Marines advance through their careers via a "block approach" along their career path. This structure corresponds to a Marine's rank with five blocks for officers and six blocks for enlisted personnel. Additional details are provided in Marine Administrative Message [MARADMIN] 619.12, *Implementation of the Regional, Culture, and Language Familiarization Program*.

Marine Corps Foreign Personnel Exchange Program

The purpose of PEP is to encourage the mutual confidence, understanding, and respect necessary to strengthen relationships between the Marine Corps and the foreign military services of partner nations. A reduction in US military presence in several regions around the world has created a need for closer relationships between friendly nations and coalition partners. The exchanging of personnel through PEP promotes the sharing of experience and knowledge to help foster closer international friendships between coalition partners. The PEP represents a means of continuing a long-term, selectively visible presence and association among military counterparts to enhance worldwide security cooperation.

Security Cooperation Planning Process

The SAT process was established to manage the processes associated with the ADDIE model throughout instructional programs. The SAT process assists commanders in identifying critical warfighting tasks, both for the individual and the unit, and it guides the Marine Corps' frugal application of limited resources. The SAT process is dynamic, and uses the flexibility of the ADDIE model whose five phases overlap and are interrelated. Using this model (see fig. 1-3) to develop a SCEP more effectively; ensures that FSF capacity is built through holistic, integrated, cyclical, and enduring engagement.

Analyze

During the analyze phase, the SC planner takes a holistic look at a FSF by conducting thorough research using a variety of resources. When combined with an in-country FSF-capabilities based assessment (CBA), this analysis clearly uncovers capability gaps. The SC planners conduct preliminary research to—

- Facilitate a better understanding of assessment requirements.
- Identify goals and objectives.
- Forecast impacts of operational culture.

A portion of the preliminary research comes from performing an intelligence assessment. The purpose of the intelligence assessment is to provide cultural and military intelligence to be used in support of SC design and development. Together, the preliminary research and intelligence assessment provide a sound basic understanding and firm knowledge base needed for planning to begin. This ensures that the actual assessment has a focus; as assumptions and related data are validated against ground truth during an in-country service assessment. This analysis process is based on the Expeditionary Force Development System combat development pillars (CDPs): DOTMLPF and the warfighting functions.

The information gathered through a DOTMLPF/warfighting functions assessment is analyzed to identify relevant capability gaps of the FSF, which are the capability deficiencies relative to assigned missions and tasks. These gaps are recorded on the analysis worksheet of the SCEP. This worksheet is one of the outputs of the analyze phase. Analysis of the gaps will also lead to development of logical lines of operation (LOOs). The LOOs and capability gaps become the inputs to the design phase.

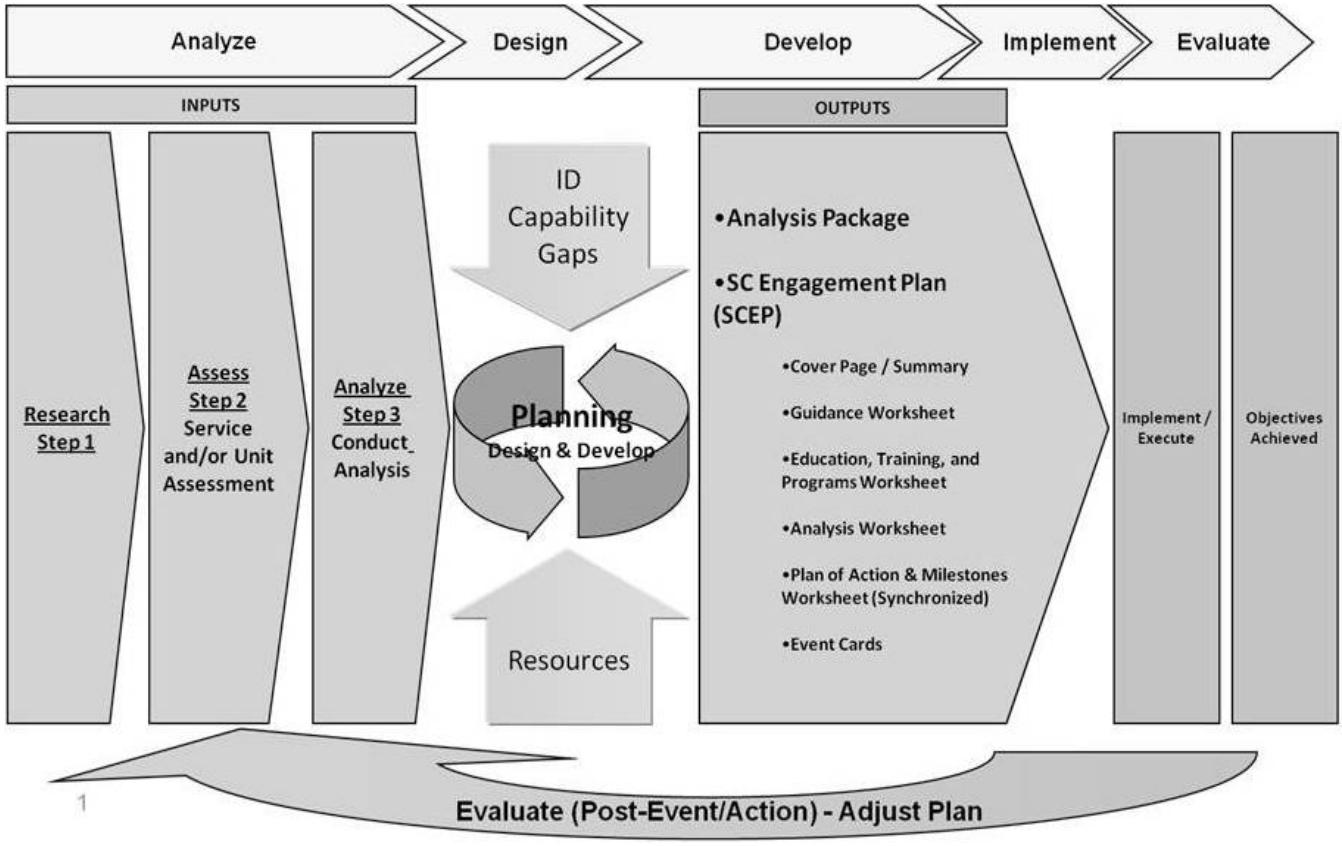

Figure 1-3. ADDIE Planning for Security Cooperation Engagement.

Combat Development Pillars

When assessing the capabilities of FSF, it is important to remember that we are assessing their capabilities through the lens of our culture. Capabilities must be examined with the FSF culture in mind as well as sustainability. While the below CDPs have Marine Corps and joint definitions, which are specific to Marine Corps capabilities, the definitions are provided simply as a description of the capability.

Doctrine. Doctrine is the way we fight. "Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application." (JP 1-02)

Organization. Organization is how we organize to fight. Units or elements with varied functions are enabled by a structure through which individuals cooperate systematically to accomplish a common mission and directly provide or support warfighting capabilities. Subordinate units and elements coordinate with other units and elements and, as a whole, enable the higher-level joint unit or element to accomplish its mission. This includes the joint staffing (military, civilian, and contractor support) required to operate, sustain, and reconstitute joint warfighting capabilities. According to MCDP 1, *Warfighting*, "The operating forces must be organized to provide forward deployed or rapidly deployable forces capable of conducting expeditionary operations in any environment." This means "…operating forces must maintain the capability to deploy by whatever means is appropriate to the situation. Tables of organization should reflect the two central requirements of *deployability* and the *ability to task-organize according to specific situations*. Units should be organized according to type, only to the extent dictated by training, administrative, and logistic requirements."

Training. Training is how we prepare to fight tactically. "Training is the conduct of instruction, discipline, or drill; the building in of information and procedures; and the progressive repetition of tasks—the product of which is skill development and proficiency." (Marine Corps Order [MCO] 1553.1B, *The Marine Corps Training and Education System*)

"The purpose of all training is to develop forces that can win in combat....Training programs should reflect practical, challenging, and progressive goals beginning with individual and small-unit skills and culminating in a fully combined arms MAGTF [Marine air-ground task force]. . . . That is, units, including MAGTFs, should train with the full complement of assigned, reinforcing, and supporting forces they require in combat." (MCDP 1) Training includes—

- Basic training to advanced individual training.
- Various types of unit training and joint exercises.
- Mission rehearsals, of individuals, units, and staffs using joint doctrine or joint tactics, techniques, and procedures to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the CCDRs to execute their assigned or anticipated missions.

Materiel. Materiel is everything that is necessary to equip forces (e.g., weapons, spares, equipment, vehicles) so that they can operate effectively. This includes "All items (including ships, tanks, self-propelled weapons, aircraft, etc. and related spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes." (JP 4-0, *Joint Logistics*).

This also dictates that "Equipment should be easy to operate and maintain, reliable, and interoperable with other equipment. It should require minimal specialized operator training. Further, equipment should be designed so that its use is consistent with established doctrine and tactics. . . . Any piece of equipment requires support: operator training, maintenance, power sources or fuel, and transport. The anticipated enhancement of capabilities must justify these support requirements and the employment of the equipment must take these requirements into account." (MCDP 1)

Leadership and Education. Leadership and education is used to prepare leaders to lead the fight from fire team leader up to the four-star general or admiral. "Professional development of the joint leader is the product of a learning continuum that comprises training, experience, education, and self-improvement. The role of joint professional military education is to provide the education needed to complement training, experience, and self-improvement to produce the most professionally competent individuals possible." (*Joint Capabilities Integration and Development System Manual*)

"Leadership is the influencing of people to work toward the accomplishment of a common objective. Because war is fundamentally a human endeavor, leadership is essential to effective command and control." (MCDP 6, *Command and Control*). Leadership involves ". . . taking responsibility for decisions; being loyal to subordinates; inspiring and directing Marines toward a purposeful end; and demonstrating physical and moral courage in the face of adversity." (MCDP 1-0, *Marine Corps Operations*) Remembering that, "Education is the process by which knowledge is attained in order to develop analytical skills and critical-thinking capability to enable Marines to adapt quickly in any environment. . . ." (MCO 1553.4B, *Professional Military Education [PME]*). The Marine Corps professional military education philosophy is that PME is a career long study of the foundations of the military profession.

Personnel. Personnel include the availability of qualified people in peacetime, wartime, and various contingency operations, and involve "those individuals required in either a military or civilian capacity to accomplish the assigned mission." (JP 1-02) This

availability ensures the uninterrupted flow of personnel to the battlefield so that the commander has the personnel required to accomplish the mission. It provides for the allocation and assignment of personnel needed to meet unit requirements. This task involves the management of strength accounting data and readiness assessments, and provides for replacements. It also establishes the requirement to recruit, mobilize, assemble, organize, and prepare qualified personnel.

Facilities. Facilities are the real property, installations, and industrial facilities (e.g., Government-owned ammunition production facilities) that support our forces. ". . . Real property entity consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land." (JP 3-34, *Joint Engineer Operations*) "Installations and the facilities on them are sized to support day-to-day missions, but also have the capacity and flexibility to surge for mobilization and other contingency operations." Additionally, ". . . the quality of a Marine's service depends on a professional work place, modern and functional equipment, meaningful and adequately funded community and family services, top-notch medical and dental care, quality training, education opportunities, good quality housing . . ." (*Marine Corps Installations 2020*)

Warfighting Functions

Command and Control. "The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission." (JP 1, *Doctrine for the Armed Forces of the United States*) Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission.

Maneuver. "Employment of forces in the operational area through movement in combination with fires to achieve a position of advantage in respect to the enemy." (JP 3-0, *Joint Operations*)

Intelligence. "The product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations. The term is also applied to the activity which results in the product and to the organizations engaged in such activity." (JP 2-0, *Joint Intelligence*)

Fires. "The use of weapon systems to create specific lethal or nonlethal effects on a target." (JP 3-09, *Joint Fire Support*)

Logistics. "Planning and executing the movement and support of forces. It includes those aspects of military operations that deal with: (a) design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel; (b) movement, evacuation, and hospitalization of personnel; (c) acquisition or construction, maintenance, operation, and disposition of facilities; and (d) acquisition or furnishing of services." (JP 4-0)

Force Protection. "Preventive measures taken to mitigate hostile actions against Department of Defense personnel (to include family members), resources, facilities, and critical information. Also called FP." (JP 3-0)

Design

To the SC planner, to design means creating a workable sequence of milestones to accomplish the task(s) and intent as outlined in the geographic combatant commands TCPs. In addition, the planner must address all of the identified partner nation capability gaps identified in the analysis worksheet. The end state is identification of a group of capability sets that aggregate the specific capabilities needed to logically move forward on the related LOO towards the desired end state. Capability sets are further refined as a series of sequenced milestones that address all of the known gaps (see fig.1-4 on page 1-12). Milestones become the inputs to the develop phase.

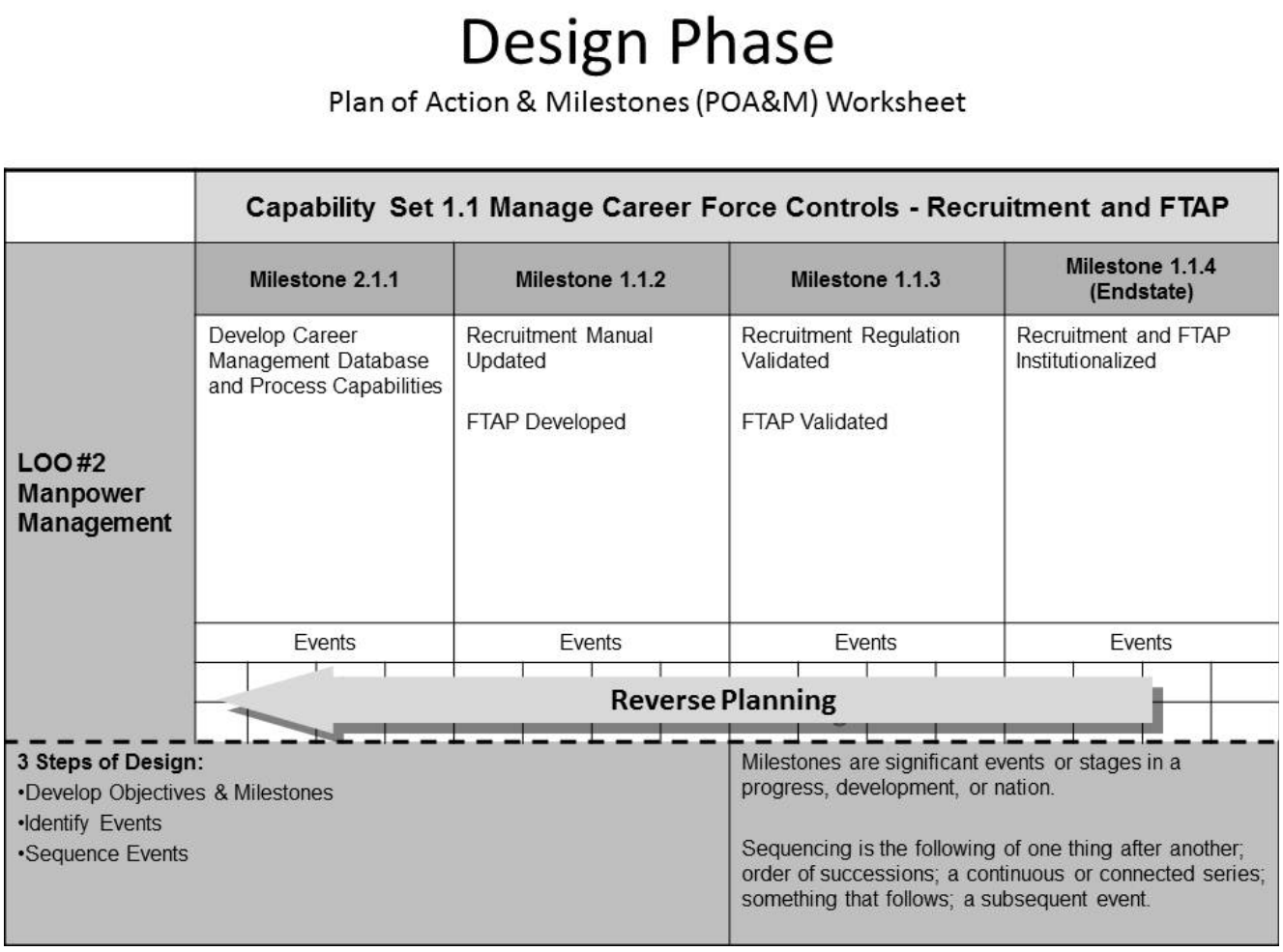

Figure 1-4. Design Phase.

Develop

To the SC planner, to develop means the creation of a logical, integrated sequence of SC events that achieve the milestones and capability sets, and ultimately accomplish the task(s) and intent as outlined in the geographic combatant command TCP. The desired end state is a holistic, integrated, and enduring solution. The final outputs are the following:

- A synchronized plan of action and milestones (POA&M).
- Milestone-event cards for each event.
- Data entry for TSCMIS.
- Registration of capability requirements in the Joint Capabilities Requirements Manager (JCRM).

The third and fourth outputs serve as the transition between the develop and implement phases and do not necessarily reside only in the develop phase. In some cases, the transition between development and implementation includes entry of specific events and activities in the Joint Training Information Management System (JTIMS).

Implement

For the SC planner, implementation is driven by distinct battle rhythms for sourcing and resourcing, in addition to the execution of individual SC events and activities. Sourcing and resourcing require broad consideration of priorities and objectives approximately 18–24 months in advance, with an increased level of fidelity as the execution of distinct events and activities nears.

According to MCO 5710.6_, *Marine Corps Security Cooperation*, when Marine Corps component commands use assigned forces for SC events, the Marine Corps component commands shall relay this requirement through JCRM, electronic Joint Manpower and Personnel System, JTIMS, or the manpower requirements tracking module to United States Marine Corps Forces Command (MARFORCOM) for registration in the Marine Corps Force Synchronization Playbook.

Small, short-notice, short-duration SC requirements occasionally emerge that CCDRs cannot effectively staff and source via the global force management (GFM) process. Under these circumstances, Marine Corps component commands should contact MARFORCOM and Commandant of the Marine Corps (CMC) (Deputy Commandant for Plans, Policies, and Operations [PP&O]) for guidance. This does not alleviate Marine Corps component commands' responsibility for registering the requirements in JCRM. The SC planner must follow through to ensure that all aspects of the event are properly tracked and completed. Some of the specific tasks and/or considerations are the following:

- Required training and preparation of the team going down range (e.g., acquiring the necessary travel documentation such as visas and passports, immunizations, and proper travel authorities [verification of status protection, country/theater entry approval]).
- Translation of training materials.
- Foreign disclosure requests.
- Detailed coordination with the country team.

During implementation, the SC planner should create and follow a POA&M through the execution of each event, using MCPP and checklists for assistance.

Evaluate

For the SC planner, evaluation is focused on a detailed analysis of previously established measures of performance (MOPs) and measures of effectiveness (MOEs). From this detailed analysis, the SC planner should make recommendations with regard to future iterations of the same event and possible changes to future events in the SCEP that best meet the desired end state for the FSF.

Measures of performance answer the question, "Have we done things right?" The purpose of individual events and activities become MOPs and should be written to facilitate a yes or no determination of successful performance (e.g., provide familiarization of Marine Corps doctrine development process).

Measures of effectiveness answer the question, "Have we done the right things?" Milestones represent MOEs and should be written with focus on the partner nation's achievement of certain intermediate military objectives or related end states (e.g., establish a doctrine development group). Simple yes and no answers are not sufficient when considering the indicators of MOEs. Evaluations of MOEs are much more qualitative and subjective than MOPs and typically include verbiage (e.g., extent, relative) when considering partner nation capabilities and capacities.

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CHAPTER 2
PERTINENT DOCUMENTS

Planning for security cooperation is guided by several national- and Service-level documents that, when used together, create a base that enables the SC planner to accomplish the mission.

National Guidance

National Security Strategy

The national security strategy (NSS) is prepared periodically by the USG executive branch, which outlines the major national security concerns of the United States and how the Administration plans to deal with them. The legal foundation for the NSS is documented in the Goldwater-Nichols Act. This document is unclassified and purposefully general in content. Its implementation relies on elaborating guidance provided in supporting documents, such as the national military strategy (NMS). The May 2010 version of the NSS states, "Our military will continue strengthening its capacity to partner with foreign counterparts, train and assist security forces, and pursue military-to-military ties with a broad range of governments."

National Defense Strategy

The national defense strategy (NDS) is an unclassified Secretary of Defense (SecDef) document that serves as the DOD's capstone document in this long-term effort. It flows from the NSS and informs the NMS.

Note: The words "we" and "our" refer to the United States.

In addition, the NDS:

- Provides a framework for other DOD strategic guidance, specifically concerning campaign and contingency planning, force development, and intelligence.
- Addresses how the US Armed Forces will fight and win America's wars.
- Addresses how we seek to work with, and through, partner nations to shape opportunities in the international environment to enhance security and avert conflict.
- Describes our overarching goals and strategy.
- Outlines how DOD will support the objectives outlined in the NSS, including the following:
  - Strengthening alliances and building new partnerships to defeat global terrorism and prevent attacks against us, our allies, and our friends.
  - Preventing our enemies from threatening us, our allies, and our friends with weapons of mass destruction.
  - Working with others to defuse regional conflicts, including conflict intervention and transforming national security institutions to face the challenges of the 21st century.

National Military Strategy

The NMS is issued by CJCS as a deliverable to SecDef, briefly outlining the strategic aims of the Armed Services. It provides a focus for military activities to define a set of interrelated military objectives and joint operating concepts from which to identify desired capabilities and assess risks. The NMS's chief sources of guidance are the NSS and NDS.

Quadrennial Defense Review

The Quadrennial Defense Review, conducted every four years, is one of the principal means by which the tenets of the NDS are translated into potentially new policies, capabilities, and initiatives. "The purpose of the Quadrennial Defense Review report is to assess the threats and challenges the Nation faces, and then integrate strategies, resources, forces, and capabilities necessary

to prevent conflict or conclude it on terms that are favorable to the Nation now and in the future." (General James E. Cartwright, Vice CJCS [2009])

Guidance for Employment of the Force

The *Guidance for Employment of the Force (GEF)* is a classified, companion document to the NDS, which consolidates and integrates DOD planning guidance related to operations and other military activities into a single, overarching document. Written every two years, it balances the demands of fighting the long war with shaping the strategic environment to prevent or prepare for possible contingency operations. The *Guidance for Employment of the Force (GEF)* complements the security goals within the *Strategic Plan Fiscal Years 2007–2012*, and aligns the geographic combatant commands' activities with national security objectives. It also complements the embassy-specific integrated country strategy (ICS) (formerly mission strategic resource plan).

Note: The "Strategic Plan Fiscal Years 2007–2012" referred to in the preceding paragraph is in the document produced by the United States Department of State (DOS) and the United States Agency for International Development (USAID).

Joint Strategic Capabilities Plan

The Joint Strategic Capabilities Plan (JSCP) provides guidance to the CCDRs and the Joint Chiefs of Staff to accomplish tasks and missions based on current military capabilities. The most recent JSCP more accurately reflects the dynamics of ongoing conflicts and changes in strategic guidance dissemination. While still providing the combatant commands' specific planning guidance necessary for contingency planning, the JSCP has shifted away from the previous construct of 12 priority plans. It now translates strategic policy end states from the *Guidance for Employment of the Force (GEF)* into military campaign and contingency planning guidance for CCDRs and expands guidance to include global defense posture, SC, and other steady state activities.

Department of Defense Issuances

Department of Defense Directive 3000.07

Department of Defense Directive (DODD) 3000.07, *Irregular Warfare* (IW), establishes policy and assigns responsibilities for DOD conduct of irregular warfare and development of capabilities to address irregular challenges to national security. This directive articulates DOD's policy to train, advise, and assist FSF and partners at the ministerial, service, and tactical levels to ensure security in their sovereign territory or to contribute forces to operations elsewhere.

Department of Defense Directive 5105.75

Department of Defense Directive 5105.75, *Department of Defense Operations at U.S. Embassies*, provides policy and assigns responsibilities for the operation of DOD elements at US embassies and creates the position of SDO as the principal DOD official in US embassies. It places DOD personnel, who are not under the command of a US area military commander, under the authority of the chief of mission of that country. The SDO shall act as the in-country focal point for planning, coordinating, supporting, and/or executing US defense issues and activities in the HN, including TSC programs under the oversight of the geographic combatant commander.

Department of Defense Directive 5132.03

Department of Defense Directive 5132.03, *DOD Policy and Responsibilities Relating to Security Cooperation*, establishes DOD policy and assigns responsibilities under the *Guidance for Employment of the Force (GEF)*; United States Codes (USCs), Title 10, *Armed Forces*, and Title 22, *Foreign Relations and Intercourse*, statutory authorities, executive orders, and policies relating to the administration of security cooperation, including SA. In addition, DODD 5132.03 directs SC planners to—

- Consider HN economy.
- Consider and coordinate with other USG activities.

- Work within the appropriate authorities and receive training.
- Work within disclosure rules.

Department of Defense Directive 5230.20

Department of Defense Directive 5230.20, *Visits and Assignments of Foreign Nationals*, updates policies and responsibilities governing visits and assignments of foreign nationals to DOD components and cleared contractor facilities. In addition, DODD 5230.20 sets policy for procedures to grant access of classified information and controlled classified information during visits of foreign nationals.

Department of Defense Instruction 2205.02

Department of Defense Instruction (DODI) 2205.02, *Humanitarian and Civic Assistance (HCA) Activities*, requires that HCA be incorporated into the overall geographic combatant commander's (GCC's) SC plan.

Department of Defense Instruction 3000.05

Department of Defense Instruction 3000.05, *Stability Operations*, assigns responsibilities for the identification and development of DOD capabilities to support stability operations. In addition, DODI 3000.05 requires that the CCDRs integrate stability operations tasks and considerations into their TCPs, theater strategies, and applicable DOD-directed plans.

Department of Defense Instruction 5132.13

Department of Defense Instruction 5132.13, *Staffing of Security Cooperation Organizations (SCOs) and the Selection and Training of Security Cooperation Personnel*, does the following:

- Implements DOD policy set forth in DODD 5132.03.
- Establishes procedures.
- Assigns responsibilities for—
  - The selection and training of personnel to serve in SC/assistance positions.
  - Processing and approving security cooperation organization (SCO) joint tables of distribution and joint manpower programs.

In addition, DODI 5132.13 directs the Military Departments to ensure that personnel who have been assigned security cooperation as their principal duty assignment receive proper training before beginning that assignment.

Chairman of the Joint Chiefs of Staff Instruction 3710.01_

Chairman of the Joint Chiefs of Staff Instruction 3710.01_, *DOD Counterdrug Support*, promulgates SecDef delegation of authority to approve counterdrug operational support missions. It also provides instructions on authorized types of DOD counterdrug support to law enforcement agencies, other USG departments and agencies, and foreign governments.

Department of State Guidance

The DOS is the lead executive department responsible for US foreign policy, including implementing foreign assistance plans. In concert with USAID and frequently with the DOD, these three organizations form a triad for diplomacy, defense, and development. The DOS and USAID linked their strategic planning framework and goals for the first time in 2003, following the lead of the NSS of 2002. The capstone document for DOS and USAID is their strategic plan for the fiscal year that addresses their roles in US foreign policy, as well as gives guidance on how foreign assistance will be administered.

The DOS and USAID Strategic Plan sets out the direction and priorities for DOS and USAID in the coming years and responds to the NSS and guides/informs the US embassies' ICSs. In addition, this plan supports the policy positions set forth by the President in the NSS and presents how the DOS and USAID will implement US foreign policy and development assistance. The joint regional strategy

and the ICSs further focus the direction and priorities of DOS at the bureau (regional) level and mission (country) level, respectively.

The current *Strategic Plan Fiscal Years 2013–2016* charts the course that will enable more individuals to secure the nonnegotiable demands of human dignity by focusing on seven pillars that represent the core of our diplomatic efforts that—

- Deepen relationships with our closest allies, who share common values and interests and seek to solve collective challenges with us.
- Assist developing nations to build their own capacities, to address their own problems, and to move their people out of poverty and toward sustainable progress.
- Deepen our engagement with emerging centers of influence, encouraging greater responsibility in solving common problems, and constructive global and regional roles.
- Renew our commitment to be an active Trans-Atlantic, Trans-Pacific, and hemispheric leader, strengthening regional institutions and cooperation.
- Reengage global institutions and work to modernize them to meet evolving challenges.
- Uphold and defend the universal values that are enshrined in the United Nations Charter and the Universal Declaration of Human Rights.
- Lead through example, engaging directly with the people of the nations with which we work. Public opinions and passions matter even in authoritarian states. Technology has empowered people to speak up and demand a say in their own futures. So in every country in which we work, we must engage their publics, not only to make space for their contributions, but to send a message to their leaders about the accountability of states to their citizens.

Department of State will apply these pillars to achieve the following strategic goals:

- *Strategic goal 1*. Counter threats to the United States and the international order, and advance civilian security around the world.
- *Strategic goal 2*. Effectively manage transitions in frontline states.
- *Strategic goal 3*. Expand and sustain the ranks of prosperous, stable, and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being.
- *Strategic goal 4*. Provide HA and support disaster mitigation.
- *Strategic goal 5*. Support American prosperity through economic diplomacy.
- *Strategic goal 6*. Advance US interests and universal values through public diplomacy and programs that connect the United States and Americans to the world.
- *Strategic goal 7*. Build a 21st century workforce; achieve operational and consular efficiency; create a secure USG presence internationally.

Service Guidance

National Maritime Strategy, A Cooperative Strategy for 21st Century Seapower

A Cooperative Strategy for 21st Century Seapower was signed in October 2007 by the CMC, the Commandant of the Coast Guard, and the Chief of Naval Operations. The strategy stresses an approach that integrates seapower with other instruments of national power, as well as those of our friends and allies. It describes how seapower will be applied around the world to protect our way of life, as we join with other like-minded nations to protect and sustain the global, interconnected system through which we prosper.

Naval Operations Concept 2010

The *Naval Operations Concept 2010* describes when, where, and how US naval forces will contribute to enhancing security, preventing conflict, and prevailing in war. It guides maritime strategy implementation in a manner consistent with

national strategy, and describes the *ways* "in which the sea services will achieve the *ends* articulated in *A Cooperative Strategy for 21st Century Seapower*. The Naval Service provides a sea-based force free from reliance on local ports and airfields. Naval forces continuously operate forward—and surge additional forces when necessary—to influence adversaries and project power."

The overarching concept of *Naval Operations Concept 2010* is to use the sea as maneuver space.

Marine Corps Operating Concepts

The third edition of the *Marine Corps Operating Concepts* (June 2010) provides a conceptual guide for current and future force development and experimentation. It is built around the premise that sea-based Marines must be organized, trained, and equipped to **engage**, **respond**, and **project**. In order to meet the Nation's needs, the Marine Corps must enhance its ability to engage with a wider set of partners in order to build capability, forge solid relationships, and promote diplomatic access. At the same time, Marine Corps forces must remain ready "to respond to crises—either natural or man-made." They must also be able to project power from the sea. Collectively, these enhancements will expand the Marine Corps' contribution to preventing conflict, protecting national interests, and assuring overseas access.

Marine Corps Vision and Strategy 2025

The *Marine Corps Vision and Strategy 2025* influences both Marine Corps SC planning and component campaign support plans (CSPs).

United States Marine Corps Service Campaign Plan 2012–2020

The *United States Marine Corps Service Campaign Plan 2012–2020* is an unclassified document that defines the framework and direction to develop and maintain proficiency in core competencies to meet the CCDRs' requirements and to posture the Marine Corps for the future. One of the phase one outcomes requires that SFA (a subset of security cooperation) be institutionalized by the end of fiscal year (FY) 2011. In phase two, FY2011–FY2025, full SFA capability within the supporting establishment and each Marine expeditionary force must be established.

Marine Corps Campaign Support Plan

The Marine Corps CSP, directed by the *Guidance for Employment of the Force (GEF)*, articulates Marine Corps contributions to achieving global, theater, and functional end states as outlined in the *Guidance for Employment of the Force (GEF)*. The CSP provides policy direction from Headquarters, Marine Corps (HQMC) for Marine Corps component commands and organizations that engage in SC activities. This is a classified document, with an unclassified base order provided for wide distribution.

Marine Corps Orders

*Marine Corps Order 5710.6_*

Marine Corps Order 5710.6_ provides Marine Corps policy guidance and oversight to support persistent forward naval engagement and related Marine Corps SC activities. This order promulgates Marine Corps guidance on security cooperation and consolidates information regarding SA and SFA into one document.

*Marine Corps Order 5510.20_*

Marine Corps Order 5510.20_, *Disclosure of Military Information to Foreign Governments and Interests*, establishes Marine Corps policy, procedures, authority, and responsibilities for the disclosure of US controlled unclassified information and classified military information to foreign governments or interests.

*Marine Corps Order 1520.11_*

Marine Corps Order 1520.11_, *International Affairs Program (IAP),* establishes and promulgates policy and procedures for programs managed

collectively as the Marine Corps International Affairs Programs and for selection, designation, and assignment of Marines to these programs.

Theater Guidance

Theater strategies and TCPs identify the GCC's strategy and intent for the particular area of responsibility. Department of State joint regional strategies are published by each regional bureau. Geographic combatant commanders develop strategies and intent in order to achieve regional objectives that are captured in regional plans as needed. All of these plans work hand-in-hand and serve as the basis for planning and execution of SC events and activities.

Country Guidance

Specific country guidance is developed by geographic combatant commands in conjunction with embassy country teams and specific inputs from Service components with direct responsibility in the designated country. These inputs are captured in the geographic combatant command's country campaign and/or coordination plan and the embassy's ICS.

Management of Security Cooperation

The management of security cooperation, commonly referred to as *Green Book*, incorporates the most current information available regarding US international security programs. Among other topics, *Green Book* also covers SC legislation and policy, organizations, international training, foreign military sales (FMS) process, direct commercial sales, and end-use monitoring. In addition to extensive discussions concerning FMS, it also provides sample case documents. Those sample case documents have become a separate volume entitled "Bandarian Security Cooperation Sample Case Documents." An electronic version of this document may be accessed on the Defense Institute of Security Assistance Management (DISAM) Web site at http://www.disam.dsca.mil/pages/pubs/greenbook.aspx.

CHAPTER 3
ENABLING ORGANIZATIONS

Security cooperation must be executed using all available instruments of national power, including collaboration with joint, interagency, international, and multinational organizations. Understanding the mission, associated outputs and/or products, and contact information for various enabling organizations will help to ensure compliance with the tenets of SC planning and facilitate more effective execution of SC events.

Department of State Enabling Organizations

The Bureau of Political-Military Affairs (PM) is the DOS's principal link to DOD, and provides policy direction in the areas of international security, SA, military operations, defense strategy and plans, and defense trade. The Office of the Director of the Foreign Policy Advisor Program supports the community of foreign policy advisors to the US Service Chiefs in the Pentagon and principal US military commanders in the US and overseas. The policy advisors are senior DOS officers (often flag-rank equivalent) detailed as personal advisors to leading US military leaders and/or commanders to provide policy support regarding the diplomatic and political aspects of the commander's military responsibilities. The program has grown from a handful of policy advisors, most serving with Service chiefs or CCDRs, to almost 100 positions with postings in component commands, major HQs, and military units assigned to conflict areas.

The Bureau of Political-Military Affairs' Office of Plans, Policy and Analysis (PM/PPA) hosts DOS's Security Assistance Team. The PM/PPA Security Assistance Team develops military assistance policy and manages security assistance funding through three major programs: foreign military financing (FMF), international military education and training (IMET), and peacekeeping operations (discussed in appendix A, Security Cooperation Programs and Authorities). As such, the PM/PPA works in close coordination with all levels of the DOD SC apparatus to implement SA and grow partner capacity.

The policy advisors provide depth of knowledge on relevant political-military issues, especially those most likely to impact the planning and execution of SC events and activities.

The policy advisors serve within the combatant commands, often at the level of deputy commander, and may be contacted through the combatant command or at http://www.state.gov/t/pm/.

Other Government Agency Enabling Organizations

Coast Guard Director of International Affairs and Foreign Policy

Mission

The Coast Guard Director of International Affairs and Foreign Policy—

- Advises, informs, and assists the Commandant of the Coast Guard concerning strategies, foreign policy matters, and the general impact of Coast Guard programs and operations on international affairs.

- Coordinates all aspects of Coast Guard international affairs, including negotiating agreements, participating in international organizations, training foreign personnel, arranging visits by foreign officials, and providing technical assistance to foreign governments.

Security Cooperation Products and Support

The Coast Guard Director of International Affairs and Foreign Policy provides specific training packages in support of certain FSF objectives that a law enforcement, riverine, or sea-going entity may be better suited to pursue than Marines. Specific training packages include training and technical assistance, FMS, and international visits.

Contact

Office of International Affairs and Foreign Policy (CG-DCO-I)
United States Coast Guard Headquarters
2100 Second Street, SW, Stop 7471
Washington, DC 20593-7471
Phone: (202) 372-4453
http://www.uscg.mil/international/

Drug Enforcement Administration International Training Section

Mission

The specific objectives of the Drug Enforcement Administration's International Training Program are to—

- Upgrade the drug law enforcement capabilities of foreign law enforcement agencies.
- Encourage and assist key countries in developing self-sufficient narcotics investigation training programs.
- Increase cooperation and communication between foreign law enforcement personnel and the Drug Enforcement Administration in international drug trafficking intelligence and operations.
- Provide foreign officials with motivation, as well as the necessary skills and knowledge, required to initiate and continue high-level international drug investigations.
- Develop regional cooperation between countries and encourage long-range strategic planning to enhance enforcement and intelligence operations.

Security Cooperation Products and Support

The Drug Enforcement Administration training section provides specific training packages in support of certain FSF objectives that a law enforcement and/or counternarcotics entity may be better suited to pursue than Marines.

Contact

Drug Enforcement Administration Office of Training
P.O. Box 1475
Quantico, VA 22124-1475
Phone: (703) 632-5000
http://www.justice.gov/dea/ops/Training/IntTraining.shtml

United States Agency for International Development

Mission

The USAID plays a vital role in promoting US national security, foreign policy, and the war on terrorism by addressing poverty, fueled by lack of economic opportunity—one of the root causes of violence today. As stated in the President's NSS, USAID's work in development joins diplomacy and defense as one of three key pieces of the nation's foreign policy apparatus. USAID promotes peace and stability by fostering economic growth, protecting human health, providing emergency HA, and enhancing democracy in developing countries. These efforts to improve the lives of millions of people worldwide represent US values and advance US interests for peace and prosperity. USAID is an independent

USG agency that receives overall foreign policy guidance from the Secretary of State.

Security Cooperation Products and Support

The USAID does not normally interact directly with Marine Corps component commands. Interaction, primarily via the embassy, may be useful in the development of situational awareness for locations where specific events will occur. The USAID may also be able to assist with evaluating achievement of previously identified MOEs for specific SC events.

Contact

The USAID's contact will be the US embassy that has responsibility for the relevant country.

Department of Defense Enabling Organizations

Defense Security Cooperation Agency

Mission

The mission of the Defense Security Cooperation Agency (DSCA) is to lead, resource, and educate the defense SC community concerning how to shape, refine, and execute innovative security solutions for partners in support of US interests.

Security Cooperation Products and Support

This agency—

- Provides training at DSCA schools, including the Defense Institute of International Legal Studies, Defense Institute of Security Assistance Management, and Humanitarian Demining Center.
- Publishes DSCA Manual 5105.38-M, *Security Assistance Management Manual (SAMM)*, and DSCA Handbook 7003, *Military Articles and Services List (MASL)*.

Contact

Defense Security Cooperation Agency
2800 Defense Pentagon
Washington, DC 20301-2800
Phone: (703) 601-1646; Defense Switched Network (DSN) 329-1646
http://www.dsca.mil/Default.htm

Defense Institute of Security Assistance Management

Mission

The DISAM provides professional education, research, and support to advance US foreign policy through SA and security cooperation.

Security Cooperation Products and Support

This organization provides the following:

- The Security Cooperation Management Overseas Course, which provides a functional knowledge of SC and SA policies and procedures for DOD personnel with assignments to overseas SCOs.
- The Security Assistance Management CONUS Course, which provides an understanding of SA case policymaking, review, and approval of the letter of authorization to implementation, execution, and closure.
- The Security Cooperation Familiarization Course.
- The Security Cooperation Information Portal.

Contact

Defense Institute of Security Assistance Management
2475 K Street, Bldg 52
Wright-Patterson AFB, OH 45433-7641
Phone: (937) 255-5850
http://www.disam.dsca.mil/

Embassy Security Cooperation Organizations

Mission

Embassy SCOs monitor and manage all SC elements located in the foreign country for which they have been assigned responsibility.

Security Cooperation Products and Support

Embassy SCO duties include the following:

- Equipment and services case management.
- Training management.
- Program monitoring.
- Evaluation and planning of the host government's military capabilities and requirements.
- Administrative support.
- Promoting rationalization, standardization, interoperability, and other defense cooperation measures.
- Performing liaison functions, exclusive of advisory and training assistance.

Contact

Embassy SCOs can be contacted via the US diplomatic mission to the partner nation.

United States Navy Enabling Organizations

Navy International Programs Office

Mission

The Navy International Programs Office (IPO) enables and sustains an expanding set of global maritime partnerships by establishing cooperative agreements and delivering military capability to support US security strategy and policy, while protecting critical US technology.

Security Cooperation Products and Support

The Navy IPO allows the transfer of military articles and services to US allies and partners; negotiates, concludes, and implements international research, development, and acquisition agreements; and establishes policies and positions on the release of classified and controlled unclassified information.

Contact

Navy International Programs Office
1250 10th Street SE
Washington Navy Yard, DC 20374-5165
Phone: (202) 433-6800
E-mail: niporeceptionist@navy.mil
http://www.nipo.navy.mil/

Naval Education and Training Security Assistance Field Activity

Mission

The Naval Education and Training Security Assistance Field Activity (NETSAFA) develops and executes the Department of the Navy's Security Assistance and Security Cooperation Education and Training Program.

Security Cooperation Products and Support

The NETSAFA—

- Serves as the Naval Education and Training Center's executive agent for international training.
- Is an integral part of the Navy IPO.
- Works with and through the Navy IPO chain of command for SA and security cooperation.
- Is an international student preparatory school.

Contact

Naval Education and Training Security Assistance Field Activity (NETSAFA)
250 Dallas Street, Suite B
Pensacola, FL 32508-5269
Phone: (850) 554-5312
E-mail: pnsc_netsafa_pao@navy.mil
https://www.netsafa.navy.mil/

Maritime Civil Affairs and Security Training Command

Mission

The mission of the Maritime Civil Affairs and Security Training Command is to man, train, equip, and deploy Sailors to facilitate and enable a Navy component or joint task force command to establish and enhance relations between military forces, governmental and nongovernmental organizations, and the civilian populace. This is accomplished in a collaborative manner across the range of operations in the maritime environment. In addition, this command executes civilian-to-military operations and military-to-military training, as directed, in support of SC and SA requirements.

Security Cooperation Products and Support

This command provides SFA mobile training teams (MTTs) and civil affairs capabilities with subject matter expertise concerning port operations; harbor and channel maintenance/construction; marine and fisheries resources and management; international law/law of the sea; and public health.

Contact

Maritime Civil Affairs and Security Training Command
Naval Air Station Oceana Dam Neck Annex
472 Polaris Street, Building 586
Virginia Beach, VA 23461-1912
Phone: (757) 492-0730
http://www.mcast.navy.mil

Navy Small Craft Instruction and Technical Training School

Mission

The Navy Small Craft Instruction and Technical Training School conducts FID in support of CCDRs in accordance with Commander, US Special Operations Command priorities, using MTTs and in-residence training to prepare FSF to conduct small craft operations in riverine or littoral environments.

Security Cooperation Products and Support

The Navy Small Craft Instruction and Technical Training School conducts resident and MTTs on both naval and maritime capabilities.

Contact

Navy Small Craft Instruction and Technical Training School
2606 Lower Gainesville Road
Stennis Space Center, MS 39529-7009
Phone: (228) 813-4050; DSN 823-4050
E-mail: sciattstrng@nswstennis.navy.mil
http://www.navsoc.socom.mil/NAVSCIATTS/welcome.htm

United States Marine Corps Security Cooperation Organizations

Marine Corps SCOs are those supporting organizations (i.e., those within the supporting establishment or nondeployed CONUS-based operating forces) within the US Marine Corps that make the most direct contributions to SC policies, programs, and activities. The SCOs are dedicated SCOs, enabling SCOs, or capability development organizations.

Dedicated SCOs are those organizations whose mission, roles, and responsibilities are focused primarily on supporting the Marine Corps and combatant command through SC programs and activities.

Enabling SCOs are those organizations whose mission, roles, and responsibilities are not focused on security cooperation specifically, but who influence SC activities or work with foreign partners in execution of their primary duties.

Dedicated: International Affairs Branch

Mission

The HQMC, PP&O, International Affairs Branch (PLU) develops policy, manages programs, and supports the CMC, Deputy Commandant PP&O, and the Director of Strategy and Plans Division (PL) concerning political-military and international affairs, security cooperation, foreign disclosure and technology transfer, and interagency policy coordination. As a result, PP&O/PL/PLU provides Service-level guidance regarding Marine Corps SC lines of effort and building partner capacity.

Security Cooperation Products and Support

Deputy Commandant PP&O—

- Maintains the Marine Corps CSP.
- Provides all policy development, oversight, and implementation guidance regarding Marine Corps political and military affairs and international relations, security cooperation, foreign disclosure, technology transfer, international affairs officer programs, PEP, Marine Corps Liaison/Foreign Liaison Program, and interagency policy coordination.

Contact

International Affairs Branch

Phone: (703) 692-4341

http://www.hqmc.marines.mil/ppo/Units/StrategyandPlansDivision(PL)/InternationalAffairsBranch(PLU).aspx

Dedicated: Marine Corps Security Cooperation Group

Mission

Execute and enable SC programs, training, planning, and activities in order to ensure unity of effort in support of Marine Corps and regional Marine Corps component commands' objectives and in coordination with operating forces and MAGTFs.

Security Cooperation Products and Support

The Marine Corps Security Cooperation Group (MCSCG)—

- In coordination with Training and Education Command (TECOM), plans, coordinates, manages, and executes Marine Corps SC training and education, including:
  - Implementing SC education into the formal PME continuum.
  - Managing Marine Corps DISAM quotas.
  - Conducting advisor training.
  - Managing and reviewing Marine Corps SC training standards via the Navy/Marine Corps departmental publication (NAVMC) 3500.59_, *Security Cooperation (SC) Training and Readiness (T&R) Manual*.
  - Recommending certification of SC teams and MAGTF's SC capabilities.
- Conducts FSF CBAs and develops SCEPs in support of Marine Corps component command objectives.
- Conducts SC engagements and activities in support of validated GFM and FMS/FMF Program requirements.
- Provides deployable SC planning and execution support to the regional Marine Corps component commands and MAGTFs.
- In support of Marine Corps component commands, provides in-country coordination and liaison support for SC events.
- In coordination with TECOM, plans, coordinates, manages, and executes SA education and training programs for international students; including:
  - Field Studies Program.
  - IMET.
  - FMS/FMF Program.
  - International Military Student School quota management.
  - Marine Corps Security Cooperation Education and Training Desktop Guide.

- In coordination with Deputy Commandant, PP&O, supports the development and review of Service, joint, and interagency SC-related doctrine, policies, authorities, and initiatives.
- Maintains an SC information repository; including:
  - FSF–CBA.
  - SCEPs.
  - Lesson plans.
  - Planning tools.
  - SC best practices.
  - Trip reports.
  - References.

Contact

Marine Corps Security Cooperation Group
937 Atlantic Avenue
Fort Story, VA 23459
Phone: (757) 962-4430, ext 2241;
DSN 438-4430, ext 2241
http://www.mcscg.marines.mil/

Dedicated: Marine Corps Systems Command-International Programs Directorate

Mission

Marine Corps Systems Command-International Programs Directorate serves as advisor to the Commander, Marine Corps Systems Command on all Marine Corps international programs and executes all SC programs effectively and efficiently while meeting foreign and domestic warfighter needs.

Security Cooperation Products and Support

Marine Corps Systems Command-International Programs Directorate plans, coordinates, implements, and executes all Marine Corps-related SC acquisition and logistics matters as follows:

- Develops and executes FMS programs for the sale, lease, and transfer of all Marine Corps ground defense articles and associated support, exercises and contractor training, excluding USC, Title 10, to include building partnership capacity programs (Sections 1206 and 1207, NDAA Cross Fiscal Year Authority, peacekeeping operations, etc.).
- Executes Office of Secretary Defense (OSD) sponsored comparative technology programs.
- Facilitates international agreements, data exchanges, and cooperation.
- Conducts export control, foreign disclosures and technology transfer reviews. Marine Corps Systems Command-International Programs Directorate is the Marine Corps Designated Disclosure Authority for Categories 2 and 3.
  - Category 2–Military Materiel and Munitions: Information on specific items of equipment already in production, or in service, and the information necessary for the operation, maintenance, and training. Items on the US Munitions List fall within this category. This category does not pertain to equipment that is in research and development. Supports MCSCG FSF-CBA teams.
  - Category 3–Applied Research and Development Information and Materiel: Information related to fundamental theories, design, and experimental investigation into possible military applications; it includes engineering data, operational requirements, concepts, and military characteristics required to adopt the item for production. Development ceases when the equipment has completed suitability testing and has been adopted for use or production.
- Supports HQMC with Service-level staff talks and SC strategic planning efforts.

Contact

Marine Corps Systems Command
2200 Lester Street
Quantico, VA 22134-6050
Phone: (703) 432-8943
http://www.marcorsyscom.marines.mil/CommandStaff/InternationalPrograms(IP).aspx

Dedicated: Marine Air-Ground Task Force Training Center Advisor Training Group

Mission

The Marine Air-Ground Task Force Training Center Advisor Training Group trains Marine Corps advisor teams to advise, mentor, and train foreign military, police, and border units in operational techniques and procedures to combat terrorism and counter an insurgency.

Security Cooperation Products and Support

The Marine Air-Ground Task Force Training Center Advisor Training Group provides predeployment training for SC teams that are deploying in support of security cooperation and Marine Corps SC events and activities.

Contact

Phone: (760) 830-0513; DSN: 230-0513
http://www.29palms.marines.mil/Units/AdvisorTrainingGroup.aspx

Capability Development: Capabilities Development Directorate

Mission

The Deputy Commandant for Combat Development and Integration, Capabilities Development Directorate develops and integrates warfighting capabilities solutions that provide for an effective, integrated MAGTF capability, current and future, which anticipates strategic challenges and opportunities for the Nation's defense.

Integrated MAGTF Capability

The Capabilities Development Directorate provides MAGTF capabilities, including—

- Expeditionary Force Development System; Total Force Structure Management System; urgent universal need statements; Planning, Programming, Budgeting, and Execution; acquisition; advocacy.
- Experimentation, wargaming, science and technology.
- DOTMLPF and cost.
- Balanced risk decisions (gaps, excess, risk areas)

Contact

Capabilities Development Directorate
3300 Russell Road
Quantico, VA 22134-5001
Phone: (703) 432-8162 (Operations)

Enabling: Center for Advanced Operational Culture Learning

Mission

The Center for Advanced Operational Culture Learning (CAOCL) ensures the Marine Corps is a force that is globally prepared, regionally focused, and effective at navigating and influencing the culturally complex 21st century operating environments in support of Marine Corps missions and requirements.

Security Cooperation Products and Support

The CAOCL provides and/or coordinates cultural advising support, planning support and exercise support, to include cultural advising capabilities, developing and supplying operational culture field guides, culture and language tools, references, and reachback support.

Contact

Center for Advanced Operational Culture Learning
Marine Corps Education Command
2076 South Street, Bldg 711
Quantico, VA 22134-5111
Phone: (703) 432-1504
Fax: (703) 432-1463
Email: caocladmin@usmc.mil
https://www.tecom.usmc.mil/caocl/

Enabling: Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise

Mission

The Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise is the Marine Corps Service intelligence operating concept. It is defined as the integration of all Service intelligence, surveillance, and reconnaissance elements networked across all echelons and functional areas, to include systems and personnel of the operating forces and supporting establishment, to support operations and decisionmaking. Marine Corps Intelligence Activity (MCIA) is the Marine Corps Service intelligence center and is the fixed site for Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise. As part of the tailored intelligence support to expeditionary forces, MCIA, together with HQMC Intelligence Department, functions as an enabling organization for phase 0/1 partnering and other SC engagement activities identified by Marine Corps component commanders, subordinate commanders, and MAGTFs.

Security Cooperation Products and Support

Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise SC products and support includes intelligence support and preparation for SC engagements and threat assessments, estimates, and intelligence for decisionmaking purposes.

Contacts

HQMC Intelligence Department information:
CMC Intelligence Department
3000 Marine Corps Pentagon
Washington, DC 20350-3000
Phone: (703) 693-5424; DSN: 223-5424
http://www.hqmc.marines.mil/intelligence/ContactUs.aspx

MCIA information:
Marine Corps Intelligence Activity
2033 Barnett Avenue
Quantico, VA 22134
Phone: (703) 784-MCIA
Ops/Dissemination 703-432-7319; DSN 378-7319
http://www.quantico.usmc.mil/activities/?Section=MCIA

Enabling: Marine Corps Information Operations Center

Mission

The Marine Corps Information Operations Center (MCIOC) provides operational support to the MAGTF and provides information operations (IO) subject matter expertise in support of Marine Corps IO advocates and proponents in order to enable the effective integration of IO into Marine Corps operations.

Security Cooperation Products and Support

The MCIOC is the executive agent for the US Marine Corps Information Operations Program and is responsible for implementing and evaluating Marine Corps IO education, training, and programs in order to support institutional Marine Corps and Service-level IO-related partnership building efforts.

Contact

Walt Hall
27404 MCB1 Road
Quantico, VA 22134
Phone: (703) 784-5000
http://www.quantico.marines.mil/Tenants/InformationOperationsCenter/VisitorInformation.aspx

Enabling: Marine Corps Warfighting Laboratory, Counter-Improvised Explosive Device Division

Mission

The Marine Corps Warfighting Laboratory, Counter-Improvised Explosive Device Division shall

lead, advocate, and coordinate all counter-improvised explosive device (C-IED) efforts in the Marine Corps in order to defeat improvised explosive device (IED) networks and their associated devices.

Security Cooperation Products and Support

Develop a clear definition and doctrinal template of the enemy with regard to his employment of the IED and—

- Serve as executive agent for C-IED Operational Advisory Group.
- Serve as Marine Corps Proponent for C-IED doctrine development.
- Develop and field emerging C-IED capabilities.
  - Assist operating forces in identifying C-IED capability gaps and solutions.
  - Evaluate emerging capabilities, training, and technologies.
  - Develop transition strategies that support Marine Corps requirements.
- Act as the Marine Corps primary staff element for synchronizing and integrating C-IED capabilities for the express purpose of—
  - Reducing the number and effectiveness of IEDs.
  - Instituting proper resource allocation for various C-IED initiatives.
  - Enhancing intelligence collection against IED infrastructure.
  - Mitigating IED effects.
  - Arming Marines with the most current C-IED training.
  - Eliminating C-IED seams between Marines and coalition partners.
- Coordinate with DOD, the intelligence community, other USG departments and agencies, coalition partners, industry, and a broad series of public and private partners to find solutions to IED threats.
- Act as the Marine Corps executive agent for all Joint Improvised Explosive Device Defeat Organization issues.

Contact

Marine Corps Warfighting Laboratory
3255 Meyers Avenue (Newlin Hall)
Quantico, VA 22134
Phone: (703) 784-3782

Enabling: Marine Corps Training and Education Command

Mission

To develop, coordinate, resource, execute, and evaluate training and education concepts, policies, plans, and programs to ensure Marines are prepared to meet the challenges of present and future operational environments.

Security Cooperation Products and Support

The TECOM—

- Coordinates with MARFORCOM Regional Operations Plans and Policy to execute/manage feasibility of support initiatives and/or requests for forces for SC events/activities being tasked to the supporting establishment.
- Coordinates SC and SA education and training activities involving TECOM entities.
- Facilitates the implementation of SC curricula into the formal PME continuum.

Contact

Training and Education Command
1019 Elliot Road
Quantico, VA 22134
Phone: (703) 784-9578
http://www.tecom.marines.mil/

CHAPTER 4
SECURITY COOPERATION PLANNING TOOLS AND PROCESSES

This chapter contains information that provides the planner with a familiarization of the tools and resources available to assist the SC planner with research and planning, as well as submitting, tracking, sharing, coordinating, and reporting SC events and activities.

Authorities, Programs, and Funds

United States law, codified into United States Code (USC), provides the authority for DOD to administer and execute SC activities and execute SA activities. The USC is divided into subject areas that are known as titles. The two titles and the administering departments that apply most directly to security cooperation are:

- USC, Title 10, *Armed Forces* (DOD).
- USC, Title 22, *Foreign Relations and Intercourse* (DOS).

The titles delineate a group of programs (known as SC tools) that authorize and, through Congressional appropriation processes, fund specific SC and SA programs and activities. See appendix A, Selected Security Cooperation Authorities, for amplifying information on SC and SA authorities and programs.

United States Code, Title 10

Title 10, *Armed Forces*, delineates programs that authorize the DOD to administer and execute specified SC programs and activities.

United States Code, Title 22

Title 22, *Foreign Relations and Intercourse*, delineates programs that authorize the DOS to administer/execute, and the DOD to execute, specified SA programs and activities. Title 22 primarily contains two laws, the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act, as amended.

Key Points

There are six key points—addressed in the following subparagraphs—to understand when researching, programming, and applying SC and SA authorities, programs, and funds.

Use the Funds Properly

Use SC and SA funds only for the purpose for which they were appropriated, or you will be breaking the law. For example, many programs have "strings" attached to their execution. As a case in point, the United States cannot train FSF using traditional combatant command activity (TCA) or Marine Corps operation and maintenance funds.

Use all Available Security Cooperation Tools

Use all available SC tools when developing a plan. Some programs are used more frequently by certain geographic combatant commands while certain programs are rarely fully executed, affording the creative SC planner additional options for resourcing solutions.

Plan and Coordinate Early

The lead time for approval and allocation of funds for many programs can be very lengthy. Security cooperation activities must be approved by the geographic combatant command (or possibly DOD) and coordinated with the SCO and/or partner nation. Security assistance activities must be coordinated with and initiated by the SC officer, who must in turn coordinate with the partner nation.

Justify the Plan

Strongly link the plan to the geographic combatant command TCP objective and end states. The stronger the tie-in of the justification, the better the chances of having the proposal approved, and the funding allocated.

Use Subject Matter Experts and Publications to Assist

The geographic combatant command, DOD, and DOS have subject matter experts, publications, and Web sites related to SC and SA authorities and programs.

Dot the Is and Cross the Ts

Do not execute until the request is approved and funding is allocated. To ensure that the command is not put in an awkward financial situation, do not finance events and activities with funds that are not authorized for those specific types of events and activities.

Regional and Country Planning Groups

Strategy Conferences

Each geographic combatant command conducts strategy conferences at least once per year. During these conferences, country team SC offices, theater strategy planners, and Services validate individual events in the upcoming FYs, as well as ensure common understanding of the way ahead for a specific country. The SC battle rhythm in chapter 5 provides general guidelines of when these conferences will be conducted. Further details are normally published via message traffic and can otherwise be pulled from the respective geographic combatant command Web page.

Security Cooperation Education and Training Working Group

The security cooperation education and training working group (SCETWG) is an opportunity for the regional command staffs to review the individual country programs for continuity, purpose, and funding requirements. More specifically, SCETWG will develop the priorities for allocation of IMET authorities across the respective GCC's area of responsibility. This process is managed by MCSCG Security Assistance Branch, with direct interaction with country team SCOs. The SC battle rhythm in chapter 5 provides general guidelines of when these working groups will be conducted. Further details are normally published via message traffic and can otherwise be pulled from the respective geographic combatant command Web page. Alternatively, the MCSCG Security Assistance Branch can also provide the needed details.

Global Force Management

Global force management aligns force assignment, apportionment, and allocation methodologies in support of NDS and joint force availability requirements. It provides DOD leadership with comprehensive insight into global availability of forces and risk and impact of proposed force changes.

The GFM transforms multiple stove-piped processes into a predictive, streamlined, and integrated process supported by net-centric tools

that integrate risk management. The refined scope of GFM includes:

- Providing direction from the SecDef concerning the assignment of forces to combatant commands.
- Force and/or capabilities allocation process with access to all available forces.
- Providing apportionment guidance that is included in the JSCP.
- Informing the joint force structure and capability assessment process.

Feasibility of Support

A feasibility of support (FOS) request is a Marine Corps internal request to determine an organization's capacity to provide capability in support of a CCDR requirement. The purpose of the FOS is to—

- Clarify and confirm requirements previously identified in the GFM process.
- Validate and develop sourcing solutions for emerging requirements.

See appendix B for a draft FOS message.

Electronic Foreign Clearance Guide

The DOD electronic *Foreign Clearance Guide* contains the most up-to-date information that is necessary for aircraft international mission planning and execution, personnel travel to foreign countries, and general information on foreign locations. Specific products include the following:

- Identification of credential (passport, visa) requirements.
- Immunization requirements.
- Clearance requirements.
- Uniform requirements.
- Travel information (embassy points of contact [POCs], dress recommendations, health/travel precautions).

The electronic *Foreign Clearance Guide* can be accessed at https://www.fcg.pentagon.mil/.

Joint Capabilities Requirements Manager

The JCRM tool provides the first consolidated database of force requirements and is now the designated tool for submitting all force requirements into the GFM process. According to MCO 5710.6_, it is Marine Corps policy that when a Marine Corps component command uses assigned forces for SC events, the Marine Corps component command shall relay this requirement through the JCRM, electronic Joint Manpower and Personnel System, JTIMS, or the manpower Requirements Tracking Module to MARFORCOM for registration in the Marine Corps Force Synchronization Playbook. The system modules include the following:

- The capabilities module provides all users the ability to build capability packages for plug and play planning during contingency or crisis action planning.
- The requirements module provides combatant command users the ability to manage the five types of requirements for CJCS and SecDef approval.
- The force provider module provides the ability to work sourcing solutions in a collaborative environment for CJCS and SecDef approval.
- The force deployment module provides the planning community the ability to compare the planning database with the Joint Operation Planning and Execution System database to determine if planned forces align with actual forces deployed to fill a requirement.
- The functional manager module provides the ability to create and manage user accounts and permissions for the user community.

Joint Training Information Management System

The joint staff, combatant commands, Service components, combat support agencies, and the National Guard use the JTIMS to—

- Automate individual and collective training requirements.
- Manage large-scale multinational, interagency, and intergovernmental training events efficiently and effectively.
- Identify force training requirements for planning purposes.
- Develop robust reports to retrieve data faster to support action officers and/or planners.

For more information, see https://jtims.js.mil/jtims/welcome.do.

Military Education Research Library Network

The Military Education Research Library Network (MERLN) is a comprehensive Web site devoted to international military education outreach. It represents a consortium of military education research libraries that work together to provide access to a variety of unique electronic resources for the use of researchers and scholars. The MERLN Web site provides specific outputs that include the following:

- Links to worldwide military library catalogs (FSF strategy documents).
- Military Policy Awareness Links, also called MiPALs, provide access to current USG policy statements on selected key topics, accompanied by additional resources that analyze the topic.
- Digital collections of full-text papers, lectures, and legislation.
- Links to military journals and publications.
- Access (password controlled) to full-text e-journals and reference tools.

The MERLN home page can be accessed at: http://merln.ndu.edu, and for FSF strategy documents visit: http://merln.ndu.edu/whitepapers.html.

Partnership Strategy Toolkit

The Partnership Strategy Toolkit is an initiative of Deputy Assistant Secretary of Defense for Partnership Strategy and Stability Operations to capture a full array of tools and authorities to build capacity and capabilities of partner nations. The system assists the user in linking prospective SC events and activities to funding sources and authorities. Access via Nonsecure Internet Protocol Router Network at https://policyapps.osd.mil/sites/sctools/Pages/Welcome.aspx.

Security Cooperation Office Desktop Guide

Published annually, the *Security Cooperation Office Desktop Guide* provides the SC officer and SC planner with information that will be helpful to—

- Meet country requirements for training and education.
- Become familiar with the Marine Corps ideals, attitudes, and core competencies.
- Identify different training and education opportunities that the Marine Corps has to offer and how to participate in these events. Specific products include the following:
  - The Training Military Articles and Services Listing that provides an inventory of all training and education courses offered to the international community to include language and prerequisites.
  - A description of Marine Corps PME programs (Marine Corps War College, Marine Corps University International Fellows Program, Command and Staff College Distance

Education Program, Expeditionary Warfare School Distance Education Program, invitational courses, graduate degree programs).
- The description and request formats (SA teams, on-the-job training or observer training, distinguished visitor orientation tours and orientation tours, aviation training flight/simulator).

The *Security Cooperation Office Desktop Guide* can be accessed via the MCSCG SharePoint® site.

Theater Security Cooperation Management Information System

The TSCMIS is DOD's authoritative SC database. As a management information system, TSCMIS is designed to manage SC data from the initial event entry, to the completion and assessment phases of the activity. As a data management resource for all combatant commanders, Service Chiefs, and defense agency directors, TSCMIS provides a common link between DOD SC lines of effort.

In its current form, TSCMIS is managed independently between each of the geographic combatant commands, Services, and agencies. The Marine Corps Theater Security Cooperation Management Information System (MC-TSCMIS) records and tracks Marine Corps SC activities executed by Headquarters, MARFORCOM; Headquarters, United States Marine Corps Forces, Reserve; and supporting establishment organizations. As a Marine Corps SC resource, MC-TSCMIS manages activities and aids in the prioritization of engagements through Marine Corps SC lenses. In addition to TSCMIS access, PP&O's SC Portal houses HQMC, Department of the Navy, and DOD-wide SC policies and resources.

For account access, visit the HQMC PP&O SC Portal at https://tscmis.nola.navy.smil.mil/TSCMIS2_USMC.

Marine Corps component commands record and track their SC lines of effort within their respective geographic combatant command TSCMIS. Instructions for gaining access and terms of use are directed by each geographic combatant command higher headquarters. Web access for each system can be found at the following SECRET Internet Protocol Router Network (SIPRNET) sites:

- US Africa Command/US European Command: https://scw1.eucom.smil.mil/tscmis.
- US Central Command: http://www5.centcom.smil.mil/TSCMIS/app/ACL/AclLogin.asp.
- US Pacific Command: http://www.hq.pacom.smil.mil/j5/j56/.
- US Southern Command: http://extranet.southcom.smil.mil/Apps/PortalN.
- US Northern Command: https://demeter.hq.pacom.smil.mil/TSCMIS_Northcom.
- US Strategic Command: https://tscmis.nola.navy.smil.mil/TSCMIS2_STRATCOM/App/Portals/Default.aspx?SiteId=1.

Projected for a first quarter, FY 2014 release, the DSCA will unveil the Global Theater Security Cooperation Management Information System (G-TSCMIS) initiative, which will combine the current TSCMIS databases into one reporting system. The G-TSCMIS will provide a comprehensive and up-to-date picture of US SC worldwide. Decisionmakers and SC planners—among others—can leverage the system's capabilities and data resources to view, manage, and assess ongoing SC trends and priorities. Access and reporting instructions for this system are currently under development. Information regarding G-TSCMIS will be available on the HQMC PP&O SC Portal, or can be obtained by contacting the MC-TSCMIS system administrators at HQMC PP&O/PL/PLU.

Training and Readiness Manuals

Training and readiness (T&R) manuals establish training standards, regulations, and policies

regarding the training of Marines and assigned Navy personnel in ground combat, combat support, and combat service support occupational fields. Specific outputs include the following:

- Marine Corps T&R philosophy.
- Mission-essential tasks (METs).
- Systems Approach to Training.
- Individual training standards.
- Collective training standards.

The NAVMC 3500.59_ , *Security Cooperation (SC) Training and Readiness (T&R) Manual*, can be accessed on line at: https://www.intranet.tecom.usmc.mil/sites/gtb/products/manuals/default.aspx.

Foreign Area Officer Web

Foreign Area Officer Web is an online portal that provides distance learning and community networking to FAOs worldwide. It maintains skill sustainment and educational resources while building a network of professionals across the US Armed Services. Specific outputs include learn, connect, and profile modules:

- **Learn** provides self-paced distance learning modules of two types: (a) subject content (such as the interagency process, the intelligence community, and FAO career assignments) and (b) extensive language.
- **Connect** provides tools for live multiuser audio and video chat, in addition to other online functions including FAO discussion boards.
- **Profile** is a customizable section that allows users to maintain a current personal profile, including their languages, assignments, user groups, contact information, photos, and social links.

Foreign Area Officer Web can be accessed online at: https://myfao.nps.edu/web/fao/faoweb.

Marine Corps Force Synchronization Playbook

The Force Synchronization Playbook is the Marine Corps tool that captures the sourcing of all CCDR operational requirements, exercises, Service-directed training, and community relations events in support of the force synchronization process. The information contained in the Marine Corps playbook is used to publish the Marine Corps Bulletin (MCBul) 3120, *Consolidated Marine Corps Force Allocation Schedule*, which provides CMC approval of all sourcing solutions. In addition to MCBul 3120, specific outputs, which are maintained by MARFORCOM G-3/G-5/G-7, include—

- *GFM tabs*. Provide visibility on all GFM requirements and sourcing solutions by combatant commands.
- *Training tabs*. Provide visibility on all exercise requirements and sourcing solutions by combatant commands.
- *Service training tabs*. Provide visibility on sourcing of Service-level training events.
- *MCBul 3210*. CMC approval of sourcing solutions to requirements.

All personnel with SIPRNET accounts have read-only access to the Force Synchronization Playbook at http://www.marforcom.usmc.smil.mil/playbook.

Security Cooperation Information Portal

The Security Cooperation Information Portal (SCIP) enables international customers, customer

agents, and USG personnel, with appropriate permissions, to access a variety of features, which are gathered into "communities." Some communities provide the ability to—

- View FMS case, line, requisition, and supply discrepancy report-level information obtained daily from all US Military Department case execution systems and the tri-Service case development system.
- Input a variety of FMS military standard requisitioning and issue procedures and military standard requisitioning and issue procedures-like transactions, which are partially validated in the SCIP, and then passed directly to the appropriate Military Department case execution system for processing.

The SCIP can be accessed at https://www.scportal.us/home/. For more information about SCIP and SCIP communities, please review the SCIP background document (https://www.scportal.us/home/docs/SCIPbackground.pdf).

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CHAPTER 5
PLANNING FACTORS

The tenets of SC planning largely impact the why and how of the planning process. Equally important in the planning process is consideration for when. Various organizations and processes include timelines, which if not properly factored in planning, will negatively impact execution of SC activities.

Security Cooperation Battle Rhythms

Geographic Combatant Commander Security Cooperation Battle Rhythm

The GCC's SC battle rhythm will vary by command. Each command has some type of strategy development conference that provides the guidance against which Marine Corps component commands build associated component support plans. This guidance will translate into priorities for management of limited resources to plan and execute SC activities. Generally, the strategy conferences will include opportunities to briefly discuss SC events and activities to be conducted during the remainder of the FY. Events and activities scheduled for the subsequent FY will also be developed and finalized with input from the GCC, the country team, and the Services. See figure 5-1.

Marine Corps Security Cooperation Battle Rhythm

The Marine Corps has issued the Marine Corps Conventional Force Allocation and Synchronization Process to synchronize force generation and subsequent sustainment actions

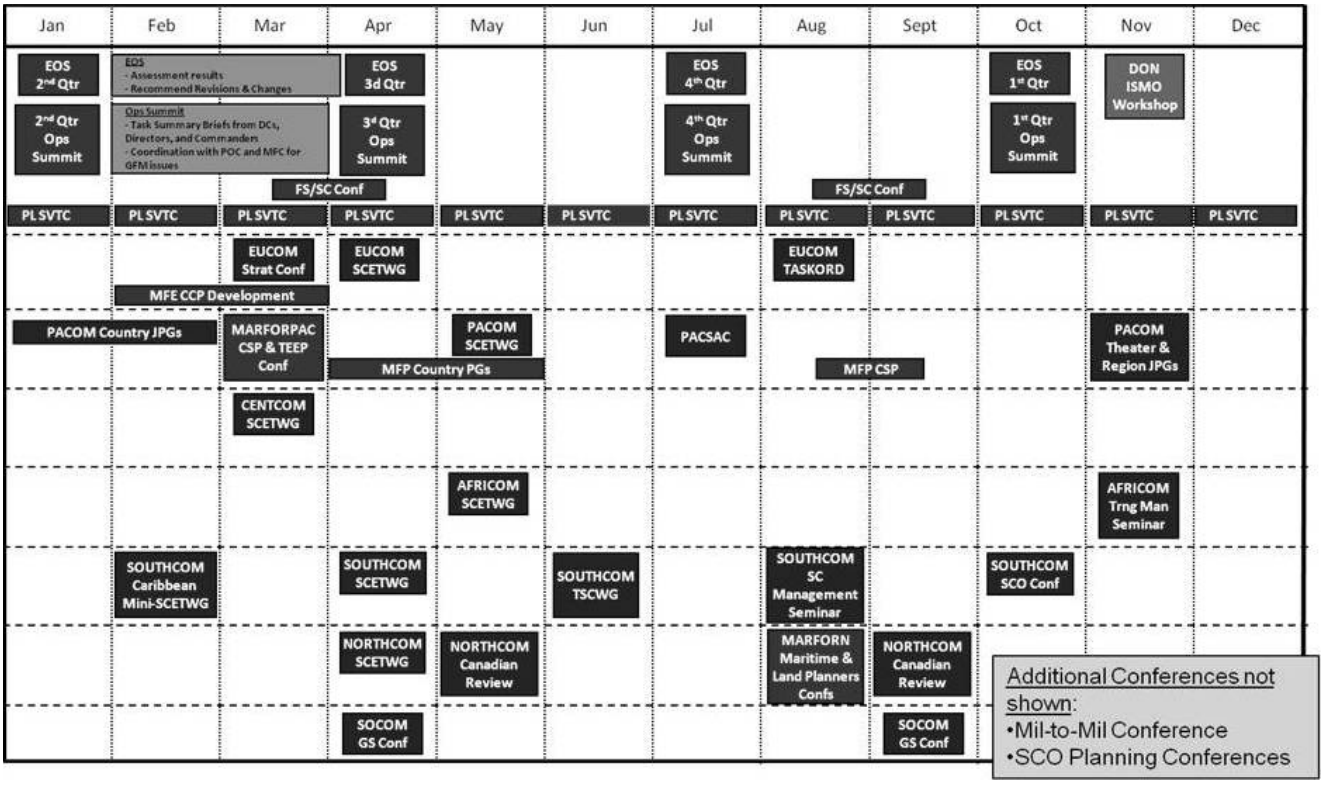


Figure 5-1. Notional Security Cooperation Battle Rhythm.

affecting all conventional forces, both Active and Reserve Components. The primary tool in developing force-sourcing recommendations is the quarterly force synchronization conferences. These conferences, in a formal setting, allow force providers, the operating forces, and the supporting establishments to discuss global requirements, identify potential sourcing solutions with associated risks through a detailed analysis, and frame final sourcing recommendations for senior leadership decisions. To support force sourcing of TSC, Deputy Commandant, PP&O (PL) provides prioritization recommendations to force synchronization conference participants through the following process:

- Prior to a force synchronization conference, Deputy Commandant, PP&O (PL) staff analyzes and prioritize all TSC requirements registered in MARFORCOM's Force Synchronization Playbook and prioritize.
- The Deputy Commandant PP&O (PL) will distribute its recommendations as a read ahead prior to the force synchronization conferences. This input is a political-military and strategic view of TSC requirements. The categorization of TSC requirements is independent from scheduling, availability, and other force-sourcing considerations and must be considered in the broader context of force synchronization.

Country Team Battle Rhythm

Each country team battle rhythm is distinct. The primary SC-related product of this battle rhythm is the ICS. This DOS product includes contributions from the SC office as the DOD and geographic combatant command advocate. Early, detailed input will help to ensure positive support and incorporation. Also, as the geographic combatant command develops specific country campaign plans, the country team contributes input to include direct participation in the theater strategy development. Lastly, SC planners must ensure visibility of any predetermined timelines associated with development and submission of FMS cases to ensure funding is allocated against desired objectives and activities.

Assessments

Assessments are an important aspect of SC planning and execution, ensuring efforts and events are linked, progressive, measurable, and effective. The definitions below will serve as the basis for a Marine Corps lexicon on SC assessments for FSF until DOD-wide definitions are established. Since the internal organization of FSFs often differs from US organization, the bounds of each definition require careful and professional coordination between supporting and supported Marine Corps component commands and organizations. Integrated assessment teams often provide maximum effectiveness.

Ministerial Assessment

This assessment is a ministerial-level analysis that is not led by a regional Marine Corps component command, but rather supports or informs ongoing OSD or USG assessment efforts related to a partner ministry. It also evaluates the capability and capacity of a partner nation to develop and execute defense policy and strategy, manage resources through budgeting and programming, and maintain a professional, accountable, and civilian-led defense establishment.

Foreign Security Force– Capabilities Based Assessment

A tailored analysis of a FSF's capability to conduct assigned mission(s), from tactical to institutional, relevant to Marine Corps component command/combatant command's objectives and desired FSF security role. Each FSF-CBA will validate capability standards, identify gaps, determine operational risk associated with the gaps, and provide recommendations for addressing the gaps. The FSF-CBA is intended to lead to an SC engagement plan that provides a clear, resource-informed path from assessed capabilities to desired end state.

Coordination with MCSCG must be initiated at least 70 days prior to execution of a FSF-CBA. Ideally, the concept is finalized 60 days prior to allow sufficient preparation and coordination with all involved (MCSCG, Marine Corps component command, geographic combatant command, SCO, FSF, and others).

Event/Exercise Assessment

An event/exercise level assessment: (a) identifies if an event/exercise's objectives and tasks were achieved using predetermined MOPs and MOEs; (b) proposes subsequent corrective actions; (c) facilitates development of follow-on SC events through adjustments to the existing SC engagement plan; (d) is conducted by the organization/unit executing the event/exercise; and (e) is submitted to the supported Marine Corps component command.

Operational Culture Considerations

Operational culture focuses on "the operationally relevant behavior, relationships and perceptions of indigenous security forces against or with whom Marines operate; civilian populations among whom Marines operate; indigenous communities or groups whom Marines wish to influence; international partners in coalition operations." (*Operational Culture for the Warfighter*)

The concept of operational culture highlights the relevant cultural factors that affect all phases of SC planning. Integrating operational culture into SC planning provides the commander and staff with vital supporting information. Explanations of the politics, economy, beliefs, social system, and environment of the host nation that may include the local population, HN government, and security forces contribute to an effective draft of the Marine Corps component command's CSP when planning SC events. Operational culture should be included throughout the SC planning process, including implementation and evaluation, so that it can inform and improve the next set of SC events. Operational culture considerations are especially important in order to achieve FSF plan approval. Foreign security force approval is critical to ensure effective coordination and execution of individual events.

The five dimensions of operational culture (physical environment, economic, social structure, political structure, and beliefs and symbols) (see fig. 5-2 on page 5-4) are detailed in PME programs, most prominently in the RCLF program blocks of instruction and in predeployment training offered by CAOCL.

Funding Authorities

The geographic combatant command TSC branch will promulgate guidance on specific timelines associated with execution of SC events in general, and for specific authorities as required. The TCA is a widely used program and is fairly responsive to funding requirements. In some cases, other programs such as counterdrug/counternarcoterrorism or global peace operations initiative are more appropriate. Regardless of the program, it is important to ensure consideration for the potential time lag associated with gaining approval for use of specific funding authorities is factored into implementation of individual events and an entire SCEP. A list and description of selected authorities is included in appendix A.

Global Force Management

The GFM process aligns force assignment, apportionment, and allocation in accordance with the NDS and joint force availability, requirements, and assessments. It provides senior decisionmakers comprehensive insights into the global availability of US military forces/capabilities. As a participant in the GFM process, the Marine Corps issues force sourcing guidance to synchronize force generation and subsequent sustainment actions. The CMC has designated the Deputy Commandant, PP&O as the

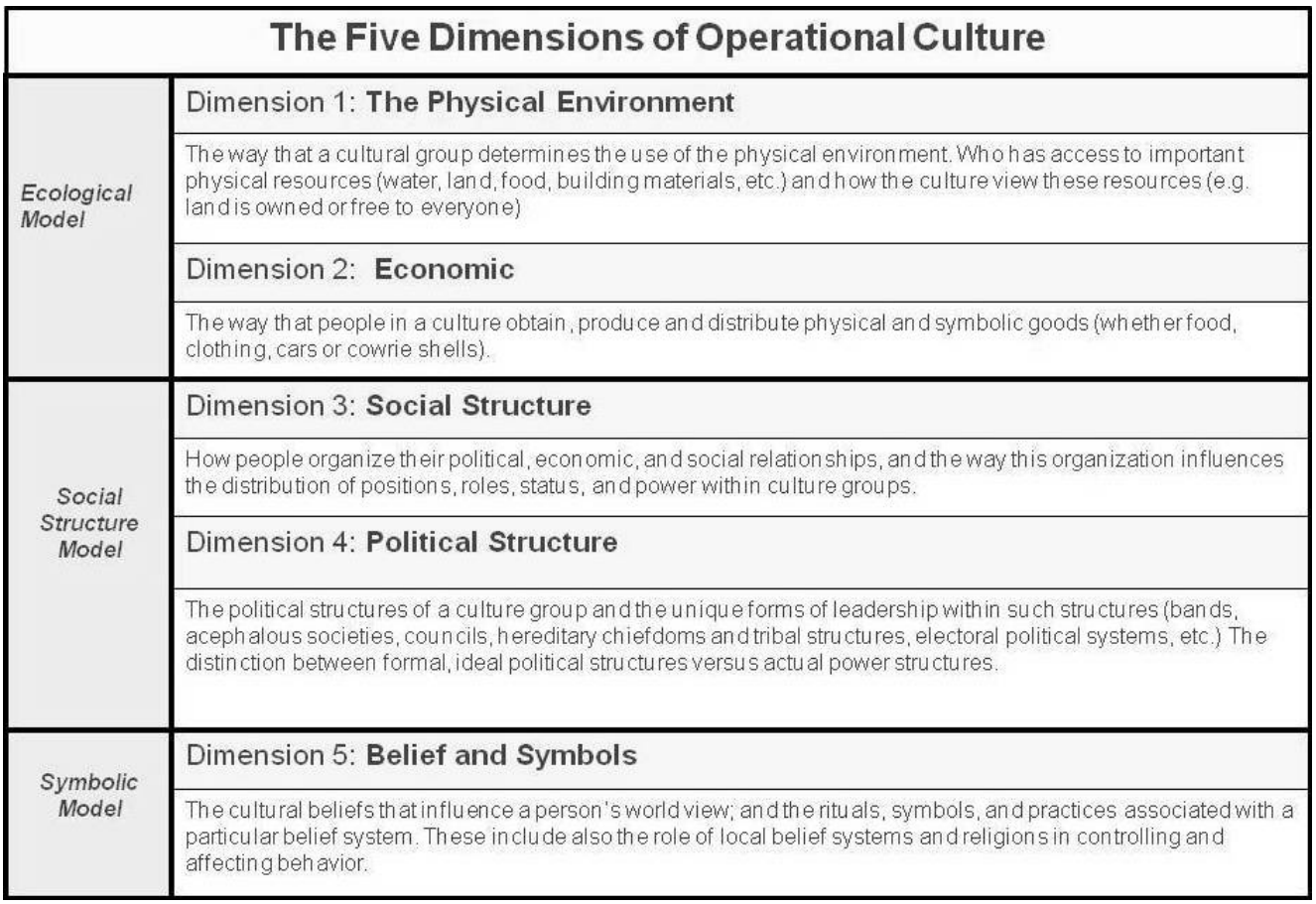


Figure 5-2. Dimensions and Models of Operational Culture.

Marine Corps Global Force Manager, and Commander, MARFORCOM as the Marine Corps coordinating authority and conventional force provider.

Within this authority, Commander, MARFORCOM develops force sourcing recommendations to satisfy CCDR requirements while providing CMC with objective estimates of the supportability, sustainability, risk, and applicable manpower and unit costs associated with these recommendations. The Marine Corps force synchronization conference facilitates these actions. As a result of the conference, and other Marine Corps force sourcing actions as indicated in the Force Synchronization Playbook, the Deputy Commandant, PP&O publishes MCBul 3120, *Consolidated Marine Corps Force Allocation Schedule*, indicating CMC approval of Marine Corps sourcing solutions. The Force Synchronization Playbook can be found on SIPRNET at https://www.MARFORcom.usmc.smil.mil/playbook.

Deputy Commandant, PP&O establishes prioritization of Marine Corps SC efforts and makes the final recommendation to CMC on the deployment and augmentation of any Marines.

All SC missions requiring Marine Corps capabilities will be sourced through the GFM process except as noted below:

- *Planning conferences*. Marine Corps personnel may participate in outside CONUS planning conferences, via report for planning relationships, without formal sourcing through GFM.
- *Assessments*. Regional Marine Corps component commanders will submit requests for MCSCG to conduct assessments by using the MAGTF augmentation process. Once approved, personnel may participate in assessments of foreign security forces, via temporary additional duty, without formal sourcing through GFM.

- *Security cooperation teams deploying under Title 22 foreign relations authorities*. Requests for SC teams under Title 22 authorities normally originate from the SCO in the country where the team will operate. If the SCOs forward training requests not associated with an FMS equipment case directly to MCSCG, the MCSCG will redirect the SCOs to the relevant Marine Corps component command. The Marine Corps component command will vet requests originating with the SCOs within their area of operations to ensure CCDR objectives align. Marine Corps component commands will request sourcing in accordance with established GFM business rules. After approval, personnel may participate without formal sourcing though the GFM process.
- *Marine Corps-Navy force coordination*. With the concurrence of the CCDR, regional Marine Corps component commanders may coordinate with regional naval forces for employment of in-theater Marine expeditionary units and fleet antiterrorism security teams in support of SC engagements.

Leahy Amendment

Per Section 8057, Department of Defense Appropriations Act, 2014 (division C of P.L. 113–76) (commonly referred to as the DoD Leahy law) and except as provided below, none of the funds made available by the Department of Defense Appropriations Act, 2014 may be used to provide any training, equipment, or other assistance to members of a unit of a foreign security force if the Secretary of Defense has credible information that the unit has committed a gross violation of human rights.

The DoD Leahy Law builds on the Leahy Amendment of 2006, which prohibits funds from being "provided to any unit of the security forces of a foreign country if the Secretary of State has credible evidence that such unit has committed gross violations of the human rights, unless the Secretary of State determines and reports to the Committees on Appropriations that the government of such country is taking effective measures to bring the responsible members of the security forces to justice." The DOS requires a minimum of 10 days to process a vetting request, which must be submitted via the country team SC organization. Successful vetting is considered good for up to one year.

Consult your component legal advisor and authority manager if you have any questions regarding the applicability of the DOS and DOD Leahy Laws.

Foreign Disclosure

Foreign disclosure is conveying information, in any manner, to an authorized representative of a foreign government or international organization. As mandated by Executive Order 12958, *Classified National Security Information*; DODD 5230.11, *Disclosure of Classified Military Information to Foreign Governments and International Organizations*; Secretary of the Navy Instruction 5510.34_, *Disclosure of Classified Military Information and Controlled Unclassified Information to Foreign Governments, International Organizations, and Foreign Representatives*; and MCO 5510.20, Disclosure of Military Information to Foreign Governments and Interests, must be approved by a foreign disclosure authority (FDA), including materials that may be used as part of an SC event.

Details concerning the request process are provided in MCO 5510.20_. Coordinate with the respective FDA for detailed timeline considerations. Disclosure requests must be submitted according to requirements established by the relevant FDA, but generally include the following data points:

- *Classification*. Identify highest level of classification required to be disclosed.
- *Disclosure methods*. Disclosure methods should be identified, whether oral, visual, documentary, or materiel.

- *Categories of information*. Categories of information are specific categories of classified military information to be disclosed.
- *Scope*. The scope will specify the exact information or materiel to be disclosed and identify the specific government(s) in question. The following points should be addressed:
  - Justification.
  - Description of information, document, or materiel.
  - Characteristics, provided in layman's terminology, not technical.
  - Capabilities.
  - Vulnerabilities.
  - Operational advantage(s) to the country.
  - Susceptibility to countermeasures (including classification).
  - Foreign availability of similar item.
  - Recommendation on release.

CHAPTER 6
TRANSITION

The ADDIE phases, used to create a SCEP, is transitioned to action through—

- Interactions with US country teams and HNs.
- Consideration of CMO.
- Integration with sourcing and budgeting processes.
- Determination and/or validation of authorities.

Security Cooperation Engagement Plan

A SCEP is a long term, multiyear plan that follows a DOTMLPF and/or warfighting functions assessment, which synchronizes SC engagements to build prioritized FSF capabilities and capacity and to apply finite Marine Corps resources in the most effective and measureable way possible. The SCEP is intended to assist the Marine Corps component command, SCO, and FSF with building capabilities and/or capacities in order to accomplish designated missions. For planning and scheduling the Service assessment required to produce a SCEP, allow at least 60 days for MCSCG preparation (preliminary research, administrative actions, and schedule deconfliction) prior to downrange execution. The preliminary analysis package and SCEP are provided no later than eight weeks after completion of the assessment.

The process of developing a SCEP spans the analyze, design, and develop phases of the ADDIE process and produces the analysis worksheet, POA&M worksheet, and milestone events worksheets. Although the plan may be adjusted over time, it provides a common point of departure for further detailed planning and execution of individual events. It helps to create demand signals for limited resources of the Marine Corps operating force and supporting establishment. Attention during the analyze, design, and develop phases ensures that plans are aligned with the GCC, Marine Corps component commander, SCO, and FSF objectives. The process of managing a SCEP spans the develop, implement, and/or evaluate phases of ADDIE, ensuring the efficient use of limited funds and resources.

Security Cooperation Engagement Plan Reports and Worksheets

Security cooperation engagement plan reports and worksheets are the basis of a SCEP. Specific reports and/or documents include the following:

- Preliminary analysis.
- Security cooperation engagement plan cover sheet.
- Security assistance report.

Specific worksheets include the following:

- Linkages.
- Analysis.
- Synchronized POA&M.
- Milestone events.

Preliminary Analysis

Preliminary analysis (see app. F) provides the results of the analysis and identifies relevant context and objectives against which capability gaps are identified. This analysis also provides specific recommendations to address or mitigate the gaps. These recommendations are the basis of the completed SCEP.

Security Cooperation Engagement Plan Cover Sheet

The SCEP cover sheet (see app. F, fig. F-1) provides an executive summary of the results of the

analysis of FSF capability gaps and LOOs, against which the entire SCEP is built. Following consideration of geographic combatant command objectives, DOS objectives, Marine Corps component command objectives, and FSF mission and tasks, DOTMLPF/warfighting functions analyses identifies the relevant capability gaps. Capability sets are developed to address identified gaps and are further organized into overarching LOOs. Activities along the LOO should lead to realization of Marine Corps component command and FSF objectives, missions, and tasks.

Security Assistance Report

The SA report (see app. F, fig. F-2) captures past, present, and recommended SA solutions in support of the overall SCEP. Specifically, this report identifies—

- Foreign security force personnel trained at Marine Corps and Navy training centers under the IMET program.
- Recent and pending FMS training events.
- Recent and pending equipment purchases.
- This data is used for three purposes:
  - Past and current training information provides greater fidelity on FSF capabilities.
  - Pending SA events and activities inform the recommended events and activities of the SCEP.
  - Recommended IMET training solutions and equipment purchases are identified.

Linkage Worksheet

The linkage worksheet (see app. F, fig. F-3) is used to identify the corresponding linkages in guidance from theater strategy, TCP, ICS, and Marine Corps component CSP objectives and tasks.

Analysis Worksheet

The analysis worksheet (see app. F, fig. F-4) is used to develop the LOOs and capability sets that address requirements associated with Marine Corps component CSP, as well as FSF capability gaps.

Plan of Action and Milestones Worksheet

The synchronized POA&M worksheet (see app. F, fig. F-5) deconflicts the sequence of milestones (and events) through vertical integration, across capability sets, and LOOs. The sequencing and synchronization of milestones and events ensures appropriate timing to avoid potential pitfalls. For example, an earlier event or milestone used to build a rifle range must be completed before marksmanship training can be completed and a doctrinal determination made concerning which FSF fights would preclude both events and/or milestones. The spreadsheet is "live" with useful functionality in support of continued planning and execution. The design supports a simultaneous big picture and detailed viewing of the plan. Scrolling the mouse pointer over individual events will reveal a note which briefly describes the event's SC tool and title. Clicking on events in any milestone box pulls up the details of the events in support of the milestone. Also available is a color coding scheme to allow quick assessment of MOPs and MOEs.

Milestone-Event Worksheet

The milestone-event worksheet (see app. F, fig. F-6) captures the details of specific events and provides the basis for submission of requirements into the sourcing process. The data can be used to develop entries for the JCRM and the TSCMIS. The data can also be used in support of geographic combatant command-specific systems and processes, as well as the Marine Corps FOS process.

United States Country Team and Host Nation Interaction

The process of coordinating the SCEP, either as a whole or individual event, is an iterative process that gives both the country team and HN significant votes. During this interaction, the first step is to gain concurrence from the country team on the

overarching objectives of the SCEP, which are captured in the LOOs. These LOOs, informed by US and FSF objectives and derived from capabilities gaps identified during analysis, are the ways to meet the ends of FSF tasks, missions, and objectives and Marine Corps component command objectives. As the entire plan is presented, certain milestones or capability sets may be beyond the scope of the partner's level of commitment. Although full execution is desired, the plan can be scaled to meet the realities of country team and partner nation desires and commitment. The same scaling can be accomplished based on limitations placed on the Marine Corps, geographic combatant command, or FSF resources and funding. At any level or portion, the plan moves away from episodic execution of individual events and will better ensure events are tied to Service, theater, and national objectives. Once the plan receives favorable validation from the FSF, continued effort at planning and executing the year's activities will ensure success.

Civil-Military Operations

Civil-military operations support the Marine Corps component command by engaging the civil component of the operational environment. Areas of specific support to security cooperation include the following:

- Gaining/maintaining civil situational awareness.
- Enhancing legitimacy of the HN (and US) forces in the eyes of the civilian population.
- Allowing the US forces to meet legal and moral obligations.
- Enabling and supporting the Marine Corps component command CSP.

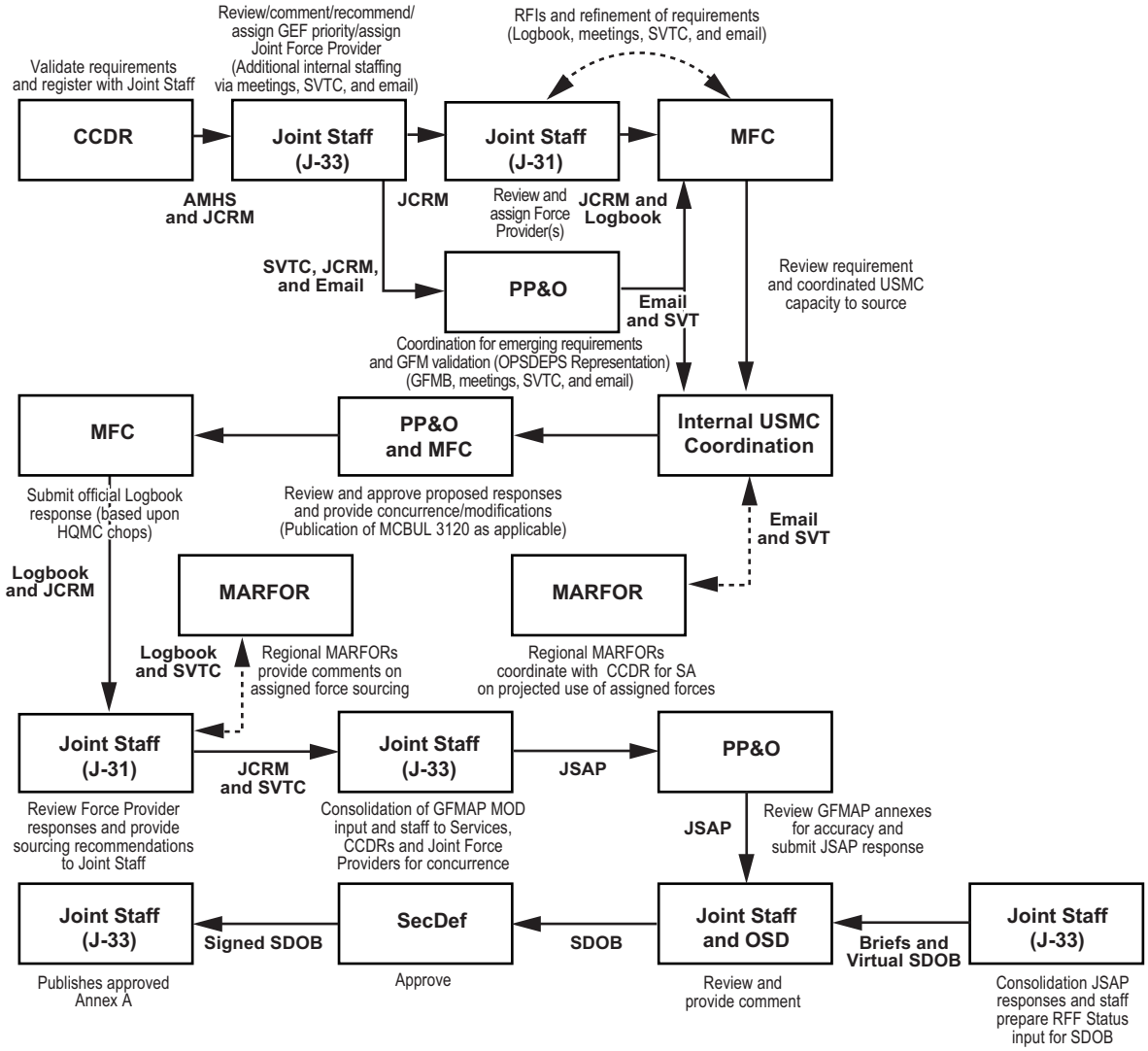
During SC events, CMO consists primarily of HCA and military civil action. Any CMO that occurs within the framework of SC events or exercises must be coordinated in advance with USG departments and agencies. The primary stakeholders are USAID and DOS/US embassy. Civil affairs subject matter experts should be used to help plan and either execute new or improve existing HCA events.

For TSC missions, it is imperative that the assigned civil affairs forces conduct predeployment training to better understand the history, end state, and bounds of the mission. In addition to predeployment training program training, other potential requirements for those civil affairs forces assigned TSC missions could be the following:

- Valid and current passport.
- Country clearance.
- Isolated personnel report (ISOPREP) on file.
- Survival, Evasion, Resistance and Escape (SERE) 100.
- Antiterrorism/Force Protection (AT/FP) 101.
- Combat Trafficking in Persons for Marine Corps.
- Final coordination to determine weapon requirements.
- Hotel selection in country.
- Mode of travel in country.
- In some cases, a meeting with the ambassador may be required prior to executing the mission.

Marine Corps Order 5710.6_

It is Marine Corps policy that, to the maximum extent possible, all SC missions requiring Marine Corps capabilities will be sourced through the GFM process with MARFORCOM as the HQ lead for recommending sourcing solutions (see fig. 6-1 on page 6-4). Once vetted and approved by all parties (Marine Corps component command, US country team SCO, and FSF), events identified in a SCEP should be integrated into the GFM process. The preferred method of deployment for individual events is via a coordinated deployment order issued after GFM validation. When emerging requirements preclude use of this process, Marine Corps component commands should contact MARFORCOM for further guidance.



*Reflects conventional unit sourcing process with the Joint Community (not JIA/JMD or SOF sourcing process): effective 01 AUG 11

LEGEND

AMHS	automated message handling system
GFMAP	Global Force Management Allocation Plan
GFMB	Global Force Management Board
J-31	Joint Capabilities Coordinator (Joint Staff)
J-33	Currnt Operations Officer (Joint Staff)
JCRM	Joint Capabilities Requirements Manager
JIA	joint individual augmentation
JMD	joint manning document
JSAP	Joint Staff action package
MARFOR	Marine Corps component command
MFC	United States Marine Corps Forces Command
MOD	ministy of defense
OPSDEPS	operations deputities
RFF	request for forces
RFI	request for information
SA	security assistance
SDOB	Secretary of Defense Orders Book
SOF	special operations forces
SVTC	secure video telconferencing

Figure 6-1. Marine Corps Sourcing Process.

United States Codes: Title 10 and Title 22 Limitations

The most significant aspect of USC, Title 10, *Armed Forces*; and geographic combatant command-provided TCA funds is that each program has prohibited use of funds for training FSF. Appropriated funds of any type can only be used for the purposes intended (https://jeds.gds.disa.mil/jeds/search.action).

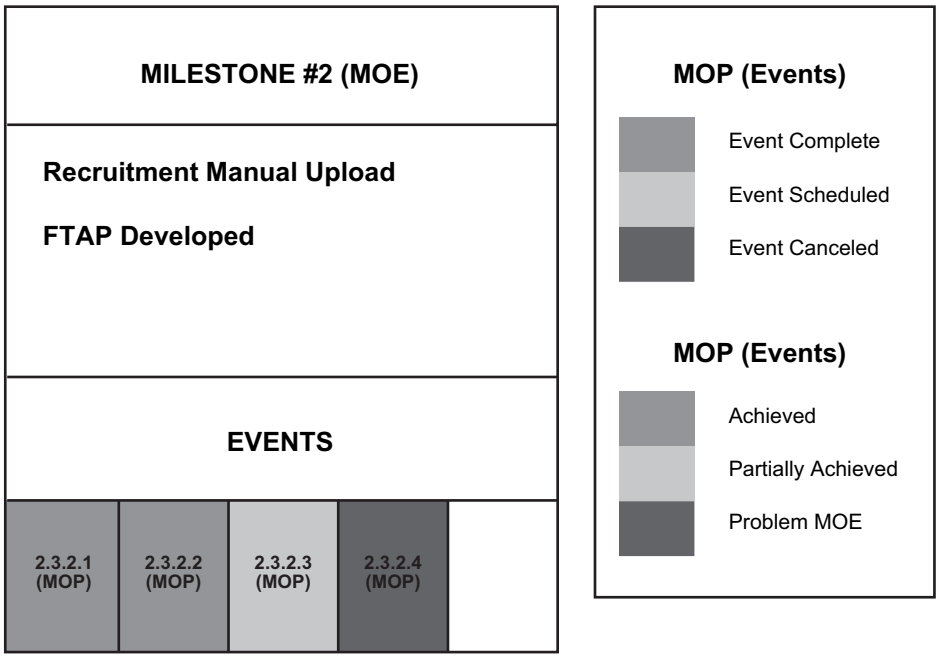
Use of any Title 10 or Title 22 authorizations requires due diligence to ensure that the funds are being properly and legally executed. Since any SC event will be conducted only with cognizance of the GCC, these limitations should be resolved during detailed planning.

Way Ahead

The *Guidance for Employment of the Force (GEF)* directs a shift from contingency-based planning to strategy-based planning. Security cooperation planning and execution must avoid use of episodic events and activities in favor of a holistic, integrated, cyclical, enduring engagement that builds FSF capabilities and capacity. The SCEP, as presented in this publication, satisfies these national guidance directives, providing a long-term multiyear plan of sequenced and synchronized events, which support the milestones required to achieve designated capability sets as part of the LOOs that drive efforts towards realization of FSF, Marine Corps component commander, CCDR, DOS, and overall USG objectives using the full range of SC activities available. Functionality has been built into the SCEP to facilitate the final phase of ADDIE: evaluation and/or assessment. Following initial acceptance and approval of the SCEP by all involved, the SC planner must continually monitor and assess predetermined MOPs and MOEs relative to the objectives and guidance against which the plan was focused. See figure 6-2 on page 6-6.

Contact the Marine Corps Security Cooperation Group with questions on any matters involving Marine Corps security cooperation, including IMET, and requests for assessments and SCEPs.

Marine Corps Security Cooperation Group
937 Atlantic Avenue
Fort Story, VA 23459
Phone: (757) 962-4430 ext 2241;
DSN 438-4430 ext 2241
https://ips.usmc.mil/sites/mctag/default.aspx



Measures of Performance (MOP): A criterion used to assess friendly actions that is tied to measuring task accomplishment.

Measures 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.

Figure 6-2. Security Cooperation Engagement Plan Evaluation.

APPENDIX A
SECURITY COOPERATION PROGRAMS AND AUTHORITIES

This appendix provides basic information regarding selected SC programs and their respective legal authorities. This information is intended to provide a starting point for Marine Corps personnel involved with any aspect of SC or SA planning and execution.

These programs and their respective legal authorities are issues of public policy, are subject to periodic legal review, which in most cases are the result of legislative action, and should be expected to change from year to year. Although the information is a matter of public record, specific legal citations and funding amounts were included to provide cueing to assist Marine Corps SC planners.

To ensure compliance with the DoD Leahy Law, as mandated through 20144 NDAA and its implementing guidance, command staff judge advocates should always be consulted for specific, definitive, and current program guidance. The overall POC for current information related to these authorities is the DSCA Strategy Directorate.

Title 10 and Other Temporary Department of Defense Authorities

Logistics Support for Allied Forces Participating in Combined Operations

Logistics support for allied forces participating in combined operations (NDAA Cross Fiscal Year Authority) permits the SecDef, with the Secretary of State concurrence, to provide logistic support, supplies, and services, to allied forces participating in a combined operation with the US Armed Forces. The SecDef must determine that the allied forces receiving the logistical support, supplies, and services are essential to the success of the combined operation; and that the receiving country would not be able to participate in such operations without the provision of the logistical support, supplies, and services.

Global Train and Equipment

Global train and equipment (NDAA Cross Fiscal Year Authority) provides equipment, supplies, and training to build the capacity of foreign national military forces to conduct counterterrorist operations, participate in or support military and stability operations in which US forces participate; and to build the capacity of a foreign country's maritime security forces to conduct counterterrorism operations.

Global Security Contingency Fund

Global Security Contingency Fund (Section 1207, NDAA Cross Fiscal Year Authority) allows SecDef the possibility to provide services to and transfer defense articles and services to the Secretary of State to facilitate DOS's provision of reconstruction, security, and stabilization assistance to a foreign country that involves the provision of services or transfer of defense articles or funds.

Acquisition and Cross-Servicing Agreement

The acquisition and cross-servicing agreement (ACSA) provides logistic support, supplies, and services on a reciprocal basis to foreign military forces, NATO, or other organizations as set out in law. Currently, 94 agreements exist and 71 other countries are ACSA eligible. An ACSA—

- Must not circumvent FMS or other established processes.
- Provides annual FY dollar ceiling except during a period of active hostilities involving the US Armed Forces or when used to support contingencies and/or humanitarian and foreign disaster assistance efforts.

- Provides for flexible reimbursement, to include cash, replacement-in-kind, or exchange of supplies or services of equal value.
- Cannot be used to provide significant military equipment.

Acquisition and Cross-Servicing Agreement, Significant Military Equipment

The ACSA, significant military equipment, allows temporary authority to extend and expand ACSA to lend military equipment for personnel protection and survivability. The temporary authority is expanded to include nations participating in combined operations with the US in peacekeeping operations under United Nations Charter or another international agreement.

Coalition Support Fund

The coalition support fund provides notwithstanding authority for payments to reimburse Pakistan, Jordan, and other key cooperating nations for logistical and military support provided or to be provided to US military operations in connection with military action in Iraq and the war on terrorism.

Combatant Commander Initiative Fund

The CCDR initiative fund provides funds to CJCS (for CCDRs) for activities including training for military personnel of partner countries, contingencies, selected operations, joint exercises (including participating costs of partner countries), and HCA (including urgent and unanticipated humanitarian relief and reconstruction assistance, force protection, personnel expenses).

Commander's Emergency Response Program

The commander's emergency response program assists CCDRs in addressing emergency civilian needs in Afghanistan and Iraq. Efforts are being made to expand this authority beyond Iraq and Afghanistan.

Cooperative Research, Development, Test, Evaluation, and Production

Cooperative research, development, test, evaluation, and production contain programs that are designed to standardize and make interoperable equipment used by the US and NATO member forces and other US allies through projects involving cooperative research, development, testing, evaluation, or joint production. Primarily used to share work, technology, risks, costs, and resulting benefits; avoid duplicative defense acquisition efforts; and improve standardization and interoperability. The programs cannot be used for buyer-seller relationships, contracts, one-way transfer and/or grants, or industry-only relationships. An international agreement versus an FMS letter of authorization is required.

Department of Defense Counterdrug Program

The DOD counterdrug program is authorized both by public law and various amendments to annual National Defense Authorization Acts. It provides unreimbursed support to foreign countries to stop the illegal flow of drugs. This program is designed to support:

- Drug detection and monitoring.
- Maintenance of counterdrug equipment.
- Training counterdrug bases and/or training facilities.
- Command and control and communications nets.
- Aerial and ground reconnaissance.

It also provides support for the counterdrug activities of federal, state, local, tribal, and foreign government law enforcement agencies, including foreign militaries with counterdrug responsibilities.

Overseas Humanitarian Disaster and Civic Aid

Overseas humanitarian disaster and civic aid provides unfunded space-available transport of privately-donated relief supplies, foreign disaster relief to nations in need, excess nonlethal DOD property, and HA projects and activities. It also trains eligible personnel in demining techniques and/or mine risk education and provides training and access benefits to US special operations forces.

Humanitarian and Civic Assistance

Humanitarian and civic assistance activities and projects build or repair basic roads, schools, public buildings as well as provide well drilling and basic sanitation upgrades. In addition, HCA can be used for basic medical, dental, surgical, and veterinary care. In conjunction with military operations, HCA must provide a training benefit to US forces. It cannot be provided to military or paramilitary organizations.

Joint Combined Exchange Training

The primary purpose of the joint combined exchange training program is to train US special operations forces. Each joint combined exchange training team consists of 12 to 50 US special operations forces and 20 to100 HN personnel. Training includes basic skills and special operations techniques. Joint combined exchange training requires long lead-time planning and budgeting by CCDRs and United States Special Operations Command.

Combating Terrorism Fellowship Program

The Combating Terrorism Fellowship Program provides tailored operational- and strategic-level education and training to our international partners in support of US efforts to combat terrorism. Additionally, this program was developed to help counter ideological support for terrorism and to create a global community of counterterrorism experts and practitioners who share values and a common language in the fight against terrorism.

Warsaw Initiative Funds Supporting Partnership for Peace Programs

Warsaw initiative funds supporting Partnership for Peace (PfP) programs provide assistance to PfP nations (NATO aspirants) concerning defense institution building; building partnership capacity through exposure to US military concepts and exercises; and assisting PfP nations to achieve their NATO partnership goals and interoperability with NATO. The US funds can be used for transportation costs to and from PfP exercises and/or incremental expenses in combined exercises, conferences, seminars, exchanges, and studies.

Traditional Combatant Commander's Activities

Under 10 U.S.C. 168, the SecDef is authorized to fund GCC, service chiefs, and others to conduct military-to-military contacts and comparable activities with allied and friendly countries to encourage a democratic orientation of defense establishments and military forces. The DOS must provide prior approval before conducting TCA activities with a country, and the country must be IMET-eligible. Funding for TCA is provided to the GCC by the Military Departments, acting as executive agents. Traditional combatant commander activities include:

- Traveling contact teams (the term the law uses to describe subject matter expert exchanges).
- Activities of military liaison teams (now combined with the SA organizations in the countries where they once existed).
- Exchanges of civilian or military personnel between the DOD and defense ministries of foreign governments.
- Exchanges of military personnel between units of the US Armed Forces and units of foreign armed forces, seminars and conferences held primarily in a theater of operations, and distribution of publications primarily in a theater of operations.

Note: Training is not authorized under this statute.

Developing Country Combined Exercise Program

This program reimburses certain incremental expenses of a developing country that are incurred as a direct result of participation in a bilateral or multilateral military exercise. Incremental expenses normally include rations, fuel, training ammunition, repair parts, and transportation. The developing country must incur the expense first before being reimbursed. A developing country combined exercise program allocation is normally identified in the initiating directive for an eligible exercise.

Title 22 and Other Temporary State Department and Department of Defense Authorities

Distinguished Visitors Orientation Tours

The distinguished visitors orientation tours program is designed to familiarize selected mid- and senior-level foreign personnel (O-7 [brigadier general or equivalent] and above) with US military training and doctrine. It shows senior leaders how to better manage defense resources and how to interact within their own new civil-military defense structure. Tours are normally of short duration, specifically tailored, and contain intensive education programs designed to meet country-specific needs. Provided to countries becoming available for SA, nations whose government structure is undergoing a transition, have new defense leaders as a result of the end of a civil war, or possibly for a nation that is transitioning for the first time to a civilian ministry of defense. This is often the first program a country receives under SA.

Drawdowns

Drawdowns of articles and services from DOD stocks and stocks of other federal agencies are permitted for emergencies, disasters, counternarcotics, refugee assistance, peacekeeping operations, antiterrorism, and nonproliferation. They can also be used for training by special operations forces personnel. Table A-1 shows drawdown articles, their purpose, authority, and annual ceiling.

Excess Defense Articles

Excess US military equipment is provided to foreign countries—either by grant (specified countries) or sale (any FMS-eligible country). The equipment being offered must be considered an excess to all USG entities. Equipment is offered "as is/where is" and usually requires repair. Consequently, the foreign countries are encouraged to visually inspect any offered items and are responsible for all refurbishment, follow-on support, training, and transportation through FMS, FMF, or commercially. There are a total of 128 countries eligible for grant excess defense articles,

Table A-1. Drawdowns of Articles and Services.

Purpose	Authority	Annual Ceiling
Unforeseen Emergencies	FAA, 506(a)(1)	$100M
Counternarcotics, Refugee Assistance, POW/MIA, Antiterrorism, Nonproliferation	FAA, 506(a)(2)	$200M (aggregate value); no more than $75M for DOD; no more than $75M for counternarcotics; no more than $15M for POW/MIA
Peacekeeping	FAA, 552(c)(2)	$25M

Legend:
M–million
MIA–missing in action
POW–prisoner of war

resulting in a competing number of requests for a limited number of items.

Foreign Military Financing

Foreign military financing provides USG financing to foreign governments, through grants or loans, for the acquisition of US military articles, services, and training. United States Code, Title 22, *Arms Export Control*, [chapter 39, subchapter II, sections 2763–64] provides grant dollars to partner countries and organizations, which can be used for FMS purchases (e.g., articles, services, training, design and construction services). Ten countries are authorized to use FMF for direct commercial contracts with DSCA approval. Foreign military financing funds other programs such as PfP.

Foreign Military Sales

Foreign military sales provide government-to-government sales of US defense equipment, services, and training. Foreign military sales promote responsible arms sales to further national security and foreign policy objectives by enabling allies and friends to better defend themselves. Furthermore, FMS establishes long-term relationships between US forces and militaries of friends and allies that convey US values; and develops relationships and interoperability necessary for coalition building and operations.

Global Peace Operations Initiative

The Global Peace Operations Initiative provides funds to increase the capacity of countries to participate in, and deploy to, international peace support operations. The Global Peace Operations Initiative will address gaps in global peacekeeping capacity by pursuing three primary goals:

- Training 75,000 peace support troops worldwide, with an emphasis on Africa.
- Increasing the number of stability police/gendarme units for peace operations through support to the Center of Excellence for Stability Police Units.
- Facilitating deployment of peace support operation units through a transportation and logistic support arrangement.

Note: The Global Peace Operations Initiative incorporates the African Contingency Operations Training and Assistance program and the Enhanced International Peacekeeping Capabilities program, previously funded under the FMF account.

International Military Education and Training

International military education and training provides grant funding to approximately 130 specific countries to purchase US military education and training. Objectives of IMET-funded training are the following:

- Further regional stability through mutually beneficial military-to-military relations that increase understanding and defense cooperation between the US and foreign countries.
- Provide training that augments the capabilities of participant nations' military forces to support combined operations and interoperability with US forces.
- Increase the ability of foreign military and civilian personnel to instill and maintain basic democratic values and protect internationally recognized human rights in their own government and military.

Expanded IMET programs—

- Promote effective defense resource management.
- Foster greater respect for, and understanding of, the principle of civilian control of the military and the proper role of the military in a civilian-led democratic government.
- Contribute to cooperation between military and law enforcement personnel with respect to counternarcotics law enforcement efforts.
- Promote improved and effective military justice systems and procedures in accordance with internationally recognized human rights.

Nonproliferation, Antiterrorism, Demining, and Related Programs

Nonproliferation, antiterrorism, demining, and related programs provide resources to support critical security and humanitarian-related foreign policy objectives. The objective of these programs is to reduce civilian landmine casualties through—

- Mine awareness.
- Mine clearance training.
- Development and deployment of demining technology to establish an indigenous, sustainable, humanitarian demining capability that will continue after direct US involvement is complete.
- Destruction of man-portable air defense system, a weapon sought after and used by terrorist groups, is also supported by this authority.

Peacekeeping Operations

Peacekeeping operations promote—

- Human rights, democracy, regional security, and facilitating humanitarian response.
- Increased involvement in conflict resolution, multilateral peace operations, sanctions enforcement.
- Leveraging fair share contributions to peacekeeping efforts from those countries with greater potential to pay; while facilitating increased participation of poorer countries with resource constraints.

The focus is on regional security operations, multilateral peace operations, and other programs carried out in furtherance of the national security interests of the United States.

Direct Commercial Sales Programs

Direct commercial sales are commercial exports of defense articles, services, and training licensed under the authority of Section 38 of the Arms Export Control Act of 1976, made by US defense industry directly to a foreign government. Unlike the procedures employed for FMS, direct commercial sales transactions are not administered by DOD and do not normally include a government-to-government agreement. Rather, the required USG controls are implemented through licensing by the DOS Directorate of Defense Trade Controls. The day-to-day rules and procedures for these types of sales are contained in the International Traffic in Arms Regulations (22 CFR [Code of Federal Regulations] 120–130).

APPENDIX B

FEASIBILITY OF SUPPORT INFORMATION REQUIREMENTS

The following format suggestions apply to the example of an FOS message (beginning on pg. B-4).

Key elements of the FOS information requirements include the following:

- If information is not available at the time of the FOS request, provide a brief explanation and expected date of availability.
- Supporting commands have to know what they are signing up for and will not sign up for open-ended requirements. If the requirement is not final, attempt to provide the "at most" requirement.

The following elements are identified as minimum requirements to be included in a FOS message (beginning on pg. B-4):

UNCLASSIFIED (*0 spaces*) CONFIDENTIAL (*3 spaces*) SECRET (*6 spaces*)//

EXER OR OPER/NAME OF EXER OR OPER//

MSGID/GENADMIN/COMMARFORXXX/-/MONTH//

SUBJ/SHORT DESCRIPTIVE SUBJ LINE//

REF/A/ORDER/COMMAND/DTG (CLASSIFICATION)// *REF A is an order*.

REF/B/RFF/CDRXXXCOM/DTG (CLASSIFICATION)// *REF B is a request for forces; add the FTN #*.

REF/C/MSG/UNIT ID/DTG (CLASSIFICATION)// *REF C is an AMHS message*.

REF/D/DOC/UNIT ID/DDMMMYYYY// *REF D is a document*.

REF/E/LTR/UNIT ID/DDMMMYYYY// *REF E is a letter or e-mail*.

ATT/1/MSG/UNIT ID/DTG (CLASSIFICATION)// *ATT 1 is a message attached to this message*.//

AMPN(SINGLE REF OR ATT) OR NARR(MULTIPLE REFS OR ATTS)/ (CLASSIFICATION)

POC/LNAME/RANK/COMMAND/BILLET/DSN XXX-XXX-XXXX/ COML: XXX-XXX-XXXX/EMAIL: FNAME.LNAME@USMC.(SMIL.)MIL//

GENTEXT/REMARKS/1. (U/C/S) PURPOSE. *Clear statement of message purpose*.

2. (U/C/S) BACKGROUND OR SITUATION. *Brief synopsis for why the event is being conducted*.

3. (U/C/S) FORCES/CAPABILITIES REQR. *Request as broad a capability as possible*.

Example: "CBT ARMS CO" VICE "INF CO"

Provide enough detail of capabilities.

Example: "DET MT CAPABLE OF PROVIDING GND TRANSPO OF USMC FORCE AND 50 PARTNER NATION FORCES IN A SINGLE LIFT."

4. (U/C/S) MISSION. *State the 5W's requested force will execute*.

5. (U/C/S) EXECUTION.

5.A. (U/C/S) COMMANDER'S INTENT. *State what the commander wants to accomplish with this event*.

5.B. (U/C/S) CONCEPT OF OPERATIONS. *Provide a detailed explanation on conduct of the event and detail out the phases*.

5.C. (U/C/S) COORDINATING INSTRUCTIONS.

5.C.1. (U/C/S) TIMELINE. *Provide a detailed timeline of the event. Include planning conferences, key meetings, exercise execution, support deadlines, and timing of phases. Include locations of events and supporting command attendance requirements as well*.

5.C.2. (U/C/S) PREDEPLOYMENT TRAINING (PTP) REQR. *Identify any PTP training requirements: force protections, weapons qualification, etc*.

5.C.3. (U/C/S) RFF NUMBER/FTN, IF APPLICABLE.

5.C.4. (U/C/S) FOS RESPONSE DUE DATE. *Minimum of two weeks for Active Component and six weeks for Reserve Component*.

6. (U/C/S) ADMINISTRATION AND LOGISTICS.

6.A. (U/C/S) ADMINISTRATION.

6.A.1. (U/C/S) HOST NATION ENTRY REQUIREMENTS. *Explain visa or passport requirements for the deploying force*.

6.A.2. (U/C/S) STATUS PROTECTIONS. *List the status protections for all countries involved*.

6.B. (U/C/S) LOGISTICS.

6.B.1. (U/C/S) CONCEPT OF LOGISTICS. *Brief description of overall logistic plan*.

6.B.2. (U/C/S) FUNDING. *Explain the funding plan for the event*.

6.B.3. (U/C/S) MEDICAL. *List any special medical considerations for the area of operations*.

6.B.4. (U/C/S) WPNS DEPLOYMENT/EMPLOYMENT. *List weapons requirements and restrictions for the event*.

7. (U/C/S) COMMAND AND SIGNAL.

7.A. (U/C/S) COMMAND. *Explain the command relationships of the deploying force through all phases*.

Example Feasibility of Support Message

********** UNCLASSIFIED// FOR OFFICIAL USE ONLY **********

Subject: FEASIBILITY OF SPT (FOS) FOR ASSESSMENT OF THE PERUVIAN MARINE CORPS (PERMAR) ENGAGEMENT PLAN

Originator: MARFORSOUTH(MC)

DTG: 141614Z NOV 11

Precedence: ROUTINE

DAC: FOUO

To: CMC DC PPO (PLU)

Cc: CMC PPO (PL/PO/POC); COMMARFORCOM G3-5-7(UC); COMMARFORSOUTH(MC); MCSCG

UNCLASSIFIED//FOR OFFICIAL USE ONLY.

SUBJ/FEASIBILITY OF SPT (FOS) REQUEST FOR FSF-CBA OF THE PERUVIAN MARINE CORPS (PERMAR)//

REF/A/LTR/COMMARFORSOUTH/15 OCT 11//

REF/B/LTR/COMMARFORSOUTH/1 NOV 11//

NARR/REF A IS THE COORDINATING E-MAIL BTWN CDR SAILOR, NSC, MILGP PERU AND LTCOL DEVILDOG, MARFORSOUTH REQUESTING SUPPORT. REF B IS EMAIL BETWEEN COMMARFORSOUTH DESK OFFICER AND MCSCG SOUTHCOM CLAT CONDUCTING INFORMAL COORDINATION.//

POC/MARINE/LTCOL/MARFORSOUTH/G5:

COMM: 305-555-12341/E-MAIL: I.B.MARINE@USMC.MIL//

RMKS/1. PURPOSE: REQUEST FOS RESPONSE TO SUBJ EVENT NLT 15 JAN 12. PRIOR COORDINATION HAS BEEN ACCOMPLISHED BETWEEN LTCOL MARINE MARFORSOUTH AND MCSCG, PER REFS.

2. BACKGROUND. THE COMMANDANT OF THE PERMAR REQUESTED COMMARFORSOUTH CONDUCT AN ASSESSMENT OF THE PERMAR CAPABILITY AND CAPACITY. PERU IS AN IMPORTANT PARTNER IN SOUTHCOM AOR. AN FSF-CBA WILL SUPPORT ACHIEVEMENT OF COMMARFORSOUTH'S LONG TERM OBJECTIVES.

3. FORCES/CAPABILITIES: REQUEST FSF-CBA TEAM CAPABLE OF ASSESSING PERMAR IAW DETAILS CONTAINED IN PARA 5.

4. MISSION: FROM 22-26 FEB, CONDUCT FSF-CBA AND DEVELOP SC ENGAGEMENT PLAN OF PERMAR IOT EFFECTIVELY ACHIEVE DESIRED COMMARFORSOUTH OBJS FOR PERMAR.

5. EXECUTION.

5.A. COMMANDER'S INTENT: COMMARFORSOUTH INTENDS TO INCREASE ENGAGEMENT WITH THE PERMAR OVER THE COMING YEARS IOT ACHIEVE CDRUSSOUTHCOM OBJS. THE FSF-CBA AND SCEP WILL CREATE THE ROADMAP TO EFFECTIVELY AND EFFICIENTLY ACHIEVE THESE ENDSTATES.

5.B. CONOPS: SPECIFIC CONOPS TO BE DEVELOPED ICW MCSCG SOUTHCOM CLAT.

5.C. COORDINATING INSTRUCTIONS

5.C.1. TIMELINE

5.C.1.A. 21 FEB 12: TRAVEL DAY.

5.C.1.B. 22-26 FEB 12: CONDUCT ASSESSMENT.

5.C.1.C. 26 FEB 12: TRAVEL DAY.

5.C.2. LOCATION:

5.C.2.A. SECOND NAVAL ZONE -- MARINE BRIGADE ANCON.

5.C.2.B. FOURTH NAVAL ZONE -- MARINE JUNGLE BATTALION #2 (BIMSE2) -- PUCALLPA AND VARIOUS BASES OF CONTROL ALONG THE RIVER UCAYALI AND THE HIGHWAY BASADRE.

5.C.3. PROPOSED COMPOSITION: SEVEN PERSON TEAM (2 MARFORSOUTH, 5 MCSCG)

5.C.4. CAPABILITIES TO ASSESS: DOCTRINAL AND C4I ASSISTANCE FOR OPERATIONS AT THE BATTALION AND COMPANY LEVEL AND ABOVE.

5.C.5. OBJECTIVE/END STATE OF PERMAR: CLASSIFIED–PROVIDED VIA SEPCOR.

5.C.6. MISSION AND TASKS OF PERMAR: CLASSIFIED–PROVIDED VIA SEPCOR.

5.C.7. RFF NUMBER/FTN: N/A

6. ADMIN AND LOGISTICS.

6.A. COUNTRY ENTRY REQUIREMENTS: PER ELECTRONIC FOREIGN CLEARANCE GUIDE.

6.B. FUNDING: EVENT TO BE FUNDED BY MARFORSOUTH CD/CNT FUNDS.

7. COMMAND AND SIGNAL.

7.A. COMMAND RELATIONSHIP: COMMARFORSOUTH IS SUPPORTED COMMAND. MCSCG IS SUPPORTING COMMAND. UPON DEPLOYMENT, ASSESSMENT TM IS TACON FOR AT/FP TO COMMARFORSOUTH.

7.B. IF SPT DEEMED FEASIBLE, REQUEST SUPPORTING COMMAND RPT TO COMMARFORSOUTH FOR PLANNING.//

APPENDIX C

SAMPLE PLAN OF ACTION AND MILESTONES FOR SECURITY COOPERATION EVENT EXECUTION

This sample POA&M is designed for a relatively large event in scope and/or time. Many events can be executed on a much shorter timeline through administrative requirements (such as theater/country clearance, passports, visas, immunizations, travel, and lodging) that almost always require deliberate execution. This sample POA&M endeavors to cover the potential requirements for the majority of events and/or activities.

When	What	Remarks/Comments
D-60	DOD *Foreign Clearance Guide*	For reference purposes, the *Foreign Clearance Guide* is located at https://www.fcg.pentagon.mil/fcg.cfm
		Good overall resource for predeployment preparation. Provides information on general entry requirements, official travel requirements, and other travel-related information.
D-35	ID team members	All team members should be identified. One member should be assigned as lead. When the Marine Corps component command representative travels with the team, the Marine Corps component command representative will probably be the lead. If not, the lead will serve as the primary POC between the Marine Corps component command and supporting unit.
D-35	Immunizations/other medical requirements	Information regarding which immunizations will be required for the intended destination can be found in the *Foreign Clearance Guide*. Immunizations should be completed as far in advance as possible to allow for adverse reactions. Once in country, the availability of medical facilities may be limited, so preventive medical considerations should be implemented in advance. Department of Defense follows Centers for Disease Control and Prevention medical guidelines for deploying personnel.
D-35	Schedule country brief(s)	Contact CAOCL and MCIA to schedule country brief(s), culture familiarization brief(s), or material(s), as applicable. Briefs can take place any time before departure, ideally within the week before travel.
D-35	ID other participants	Security cooperation organization, FSF, and Marine Corps component command participants should be identified by D-35. Coordination should begin as early after the receipt of the FOS request as possible.
D-31	Initial planning conference	Team members will meet for an in-brief that is provided by the team lead. In addition to the FSF mission, tasks, roles, and responsibilities, US and FSF strategic documents will be reviewed and analyzed. Team members will be assigned specific tasks in support of the event. Administrative and training requirements that need to be completed before departure will be identified.
D-31	Passport	Passports must be in hand by D-31. If an individual does not have a passport, it is imperative that paperwork to obtain one be submitted immediately. Standard turnaround time is 45 days from date of submission; however, there are options to obtain one more quickly if necessary. Visit http://www.travel.state.gov for more information.
D-31	Visa	The *Foreign Clearance Guide* will identify whether a visa is required for entry. Typically, the Marine Corps component command contact will know if a visa is also required. Visas are available by following the procedures found at https://secureapp2.hqda.pentagon.mil/passportmatters/Visas/CountryListing.cfm.
D-31	AT/FP level I	AT/FP I training is an annual Marine Corps training requirement. Proof of completion of this training is required for country and theater clearance. The training may be completed via the internet at https://atlevel1.dtic.mil/at/.
D-31	SERE level B	SERE training is required of all travelers. Proof of completion is required for country and theater clearance. The training may be completed via the internet at https://www.marinenet.usmc.mil/marinenet/.
D-31	ISOPREP	Requirements for ISOPREP are outlined in the *Foreign Clearance Guide*. Generally, ISOPREPs are completed and submitted via SIPRNET on the Personnel Recovery Management System.
D-31	Theater clearance submission	This is the CCDR's authorization for personnel to enter the theater. Requests are made using the Aircraft and Personnel Automated Clearance System. Typically, the supported Marine Corps component command will submit theater and/or country clearance requests for the team members upon receipt of required information. Flight numbers are often necessary for many theater and/or country clearances. In these cases, the team member will create a dummy travel request in Defense Travel Service (DTS) in order to determine flights and lodging. Once funding is available, the actual travel arrangements can be made (see D-14 Travel).
D-31	Country clearance submission	Also processed via the Aircraft and Personnel Automated Clearance System, this is DOS's authorization to enter the HN.
D-31	Read aheads	Prepare read aheads. At a minimum, these should include contact information for key individuals (both US and partner nation), familiarization with the area, familiarization with the FSF (including those who may be former students at Marine Corps schools), and the AT/FP plan.
D-30	Foreign disclosure	Submit relevant materials to designated disclosure authority for disclosure adjudication. This material should be through the disclosure process prior to submission for translation (D-15).
D-30	Humanitarian considerations	The Marine Corps component command POC may identify theater-specific humanitarian considerations as part of the theater clearance process; however, each team member should be made aware of general and theater-specific considerations. These include National Security Presidential Directive 22, *Combating Trafficking in Persons*; DODI 2200.01, *Combating Trafficking in Persons (CTIP)*; and ALMAR [All Marines] 016/05, *Combating Trafficking in Persons*.
D-30	Funding	Funding data will be provided by the Marine Corps component command POC to the sourcing unit's funds administrator. The team lead will need to verify with the local funds administrator to ensure that funding is available and that the funding has been made available in DTS for arranging travel.
D-30	Orders	Depending upon the mission authority, orders may be deployment orders or temporary additional duty orders, typically the latter. The Marine Corps component command POC should be able to provide specific information on orders.

When	What	Remarks/Comments
D-28	CONOPS development	Team members will develop a concept of operations (CONOPS) brief for the trip. The target audience is Marine Corps component command G-5.
D-25	Pre-brief for MCSCG commander	Team members will provide a pre-brief (CONOPS) of the trip to the MCSCG commander.
D-15	Mid-planning conference	Planning meeting based on feedback of brief to Marine Corps component command. Team lead will ensure that all administrative details are on track for completion before departure.
D-15	Information materials	If applicable, information materials must be provided by the team members to the supported Marine Corps component command POC a minimum of 15 days before departure to allow for translation and agreement with the HN concerning content.
D-14	Confirmation brief	If a confirmation brief is held (not always the case), it should be two weeks prior to departure (desired by the Marine Corps component command). The brief will cover the training/information exchange, as well as travel and logistical considerations. Team members should clarify this request with the supported Marine Corps component command POC.
D-14	Travel	Unless otherwise noted, the team will be responsible for arranging transportation—both ground and air. As this will generally be commercial air, DTS will be used to schedule flights. Flights should be scheduled as early as possible upon funding being made available in DTS.
D-14	Billeting and meals	The team will be provided with temporary additional duty orders/funding to cover these expenses. Typically, the supported Marine Corps component command will arrange for accommodations through the country team.
D-7	Country brief	Because of the brief duration of the visits, in-depth training in culture is not normally required; however, an understanding of operational culture considerations both supports the intent of security cooperation and lessens the possibility of misunderstandings, which can negatively impact the mission. Request for operational culture training may be addressed to CAOCL at https://www.intranet.tecom.usmc.mil/sites/caocl/pages/mtt.stepone.aspx. MCIA country handbooks are also useful and may be requested from mciaoperations@mcia.osis.gov. At a minimum, an overview of cultural dos and don'ts and a threat brief should be received.
D-7	Language	Basic familiarization with greetings and simple phrases may be helpful in establishing rapport. Most anguages are available on MarineNet at https://www.marinenet.usmc.mil/marinenet/. Native speakers of the HN language, provided they have the required subject matter skills, are obvious choices in sourcing personnel to undertake the mission. CAOCL can also provide travel cards for most common languages with basic phrases and pronunciation.
D-5	Final planning conference	Review final details of the trip.
D-Day	Departure	No additional information required.

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APPENDIX D
FOREIGN SECURITY FORCE–CAPABILITIES BASED ASSESSMENT INFORMATION REQUIREMENTS

CDP 1 Doctrine

The way we fight. "Doctrine is . . . the fundamental beliefs of the Marine Corps on the subject of war, from its nature and theory to its preparation and conduct. Doctrine establishes a particular way of thinking about war and a way of fighting. It also provides a philosophy for leading Marines in combat, a mandate for professionalism, and a common language. In short, it establishes the way we practice our profession. In this manner, doctrine provides the basis for harmonious actions and mutual understanding." (MCDP 1)

Note: The following references are the basis for completing CDP 1 doctrine assessment.

Joint Publications	
3-02	Amphibious Operations
3-02.1	Amphibious Embarkation and Debarkation
Marine Corps Doctrinal Publications	
1	Warfighting
1-0	Marine Corps Operations
1-1	Strategy
1-2	Campaigning
1-3	Tactics
2	Intelligence
3	Expeditionary Operations
4	Logistics
5	Planning
6	Command and Control
Marine Corps Warfighting Publications	
2-2	MAGTF Intelligence Collection
3-1	Ground Combat Operations
3-2	Aviation Operations
3-33.5	Counterinsurgency
3-35.1	Mountain Operations
3-35.3	Military Operations on Urbanized Terrain (MOUT)
3-35.6	Desert Operations
4-11	Tactical-Level Logistics
5-1	Marine Corps Planning Process
Marine Corps Reference Publications	
3-0A	Unit Training Management Guide
3-0B	How to Conduct Training
3-11.2A	Marine Troop Leader's Guide
5-12A	Operational Terms and Graphics
5-12C	Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms

CDP 1.1 Develop Mission-Essential Task Lists (METLs) (25%)

The general mission and tasks of a military force may be codified in public law. The force can further refine the mission and tasks through the creation of a Service-level task list. The Service can also create a Service-level METL and a core METL for standing, like-type units. Unit commanders may create a unit METL based upon operational requirements.

1	Y/N	Mission statement(s) exists.	
2	Y/N	Task list exists.	
3	Y/N	Task list derived from analysis of mission and specified tasks.	
4	Y/N	Core METLs exist for each type of standing organization.	
5	Y/N	METLs derived from analysis of essential tasks.	

CDP 1.2 Manage Doctrine Development Process (20%)

Doctrine informs how things should be done, ensuring consistency and common understanding across an entire Service or force. Doctrine flows from concepts and is incorporated at learning centers. Training and exercises refine doctrine in practical application settings. Operational employment validates doctrine and provides lessons learned to further the doctrine development, management, and implementation continuum.

1	Y/N	Doctrine development functions exist at Service HQ.	
2	Y/N	Doctrine development functions exist at Service schools or learning centers.	
3	Y/N	Formal doctrine development group exists.	
4	Y/N	Process exists for translating lessons learned to tactics, techniques, and procedures (TTP) to doctrine.	
5	Y/N	Innovation is encouraged throughout the chain of command.	
6	Time	To publish new doctrine after better TTP is validated.	
7	Time	To incorporate new doctrine into training and education continuum.	
8	Time	Current doctrine and processes have been in place.	
9	%	Of doctrine developed from the bottom-up.	
10	%	Of doctrine developed internal to force.	

CDP 1.3 Disseminate and Utilize Doctrine (25%)

Doctrine must be understood and embraced throughout the force in order to best ensure consistency and common understanding. This begins with the practical aspects of dissemination, but also incorporates utilization at the lowest level of unit.

1	%	Of forward units that maintain Service doctrine on hand.	
2	%	Of doctrinal publications on hand at average unit.	
3	%	Of schools or learning centers maintain Service doctrine on hand.	
4	%	Of formal curriculum based on doctrine.	
5	%	Of new TTP or doctrine pushed to schools or learning centers (vice pull).	
6	Time	To implement new TTP or doctrine at the unit level.	
7	Time	To implement new TTP or doctrine at schools or learning centers.	
8	%	Of on-the-job common to all forces.	
9	%	Of volunteer force very familiar with established doctrine.	
10	%	Of conscript force familiar with established doctrine.	

CDP 1.4 Develop Multiple Levels of Doctrine (15%)

Doctrine should inform ways of thinking, operating, and carrying out specific tasks from overarching Service-level doctrine/TTPs to unit standing operating procedures (SOPs). The SOPs at the unit level further refine each level and ensure consistency and common understanding.

1	Y/N	Doctrine addresses how the FSF thinks (e.g., MCDP).	
2	Y/N	Doctrine addresses how the FSF operates (e.g., MCWP).	
3	Y/N	Doctrine addresses how the FSF carries out discreet tasks (e.g., MCRP).	
4	Y/N	Interim doctrine utilized (e.g., MCIP [Marine Corps interim publication]).	
5	Y/N	Unit SOPs on hand.	
6	Y/N	Review processes exist for doctrine and SOPs.	

CDP 1.5 Derive Warfighting Function Tactics, Techniques, and Procedures From Higher-Level Doctrine (15%).

Warfighting TTP ensure consistency and common understanding in the ways the force performs critical warfighting tasks.

1	Y/N	Doctrine for command and control exists.	
2	Y/N	Doctrine for maneuver exists.	
3	Y/N	Doctrine for intelligence exists.	
4	Y/N	Doctrine for logistics exists.	
5	Y/N	Doctrine for fires exists.	
6	Y/N	Doctrine for force protection exists.	

CDP 2 Organization

How we organize to fight—divisions, aircraft wings, and MAGTFs. "The operating forces must be organized to provide forward deployed or rapidly deployable forces capable of conducting expeditionary operations in any environment. This means that. . .operating forces must maintain the capability to deploy by whatever means is appropriate to the situation. . .Tables of organization [TOs] should reflect the two central requirements of deployability and the ability to task-organize according to specific situations. Units should be organized according to type, only to the extent dictated by training, administrative, and logistic requirements." (MCDP 1)

Note: The following references are the basis for completing CDP 2 organization assessment.

Marine Corps Doctrinal Publications	
1	Warfighting
1-0	Marine Corps Operations
1-1	Strategy
1-2	Campaigning
1-3	Tactics
2	Intelligence
3	Expeditionary Operations
4	Logistics
5	Planning
6	Command and Control
Marine Corps Reference Publications	
5-12D	Organization of Marine Corps Forces
Marine Corps Orders	
3900.15_	Marine Corps Expeditionary Force Development System (EFDS)
5311.1_	Total Force Structure Process (TFSP)
5320.12_	Precedence Levels for Manning and Staffing

CDP 2.1 Establish Tables of Organization (25%)

Tables of organization must exist in order to ensure effective and efficient accomplishment of the units' mission and tasks. A TO also facilitates efficient manpower utilization and management.

1	Y/N	TOs exist throughout the chain of command.	
2	Y/N	Appropriate billets and positions are assigned.	
3	%	Of established TO billets filled.	
4	Ratio	Of conscripts/enlisted to officers (standard: enlisted to officers = 11:1).	
5	Time	Frequency TOs are reviewed/reconciled.	

CDP 2.2 Manage Organizational Structure and Tables of Organization (20%)

The TO revision and validation process should be in place and occur in a timely manner. Processes should exist to incorporate lessons learned at unit level into organizational changes.

1	Y/N	Organizational structure and TO reconciliation process exists.	
2	Y/N	TO change request process exists.	
3	Y/N	TO validation process exists.	
4	Time	To revise, update, and validate TO.	
5	Time	To disseminate revised TO.	
6	Y/N	Organization exists to approve organizational structure and TOs.	

CDP 2.3 Establish Command Relationships, Chains of Command, and Unit Rotation Cycles (20%)

Command relationships define command roles and responsibilities and how adjacent commands interact. Chains of command establish lines of authority and responsibility within a unit.

1	Y/N	Clear chains of command exist.	
2	Y/N	Command relationships support effective and efficient operations.	
3	Y/N	Officers and enlisted organized to mutually support their functional roles/responsibilities.	
4	Ratio	Of officers to enlisted in chain of command relationship.	
5	%	Of NCO leaders to subordinates (standard: 3:1).	
6	Y/N	Unit rotation cycles support operational requirements.	

CDP 2.4 Align Organizational Structure and Tables of Organization with Mission and Tasks (20%)

Service organizational structure and units TOs should be based on an analysis of Service and unit mission and tasks.

1	Y/N	TOs aligned with missions and tasks.	
2	%	Of TO deployable in support of operations.	
3	Y/N	Troop to task analysis influences TO (standard: 100%).	
4	Y/N	Total ownership cost reduction-like process exists?	
5	Time	To implement total ownership cost reduction once approved.	
6	Echelon	Lowest level of leadership allowed to reorganize based on mission requirements.	

CDP 2.5 Address Warfighting Functions in Organizational Structure and Tables of Organization (15%)

Establish organizational structure and TOs that enable the effective and efficient conduct of applicable warfighting functions.

1	Y/N	Defined warfighting functions exist.	
2	Y/N	TO supports relevant command and control functions.	
3	Y/N	TO supports relevant maneuver functions.	
4	Y/N	TO supports relevant fires functions.	
5	Y/N	TO supports relevant intelligence functions.	
6	Y/N	TO supports relevant logistics functions.	
7	Y/N	TO supports relevant force protection functions.	
8	Ratio	Tooth-to-tail ratio (operational to support ratio).	

CDP 3 Training

How we prepare to fight tactically—from basic training to advanced individual training; various types of unit training; joint exercises. Instruction and applied exercise for acquiring and retaining skill, knowledge, and attitudes required to complete specific tasks. (DODD 1322.18, *Military Training*).

Note: The following references are the basis for completing CDP 3 training assessment.

Navy/Marine Corps (NAVMC) Publications	
3500.37A	Train the Trainer Training and Readiness (T3 T&R) Manual
3500.59A	Security Cooperation (SC) Training and Readiness (T&R) Manual
Marine Corps Reference Publications	
3-0A	Unit Training Management Guide
3-0B	How to Conduct Training
Marine Corps Orders	
1553.1_	The Marine Training and Education System
1553.3_	Unit Training Management (UTM)
3504.1	Marine Corps Lessons Learned Program (MCLLP) and the Marine Corps Center for Lessons Learned (MCCLL)
P3500.72_	Marine Corps Ground Training and Readiness (T&R) Program

CDP 3.1 Establish Training Programs and Processes (20%)

A military force must establish training standards, regulations, and policies regarding the training of forces.

1	Y/N	Service-level training program exists.	
2	Y/N	Training is derived from a Service-level task list and METL.	
3	Y/N	T&R manual-like publications exist.	
4	Y/N	Individual and collective training standards exist.	
5	Y/N	Scholastic assessment/aptitude test like process exists.	
6	Y/N	Service-wide individual training programs exists (e.g., marksmanship, physical fitness, water survival).	
7	Y/N	Unit training management program exists.	
8	Y/N	Train the trainer program exists.	
9	Y/N	A lessons-learned program exists.	
10	Y/N	Operational risk management program exists.	

CDP 3.2 Establish Formal School Training Programs and Processes (20%)

A military force must establish a process for analyzing, designing, developing, implementing, and evaluating instructional programs for formal schools, training centers, and formal courses of instruction (e.g., entry-level, military occupational field, and/or formal course training).

1	Y/N	Process to develop and manage formal school training exists.	
2	Y/N	Formal school training is derived from individual tasks, conditions, and standards.	
3	Y/N	Analyze job/tasks, performance requirements, and instructional settings.	
4	Y/N	Design program of instruction (learning analysis, learning objectives, test items, methods/media).	
5	Y/N	Develop course structure, lessons concepts, lesson materials, tests, program of instruction, and master lesson file.	
6	Y/N	Implement training (review lesson material, prepare for instruction, conduct instruction, administer tests, and after-instruction reports).	
7	Y/N	Evaluate training (evaluation plan, conduct evaluation, analyze data, manage data, review course content, change course content, and record changes).	
8	Y/N	Formal schools instructor program exists.	

CDP 3.3 Establish Unit Training Management Programs and Processes (20%)

A military force must establish unit training management (UTM) programs and processes that units adhere to when developing, conducting, and evaluating training. UTM also guides commanders in the development of a METL that details the tasks a unit must be able to execute.

1	Y/N	Process to manage unit training exists.	
2	Y/N	Unit training is derived from collective and individual tasks, conditions, and standards.	
3	Y/N	MET and METL analysis process exists.	
4	Y/N	Unit training plans designed (METs, unit assessment, and long-/mid-/short-range training plans developed).	
5	Y/N	Develop unit training, exercise, and evaluation plan (TEEP).	
6	Y/N	Implement unit training in accordance with training plan and applicable tasks, conditions, and standards.	
7	Y/N	Proficiency in METs, METL, and unit's training plan evaluated.	
8	Y/N	Individual training readiness evaluated.	
9	Y/N	Operational risk management process utilized.	
10	Time	Frequency that UTM evaluations and/or status is reported to higher.	

CDP 3.4 Conduct Formal School Training (20%)

A military force must establish formal schools, training centers, and courses of instruction that support requirements. The training process should be designed to develop an individual capable of accomplishing the assigned mission. The training provided should be sufficient in both quality and quantity.

1	Y/N	Entry-level training meets force requirements (officer, enlisted, and/or conscripts).	
2	Y/N	Basic specialty schools meet force requirements (types and quantity).	
3	Y/N	Basic specialty training meets requirements.	
4	Y/N	Advanced specialty schools meet force requirements (type and quantity).	
5	Y/N	Officer advanced specialty training meets requirements.	
6	Y/N	Enlisted advanced specialty training meets requirements.	
7	Y/N	Training throughput meets force requirements.	
8	Y/N	Military occupational specialty (MOS) training progression exists.	

CDP 3.5 Conduct Unit Training (20%)

Training is performance-oriented and standards-based in order to focus the unit on its mission(s) and to maximize training results. Commanders develop METL that details the tasks a unit must be able to execute. Commanders define the requirements for operational risk management for unit training.

1	Echelon	Lowest level of leadership responsible for training.	
2	Y/N	Unit trains as it fights.	
3	Y/N	Training is mission oriented.	
4	Y/N	Standards-based training is utilized.	
5	Y/N	Training is performance oriented.	
6	Y/N	Training is used to sustain proficiency.	
7	Y/N	Major training events exercise unit METs.	
8	Y/N	Training is prioritized to maximize time and resources.	
9	Y/N	Units and training detachments possess applicable program(s) of instruction, orders, and manuals.	
10	%	Of trainers and instructors formally trained.	

CDP 4 Materiel

Materiel is everything necessary to equip forces (e.g., weapons, spares) so that they can operate effectively. “Equipment should be easy to operate and maintain, reliable, and interoperable with other equipment. It should require minimal specialized operator training. Further, equipment should be designed so that its use is consistent with established doctrine and tactics. Any piece of equipment requires support: operator training, maintenance, power sources or fuel, and transport. The anticipated enhancement of capabilities must justify these support requirements and the employment of the equipment must take these requirements into account.” (MCDP 1)

Note: The following references are the basis for completing CDP 4 materiel assessment.

Marine Corps Doctrinal Publications	
1	Warfighting
4	Logistics
Marine Corps Orders	
3000.11_	Marine Corps Ground Equipment Resources Reporting
4000.57_	Marine Corps Total Life Cycle Management (TLCM) of Ground Weapon Systems, Equipment and Materiel
P3500.72_	Marine Corps Ground Training and Readiness (T&R) Program
P4400.150_	Consumer-Level Supply Policy Manual
P4790.2_	MIMMS Field Procedures Manual

CDP 4.1 Establish and Manage Tables of Equipment (25%)

A military force must establish and manage tables of equipment (TEs) that supports mission requirements.

1	Y/N	System of determining TE in accordance with mission requirements.	
2	Y/N	System of TE validation against requirements.	
3	Y/N	System of TE changes in accordance with changing requirements.	
4	%	Of TE ready and available.	
5	%	Of TE supported by HN supply chain.	
6	%	Of TE supported by HN financing.	

CDP 4.2 Provide Sustainment Forces and Equipment (15%)

A military force must determine the force and equipment requirements to operate, maintain, and support the total force.

1	%	Of total force structure trained for sustainment force missions.	
2	Y/N	Dedicated equipment for sustainment.	
3	%	Of equipment dedicated to sustainment.	
4	Shortfalls	Of equipment and personnel dedicated to sustainment.	
5	Y/N	Established echelon maintenance program.	
6	%	Of maintenance completed at 1st echelon (unit level).	

CDP 4.3 Conduct Supply Operations (20%)

A military force must effectively and efficiently supply its units.

1	Y/N	Determine supply requirements (all classes of supply).	
2	Number	Of days of supply on hand for training.	
3	Number	Of days of supply on hand for operations.	
4	Time	Required for resupply.	
5	Y/N	Designated equipment for supply operations.	
6	%	Of designated equipment for supply operations is operational.	
7	Y/N	Shortfalls of supply have been identified.	
8	Y/N	Established designated supply operations SOP.	

CDP 4.4 Conduct Equipment Maintenance (20%)

A military force must maintain its materiel. This includes a maintenance management system, equipment lifecycle management, inspections, and scheduled and unscheduled maintenance processes.

1	Y/N	Conduct routine inspections of equipment	
2	Y/N	Have a maintenance management system.	
3	%	Of equipment needing repair.	
4	Time	Average repair cycle or down time per item.	
5	Y/N	Maintenance equipment on hand.	
6	Y/N	Personnel trained to conduct repair.	
7	Y/N	Data collection on routine spare parts.	
8	Y/N	Established lifecycle management tracking system.	

CDP 4.5 Conduct Supply Chain Material Management (20%)

A military force must have a supply chain management system that provides effective and efficient equipment and supplies.

1	Y/N	Have a supply chain management system (ordering, receiving, storing, distribution).	
2	Y/N	Provide asset visibility and tracking.	
3	Time	From requisition to receipt of material.	
4	Y/N	Determine requirements of material needed.	
5	Y/N	Have trained personnel to conduct supply chain management.	
6	%	Of material provided by HN.	
7	%	Of material provided by foreign suppliers.	
8	Y/N	Determine requirements of material (this applies to tools and tracking).	

CDP 5 Leadership and Education

Professional development prepares individuals, from the fire team leader to the four-star general/admiral, to lead the fight. Professional development is the product of a learning continuum that comprises training, experience, education, and self-improvement. The role of PME and joint PME is to provide the education needed to complement training, experience, and self-improvement to produce the most professionally competent individual possible.

Note: The following references are the basis for completing CDP 5 leadership and education assessment.

Navy/Marine Corps Publications	
2795	USMC User's Guide to Counseling
Marine Corps Warfighting Publication	
6-11	Leading Marines
Marine Corps Orders	
1500.58	Marine Corps Mentoring Program (MCMP)
1553.2_	Management of Marine Corps Formal Schools and Training Detachments
1553.4_	Professional Military Education (PME)
6100.13	Marine Corps Physical Fitness Program

CDP 5.1 Manage Enlisted Professional Military Education System (25%)

Define the requirements, objectives, policies, programs, and responsibilities associated with enlisted professional military education (EPME). Education is the process of moral and mental development—the drawing out of students to initiate the learning process and bring their own interpretations and energy to bear—the product of which is a creative mind.

1	Y/N	EPME is standards based.	
2	Y/N	EPME is mandatory.	
3	Y/N	EPME is a career long study of the foundations of the military profession.	
4	Y/N	A resident EPME program is established.	
5	Y/N	Resident EPME throughput meets Service requirements.	
6	Y/N	A nonresident EPME program is established.	
7	Y/N	Curriculum development, implementation, and evaluation processes exist.	
8	Y/N	EPME requirements are defined for each rank.	
9	Y/N	NCOs receive sufficient leadership education.	

CDP 5.2 Manage Officer Professional Military Education System (25%)

Define the requirements, objectives, policies, programs, and responsibilities associated with officer professional military education (OPME). Education is the process of moral and mental development—the drawing out of students to initiate the learning process and bring their own interpretations and energy to bear—the product of which is a creative mind.

1	Y/N	OPME is standards based.	
2	Y/N	OPME is mandatory.	
3	Y/N	OPME is a career long study of the foundations of the military profession.	
4	Y/N	A resident OPME program is established.	
5	Y/N	Resident OPME throughput meets Service requirements.	
6	Y/N	A nonresident OPME program is established.	
7	Y/N	Curriculum development, implementation, and evaluation processes exist.	
8	Y/N	OPME requirements are defined for each rank.	
9	Y/N	Officers receive sufficient leadership education.	

CDP 5.3 Maintain Good Order and Discipline (15%)

Regulations and processes exist for commanders and leaders to correct deficiencies, reinforce proper military behavior, guide Service members to become more productive, and provide for high morale, good order, and discipline of the force.

1	Y/N	A mentoring program exists (officers and enlisted).	
2	Y/N	A formal counseling program exists (officers and enlisted).	
3	Y/N	A morale, welfare, and recreation program exists.	
4	Y/N	A unit level PME program exists.	
5	Y/N	A Uniform Code of Military Justice-like and Manual for Courts Martial-like system exists.	
6	Y/N	An awards system exists that empowers all echelons of command to reinforce proper military behavior.	

CDP 5.4 Maintain Officer, Noncommissioned Officers, Enlisted, and Leadership Relationships (20%)

Developing leadership traits at all ranks and levels is crucial to developing and maintaining a professional and effective fighting force. Empowering NCOs and junior officers to take leadership roles enables greater operational effectiveness and efficiency.

1	Y/N	Doctrine exists to support and maintain officer–NCO relationships.	
2	Rank	Rank an NCO expected to lead.	
3	Description	Level of responsibility/authority given to NCOs.	
4	Y/N	Both officers and NCOs receive sufficient education regarding officer–NCO relationships.	
5	Y/N	Leadership is maintained at the appropriate levels (officers and NCOs).	
6	Rank	What is the highest rank that officers and NCOs are expected to be able to fill?	
7	Y/N	Officers place a special trust and confidence in NCOs and enable their ability to make decisions.	

CDP 5.5 Conduct Communications Synchronization and Public Affairs (15%)

Communications synchronization is the process by which we integrate activities across all informational functions and engage key audiences to achieve effects consistent with leadership interests, policies, and objectives. Public affairs is communicating and engaging to build understanding, credibility, trust, and mutually beneficial relationships with domestic and foreign publics.

1	Y/N	Communications synchronization program and plan exists.	
2	Y/N	Communications synchronization facilitates coordination between national, higher HQ, and FSF leadership.	
3	Y/N	Communications synchronization facilitates coordination between adjacent Services and organizations.	
4	Y/N	Communications synchronization provides a roadmap for the evolution of the FSF.	
5	Y/N	Strategic concepts are developed in detail within the doctrine development system.	
6	Y/N	Strategic concepts are understood by the force.	
7	Y/N	Public affairs program and plan exist.	
8	Y/N	Public affairs organization exists.	
9	Y/N	Public affairs occupational field exists.	
10	Y/N	Public affairs communicates and engages with domestic and foreign publics.	

CDP 6 Personnel

Availability of qualified people for peacetime, wartime, and various contingency operations. “To ensure the uninterrupted flow of Marines to the battlefield so that the Commander has the personnel required to accomplish his mission, and provide allocation and assignment of personnel to meet unit requirements. This task involves the management of strength accounting data and readiness assessments, and providing replacements. To recruit, mobilize,

assemble, organize, and prepare qualified personnel." (Camp Pendleton Base Order 5000.2_)

Note: The following references are the basis for completing CDP 6 personnel assessment.

Marine Corps Doctrinal Publications	
1	Warfighting
Marine Corps Orders	
1040.31_	Enlisted Retention and Career Development Program
1130.53_	Enlistment Incentive Programs
3501.7_	Marine Corps Combat Readiness Evaluation System (MCCRES)
5320.12_	Precedence Levels for Manning and Staffing
P1100.72_	Military Personnel Procurement Manual, Volume 2 Enlisted Procurement (MPPM ENLPROC)
P1100.73_	Military Personnel Procurement Manual, Volume 3 Officer Procurement (MPPM OFFPROC)
P1300.8_	Marine Corps Personnel Assignment Policy
P1400.31_	Marine Corps Promotion Manual, Volume 1, Officer Promotions (MARCORPROMAN, VOL 1, OFFPROM)
P1400.32_	Marine Corps Promotion Manual, Volume 2, Enlisted Promotions (MARCORPROMAN, VOL 2, ENLPROM)
P1610.7_	Performance Evaluation System
P1900.16_	Marine Corps Separation and Retirement Manual (MARCORSEPMAN)

CDP 6.1 Manage Manpower Policy (Assignments, Compensation, Leave and Liberty, and Personnel) (20%)

Manpower policy provides guidance and direction to man the force. It includes policy related to accession and assignment; compensation; leave, liberty, and administrative absence; and other Service-wide manpower categories (e.g., bonuses, the Reserve, and Inactive Reserve).

1	Y/N	Accession and assignment policies exist (officer, enlisted).	
2	Y/N	Accession and assignment policies support manpower requirements.	
3	Y/N	Compensation policies (basic, incentive, housing, travel, subsistence) exist.	
4	Y/N	Compensation policies support manpower requirements.	
5	Y/N	Leave, liberty, and administrative absence policies exist.	
6	Y/N	Leave, liberty, and administrative absence policies support manpower requirements.	
7	Y/N	Personnel policies (bonus, Reserve, Inactive Reserve) exist.	
8	Y/N	Personnel policies support manpower requirements.	

CDP 6.2 Manage Manpower Plans, Programs, and Budget (Officer and Enlisted Plans: End Strength, Personnel Inventory, Budget, Accession, Retention, and Promotion) (20%)

Manpower plans, programs, and budgets focus on future force requirements. They entail planning and programming for end-strength, personnel inventory, budget, retention, and promotion within the total force (Active, Reserve, and Inactive Reserve). Plans must shape the force to rank and MOS requirements. It also involves manpower screening programs.

1	Y/N	Active, Reserve, and Inactive Reserve end-strength plans exist.	
2	Y/N	Manpower inventory (officer, enlisted, first term, MOS) plans exist.	
3	Y/N	Manpower budget plan exists.	
4	Y/N	Promotion plans exist (officer/enlisted and rank/MOS).	
5	Y/N	Career retention plans and programs exist (officer/enlisted and rank/MOS).	
6	Y/N	Screening programs exist.	

CDP 6.3 Manage Evaluations, Promotions, Appointments, Awards, Punishment and Service Records (25%)

A military organization must have systems to evaluate, promote, appoint, award, and punish the force in order to create a professional, capable, and disciplined force. It must also have a system to maintain the service records of the force.

1	Y/N	Personnel evaluation system exists (officer and enlisted).	
2	Y/N	Promotion system exists (officer and enlisted).	
3	Y/N	Promotions evaluate proficiency/conduct and include training/education.	
4	Y/N	Appointment (e.g., command screening) system exists.	
5	Y/N	Awards system exists.	
6	Time	Time to process awards (average).	
7	Echelon	Lowest echelon empowered to provide awards and conduct nonjudicial punishment.	
8	Y/N	Military justice system exists.	
9	Y/N	Nonjudicial punishment system exists.	
10	Y/N	Service records management system exists.	

CDP 6.4 Manage Distribution, Retention, Separation, and Retirement (25%)

A military force must have a system to ensure equitable distribution of the available chargeable personnel inventory and properly classify entry-level personnel. It must also have a system to retain the best officers and enlisted personnel. It must have a system to separate personnel after fulfillment of service obligation/requirements and before completion of service obligation under administrative, voluntary, involuntary, disciplinary, disability; and/or resignation-related circumstances.

1	Y/N	Entry-level classification policy and system exists.	
2	Y/N	Distribution, assignment policy, and system exist.	
3	Y/N	Manpower staffing goals exist.	
4	Y/N	Staffing goals of units are met.	
5	Y/N	New contract and/or reenlistment policy and system exist.	
6	Y/N	Separation and retirement policy exists (after and/or before completion of service obligation).	

CDP 6.5 Conduct Recruiting (10%)

A military force comprised of any level of volunteers must conduct operations to recruit qualified individuals for enlistment or commissioning into the force.

1	Y/N	A recruiting-specific media/public affairs program exists.	
2	Y/N	A recruiting system exists (officer and enlisted).	
3	Y/N	Enlisted, officer, and enlisted to officer recruiting programs exist.	
4	%	Of new officer accession quota achieved	
5	%	Of volunteer accession quota achieved.	
6	%	Of recruiters formally trained.	
7	%	Of shortage/overage of volunteer applicants.	
8	%	Of total recruiting driven by local/regional requirements (vice national).	
9	%	Of recruiting process common to entire force.	
10	Y/N	Recruiter school exists.	

CDP 7 Facilities

Facilities are real property, installations, and industrial facilities (e.g., government-owned ammunition production facilities) that support our forces. Installations and the facilities on them are sized to support day-to-day missions, but also have the capacity and flexibility to surge for mobilization and other contingency operations. The quality of a Marine's service depends on a professional work place, modern and functional equipment, meaningful and adequately funded community and family services, top-notch medical and dental care, quality training, education opportunities, good quality housing. (Marine Corps Installations 2020)

NOTE: The following references are the basis for completing CDP 7 facilities assessment.

Marine Corps Orders	
3570.1_	Range Safety
5200.25	Installation Management
5530.14_	Marine Corps Physical Security Program Manual

CDP 7.1 Manage Installations and Facilities (25%)

A military force must have policies, plans, and management relative to its installation, facilities, and services to support and sustain the force. This entails the provision of installations and facilities for basic life support; morale, welfare, and recreation; training and education; storage; and maintenance.

1	Y/N	Regulations for installations and facilities policy, planning, management, and maintenance exist (e.g., land, real property, and ranges).	
2	Y/N	Land use plans exist.	
3	Y/N	Construction plans exist.	
4	Y/N	Maintenance plans exist.	
5	Y/N	Budget process exists.	
6	Y/N	Installations and facilities organizations exist at service-, area-, and installation-level.	
7	%	Of force dedicated to installations and facility policy, planning, management, and maintenance.	
8	%	Of personnel are formally trained to conduct assigned tasks.	
9	Y/N	Service, areas, and installations have required materiel to accomplish tasks.	
10	%	Of support specialists (military and/or civilian) organic to the force.	

CDP 7.2 Provide Installation Infrastructure and Basic Life Support and Morale, Welfare, and Recreation Facilities and Services (25%)

A military force requires installations and facilities that provide required billeting, dining, medical, dental, fitness, recreation, and personnel services.

1	%	Of road system meets force requirements.	
2	%	Of electrical power generation and distribution meets force requirements.	
3	%	Of potable water generation and distribution meets force requirements.	
4	%	Of waste management and disposal meets force requirements.	
5	%	Of billeting facilities meet force requirements (force and families as required).	
6	%	Of office spaces meet force requirements.	
7	%	Of food facilities and services meet force requirements.	
8	%	Of medical and dental facilities and services meet force requirements.	
9	%	Of fitness facilities and services meet force requirements.	
10	%	Of recreational facilities and services meet force requirements.	
11	%	Of administrative transportation services meet force requirements.	
12	%	Of personnel support facilities and services meet force requirements.	

CDP 7.3 Provide Training and Education Facilities (20%)

A military force requires installations and facilities that provide the required training and education of the force.

1	%	Of live-fire (static) ranges meet force requirements.	
2	%	Of maneuver ranges meet force requirements.	
3	%	Of fire and maneuver ranges meet force requirements.	
4	%	Of specialized training ranges meet force requirements (e.g., military operations on urbanized terrain, close quarter battle, obstacle courses, and endurance courses).	
5	%	Of office spaces meet force requirements.	
6	%	Of classrooms meet force requirements.	
7	%	Of specialized training facilities meet force requirements (e.g., water survival and chemical, biological, radiological, and nuclear).	

CDP 7.4 Provide Storage Facilities (15%)

A military force requires installations and facilities that provide storage for munitions; petroleum, oils, and lubricants; and materiel.

1	%	Of munitions storage meets force requirements (service-, area-, organizational-level).	
2	%	Of petroleum, oils, and lubricant storage meet force requirements (service-, area-, organizational-level).	
3	%	Of material materiel storage (individual equipment) meets force requirements (service-, area-, organizational-level).	
4	%	Of materiel storage (major end items) meets force requirements (service-, area-, organizational-level).	
5	%	Of consumables storage meets force requirements (service-, area-, organizational-level).	
6	%	Of classified materiel storage meets force requirements (service-, area-, organizational-level).	

CDP 7.5 Provide Maintenance Facilities (15%)

A military force requires installations and facilities that provide required maintenance capabilities.

1	%	Depot-level maintenance facilities meet force requirements.	
2	%	Intermediate-level maintenance facilities meet force requirements.	
3	%	Organizational-level maintenance facilities meet force requirements.	
4	%	Installation's maintenance facilities meet force requirements.	
5	Echelon	Lowest level of unit that has maintenance facilities.	

APPENDIX E
COUNTRY CAMPAIGN PLAN TEMPLATE

This country campaign plan template and the associated examples are to be used as guidance when developing country campaign plans. Although the construct was initially intended for use by CCDRs, it can also be adapted for use by Marine Corps component command staffs and SC planners. In many instances, a Marine Corps component command developed plan or product can restate or refer to guidance and information found in documents produced by the combatant command.

Format and Organization of a Country Campaign Plan

The actual format and organization of a country campaign plan is dictated by the joint force commander (JFC). For discussion purposes, a notional country campaign plan framework is presented. It was informed by US European Command's Socio-Cultural Dynamics project, by the USG Integrated Civilian-Military Campaign Plan for Support to Afghanistan, and by current and emerging doctrinal concepts. While commonalities exist between the notional framework and the country campaign plans across the geographic combatant commands, the format of the campaign plan for a specific country will be dictated by JFC preferences and by the steady state complexities found in that specific country. See figure E-1.

The country campaign plan is—

- A planning tool necessary for the execution and management of DOD steady state activities within a particular country. It is continuously updated to reflect the current campaign plan and the socio-cultural dynamics present in the country.

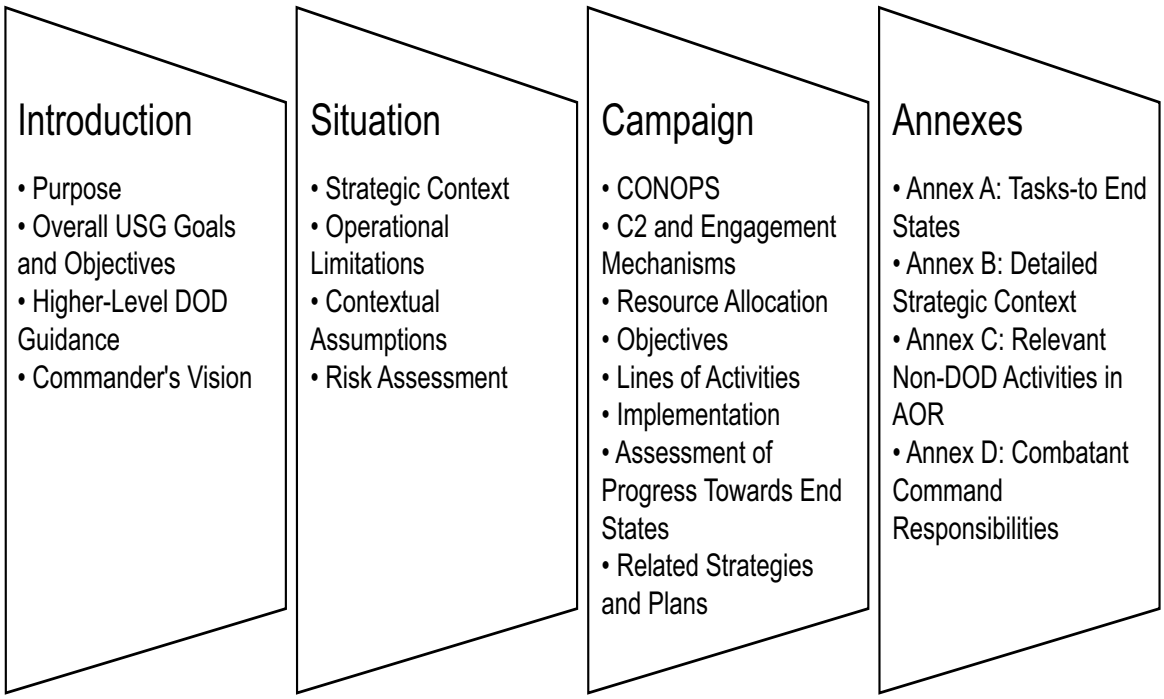

Figure E-1. Notional Country Campaign Plan Framework.

- An information management tool employed to ensure continuity of information as implementers are tasked to executed portions of the plan and as joint force planners rotate into and out of their assignments.
- A communications synchronization tool employed to help satisfy information requirements of the geographic combatant commander, the joint staff, OSD, Service components, other DOD agencies, and other relevant steady state actors.

In the subsequent paragraphs, the USG Integrated Civilian-Military Campaign Plan for Support to Afghanistan will be used to provide examples. It is debatable whether activities executed in Afghanistan can be classified as steady state; nevertheless, the sampling drawn from the plan is instructive.

Introduction: Purpose, Commander's Vision and Objectives

Introduction: Purpose

The purpose section should be a generic statement used in all country campaign plans that details the plans function and to whom it should provide guidance. This section should discuss the relationship between the country, regional, and TCPs, as well as other relevant USG plans (e.g., DOS ICS). If applicable, it should also discuss the relationship between the country campaign plan and the plans of other relevant steady state mission partners. It should succinctly capture, at a high level, what the commander wishes to achieve in the country over the long term. This section should contain priorities within the vision, guidance on how to best achieve the desired end state(s), and a means of addressing potential conflicts between DOD and other USG visions.

Notional Outline of Introduction Section

1. Purpose.
2. Overall USG Goals and Objectives.
3. Summary of Higher-level DOD Guidance.
4. Commander's Vision.
   - 4.1. Commander's Intent.
   - 4.2. End State 1.
   - 4.3. End State 2.
   - 4.4. End State 3.

Introduction: Commander's Vision

The commander's vision should be consistent with that found in the regional and TCPs. It should also reflect an understanding of *Guidance for Employment of the Force (GEF)* end state guidance and how it may be applied to the country in question. When possible, the commander's vision should show parallels with the DOS ICS for the country in order to indicate USG unity of effort. If applicable, the commander's vision should also show parallels with the plans of other relevant actors to indicate unity of effort outside of the USG.

A good commander's vision must be compelling. If the commander's vision is embraced by coalition partners, regional leaders, and Congress, there is a good chance that the strategy has enough critical mass necessary for success. A coherent and credible vision serves as a practical reference point for subsequent communications synchronization initiatives and provides strategic continuity and integrity to the daily challenges and decisions within the particular country.

Introduction: Objectives

Within the country campaign plan itself, the introductory material informs the objectives section. This section should be approved by the commander or his/her designee (generally the G-5), depending on available resources and the priority of the country within the region/theater.

Purpose and Commander's Vision of USG Efforts in Afghanistan

As outlined by the President of the United States of America, the United States "broad strategic goal in Afghanistan and Pakistan is to disrupt, dismantle, and defeat al Qaeda in Afghanistan and Pakistan, and to prevent its capacity to threaten America and our allies in the future."

The following Plan provides strategic guidance from the U.S. Chief of Mission and the Commander of U.S. Forces-Afghanistan to U.S. personnel in Afghanistan on how to focus and execute this mission through 2014, in line with the November 2010 NATO Lisbon Summit Declaration affirming the coalition's commitment to transition lead security responsibility to Afghan National Security Forces [ANSF] by that time. It emphasizes priorities for the next 12–18 months to demonstrate measurable progress to the Afghan people, to the international community, and to the American public.

This plan directs the prioritization of USG efforts and identifies areas for significant cooperation with the [Government of the Islamic Republic of Afghanistan] GIRoA, [International Security Assistance Force] ISAF, the United Nations Assistance Mission Afghanistan (UNAMA), NATO, and other members of the international community. While ISAF forces are referenced, this Plan does not presume to direct ISAF forces, non-U.S. Provincial Reconstruction Teams (PRTs), or other donors. Rather, the Plan's objectives and approach are synchronized with the ISAF OPLAN 38302, ISAF Joint Command (IJC) OPORD OMID 1390, USG regional plans and orders, and the plans of international counterparts. In addition, the plan draws on GIRoA's Afghan National Development Strategy (ANDS) and other GIRoA strategies, the Afghan Compact, the Department of State's Regional Stabilization Strategy, the U.S. Mission's FY2010 Operational Plan, the Mission's Performance Management Plan (PMP) (see Annex D for cross-walk), and President Obama's Strategy for Afghanistan and Pakistan. Ultimately, the unity of purpose and combined efforts among GIRoA, ISAF, NATO nations, the international community and the USG are essential to the success of the campaign.

SOURCE: U.S. Mission and U.S. Forces in Afghanistan, *United States Government Integrated Civilian-Military Campaign Plan for Support to Afghanistan,* Revision 1, February 2011

Situation

This section briefly describes the—

- Composite conditions, circumstances, and influences of the theater strategic situation that the plan addresses.
- General politico-military environment, states US policy goals and the goals of relevant steady state actors, and risks associated with US activities.

When appropriate, this section will outline political decisions needed from other countries to achieve US policy goals and conduct effective US military operations to attain US national strategic goals and objectives.

Situation: Strategic Context

The purpose of the strategic context is to provide an overview of the operational environment. It should include socio-cultural information necessary for a basic understanding of how the operational environment may impact DOD activities over the timeframe for which the country campaign plan is valid. This section should encompass relevant political, military, economic, social, information, and infrastructure (PMESII) and when appropriate culture attributes, instability indicators, major security concerns, state legitimacy concerns, relationship with NATO, foreign assistance eligibility, and US legislative

Notional Outline of Situation Section

1. Strategic Context.
   - 1.1. Geopolitical Relevance of Country X.
   - 1.2. Relevant PMESII and Culture Attributes.
   - 1.3. Historical Relationship between the US and Country X.
   - 1.4. Host Nation Interests, Political Commitment, Priorities.
2. Operational Limitations.
   - 2.1. Authorities.
   - 2.2. Restraints.
   - 2.3. Constraints.
3. Contextual Assumptions.
   - 3.1. Theater End State Assumptions.
   - 3.2. Trend/Status Assumptions.
   - 3.3. Impact Assumptions.
4. Risk Assessment.
   - 4.1. Risks to Country and/or Regional Stability.
     - 4.1.1.Risk 1.
     - 4.1.2.Risk X.
   - 4.2. Risks to Country and/or Regional Partnerships.
     - 4.2.1.Risk 1.
     - 4.2.2.Risk X.
   - 4.3. Risks to DOD Plans.
     - 4.3.1.Risk 1.
     - 4.3.2.Risk X.
   - 4.4. Determine US Posture Toward the State (risk acceptant? risk adverse? to what degree?).
5. Risk Matrix.

goals and objectives of the host country and of the international community in the near, mid, and long term. This section serves as the primary repository of knowledge on a particular country and should assist in ensuring continuity of knowledge as joint force planners rotate assignments.

This section, unlike many of the others, should receive input from multiple divisions, including, but not limited to G-2, G-3, and the country team SCO, with the G-5 retaining overall responsibility. The section should be consistent with information in the TCP, regional campaign plan (as appropriate), and ICS.

Excerpt from Strategic Context of the Integrated Civil-Military Campaign for Afghanistan

The major dynamics within and outside of Afghanistan create challenges and opportunities in achieving U.S. strategic objectives. The multi-layered, dynamic, and complex environment in Afghanistan requires a nuanced implementation of objectives and an understanding of the operating environment in distinct regions. While each region is different, the critical dynamics below apply to the country as a whole:

Insurgency: Since 2009, insurgents have increasingly attacked [International Security Assistance Force] ISAF forces, [Government of the Islamic Republic of Afghanistan] GIRoA officials, and USG implementing partners, likely in reaction to the increased levels of forces and kinetic activity. The coalition has made some progress in arresting the insurgency's advance in some areas while decreasing its impacts in others, but such progress remains fragile. Insurgent groups still derive some legitimacy by appealing to ideological affinities and fears of "foreign occupation," but their influence is largely won through fear and coercion. The Taliban gains some support through the rapid provision of local dispute resolution, especially in areas where other forms of governance are absent. Insurgent groups also wage an effective strategic communications campaign, taking advantage of missteps, especially involving civilian casualties, and perpetuating a narrative of GIRoA illegitimacy. The Afghanistan Peace and Reintegration Program (APRP) has potential to bring mid- and low-level fighters off of the battlefield, but implementation remains a challenge.

GIRoA Legitimacy: Despite improvements, some of the Afghan population, particularly in rural areas, does not recognize the central government or perceives that it does not represent its interests. Afghans report that low-level corruption, such as bribery, affects their daily lives. While substantial improvements have been made in the development of the ANSF, the perception in some areas remains that the Afghan Government is not able or willing to protect its people or prosecute those inclined to prey on them. Service delivery has improved in population centers, but public perception lags in many areas, perhaps reflecting the gap between the expectations of Afghan citizens and GIRoA's capacity to satisfy their needs. . .

SOURCE: U.S. Mission and U.S. Forces in Afghanistan, *United States Government Integrated Civilian-Military Campaign Plan for Support to Afghanistan*, Revision 1, February 2011

Situation: Operational Limitations

Operational limitations outlines the "must dos" and the "must not dos" in the operating environment. They are actions required or prohibited by higher authority and other restrictions that limit the commander's freedom of action. These guidelines will be derived from legal documents (e.g., diplomatic agreements) and/or higher command requirements. Primary authorship will reside with the G-5 and legal staff. For every constraint or restraint discussed in the section, a reference should be made to the legal document creating the requirement. The operational limitations section is derived from legal text and agreements. Many operational limitations are commonly expressed as rules of engagement. Commanders must examine the operational limitations imposed on them, understand their impacts, and develop courses of action that minimizes these impacts. Notionally, this section may include discussions regarding—

- *Authorities*. Who has the lead role in which activities.
- *Restraints*. Activities that the Marine Corps component command must not do.
- *Constraints*. Activities that the Marine Corps component command must do.

Situation: Contextual Assumptions

The contextual assumptions section highlights the operational beliefs of the Marine Corps component commander that should be considered in the planning and conduct of operations with respect to the country. These assumptions provide suppositions about the current situation and environment or future course of events—assumed to be true in the absence of facts. Assumptions that address gaps in knowledge are critical for the planning process to continue. In the absence of factual confirmation, an assessment of whether the beliefs will continue to be true, or are likely to alter, should be made. They should provide linkages between facts and impacts when the linkage is unknown due to lack of information, conflicting understanding of information, or competing models of behavior. The assumptions should be justifiable, concise, and clear, and should have direct linkages with the strategic context, as well as the strategic assumptions identified in the *Guidance for Employment of the Force (GEF)*. This section should be a repository for only those assumptions absolutely necessary for planning to be conducted and directly influence Marine Corps component command decisionmaking or operations.

Planning Assumptions of the Integrated Civilian-Military Campaign Plan for Afghanistan

The following are the key planning assumptions underlying the Integrated Civil-Military Campaign Plan (ICMCP). If any of these assumptions prove false, the strategy would need to be re-examined.

- GIRoA's interests remain broadly congruent with USG objectives.
- Pakistan remains stable and conducts operations against extremist networks focused on destabilizing Pakistan.
- The international community continues to support GIRoA and the campaign with the required resources.
- Sufficient GIRoA human and institutional capacity exist to absorb resources and increasingly take the lead.
- No catastrophic natural disasters take place in Afghanistan.
- Sufficient space exists for insurgent commanders to negotiate a reconciled settlement and reintegrate into society
- Afghan tolerance level for corruption does not significantly decline
- Afghan National Security Forces (ANSF) continue to grow and improve
- GIRoA continues to improve revenue collection abilities, leading to greater self-sufficiency.

SOURCE: U.S. Mission and U.S. Forces in Afghanistan, *United States Government Integrated Civilian-Military Campaign Plan for Support to Afghanistan*, Revision 1, February 2011

The contextual assumptions section may include the following:

- *Theater end state assumptions*. Those assumptions that are applicable to the country as taken directly from the *Guidance for Employment of the Force (GEF)* and reworded appropriately.
- *Trend/status assumptions*. This subsection answers the question, which elements of strategic context are assumed to be either immutable or subject to significant change?
- *Impact assumptions*. What assumptions are being made as to the impact of specific elements of strategic context section?

The primary authorship of this section lies with the G-5, with input from the G-2.

Situation: Risk Assessment

The final section in the situation segment is the risk assessment section. This section's purpose is to identify the primary risks associated with US activities in the country and help inform the commander's decision on whether or not to assume that risk.

The section is divided into four major subsections, each with different authors, depending upon who contributed to the assumptions section:

- *Risks to country/regional stability*. Discuss risks to the country's stability of the United States, not pursuing a particular course of action in the country.
- *Risks to country/regional partnerships*. Discuss risks to the US partnership with the country and with neighboring countries.
- *Risks to the JFC family of plans*. Discuss the potential of the country, regional, and TCPs becoming invalid (i.e., can no longer be executed as written) because an assumption is proven incorrect.
- *Degree of risk acceptance*. Discuss how risk acceptant or adverse the United States is with respect to activities taking place in the country. In other words, "How willing is the United States to assume the above risks in pursuit of its desired end states?"

These subsections should be informed by the *Guidance for Employment of the Force (GEF)*, DOS strategic plan, and the ICS. They should also link to the plan's assumptions section and be consistent with the strategic context section language. Different authors will likely be assigned different subsections, but authors should include the G-5, G-2, the country desk officer, and embassy staff.

Campaign

A campaign is a series of related military operations aimed at accomplishing a military strategic or operational objective within a given time and space. Planning for a campaign is appropriate when the contemplated military operations exceed the scope of a single major operation. While intended primarily to guide the use of military power, campaign plans consider all instruments of national power and how their integrated efforts work to attain national strategic objectives. In the context of country campaign plans, the campaign is a series of related military operations and nonmilitary activities aimed at accomplishing a strategic or operational objective within a given time period and within a specific country.

The campaign section will reflect the complexity of any SC-related operation in a country. It should reflect an understanding of the end state guidance, theater strategy and objectives, regional strategy and objectives contained in the *Guidance for Employment of the Force (GEF)*, and how they apply to the country in question. For each relevant end state, this section identifies the campaign objectives necessary to transform the environment and attain the commander's vision. The campaign section should also describe the current environment specific to the objective, the appropriate theory of change, and the lines of effort and of activity necessary to attain the objective. Annual performance targets that apply to the general objectives have to be identified in order to facilitate assessment. The overall objective may or may not be difficult to measure, but the performance

targets break the general objective down into measurable components that can be assessed later.

When in support of a wider USG effort, planners should not be surprised when the situation section approaches the same level of effort and importance as what is typically found in the Annex C (Operations) of a TCP. If this becomes the case, it may be wise to move portions of the campaign section into an annex of the country campaign plan, or to simply refer to plans of other steady state actors that enable or contribute to DOD plans.

As appropriate, goals, objectives, and theories of change shared with other relevant actors should be identified. When possible, the section should show parallels with the DOS ICS for the country in order to indicate USG unity of effort. If applicable, the section should also show parallels with the plans of other relevant actors to indicate unity of effort outside of the USG.

Notional Outline of Campaign Section

1. Overview.
   1.1 Concept of Operations.
   1.2 DOD Command and Control and Engagement Plan.
   1.3 Resource Allocation.
2. End State 1.
   2.1 Campaign Objective 1.
      2.1.1 Background 1.
      2.1.2 Theory of Change 1.
      2.1.3 Line of Effort 1.
         2.1.3.1 Line of Activity 1.
            2.1.3.1.1 Implementation/Tasks.
               2.1.3.1.1.1 Assessment Indicators/MOEs/MOPs.
               2.1.3.1.1.2 Assessment Indicators/MOEs/MOPs.
            2.1.3.1.2 Implementation/Tasks.
               2.1.3.1.2.1 Assessment Indicators/MOEs/MOPs.
               2.1.3.1.2.2 Assessment Indicators/MOEs/MOPs.
         2.1.3.2 Line of Activity 2.
            2.1.3.2.1 (Similar Sub-bullets as Line of Effort 1.)
      2.1.4 Line of Effort 2.
         2.1.4.1. (Similar Sub-bullets as Line of Effort 1.)
      2.1.5. Related Strategies and Plans 1.
   2.2. Campaign Objective 2.
      2.2.1 (Similar Sub-bullets as Campaign Objective 1.)
3. End State 2.
   3.1 (Similar Sub-bullets as End State 1.)

Campaign: Overview

The overview section should describe, at a high level, the concept of operations. The overview should be stated in terms of who, what, where, when, why, and how. It should also contain the JFC's strategic vision, as well as the intent and design of the country campaign. Objectives should be linked to activities and resources.

This section should also present the overall DOD command and control structure and the manner in which DOD elements will engage with non-DOD elements. Overall resource allocation should also be contained in this section.

Campaign: Objective

The objectives section identifies milestones that must be met in order to achieve the end state(s) identified in the commander's vision section. Objectives are the next step down in specificity from the end state(s), and should be both attainable and measurable. The objectives identified here feed the taskings to the implementers.

This section should reference the theater and regional campaign plans directly, in addition to the ICS. Campaign objectives should be consistent with those found in the theater and regional campaign plans and should reflect an understanding of the end state identified in the *Guidance for Employment of the Force (GEF)* and how it may be applied to the country in question. When possible, the campaign objectives should show parallels with those of the steady state actors with which the military is collaborating. In addition, the lead agency and, if applicable, the lead DOD agency has to be identified. This would demonstrate unity of effort with other USG departments and agencies, as well as unity of effort with actors outside of the USG.

Campaign: Background

While the strategic context section provides an overview of the operational environment, the background subsection provides context to the objectives.

USG Objectives in Afghanistan

The U.S. Mission and U.S. Forces in Afghanistan, in partnership with the International Security Assistance Force (ISAF) and the international community, enable the Afghan Government and its people to: counter the insurgency and prevent the use of Afghan territory by international terrorists, build a state that is accountable and responsive to its people, and establish a foundation for longer-term development.

SOURCE: U.S. Mission and U.S. Forces in Afghanistan, *United States Government Integrated Civilian-Military Campaign Plan for Support to Afghanistan*, Revision 1, February 2011

Campaign: Theory of Change

The theory of change reflects a series of "if-then" relationships, explaining how the sub-objectives (also called lines of effort) will alter the current situation to achieve the campaign objective.

Campaign: Lines of Effort

This section describes the different lines of effort needed to achieve the JFC objectives for the specific country. For each line of effort, the lead agency, and if applicable, the lead DOD agency, should to be identified. In addition, resource allocation for each line of effort needs to be presented.

Commanders and staff should consider cross-cutting lines of effort involving more than one instrument of national power to create a more effective system for interagency coordination during execution. Lines of effort designed around functional areas (such as diplomacy or economics) create unintentional interagency coordination stovepipes during execution, because they are fixed toward the efforts of a single department or agency. Cross-cutting (outcome oriented) lines of effort (such as establish essential services or civil security operations) create a tendency toward more dynamic and open interagency coordination during execution, because they require the synchronization of efforts of multiple departments and agencies. This type of construct uses the capabilities and expertise of multiples elements of the USG, which makes it particularly effective toward achieving more complex objectives or outcomes.

The lines of effort section serve to connect each objective identified in the previous section with groups of activities that are designed to achieve them. The G-5 is responsible for writing the lines of effort section for each objective contained in the previous objectives section. The tasks and activities that fall under each line of effort will be identified and detailed in annex A of the country campaign plan.

Campaign: Implementation

This section specifies the processes by which specific tasks in the country are proposed, evaluated, and coordinated. It is the plan's roadmap, with directions and tasks from milestone to milestone. It should link directly with the theater strategy and

Articulation of Objective and the Supporting Theory of Change

2014 Campaign Objective: *Afghan National Security Forces provide security for the population, reducing violence and coercion by in*surgents and criminals, and increasing popular trust in the security forces and, in turn, Government of the Islamic Republic of Afghanistan (GIRoA).

Theory of Change: To protect the population, the USG will support GIRoA to (1) prevent intimidation and violence against the population and (2) increase Afghan's incentives to oppose insurgency and support GIRoA legitimacy. Threats to population security beyond the insurgency include criminality, ethnic and tribal disputes, predatory security forces, civilian casualty incidents, and inappropriate coalition force behavior. As reductions in insurgent intimidation campaigns are almost as important as reductions in actual insurgent attacks, the ANSF and GIRoA partners will work to reduce such incidents. The population's physical and mental confidence and resilience in resisting threats will be improved through an effective ANSF, responsible ISAF/OEF presence, local defense initiatives, successful reintegration of insurgents into their communities, increased popular participation in public life enabled by improved governance, rule of law, and economic opportunity.

SOURCE: U.S. Mission and U.S. Forces in Afghanistan, *United States Government Integrated Civilian-Military Campaign Plan for Support to Afghanistan*, Revision 1, February 2011

be written by the G-5. It has two major subheadings as follows:

- *Staff and component tasking*. Staff and component tasking will provide information from which Service components and other DOD organizations draw in order to prepare their respective supporting plans. The information provided in the staff and component tasking section should create an understanding of the operational environment that mitigates unintended consequences. It should detail all the critical groups and individuals impacting and being impacted by the tasks. Establishing the critical actors with their relative capabilities, motivations, and relationships will allow for greater management and control of the tasking and increase the probability of mission success. For each task, the lead agency and, if applicable, the lead DOD agency should to be identified. In addition, resource allocation for each task needs to be presented.
- *Engagement process*. The engagement process will outline how to propose engagement-related activities and/or events, how to handle out-of-cycle event proposals, and where priority areas of engagement are located. It is critical that the engagement process be reflective of the terms of references generated between DOD and other relevant steady state actors. The JFC needs to know how to approach other USG departments and agencies when time-sensitive activities need to be rapidly coordinated and resourced. This section should also detail the involvement of OSD and joint staff to affect coordination with other USG departments and agencies. Accordingly, this section may be similar across country campaign plans.

Campaign: Assessment of Progress Toward End States

The assessment of progress toward end states section establishes a baseline of the effectiveness of JFC engagement in the area of operations and serves the following purposes:

- It formally states the need for, and functions of, an assessment of JFC activities in the country.
- It identifies the process by which measures of performance indicators will be gathered and specifies metrics for evaluating the effectiveness of tasks and lines of activity in meeting performance targets in the area of operations.

Since most, if not all, steady state end states are long term in nature and may require generational change, the progress toward end states throughout the years should be documented either in this section or in an appendix. The SCEP POA&M is also structured to facilitate support to the assessment process. Changes in end state due to emerging requirements or sudden shifts in the socio-political landscape of a country should also be documented.

Campaign: Related Strategies and Plans

The related strategies and plans section contains information on the strategies and plans of relevant steady state actors that support or are supported by DOD activities. It also highlights non-DOD activities that are required to accomplish Marine Corps component command goals. This section should also reference the detailed plans of the Service components tasked to implement tasks.

Assessing the USG Campaign in Afghanistan

The Integrated Civ-Mil Campaign Plan will continue to be reviewed annually and revised as necessary. Regular strategic assessments of progress toward the plan help to shape the revision of the strategy by identifying areas of success as well as those of stagnation or backsliding. The primary purpose of the assessment process is to provide USG leadership in Afghanistan with the analysis necessary to prioritize and readjust the allocation of resources and efforts strategically. It also serves to inform Washington decisionmakers of changes in the environment.

The U.S. Mission, in coordination with ISAF's Afghan Assessments Group (AAG), assesses campaign progress regularly. The quarterly civ-mil assessment for the National Security Council (NSC) in Washington is supplemented by national-level, civ-mil working group briefs to Kabul-based leadership on progress toward the Campaign Objectives. Collectively, these assessment processes draw on qualitative and quantitative metrics from the Department of State's Afghanistan-Pakistan Regional Stabilization Strategy, ISAF documents, the Mission's Performance Management Plan, as well as the over 100 metrics used for the NSC Assessment. These assessment processes will be augmented by a capstone piece to assess overall progress toward the Campaign Statement, drawing on existing reporting. This overarching assessment will be briefed to the Executive Working Group (and Principals Working Group as desired) for decision on recommended changes. The [Civ-Mil Plans and Assessments Sub-Section] CMPASS team, in conjunction with AAG, is responsible for writing and facilitating these assessments.

In addition to national-level strategic assessment, program planning and assessment is coordinated by [Coordinating Director for Development and Economic Affairs] CDDEA and conducted by USAID, USDA, [International Narcotics and Law Enforcement Affairs] INL, and other USG entities with program funds, specifically through the Mission's PMP. For the subnational level, IPA coordinates subnational reporting on specific issues, such as elections or reintegration. The IPA Office, supported by CMPASS and USAID, advises Regional Commands and Platforms on assessing the state of progress toward the national-level Campaign Objectives as well as regional plans. In addition, [ISAF Joint Command] IJC conducts a 6-week cycle of assessments of district stability, through commander and senior civilian leadership evaluations of security, governance and development.

SOURCE: U.S. Mission and U.S. Forces in Afghanistan, *United States Government Integrated Civilian-Military Campaign Plan for Support to Afghanistan*, Revision 1, February 2011

In addition, this section should not only demonstrate harmonization of DOD plans with other USG and non-USG plans, but also—

- Provide the joint force planner a method to note limitations and dependencies to planning.
- Allow the planner to identify risk to mission accomplishment and potential mitigation strategies that rely on the actions of nonmilitary forces.

Annexes

The annexes segment contains information that is too detailed to be included in the body of the country campaign plan itself but may be crucial to reference when composing and/or modifying the document.

Annex A: Tasks-to-End States

Note: The capability set word picture provided in a MCSCG-derived SCEP is very useful in describing the end states.

Annex A, Tasks-to-End States, focuses on how individual tasks help accomplish end states in the commander's vision. Its purpose is to map specific tasks under each line of effort, back to objectives and end states. Major subheadings of this annex will start with the end state, and then list the first objective, then the line of effort under the objective. For each line of effort, tasks and activities will be identified and detailed. Each task should be a concise statement of a mission to be performed. The task assignment should encompass all key actions that both subordinate and supporting DOD elements must perform to fulfill the concept of operations. It should identify the lead agency and, if applicable, the lead DOD agency. It should also contain coordinating instructions, especially when the subordinate or supporting DOD element must interface with non-DOD elements.

Note that this annex should contain the objectives identified in the objectives section, the lines of effort identified in the lines of effort section, and the tasks and activities that are necessary to attain the objectives. The geographic combatant command's lines of effort are probably derived from, or inform the Marine Corps component command's tasks. The author will need to identify tasks and activities best suited to assure success in the area of operations.

Annex B: Detailed Strategic Context

Annex B, Detailed Strategic Context, is the detailed strategic context that functions as the primary repository of PMESII, and, when appropriate, culture information on a given country that is relevant to the strategic planning process. The authorship will be shared by the G-2, G-5, and a community of interest. This annex should directly feed the strategic context section in the plan's body. It should be updated as needed to remain current and inform the next iteration of the country campaign plan.

Notional Outline of Annex B: Detailed Strategic Context

1. Geopolitical Overview of Country X.
   - 1.1. Country X's Strategic Importance.
   - 1.2. Country X's Geographic Location.
   - 1.3. Country X's Demographics.
   - 1.4. Country X's Interests, Political Commitment, Priorities.
   - 1.5. Actors of Interest in Country X.
2. Relevant PMESII and Culture Attributes.
   - 2.1. Formal Institutions.
   - 2.2. People.
   - 2.3. Other Influential Entities.
   - 2.4. Culture.
   - 2.5. Interdependencies and Key Relationships.
3. Relationship Between Country X and the US.
   - 3.1. Historical Summary of the Overall Relationship (include long-term trends and major shifts).
   - 3.2. DOD Activities in Country X (over the past year).
   - 3.3. Non-DOD Activities in Country X (over the past year).

Annex C: Relevant Non-DOD Actors and Activities in the Area of Operations

Annex C, *Relevant Non-DOD Actors and Activities in the Area of Operations*, provides a list of known activities in the country that are conducted by non-DOD entities. The focus should be on those activities that may impact combatant command tasks or the country campaign plan itself. It should detail the desired end states, objectives, and intent of these actors, and their work in the country to assure unity of effort and prevent duplication. Major subheadings of this annex will be the names of the actors themselves (such as DOS, USAID). For each actor identified, the annex should reference those actors' relevant documents that describe and mandate those activities (such as DOS ICS for the country).

Where possible, it will be helpful to discuss the end states, objectives, and intent of each individual actor under those subheadings that may include several, such as partner states and non-partner states.

Notional Outline of Annex C:
Relevant Non-DOD Actors and Activities

1. US Department of State (DOS).
    1.1 End State(s).
    1.2 Objective(s).
    1.3 Intent.
2. US Agency for International Development (USAID).
    2.1 End State(s).
    2.2 Objective(s).
    2.3 Intent.
3. Other USG Agencies.
    3.1 End State(s).
    3.2 Objective(s).
    3.3 Intent.
4. Multinational Partners, Alliances, and Coalitions (NATO, etc.).
    4.1 End State(s).
    4.2 Objective(s).
    4.3 Intent.
5. Non-partner States, Adversaries.
    5.1 End State(s).
    5.2 Objective(s).
    5.3 Intent.
6. Intergovernmental Organizations (World Trade Organization, United Nations, Organization for Security Cooperation in Europe, etc.).
    6.1 End State(s).
    6.2 Objective(s).
    6.3 Intent.
7. Nongovernmental Organizations.
    7.1 End State(s).
    7.2 Objective(s).
    7.3 Intent.
8. Interest Groups and Private Sector Actors.
    8.1 End State(s).
    8.2 Objective(s).
    8.3 Intent.

Summary

Ideally, country campaign plans provide the roadmap of specific engagement activities that a JFC plans to conduct with the country in the next one to three years. As an annex to a TCP, the country plans—

- Should establish the concepts by which GCC's objectives for each country are to be achieved through integration of the SC and SA authorities and funding streams. These are often planned and executed in isolation from one another, as well as other activities (such as exercises and ongoing operations).
- Should be used to provide guidance to Service components and other DOD implementation planners and should inform—and be informed—by the plans of relevant steady state actors.

While the structure, contents, and review of country campaign plans are at the discretion of each geographic combatant command, the construct provided in this annex serves as useable template for all Marine Corps component command SC planners.

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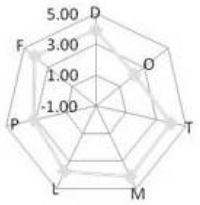
APPENDIX F
EXAMPLES OF SECURITY COOPERATION ENGAGEMENT PLAN PRODUCTS

Extent to which PNSF DOTMLPF Pillars are currently developed				
NOT AT ALL		SOME WHAT		FULLY
1	2	3	4	5



CDP	Assessment
D	PN Marines' doctrine, formally tied to the PN Navy, supports enduring and emerging requirements. Further development will benefit from introduction of Marine-specific internal TTPs and doctrine derived from validated lessons learned.
O	PN Marines desires to grow and reach preferred levels of autonomy are hampered by current operational relationships with the PN Navy. Benefits will also be derived from adjusting organizational structures to increase the roles and responsibilities of NCOs and Senior NCOs.
T	As the PN Marines manage a central role in combating the DTOs and the current extensive force expansion, enhancements can be derived from restructuring and formalizing training program across the force.
M	PNSF has projected materiel requirements and is being fielded materiel to accomplish its expanded mission. However, limited organic logistics expertise and capability hinders sustainment and resource planning required to optimize tempo and unit readiness.
L	PNSF EPME is designed to prepare an enlisted Marine to become an officer. Investing more resources and efforts into developing the enlisted ranks will yield significant dividends in future operational capacity and successful mission accomplishment.
P	Current rapid growth will benefit from thorough troop-to-task analysis and alignment of recruitment, retention, separations, retirement, and personnel management policies and procedures to desired end-strength objectives.
F	PN Marines' installations, facilities, and infrastructure are currently sufficient and well managed through PN Navy. Expediting identified installation and facility improvements will significantly improve readiness and effectiveness of the force.

LEGEND

DTO drug trafficking organization
PN partner nation
PNSF partner nation security forces

Figure F-1. Example of a Security Cooperation Engagement Planning Cover Sheet.

Significant Former Students			Former Students			***RECOMMENDED***		***SUPPORTED CS***
Name	School/Year	Billet	Name	School	Billet	School	MASL	
LtCol Marine	TBS / 1999	1st Bn CO	LtCol Marine	TBS	Bn CO	CSC	P171801	1.1, 1.3
			Maj Sailor	IOC	Bn XO			
Current Students								
Capt Marine	TLOC / 2014	Bn S-4						
Personnel Exchange Program Recommendations								
Establish PEP at PNSF Naval Academy Training Department								

Recent and Scheduled in Country Training Events		
What/When	Comments	Potential SCEP Links
Company Live Fire/1QFY14	Builds on Platoon Live Fire	CS 1.1 Manage Readiness

Recent/Pending Purchases				
WHAT	STATUS	SCEP LINKS	***RECOMMENDED CASES***	***SUPPORTED CS***
C2PC	80% fielded	CS 1.1, 1.3	Intelligence Operations System (IOS)	1.1

LEGEND

Bn	battalion
C2PC	command and control personal computer
CO	commanding officer
CSC	Command and Staff College
IOC	Infantry Officers Course
MASL	Military Articles and Services List
PNSF	partner nation security forces
TBS	The Basic School
TLOC	Tactical Logistics Operations Course
XO	executive officer

Figure E-2. Example of a Security Assistance Report.

Theater Objectives:	Achieve directed strategic end states; Synchronize Phase 0 (shaping) operations from GCC CONPLANS and then linked to current operations codified in GCC OPORDs; Integrate Theater Security Cooperation (TSC) activities; Assess the accomplishment of intermediate military objectives to achieve the conditions of the GEF-10 theater strategic end states and assess the effects of military shaping operations on the strategic environment; Identify resource requirements, and inform policy, strategy, posture, Command readiness reporting, plan revisions, Global Force Management (GFM) priorities.
Regional Objectives:	GCC supports U.S. Government's efforts and provides requested training, material, and operational support to the Mexican Security Forces, to combat Transnational Criminal Organizations in order to enhance the security of North America. Proposed End State: Transnational Criminal Organizations' abilities to negatively affect U.S. and partner nations' interests are disrupted, degraded, or defeated.
Country Objectives:	Support US Interagency Departments with intelligence and information to interdict and deny the flow of cash and the flow of weapons; Disrupt TCO's through intelligence driven operations that protect the population and target the full range of TCO vulnerabilities to assist PN security forces in their efforts to disrupt and degrade TCOs; Support PN's security forces in disrupting lines of communications in order to stop the flow of illegal narcotics, monies, and persons; rule of law and public security; Assist regional partners to deny TCO freedom of action across the maritime portion of the transit, arrival zones, and the associated air spaces, through intelligence-led operations, rapid interdiction and international cooperation.
MarFor Objectives:	All MARFOR engagements will use the 'building block approach" to fill the following gaps: Counter Insurgency Operations; Military Operations Urban Terrain (MOUT); Night Combat Operations; Intelligence Operations; Professional Military Development.
PN Marines Mission	To provide elite rapid intervention capability (airborne battalion), amphibious landing, and security force from high water mark to 10 kilometers inland, and 10 kilometers on either side of major waterways. The Naval Infantry has also been tasked to conduct counterdrug, contraband, and police jurisdiction within these same zones.

LEGEND

CONPLAN concept plan
DTO drug trafficking organization
OPORD operation order
PN partner nation

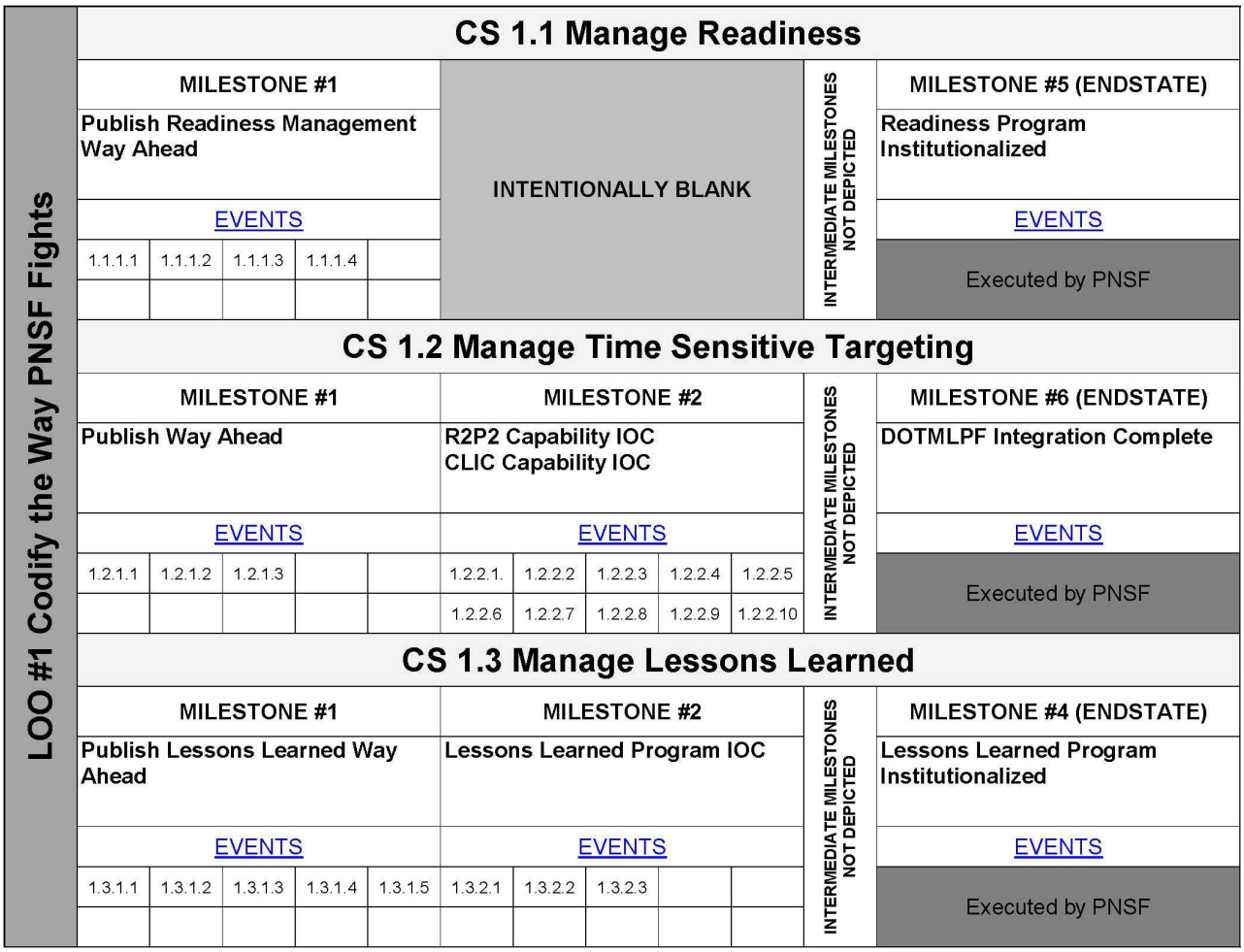
Figure F-3. Example of a LInkage Worksheet.

Task	Assessment	Analyze	Assessment Tasks	Address (Capability Sets)	LOOs
Enhance PNSF Fight Against Transnational Criminal Organizations (TCO) / Drug Trafficking Organizations (DTO)	Interviews with key personnel from PNSF HQ; intertiews with key unit-level leadership; visit of key facilities and training areas	D Development of new doctrine is hindered by personnel availability. O Officers/Enlisted Ranks not organized properly to fully satisfy roles and responsibilities T The training program for NCOs in underdeveloped M Unit-level equipment is insufficient to sustain the expanded mission of combating drug trafficking organizations. L EPME is not fully developed, and is being substituted by experience. P Recruitment and retention management does not adequately account for intended growth. F Facilities and installations are not optimized to support capabilities associated with the current mission.	D1 Limit HQ personnel direct involvement in tactical operations. O1 Roles and responsibilities of enlisted ranks should be refined in order to function with the T/O T1 Establish Enlisted Career Training Courses. M1 Validate the Mexican Marine unit Tables of Equipment based on missions and capabilities. L1 Develop formal EPME program. P1 Develop retention plan to account for desired short-term growth. F1 Provide installations, facilities, and infrastructure to support the	Manage Readiness (MRX/PTP) D1 Limit HQ personnel direct involvement in tactical operations. O1 Roles and responsibilities of enlisted ranks should be refined in order to function with the T/O T1 Establish Enlisted Career Training Courses. M1 Validate the Mexican Marine unit Tables of Equipment based on missions and capabilities. P1 Develop retention plan to account for desired short-term growth. F1 Provide installations, facilities, and infrastructure to support the Mexican Marine mission and required capabilities. Manage Military Operations Other Than War (MOOTW) O1 Roles and responsibilities of enlisted ranks should be refined in order to function with the T/O M1 Validate the Mexican Marine unit Tables of Equipment based on missions and capabilities F1 Provide installations, facilities, and infrastructure to support the Mexican Marine mission and required capabilities. Manage Lesson Learned O1 Roles and responsibilities of enlisted ranks should be refined in order to function with the T/O M1 Validate the Mexican Marine unit Tables of Equipment based on missions and capabilities. F1 Provide installations, facilities, and infrastructure to support the Mexican Marine mission and required capabilities.	Codify the Way the PNSF Fights
	What specifically was assessed	Gaps found as a result of the analysis	Specific DOTMLPF assessed tasks	Aggregation of proposed solutions to correct identified gaps	Aggregation of CapSets

LEGEND

MRX/PTP mission rehearsal exercises/predeployment training program
PNSF partner nation security forces
T/O table of organization

Figure F-4. Example of an Analysis Worksheet.



LEGEND

CLIC	company level intelligence cell
CS	capability set
IOC	Infantry Officer Course
PNSF	partner nation security forces
R2P2	Rapid Response Planning Process

Figure F-5. Example of a Program of Action and Milestones.

<table>
<tr><td colspan="10">LOO #1 Codify the Way PNSF Fights
Capability Set #1.1 Manage Readiness
Milestone #1.1.1 Readiness Management Way Ahead Published</td></tr>
<tr><td>Event #</td><td>Priority Code</td><td>Event Title</td><td>Recommended Audience</td><td>Engagement Category</td><td>Sub-Activity</td><td>Organization</td><td>Planner</td><td>Location Base/City/Country</td><td colspan="2">Estimated Cost</td></tr>
<tr><td rowspan="6">1.1.1.1</td><td rowspan="6">2</td><td>Supply Publications: Readiness Program</td><td>PNSF HQ</td><td>Supply</td><td>TBD</td><td>TBD</td><td>TBD</td><td>TBD</td><td># of Personnel:</td><td></td></tr>
<tr><td colspan="6">Purpose: Supply event in order to provide PNSF with USMC references related to establishing and managing a Readiness Program.</td><td># of Days</td><td></td></tr>
<tr><td colspan="6">Description: HQ PNSF leadership obtain USMC publications and material regarding Readiness Management. Desired end-state: PNSF provided relevant publications in order to gain greater understanding of how to establish an effective Readiness Program. References should include the functional areas of supply, maintenance, training, and manpower.</td><td>Travel:</td><td></td></tr>
<tr><td colspan="6">Additional Comments: PNSF must submit a formal Letter of Request (LOR) to ODC to obtain associated USMC Publications. See Publications List associated with this event.</td><td>Per Diem:</td><td></td></tr>
<tr><td colspan="6">Countries Involved: US & PNSF</td><td colspan="2" rowspan="2">Event Cost</td></tr>
<tr><td colspan="6">Event Linkages: This event may be combined with other Supply Publications events.</td></tr>
</table>

LEGEND

ODC Office of Defense Cooperation
PNSF partner nation security forces
TBD to be determined

Figure F-6. Example of an Event Card.

GLOSSARY

SECTION I. ACRONYMS

ACSA . . . . . acquisition and cross-servicing agreement
ADDIE . . . . . analyze, design, develop, implement, and evaluate
AECA . . . . . Arms Export Control Act
AT/FP . . . . . antiterrorism/force protection

CAOCL . . . . . Center for Advanced Operational Culture Learning
CBA . . . . . capabilities based assessment
CCDR . . . . . combatant commander
CDP . . . . . combat development pillar
C-IED . . . . counter-improvised explosive device
CJCS . . . . . Chairman of the Joint Chiefs of Staff
CMC . . . . . Commandant of the Marine Corps
CMO . . . . . civil-military operations
CONOPS . . . . . concept of operations
CONUS . . . . . continental United States
CSP . . . . . campaign support plan

DISAM . . . . . Defense Institute of Security Assistance Management
DOD . . . . . Department of Defense
DODD . . . . . Department of Defense directive
DODI . . . . . Department of Defense instruction
DOS . . . . . Department of State
DOTMLPF . . . . . doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DSCA . . . Defense Security Cooperation Agency
DSN . . . . . Defense Switched Network
DTS . . . . . Defense Travel Service

EPME . . . . . enlisted professional military education

FAA . . . . . Foreign Assistance Act
FAO . . . . . foreign affairs officer
FDA . . . . . foreign disclosure authority
FID . . . . . foreign internal defense
FMF . . . . . foreign military financing
FMS . . . . . foreign military sales
FOS . . . . . feasibility of support
FSF . . . . . foreign security forces
FY . . . . . fiscal year

G-2 . . . . . assistant chief of staff, intelligence
G-3 . . . . . assistant chief of staff, operations
G-5 . . . . . assistant chief of staff, plans
G-7 . . . . . assistant chief of staff, training
GCC . . . . . geographic combatant commander
GFM . . . . . Global Force Management
GIRoA . . . . . Government of the Islamic Republic of Afghanistan
G-TSCMIS . . . . . Global Theater Security Cooperation Management System

HA . . . . . humanitarian assistance
HCA . . . . . humanitarian and civic assistance
HN . . . . . host nation
HQ . . . . . headquarters
HQMC . . . . . Headquarters, Marine Corps

ICS . . . . . integrated country strategy
IED . . . . . improvised explosive device
IMET . . . . . international military education and training
IO . . . . . information operations
IPO . . . . . International Programs Office (Navy)
ISAF . . . . . International Security Assistance Force
ISOPREP . . . . . isolated personnel report

JCRM . . . . . Joint Capabilities Requirements Manager
JFC . . . . . joint force commander
JP . . . . . joint publication
JSCP . . . . . Joint Strategic Capabilities Plan
JTIMS . . . . . Joint Training Information Management System

LOO . . . . . line of operation
LREC . . . . . language, regional expertise, and cultural

MAGTF . . . . . Marine air-ground task force
MARFOR . . . . . Marine Corps forces

MARFORCOM . . . . . United States Marine Corps Forces Command
MCBul . . . . . Marine Corps bulletin
MCDP . . . . . Marine Corps doctrinal publication
MCIA . . . . . Marine Corps Intelligence Activity
MCIOC . . . . . Marine Corps Information Operations Center
MCIP. . . . . Marine Corps interim publication
MCO . . . . . Marine Corps order
MCPP . . . . . Marine Corps Planning Process
MCRP . . . . . Marine Corps reference publication
MCSCG . . . . . Marine Corps Security Cooperation Group
MC-TSCMIS . . . . . Marine Corps Theater Security Cooperation Management
MCWP . . . . . Marine Corps warfighting publication
MERLN . . . . . Military Education Research Library Network
MET . . . . . mission-essential task
METL . . . . . mission-essential task list
MOE . . . . . measure of effectiveness
MOP . . . . . measure of performance
MOS . . . . . military occupational specialty
MROC. . . . . Marine Requirements Oversight Council
MCSCG . . . . . Marine Corps Security Cooperation Group
MTT . . . . . mobile training team

NATO . . . . . North Atlantic Treaty Organization
NAVMC . . . . . Navy/Marine Corps departmental publication
NCO . . . . . noncommissioned officer
NDAA. . . . . National Defense Authorization Act
NDS . . . . . national defense strategy
NETSAFA . . . . . Naval Education and Training Security Assistance Field Activity
NMS . . . . . national military strategy
NSS . . . . . national security strategy

OPME . . . . . officer professional military education
OSD . . . . . Office of the Secretary of Defense

PEP . . . . . Personnel Exchange Program
PfP. . . . . Partnership for Peace (NATO)
PL . . . . . Strategy and Plans Division (PP&O)
PLU. . . . . International Affairs Branch (PP&O)
PM. . . . . Bureau of Political-Military Affairs
PME . . . . . professional military education
PMESII . . . . . political, military, economic, social, information, and infrastructure
PM/PPA . . . . . Bureau of Political-Military Affairs' Office of Plans, Policy and Analysis
POA&M . . . . . plan of action and milestones
POC. . . . . point of contact
PP&O . . . . . Plans, Policies, and Operations (HQMC)

RCLF . . . . . regional, culture, and language familiarization

SA . . . . . security assistance
SAT. . . . . Systems Approach to Training
SC . . . . . security cooperation
SCEP. . . . . security cooperation engagement plan
SCETWG . . . . . security cooperation education and training working group
SCIP . . . . . Security Cooperation Information Portal
SCO. . . . . security cooperation organization
SDO . . . . . senior defense official
SecDef. . . . . Secretary of Defense
SERE. . . . . survival, evasion, resistance, and escape
SFA . . . . . security force assistance
SIPRNET . . . . . SECRET Internet Protocol Router Network
SOP . . . . . standing operating procedure

T&R . . . . . training and readiness
TCA . . . . . traditional combatant command activity
TCP . . . . . theater campaign plan
TE . . . . . table of equipment
TECOM . . . . Training and Education Command
TO . . . . . table of organization
TSC . . . . . theater security cooperation
TSCMIS . . . . . Theater Security Cooperation Management Information System
TTP . . . . . tactics, techniques, and procedures

US . . . . . United States
USAID . . . . . United States Agency for International Development
USC. . . . . United States Code
USG . . . . . United States Government
UTM . . . . . unit training management

SECTION II. DEFINITIONS

alliance—The relationship that results from a formal agreement between two or more nations for broad, long-term objectives that further the common interests of the members. (JP 1-02)

area of operations—An operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces. Also called **AO**. See also **area of responsibility**. (JP 1-02)

area of responsibility—The geographical area associated with a combatant command within which a geographic combatant commander has authority to plan and conduct operations. Also called **AOR**. (JP 1-02)

assessment—1. A continuous process that measures the overall effectiveness of employing joint force capabilities during military operations. 2. Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. 3. Analysis of the security, effectiveness, and potential of an existing or planned intelligence activity. 4. Judgment of the motives, qualifications, and characteristics of present or prospective employees or "agents." (JP 1-02)

campaign plan—A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. (JP 1-02)

capability—The ability to accomplish a mission, task, function, or subfunction. (MCRP 5-12C)

chief of mission—The principal officer (the ambassador) in charge of a diplomatic facility of the United States, including any individual assigned to be temporarily in charge of such a facility. The chief of mission is the personal representative of the President to the country of accreditation. The chief of mission is responsible for the direction, coordination, and supervision of all US Government executive branch employees in that country (except those under the command of a US area military commander). The security of the diplomatic post is the chief of mission's direct responsibility. Also called **COM**. (JP 1-02)

civil-military operations—The activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations, to consolidate and achieve operational US objectives. Civil-military operations may include performance by military forces of activities and functions normally the responsibility of the local, regional, or national government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. Civil-military operations may be performed by designated civil affairs, by other military forces, or by a combination of civil affairs and other forces. Also called **CMO**. (JP 1-02)

classified information—Official information that has been determined to require, in the interests of national security, protection against unauthorized disclosure and which has been so designated. (JP 1-02)

coalition—An arrangement between two or more nations for common action. (JP 1-02)

combatant commander—A commander of one of the unified or specified combatant commands established by the President. Also called **CCDR**. (JP 1-02)

combined—Between two or more forces or agencies of two or more allies. (When all allies or services are not involved, the participating nations and services shall be identified, e.g., combined navies.) (JP 1-02)

component—1. One of the subordinate organizations that constitute a joint force. (JP 1-02, part one of a two-part definition)

concept of operations—A verbal or graphic statement that clearly and concisely expresses what the joint force commander intends to accomplish and how it will be done using available resources. Also called **CONOPS**. (JP 1-02)

counterdrug—Those active measures taken to detect, monitor, and counter the production, trafficking, and use of illegal drugs. Also called **CD** and **counternarcotics** (**CN**). (JP 1-02)

country team—The senior, in-country, US coordinating and supervising body, headed by the chief of the US diplomatic mission, and composed of the senior member of each represented US department or agency, as desired by the chief of the US diplomatic mission. Also called **CT**. (JP 1-02)

exercise—A military maneuver or simulated wartime operation involving planning, preparation, and execution that is carried out for the purpose of training and evaluation. (JP 1-02)

doctrine—Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application. (JP 1-02)

foreign assistance—Assistance to foreign nations ranging from the sale of military equipment to donations of food and medical supplies to aid survivors of natural and man-made disasters. US foreign assistance takes three forms: development assistance, humanitarian assistance, and security assistance. (JP 1-02)

foreign internal defense—Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security. Also called **FID**. (JP 1-02)

foreign military sales—That portion of United States security assistance authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended. This assistance differs from the Military Assistance Program and the International Military Education and Training Program in that the recipient provides reimbursement for defense articles and services transferred. Also called **FMS**. (JP 1-02)

host country—A nation which permits, either by written agreement or official invitation, government representatives and/or agencies of another nation to operate, under specified conditions, within its borders. (JP 1-02)

host nation—A nation which receives the forces and/or supplies of allied nations and/or NATO organizations to be located on, to operate in, or to transit through its territory. Also called **HN**. (JP 1-02)

humanitarian and civic assistance—Assistance to the local populace provided by predominantly US forces in conjunction with military operations and exercises. This assistance is specifically authorized by Title 10, United States Code, Section 401, and funded under separate authorities. Also called **HCA**. (JP 1-02)

humanitarian assistance—Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Humanitarian assistance provided by US forces is limited in scope and duration. The assistance

provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing humanitarian assistance. Also called **HA**. (JP 1-02)

interagency—Of or pertaining to United States Government agencies and departments, including the Department of Defense. See also **interagency coordination**. (JP 1-02)

interagency coordination—Within the context of Department of Defense involvement, the coordination that occurs between elements of Department of Defense, and engaged US Government agencies for the purpose of achieving an objective. (JP 1-02)

intergovernmental organization—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. Also called **IGO**. (JP 1-02)

internal defense and development—The full range of measures taken by a nation to promote its growth and to protect itself from subversion, lawlessness, insurgency, terrorism, and other threats to its security. Also called **IDAD**. (JP 1-02)

international military education and training—Formal or informal instruction provided to foreign military students, units, and forces on a non-reimbursable (grant) basis by offices or employees of the United States, contract technicians, and contractors. Instruction may include correspondence courses; technical, educational, or informational publications; and media of all kinds. Also called **IMET**. (JP 1-02)

joint—Connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate. (JP 1-02)

materiel—All items (including ships, tanks, self-propelled weapons, aircraft, etc. and related spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. (JP 1-02)

measure of effectiveness—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. Also called **MOE**. (JP 1-02)

measure of performance—A criterion used to assess friendly actions that is tied to measuring task accomplishment. Also called **MOP**. (JP 1-02)

mission-essential task list—A list of tasks considered essential to the accomplishment of assigned or anticipated missions. It includes essential tasks, conditions, standards, and associated supporting and command-linked tasks. (MCO 3500.26A)

multinational—Between two or more forces or agencies of two or more nations or coalition partners. (JP 1-02)

nongovernmental organization—A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. Also called **NGO**. (JP 1-02)

objective—1. The clearly defined, decisive, and attainable goal toward which every operation is directed. 2. The specific target of the action taken which is essential to the commander's plan. (JP 1-02)

partner nation—A nation that the United States works with in a specific situation or operation. Also called **PN**. (JP 1-02)

public affairs—Those public information, command information, and community engagement activities directed toward both the external and internal publics with interest in the Department of Defense. Also called **PA**. (JP 1-02)

public diplomacy—1. Those overt international public information activities of the United States Government designed to promote United States foreign policy objectives by seeking to understand, inform, and influence foreign audiences and opinion makers, and by broadening the dialogue between American citizens and institutions and their counterparts abroad. 2. In peace building, civilian agency efforts to promote an understanding of the reconstruction efforts, rule of law, and civic responsibility through public affairs and international public diplomacy operations. (JP 1-02)

security assistance—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 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. Also called **SA**. (JP 1-02)

security cooperation—All Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific US 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)

security cooperation education and training working group—Annual geographic combatant commander sponsored working group to address security assistance related training requirements for assigned countries within its area of responsibility. Also called **SCETWG**. (DOD 5105.38-M)

security cooperation organization—All Department of Defense elements located in a foreign country with assigned responsibilities for carrying out security assistance/cooperation management functions. It includes military assistance advisory groups, military missions and groups, offices of defense and military cooperation, liaison groups, and defense attaché personnel designated to perform security assistance/cooperation functions. Also called **SCO**. (JP 1-02)

security force assistance—The Department of Defense activities that contribute to unified action by the US Government to support the development of the capacity and capability of foreign security forces and their supporting institutions. Also called **SFA**. (JP 1-02)

security sector reform—A comprehensive set of programs and activities undertaken to improve the way a host nation provides safety, security, and justice.

strategy—A prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives. (JP 1-02)

theater—The geographical area for which a commander of a geographic combatant command has been assigned responsibility. (JP 1-02)

theater strategy—An overarching construct outlining a combatant commander's vision for integrating and synchronizing military activities and operations with the other instruments of

national power in order to achieve national strategic objectives. (JP 1-02)

weapons of mass destruction—Chemical, biological, radiological, or nuclear weapons capable of a high order of destruction or causing mass casualties and exclude the means of transporting or propelling the weapon where such means is a separable and divisible part from the weapon. Also called **WMD**. (JP 1-02)

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REFERENCES AND RELATED PUBLICATIONS

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United States Code
Title 10 Armed Forces
Title 22 Chapter 32, Foreign Relations and Intercourse
Title 22 Chapter 39, Arms Export Control

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22 Combating Trafficking in Persons

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3000.07 Irregular Warfare (IW)
5105.75 Department of Defense Operations at U.S. Embassies
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1-02	Department of Defense Dictionary of Military and Associated Terms
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3-09	Joint Fire Support
3-22	Foreign Internal Defense
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4-0	Joint Logistics

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3500.59A	Security Cooperation (SC) Training and Readiness (T&R) Manual

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1	Warfighting
1-0	Marine Corps Operations
1-1	Strategy
1-2	Campaigning
1-3	Tactics
2	Intelligence
3	Expeditionary Operations
4	Logistics
5	Planning
6	Command and Control

Marine Corps Warfighting Publications (MCWPs)

2-2	MAGTF Intelligence Collection
3-1	Ground Combat Operations
3-2	Aviation Operations
3-33.5	Counterinsurgency
3-35.1	Mountain Operations
3-35.3	Military Operations on Urbanized Terrain (MOUT)
3-35.6	Desert Operations
4-11	Tactical-Level Logistics
5-1	Marine Corps Planning Process

6-11 Leading Marines

Marine Corps Reference Publications (MCRPs)

3-0A Unit Training Management Guide
3-0B How to Conduct Training
3-11.2A Marine Troop Leader's Guide
5-12A Operational Terms and Graphics
5-12C Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms
5-12D Organization of Marine Corps Forces

Marine Corps Orders (MCOs)

P1100.72_ Military Personnel Procurement Manual, Volume 2 Enlisted Procurement (MPPM ENLPROC)
P1100.73_ Military Personnel Procurement Manual, Volume 3, Officer Procurement (MPPM OFFPROC)
P1300.8_ Marine Corps Personnel Assignment Policy
P1400.31_ Marine Corps Promotion Manual, Volume 1, Officer Promotions (MARCORPROMMAN, VOL 1, OFFPROM)
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