

2. (Within 6 months) Develop a methodology to inform Marines of non-DOD training approved by Marine Corps Training and Education Command (TECOM), code IA training resources (courses, seminars, etc.) that work with members of the IA toward common mission objectives, and track the interagency training Marines receive.
3. (Within 6 months) Develop a methodology to strengthen IA material and representation in professional military education (PME), including:
  - o Interagency assessment
  - o Planning products
  - o Planning processes
  - o Contemporary interagency roles, capabilities, and authorities

Develop these objectives with goals and metrics by PME level.

4. (Within 6 months) In coordination with DC, PP&O and DC,M&RA, develop and maintain a user-friendly, unclassified website to:
  - o Communicate Marine Corps policies, roles and missions in complex operations alongside our IA partners.
  - o Provide planning, information, and reachback capability to Marines and their civilian IA partners in the complex operating environment.
  - o Provide information on various IA planning processes so that Marines can use collaborative frameworks to plan, act, assess, and adapt.
  - o Present information on select IA training and education opportunities of use to Marines.
5. (Within 6 months) Conduct an analysis on the feasibility of establishing 1-year IA fellowships within the structure of the CLS and ILS timeframes (expanding fellowships to O-3 and O-4 ranks). DC, CD&I lead with DC, M&RA and DC, PP&O in support.
6. (Within 1 year) In coordination with DC, PP&O, examine the other USG agencies' professional education courses and training centers. Analyze the courses to determine if Marine Corps representatives need to be identified to liaise/instruct during courses/training that have significant Marine Corps interest (i.e., State Department's Political-Military Officer course at the Foreign Service Institute)
7. (Within 1 year) Develop and maintain a formalized IA alumni tracking and correspondence system for graduates of Marine Corps professional military education schools.
8. (Within 1 year) Integration Divisions must evaluate their programs for areas that require Interagency coordination across the DOTMLPF capability pillars.



9. (Within 1 year) Draft and implement a plan to incorporate interagency perspectives into Marine Corps assessments, planning, and operations. Expand Problem Framing within the Marine Corps Planning Process to include tasks one and two of the Interagency Conflict Assessment Framework (ICAF) and teach ICAF throughout PME.
10. (Within 18 months) In coordination with DC, PP&O, develop and communicate Marine Corps-wide procedure for requesting IA support and participation for training, exercise, experimentation, and education events as well as procedures for the IA to request Marine Corps support for their activities, operations, and training. (DC, CD&I lead)

## **Deputy Commandant, Manpower & Reserve Affairs (DC, M&RA)**

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

1. Assign Marines to fill IA exchanges/liasons as required.
2. Support DC, PP&O in crafting an executable plan to assign Marines posted in IA billets to follow-on tours which utilize their interagency expertise.
3. In coordination with DC, PP&O, assign follow-on billets for IA fellow/exchange/liason Marines to ensure best use of acquired experience.
4. Establish and maintain a policy for Marines assigned to the IA, ensuring that participating Marines are afforded the same opportunities to compete for promotion and retention as other Marines.

### **b. Tasks**

1. (Within 6 months) In coordination with DC, PP&O, examine IA billets for joint qualified officer credit.
2. (Within 9 months) Collaborate with Irregular Warfare Skills Manpower Tracking Working Group in developing and maintaining the Irregular Warfare Skills Tracker that will allow commanders to quickly assess and identify irregular warfare and civil-military skills within their own organizations.
3. (Within 1 year) Identify and track personnel with IA-relevant skill sets, education, experience, or capabilities so that the Marine Corps can reveal skills already resident within the force, in order to facilitate assignments and for future leverage by the Marine Corps.
4. (Within 1 year) Examine the feasibility of reserve Marines in exchanges and fellowships.

## **Deputy Commandant, Installations & Logistics (DC, I&L)**

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

1. Conduct staff talks with IA partners to coordinate future interagency actions regarding installations and logistics.
2. Assist key interagency partners with their expeditionary sustainment concept and capability development to complement Marine Corps combat capabilities in operational engagements.
3. Marine Corps Installation Command (MCICOM) coordinates with MARFORNORTH and other applicable MARFORs to effect local, state, and federal liaison for Homeland Defense and/or Defense Support of Civil Authorities operations.

## Director, Intelligence (DIRINT)

### a. Roles and Responsibilities

1. Coordinate with DC, PP&O regarding management of Marine Corps IA engagement programs under DIRINT to ensure prioritization of key agencies and missions.
2. Manage the Junior Officer Strategic Intelligence Program and Marine Corps participation in the defense attaché system.
3. In coordination with DC, PP&O, coordinate the intelligence portions of all National Capital Region IA pre and post deployment visits for MAGTF command elements.
4. Continue to ensure Marines Operating with joint, interagency, intergovernmental, and multinational forces are trained in and comply with Director of National Intelligence, DOD, interagency, and Marine Corps information and intelligence sharing policies and procedures.

## Director, Marine Corps Staff

### a. Roles and Responsibilities

1. Through the Strategic Initiatives Group (SIG), responsible for maintaining the availability of a service approved Marine Corps capabilities brief suitable for external audiences.

## Director, Public Affairs (DIR PA)

### a. Tasks

1. Incorporate the Marine Corps-IA integration priorities and strategy into ongoing Service-level communication efforts.

## All Marine Forces Commands (MARFORs)

### a. Roles and Responsibilities

1. Advise PP&O, International Affairs Branch (PLU) of Strategy & Plans (PP&O, PL) of critical gaps in Marine Corps personnel alignment to Security Cooperation Offices that support CCDR and Marine Corps efforts.
2. Provide support for/link into the Marine Corps-IA Working Group that is convened semi-annually by PP&O, PL, PLU.

## MARFORNORTH, MARFORPAC, MARFORCOM, and MARFORRES

### a. Roles and Responsibilities

1. As Service Component Commanders to CCDRs having major domestic homeland defense and civil support responsibilities, COMMMARFORPAC and COMMMARFORNORTH make recommendations on Marine Corps relations with state and federal agencies involved in Defense in Support of Civil Authorities (DSCA) and Homeland Defense within respective COCOMs.



2. As directed by CMC's DSCA warning order, MARFORNORTH, MARFORPAC, MARFORCOM, and MARFORRES will also conduct planning in order to enable rapid response for and DSCA before, during, and after a significant weather event within CONUS.
3. IAW ref. J, and in concert with MARFORNORTH, determine requirements for Emergency Preparedness Liaison Officers (EPLOs).
4. MARFORPAC will assign forward operating forces – primarily III MEF, with I MEF as required – direct liaison authorization (DIRLAUTH) to coordinate urgent and routine issues with PACOM AOR embassies and agencies in order to facilitate the planning and execution of MARFORPAC-directed operations, actions, and activities.

## All Marine Corps Operating Forces and Marine Corps Supporting Establishment

### a. Roles and Responsibilities

1. Adhere to IA-related request policies when published.
2. When required, Operating Forces will integrate appropriate IA organizations into planning and execution of MAGTF exercises and operations.
3. Advise through appropriate HQMC boards and the Marine Corps-IA Working Group on continued updates to the Marine Corps Interagency Integration Strategy.
4. Coordinate through the appropriate MARFOR or MCICOM before establishing liaison at state and/or federal agencies during Homeland Defense and/or Civil Support operations and training.

### 4. Administration & Logistics:

DC, PP&O is the office of primary responsibility for conducting required assessments, updating the document, and managing tasks assigned to departments and Supporting Establishment commands.

### 5. Command & Control:

DC, PP&O will promulgate all changes to the Annex V. DC, PP&O will make all documents associated with the Annex V available through classified and unclassified venues.

**a. U.S. Chain of Authority:** For operations conducted with the IA, whether in a supported or supporting role, it is imperative that coordination efforts are consistent and extend throughout the assigned operations areas. In a defense support of civil authority operation, for example, it is necessary that Marine commanders coordinate with their higher headquarters if assigned/ attached to USNORTHCOM or USPACOM, or the appropriate Service Component (MARFORNORTH or MARFORPAC). MARFORPAC and MARFORNORTH are sourced with Emergency Preparedness Liaison Officers in order to coordinate and conduct emergency response planning at the regional level. COMMARFORPAC, COMMARFORNORTH, or MCICOM (as appropriate) concurrence is required prior to establishing liaison with the coordinating organizations (committees, councils and boards) that are responsible for Homeland Security operations. All commanders must make establishing and maintaining interagency coordination a priority in order to strengthen relationships, thereby reducing or eliminating gaps and seams within IA operations. For a detailed example of IA Coordination, see Annex V to CDRUSPACOM CONPLAN 5002-11.

### b. Marine Corps Liaison Points for Non-Governmental and Intergovernmental Coordination

1. The U.S. Agency for International Development (USAID) is the primary coordinator and point of contact between the Marine Corps and OCONUS NGOs. USAID is the appropriate avenue at the interagency level for the Marine Corps to work with and counsel regarding in-country current and ongoing U.S. development assistance projects, as well as vetted NGOs (USAID's private volunteer organization registry is located at <http://pvo.usaid.gov/usaid/>).

2. United Nations Office for the Coordination of Humanitarian Affairs (OCHA) is the focal point for UN Civil-Military Coordination (UN-CMC) within the United Nations system. OCHA plans, mobilizes, and coordinates UN-CMC emergency response tools in support of Humanitarian Coordinators and Humanitarian Assistance Operations.
3. UN Cluster Approach: OCHA works closely with global humanitarian cluster lead agencies and NGOs to develop policies, coordinate inter-cluster issues, disseminate operational guidance and organize field support. At the field level, OCHA helps to ensure coordination between clusters at all phases of a humanitarian response, including needs assessments, planning, monitoring, and evaluation. The Humanitarian Clusters are (with lead UN agency following in parentheses):
  - o Logistics (World Food Program: WFP)
  - o Nutrition (UN Children’s Fund: UNICEF)
  - o Emergency Shelter (UN High Commissioner for Refugees: UNHCR)
  - o Camp Management and Coordination (UNHCR)
  - o Health (WHO: World Health Organization)
  - o Protection (UNHCR)
  - o Food Security (Food and Agriculture Organization & WFP)
  - o Emergency Telecommunication (WFP)
  - o Early Recovery (UN Development Program)
  - o Education (UNICEF & Save the Children)
  - o Sanitation, Water & Hygiene (UNICEF)

### **c. Marine Corps-IA Integration Community-of-Practice**

- o Marine Corps Combat Development Command (MCCDC) G3/G5
- o Center for Irregular Warfare Integration Division (CIWID)
- o Training and Education Command (TECOM) [Marine Corps University (MCU), Marine Corps War College (MCWAR), School of Advanced Warfare (SAW), Command & Staff College (CSC), Expeditionary Warfare School (EWS), Senior Enlisted Course(s), Center for Advanced Operational and Cultural Learning (CAOCL), Marine Corps Warfighting Lab (MCWL), Marine Corps Civil-Military Operations School (MCCMOS)]



- o TECOM G3, Interagency Training Coordinator and Joint Training Transformation
- o MAGTF Staff Training Program (MSTP)
- o Marine Corps Security Cooperation Group (MCSCG)
- o HQMC Intelligence Department
- o Marine Corps Forces Special Operations Command (MARSOC)
- o Strategic Initiatives Group (SIG)
- o Strategic Vision Group (SVG)
- o Center for Emerging Threats and Opportunities (CETO)
- o Plans, Policy and Operations (PP&O) [Current Operations, National Plans Branch, International Affairs Branch, Homeland Defense Branch & Law Enforcement Branch]
- o Ellis Group (Marine Corps planning cell for the post-OEF security environment)
- o Marine Corps Expeditionary Energy Office (E2O)
- o OPERATING FORCES
- o MARFORCOM
- o All Regional MARFORs
- o I MEF
- o II MEF
- o III MEF
- o MARFORRES



## d. Regular Meetings & Contacts

Title	Purpose	Participants	Marine Corps Participants	Contact	Notes
Unified Peace & Stability Working Group and The Integration and Exercise Workshop	To deconflict joint exercise schedules, de-conflict DOD support for joint exercises and encourage IA sourcing for joint and service exercises.	USG IA (COCOMs and Services)	MARFORCOM, TECOM, PP&O	PP&O Joint Staff J7	Annual
Integrated Education and Training Working Group (IETWG)	Review education and training to improve institutional cooperation, and better prepare to work in complex operating environments.	15 USG IA NGOs International Organization Institutions NGOs International Organization Institutions	TECOM PP&O	Joint Staff J7	SES/GO level event. Marine Corps by OSD/JS
Exercise Support Group (ESG)	Identify themes, processes, priorities to help shape military exercises. Coordinate civilian participation in military exercises.	15 USG IA	TECOM PP&O	Joint Staff J7 DOT (reports to the IETWG)	
Civ-Mil Working Group	Discuss/resolve NGO-mil issues, including training and education.	OSD NGOs Joint Staff USIP	PP&O		Quarterly
DOD Interagency Coordination SVTC	Facilitate the involvement of the Interagency and Exercise initiatives.	DOD only (COCOMs and Services)	TECOM, PP&O	JointStaff J7	Quarterly

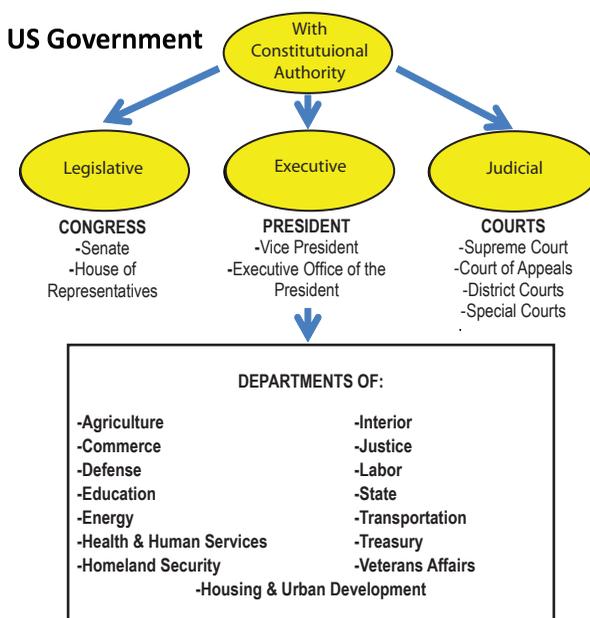
## APPENDIX A: Definitions of Fellowships, Exchanges, Liaisons

Title	Purpose/Definition	Participants	Reporting Senior	Comparison
Fellow	Participate in projects of special interest to the host agency, DOD and the Marine Corps. As a catalyst, broaden mutual engagement opportunities, understanding and knowledge between host agency and the Marine Corps. Pursue ongoing research and analytical studies. Learn about the host organization in order to broaden understanding. Share developmental experiences with appropriate Marine Corps departments and commands.	1 year	Interagency Supervisor	Similar to a 1 year tour at a think tank or PME institution
Exchange Marine	Work as required by the host agency. Designed to enhance the breadth of each agency's viewpoints and develop a strong cadre of political-military experts to make substantive contributions to the mission of both agencies.	3 years	Interagency Supervisor	Similar to a joint tour
Liaison (LNO)	Liaises between two organizations to communicate and coordinate their activities. Serve as the primary Marine Corps organizational contact for a specific IA, providing face-to-face coordination. Liaison officers often provide Marine Corps subject matter expertise.	3 years	Marine Corps Organization	
Engagement Officer (EO)	Officer placed in an interagency department (as part of the Junior Officer Strategic Intelligence Program) to gain enhanced access and insight for HQMC-Intel while gaining broad experience in such areas as forecasting emerging geo-political trends, strategic interagency and intelligence community issues and cutting-edge disruptive technology.	3 years	Headquarters Marine Corps Intelligence Department	1 year Masters degree in Strategic Intelligence followed by 2 years of rotational assignments in the interagency.

## APPENDIX B: Summary of Executive, Legislative, and Judicial Branches

### The USG Interagency – the Executive Branch (with links)

This appendix alphabetically identifies the major agencies and departments of the Executive Branch of the USG, and provides associated home/web pages links. The sites address missions, authorities, leadership, structure, functions, interests, strategic communication messages, capabilities, statistics, and more. It is important to have a general knowledge of the composition of the IA neighborhood. Make it a practice to review these sites before engaging or requesting interaction with other IA partners.



A good summary of Executive, Legislative, and Judicial Branch functions can be found at: <http://www.whitehouse.gov/our-government/executive-branch>

**The White House (The President, Office of the Vice President, Executive Office of the President, the Cabinet, and the National Security Council.** *“The power of the Executive Branch is vested in the President of the United States, who also acts as head of state and Commander-in-Chief of the armed forces. The President is responsible for implementing and enforcing the laws written by Congress and, to that end, appoints the heads of the federal agencies, including the Cabinet. The Vice President is also part of the Executive Branch, ready to assume the Presidency should the need arise. The Cabinet and independent federal agencies are responsible for the day-to-day enforcement and administration of federal laws.”* <http://www.whitehouse.gov/>

**National Security Council (within the White House and directed by the Assistant to the President for National Security Affairs (APNSA) also called the National Security Advisor).** *“The National Security Council (NSC) is the President’s principal forum for considering national security and foreign policy matters with his senior national security advisors and cabinet officials. Since its inception under President Truman, the Council’s function has been to advise and assist the President on national security and foreign policies. The Council also serves as the President’s principal arm for coordinating these policies among various government agencies.”* Homeland and international security policy matters are addressed by this forum. Further information on this structure can be found at <http://www.whitehouse.gov/administration/eop/nsc/>.

At the start of each new administration a directive (the titles of these directives vary) is issued by the President to define the administration's national security architecture and processes. Presidential Policy Directive 1, "Organization of the National Security Council System" is the directive for the Obama Administration at <http://www.fas.org/irp/offdocs/ppd/ppd-1.pdf>. **It is important for staff officers at combatant commands to understand that policy and crisis action decisions that affect the command are often elevated to and decided upon by the President through this system.**

**Department of Agriculture.** *"The U.S. Department of Agriculture (USDA) develops and executes policy on farming, agriculture, and food. Its aims include meeting the needs of farmers and ranchers, promoting agricultural trade and production, assuring food safety, protecting natural resources, fostering rural communities, and ending hunger in America and abroad."* <http://www.usda.gov/wps/portal/usda/usdahome>

**Department of Commerce.** *"The Department of Commerce is the government agency tasked with improving living standards for all Americans by promoting economic development and technological innovation."* This economic charter is both domestic and international. <http://www.commerce.gov/>

**Department of Defense.** *"The mission of the Department of Defense (DOD) is to provide the military forces needed to deter war and to protect the security of our country. The department's headquarters is at the Pentagon."* See Title 10 U.S.C., DODD 5100.01, and JP 1 for greater fidelity concerning the DOD community. <http://www.defense.gov/>

1. **Defense Intelligence Agency (DIA)** is a Department of Defense combat support agency and an important member of the United States Intelligence Community. DIA is a major producer and manager of foreign military intelligence in support of U.S. military planning and operations, and weapon systems acquisition. <http://www.dia.mil/>
2. **Defense Threat Reduction Agency (DTRA)** is the DOD's official combat support agency for countering weapons of mass destruction. <http://www.dtra.mil/Home.aspx>
3. **National Geospatial-Intelligence Agency (NGA)** is a DOD combat support agency and a member of the U.S. Intelligence Community that serves as the nation's primary source of geospatial intelligence, or GEOINT. <https://www1.nga.mil/Pages/default.aspx>
4. **National Security Agency/Central Security Service (NSA/CSS)** leads the USG in cryptology that encompasses both Signals Intelligence (SIGINT) and Information Assurance products and services, and enables Computer Network Operations in order to gain a decision advantage for the Nation and our allies under all circumstances. <http://www.nsa.gov/>



**Department of Education.** *“The mission of the Department of Education is to promote student achievement and preparation for competition in a global economy by fostering educational excellence and ensuring equal access to educational opportunity.”* <http://www.ed.gov/>

**Department of Energy.** *“The mission of the Department of Energy (DOE) is to advance the national, economic, and energy security of the United States. The DOE promotes America’s energy security by encouraging the development of reliable, clean, and affordable energy. It administers federal funding for scientific research to further the goal of discovery and innovation — ensuring American economic competitiveness and improving the quality of life for Americans. The DOE is also tasked with ensuring America’s nuclear security, and with protecting the environment by providing a responsible resolution to the legacy of nuclear weapons production.”* <http://energy.gov/>

**Department of Health and Human Services.** *“The Department of Health and Human Services (HHS) is the United States government’s principal agency for protecting the health of all Americans and providing essential human services, especially for those who are least able to help themselves. Agencies of HHS conduct health and social science research, work to prevent disease outbreaks, assure food and drug safety, and provide health insurance.”* <http://www.hhs.gov/>

**Department of Homeland Security.** *“The missions of the Department of Homeland Security are to prevent and disrupt terrorist attacks; protect the American people, our critical infrastructure, and key resources; and respond to and recover from incidents that do occur. The third largest Cabinet department, DHS was established by the Homeland Security Act of 2002, largely in response to the terrorist attacks on September 11, 2001. The new department consolidated 22 executive branch agencies.”* Through its various subordinate agencies and representatives, DHS maintains a robust international presence. The security of the homeland is directly related to the international, U.S. Mission, and combatant command communities and activities. <http://www.dhs.gov/index.shtm>



Among the 22 organizations that compose DHS, the following are frequently represented and/or engaged with combatant commands:

- **Customs and Border Protection (CBP).** <http://cbp.gov/>
- **Federal Emergency Management Agency (FEMA).** <http://www.fema.gov/>
- **Immigration and Customs Enforcement (ICE).** <http://www.ice.gov/>
- **Transportation Security Administration (TSA).** <http://www.tsa.gov/>
- **U.S. Coast Guard (USCG).** Note: The legal basis for the Coast Guard is Title 14 of the United States Code, which states: *The Coast Guard as established January 28, 1915, shall be a military service and a branch of the armed forces of the United States at all times.* Upon the declaration of war or when the President directs, the Coast Guard operates under the authority of the Department of the Navy. Day to day, the USCG is under the direct authority of the Secretary of Homeland Security. <http://uscg.mil/>
- **U.S. Secret Service (USSS).** <http://www.secretservice.gov/>

**Department of Housing and Urban Development.** *“The Department of Housing and Urban Development (HUD) is the federal agency responsible for national policies and programs that address America’s housing needs, that improve and develop the nation’s communities, and that enforce fair housing laws. The Department plays a major role in supporting homeownership for lower- and moderate-income families through its mortgage insurance and rent subsidy programs.”* <http://portal.hud.gov/portal/page/portal/HUD>

**Department of the Interior.** *“The Department of the Interior (DOI) is the nation’s principal conservation agency. Its mission is to protect America’s natural resources, offer recreation opportunities, conduct scientific research, conserve and protect fish and wildlife, and honor our trust responsibilities to American Indians, Alaskan Natives, and our responsibilities to island communities.”* <http://www.doi.gov/index.cfm>

**Department of Justice.** *“The mission of the Department of Justice (DOJ) is to enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans. The DOJ is comprised of 40 component organizations, including the Drug Enforcement Administration, the Federal Bureau of Investigation, the U.S. Marshals, and the Federal Bureau of Prisons. The Attorney General is the head of the DOJ and chief law enforcement officer of the federal government. The Attorney General represents the United States in legal matters, advises the President and the heads of the executive departments of the government, and occasionally appears in person before the Supreme Court.”* <http://www.justice.gov/>



Among the many diverse organizations that compose DOJ, the following are frequently represented at or engaged with combatant commands:

- **Drug Enforcement Administration (DEA).** <http://www.justice.gov/dea/contactinfo.htm>
- **Federal Bureau of Investigation (FBI).** <http://www.fbi.gov/contact-us/contact-us>

**Department of Labor.** *“The Department of Labor oversees federal programs for ensuring a strong American workforce. These programs address job training, safe working conditions, minimum hourly wage and overtime pay, employment discrimination, and unemployment insurance.”* <http://www.dol.gov/>

**Department of State.** *“The Department of State plays the lead role in developing and implementing the President’s foreign policy. Major responsibilities include United States representation abroad, foreign assistance, foreign military training programs, countering international crime, and a wide assortment of services to U.S. citizens and foreign nationals seeking entrance to the U.S. The U.S. maintains diplomatic relations with approximately 180 countries — each posted by civilian U.S. Foreign Service employees — as well as with international organizations. At home, more than 5,000 civil employees carry out the mission of the Department.”* <http://www.state.gov/>

Other valuable State links are provided below:

- **Bureau of Political-Military Affairs.** *“The Bureau of Political-Military Affairs (PM) is the Department of State’s principal link to the Department of Defense. The PM Bureau provides policy direction in the areas of international security, security assistance, military operations, defense strategy and plans, and defense trade.”* <http://www.state.gov/t/pm/>
- **Bureau of Conflict Stabilization Operations.** *“CSO advances U.S. national security by driving integrated efforts to prevent, respond to, and stabilize crises in priority states, setting conditions for long-term peace. The bureau emphasizes solutions guided by local dynamics and actors. CSO promotes unity of effort, strategic use of scarce resources, and burden-sharing with international partners. CSO will shape the State Department’s ability to be anticipatory and adaptive in meeting the security challenges of the 21st century.”* <http://www.state.gov/j/cso/>
- **State’s Regional and Geographic Bureau.** *Information such as that pertaining to the Bureau of European and Eurasian Affairs (EUR) and the Bureau of Near Eastern Affairs (NEA) can be easily accessed at* <http://www.state.gov/p/>
- **State’s “A to Z List of Countries and Other Areas.”** *This list provides a simple way to look up each country within the AOR, gather background data, identify the serving ambassador, and obtain information concerning the Mission, Embassy, and/or Country Team.* <http://www.state.gov/misc/list/index.htm>
- **Bureau of Intelligence and Research (INR).** *“INR’s primary mission is to harness intelligence to serve U.S. diplomacy. Drawing on all-source intelligence, INR provides value-added independent analysis of events to Department policymakers; ensures that intelligence activities support foreign policy and national security purposes; and serves as the focal point in the Department for ensuring policy review of sensitive counterintelligence and law enforcement activities. The bureau also analyzes geographical and international boundary issues. INR is a member of the U.S. intelligence community.”* <http://www.state.gov/s/inr/>
  - o INR’s Humanitarian Information Unit is another useful source of information concerning countries in the AOR. *“The mission of the Humanitarian Information Unit (HIU) is to serve as a U.S. Government IA center to identify, collect, analyze, and disseminate all-source information critical to U.S. Government decision-makers and partners in preparation for and response to humanitarian emergencies worldwide, and to promote innovative technologies and best practices for humanitarian information management.”* <http://www.state.gov/s/inr/hIU/>

**US Agency for International Development – USAID** (also under the Secretary of State but separate from the Department of State). USAID is an independent federal government agency that receives overall foreign policy guidance from the Secretary of State. The agency supports long-term and equitable economic growth, and advances U.S. foreign policy objectives by supporting economic growth, agriculture, trade, global health, democracy, conflict prevention, and humanitarian assistance. USAID provides assistance in five regions of the world: Sub-Saharan Africa; Asia; Latin America and the Caribbean, Europe and Eurasia; and The Middle East. <http://www.usaid.gov/>





Other USAID sites of relevance to combatant command collaborative planning and operations include:

- **USAID Primer: *What We Do and How We Do It.*** *“The purpose of this primer is to explain the internal doctrines, strategies, operational procedures, structure, and program mechanisms of the U.S. Agency for International Development (USAID). The primer has been prepared primarily for employees of other federal agencies such as the departments of State and Defense, partner organizations, congressional staff, and new USAID employees.”* [http://www.usaid.gov/about\\_usaid/primer.html](http://www.usaid.gov/about_usaid/primer.html)
- **Office of Civilian Military Cooperation.** *As with State’s Bureau of Political-Military Affairs (PM), this office as well as local State representation in EUCOM offers a valuable entry point into USAID headquarters in Washington. “The Office of Civilian Military Cooperation within the Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA) provides the focal point for USAID interaction with U.S. and foreign militaries and formalizes relationships with the same through coordinated planning, training, education, and exercises and develop guidelines and standard operating procedures consistent with each organization’s mandate. As a newly-created office, DCHA/OMA staff are devoting considerable efforts to establishing the necessary administrative and systematic infrastructure.”* [http://www.usaid.gov/policy/budget/cbj2007/cent\\_progs/central\\_dcha\\_oma.html](http://www.usaid.gov/policy/budget/cbj2007/cent_progs/central_dcha_oma.html)
- **Office of U.S. Foreign Disaster Assistance (OFDA).** *This office provides USAID expertise to planners and operators with respect to military assistance in the planning and execution of foreign disaster assistance within the AOR. Training opportunities such as the “Joint Humanitarian Operations Course (JHOC) may also be requested. OFDA is the office within USAID responsible for facilitating and coordinating U.S. Government emergency assistance overseas. As part of USAID’s Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), OFDA provides humanitarian assistance to save lives, alleviate human suffering, and reduce the social and economic impact of humanitarian emergencies worldwide.”* [http://www.usaid.gov/our\\_work/humanitarian\\_assistance/disaster\\_assistance/](http://www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/)
- **Office of Transition Initiatives (OTI).** *OTI lays the foundations for long-term development by promoting reconciliation, jump-starting economies, and helping stable democracy take hold. OTI specifically encourages a culture of swift response among its staff and partners. OTI is funded by a separate Transition Initiatives budget account with special authorities that allow immediate spending where it is most needed. Some specific OTI project areas with particular relevance to the Marine Corps include: supporting community development programs that encourage political participation of traditionally underrepresented groups; funding reintegration of ex-combatants into their communities; assisting local efforts to fight corruption and promote transparent governance; and encouraging measures to bring the military under civilian control.* [http://www.usaid.gov/our\\_work/cross-cutting\\_programs/transition\\_initiatives/](http://www.usaid.gov/our_work/cross-cutting_programs/transition_initiatives/)

•**Office of Conflict Management and Mitigation (CMM).** CMM works to assist USAID to prevent, mitigate, and manage the causes and consequences of violent conflict and fragility. CMM performs the following duties: leads USAID’s efforts to identify and analyze sources of conflict and fragility; supports early responses to address the causes and consequences of instability and violent conflict; and seeks to integrate conflict mitigation and management into USAID’s analysis, strategies and programs. CMM primary activities with particular relevance to the Marine Corps include: creating detailed conflict assessments that map destabilizing patterns and trends in a specific developing country; providing direct support for conflict management programs; supporting the development of an early warning system that can help focus USAID and USG attention and resources on countries that are at greatest risk for violence. [http://www.usaid.gov/our\\_work/cross-cutting\\_programs/conflict/](http://www.usaid.gov/our_work/cross-cutting_programs/conflict/)

**Department of Transportation.** *“The mission of the Department of Transportation (DOT) is to ensure a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people. Organizations within the DOT include the Federal Highway Administration, the Federal Aviation Administration, the National Highway Traffic Safety Administration, the Federal Transit Administration, the Federal Railroad Administration and the Maritime Administration.”* <http://www.dot.gov/>

**Department of Treasury.** *“The Department of the Treasury is responsible for promoting economic prosperity and ensuring the soundness and security of the U.S. and international financial systems. The Department operates and maintains systems that are critical to the nation’s financial infrastructure, such as the production of coin and currency, the disbursement of payments to the American public, the collection of taxes, and the borrowing of funds necessary to run the federal government. The Department works with other federal agencies, foreign governments, and international financial institutions to encourage global economic growth, raise standards of living, and, to the extent possible, predict and prevent economic and financial crises. The Treasury Department also performs a critical and far-reaching role in enhancing national security by improving the safeguards of our financial systems, implementing economic sanctions against foreign threats to the U.S., and identifying and targeting the financial support networks of national security threats.”* <http://www.treasury.gov/press-center/news/Pages/111211-apec.aspx>

**Department of Veterans Affairs (VA).** *“The Department of Veterans Affairs is responsible for administering benefit programs for veterans, their families, and their survivors. These benefits include pension, education, disability compensation, home loans, life insurance, vocational rehabilitation, survivor support, medical care, and burial benefits. Veterans Affairs became a cabinet-level department in 1989.”* <http://www.va.gov/>





**Office of the Director of National Intelligence (ODNI).** *“The Director of National Intelligence (DNI) serves as the head of the Intelligence Community (IC), overseeing and directing the implementation of the National Intelligence Program and acting as the principal advisor to the President, the National Security Council, and the Homeland Security Council for intelligence matters related to the national security. Working together with the Principal Deputy DNI (PDDNI) and with the assistance of Mission Managers and four Deputy Directors, the Office of the DNI’s goal is to effectively integrate foreign, military and domestic intelligence in defense of the homeland and of United States interests abroad.”* <http://www.dni.gov/>

**Central Intelligence Agency (CIA).** *“The Director of the Central Intelligence Agency serves as the head of the Central Intelligence Agency and reports to the Director of National Intelligence.”* <https://www.cia.gov/>

The CIA director’s responsibilities include:

- *“Collecting intelligence through human sources and by other appropriate means, except that he shall have no police, subpoena, or law enforcement powers or internal security functions;*
- *Correlating and evaluating intelligence related to the national security and providing appropriate dissemination of such intelligence;*
- *Providing overall direction for and coordination of the collection of national intelligence outside the United States through human sources by elements of the Intelligence Community authorized to undertake such collection and, in coordination with other departments, agencies, or elements of the United States Government which are authorized to undertake such collection, ensuring that the most effective use is made of resources and that appropriate account is taken of the risks to the United States and those involved in such collection; and*
- *Performing such other functions and duties related to intelligence affecting the national security as the President or the Director of National Intelligence may direct.”*