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# ***A Snapshot of Emerging USG Civilian Capabilities to Support Reconstruction and Stabilization Contingencies***

**Presentation for Working Group 3  
MORS Workshop  
Improving Cooperation Among Nations in  
Irregular Warfare Analysis  
December 2007**

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# *Agenda*

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- **Task and Purpose**
- **Background**
- **The Interagency Management System**
- **RSO Capabilities and Tasks**



# ***Task and Purpose***

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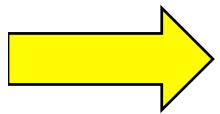
- **Task sponsored by Joint Forces Command (JFCOM/J9)**
  - Provide analytical support to joint interagency experimentation: *Unified Action*
  - Several sub-tasks, but two specifically related to the Interagency Management System (IMS)
    - » Produce snapshot of USG civilian capabilities to support reconstruction and stabilization operations (RSO)
    - » Support S/CRS with limited objective experimentation (LOE) design and evaluation
- **Snapshot sub-task provides**
  - A rough idea of the types of programs that currently exist
  - Its purpose is to
    - » Establish a baseline for Unified Action concept development and experimentation
    - » Help inform DoD planners as they implement the provisions in DoD Directive 3000.05
  - Also helps with implementation of
    - » NSPD-44 by the interagency community
    - » DoD's Building Partner Capacity Road Map
- **LOE support evaluates the various parts of the IMS processes**



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# ***Chronology of Recent USG RSO Transformations***

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- **Jan 03 – Provincial Reconstruction Teams (PRTs) established in Afghanistan led by military with USG and affected nation civilians**
  - **1 Jul 04 – Office of the Coordinator for Reconstruction and Stabilization (S/CRS) created by DoS**
  - **21 Nov 05 – First PRT in Iraq led by DoS with USG civilian and military personnel**
  - **28 Nov 05 – DoDD 3000.05 *Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations***
  - **7 Dec 05 – NSPD-44 *Management of Interagency Efforts Concerning Reconstruction and Stabilization*, published by White House**
  - **19 Jan 06 – Secretary of State announces**
    - ***Transformational Diplomacy*** initiative
    - New ***Director for Foreign Assistance*** (DFA) who serves simultaneously as a Deputy Secretary of State and Administrator for the U.S. Agency for International Development (USAID)
  - **Mar 06 – National Security Strategy (NSS) updated and published by the White House**
  - **Mar 07 – Deputies Committee of National Security Council approves the Interagency Management System (IMS) for RSO**
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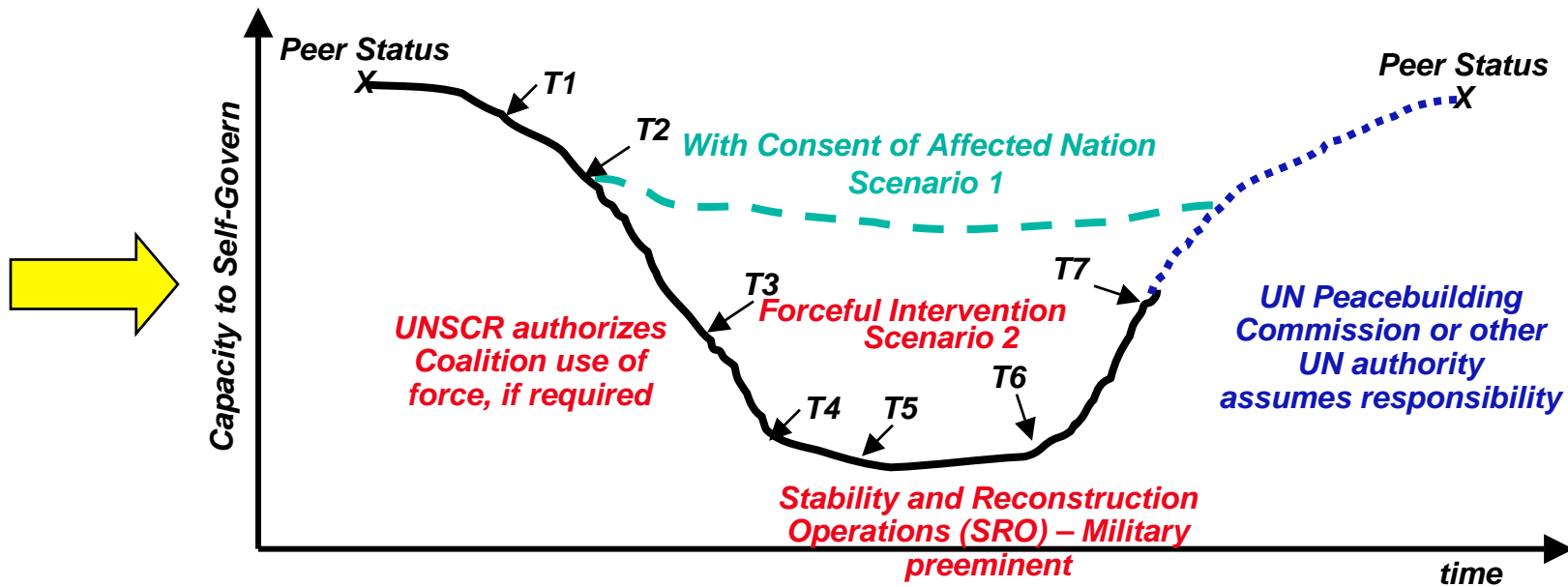
# Terminology is Important

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- **Transformational Diplomacy:** *To work with our many partners around the world **to build and sustain** democratic, well-governed states that will **respond to the needs of their people** and **conduct themselves responsibly in the international system** (NSS Mar 06)*
- **Stabilization:** *The process by which **underlying tensions** that might lead to resurgence in violence and breakdown in law and order are **managed and reduced**, while efforts are made **to support preconditions for successful longer-term development** (USG Draft Planning Framework for Reconstruction, Stabilization, and Conflict Transformation, 1 Dec 05)*
- **Stability Operations:** *Military and civilian activities conducted across the spectrum from peace to conflict **to establish or maintain order** in States and regions (DoDD 3000.05 Nov 05)*
- **Transformational Diplomacy is a broad concept that**
  - Includes intervention through foreign assistance and cooperative development = **Scenario #1**
  - Can include intervention through **stability operations** and **stabilization and reconstruction operations** = **Scenario #2**



# Possible Life Cycle of Transformational Diplomacy in an Affected Nation



Trigger	Metric
1	Affected nation no longer functions as a peer; <i>civilian preeminent</i>
2	Coalition of willing decides to intervene; <i>civilian preeminent (Scenario 1)</i>
3	Affected nation does not respond to intervention actions, Coalition request use of force, if required
4	Conflict, peace enforcement, or peacekeeping based on affected nation response; <i>military preeminent</i>
5	Conflict ended or peace operation in effect; stability and reconstruction begins; <i>military preeminent</i>
6	Stability sufficient to allow <i>military</i> to hand-off <i>preeminence to civilian members of Coalition</i>
7	Stability and reconstruction sufficient to allow Coalition to hand-off operation to <i>UN Peacebuilding Commission (created 12/20/05) or other UN authority (e.g., UNDP, Trusteeship Council)</i>



# Scenario 1 – Recent DFA Actions for Consensual Interventions

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- **Defined Categories of States to receive Foreign Assistance:**
  - (1) Rebuilding, (2) Developing, (3) Transforming, (4) Sustaining, and (5) Restrictive
  - Also recognizes global or regional goals
- **Established the USG Foreign Assistance Framework**
  - Defined five Objectives: (1) Peace and Security, (2) Governing Justly and Democratically, (3) Investing in People, (4) Economic Growth, and (5) Humanitarian Assistance
  - Identified “Foreign Assistance Program Areas” for each Objective
- **Tied funding to Objectives and Foreign Assistance Program Areas**
- **Placed recipient countries into categories to prioritize and focus USG-wide Foreign Assistance**
- **Increases emphasis on “*Conflict Prevention Planning*”**

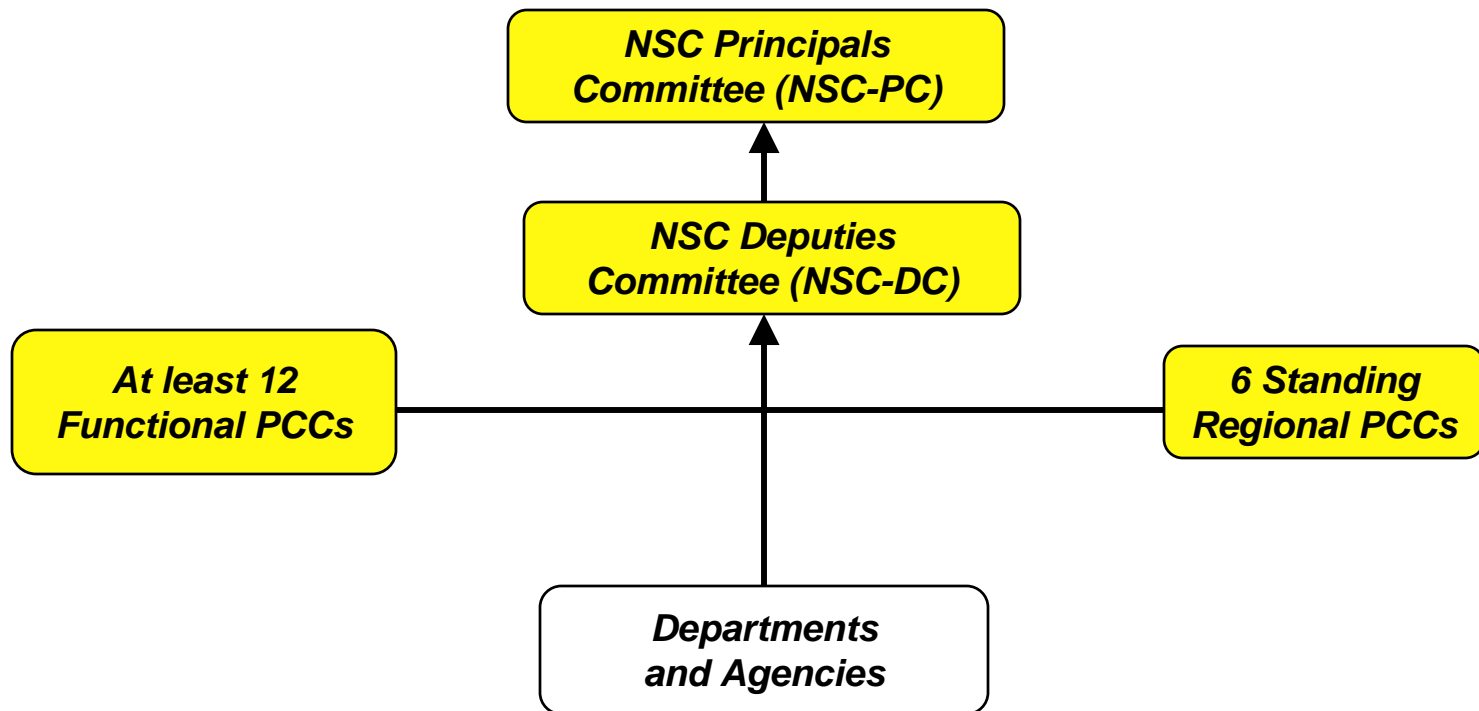
***DoD Security Cooperation Guidance not yet linked to DFA Framework***

See: *Strategic Plan Fiscal Years 2007-2012*, Department of State, 7 May 2007

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# Scenario 2 – National Security Council System

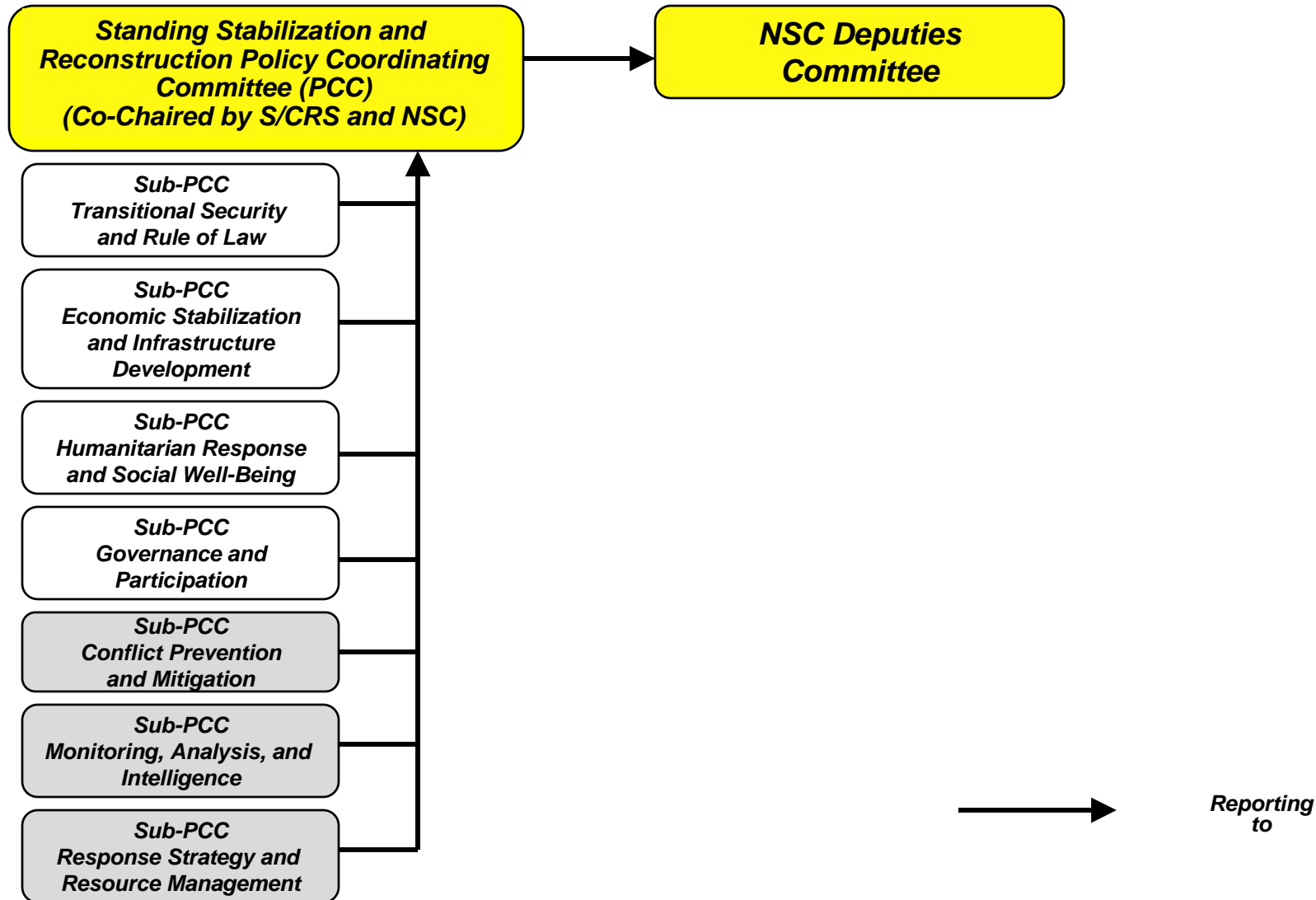


*PCC = Policy Coordinating Committee* → *Reporting to*

Source: NSPD-1 Organization of the National Security Council System, The White House, 13 February 2001.



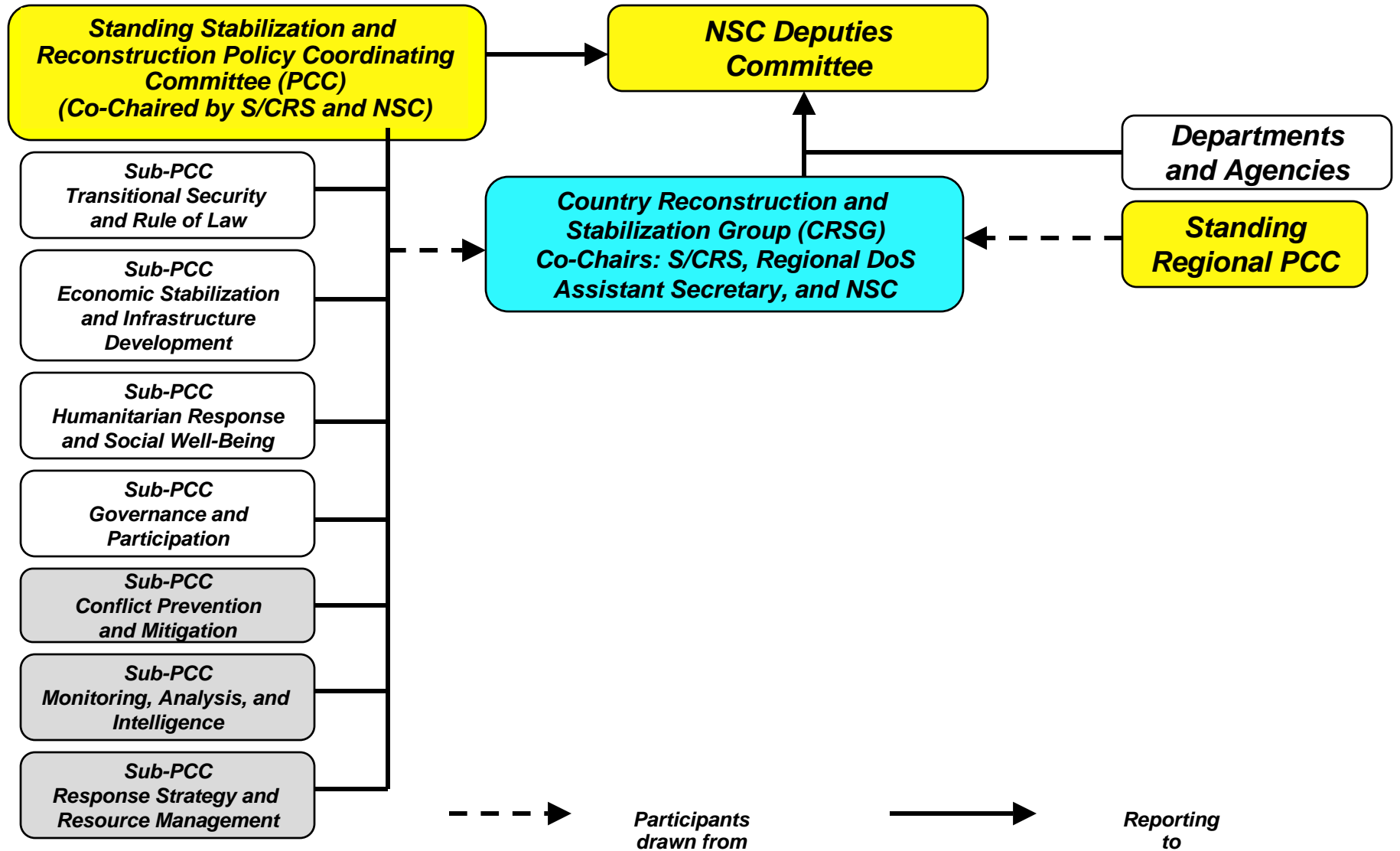
# Standing Stabilization and Reconstruction PCC



Source: *Interagency Management System for Reconstruction and Stabilization, Department of State, 9 March 2007.*

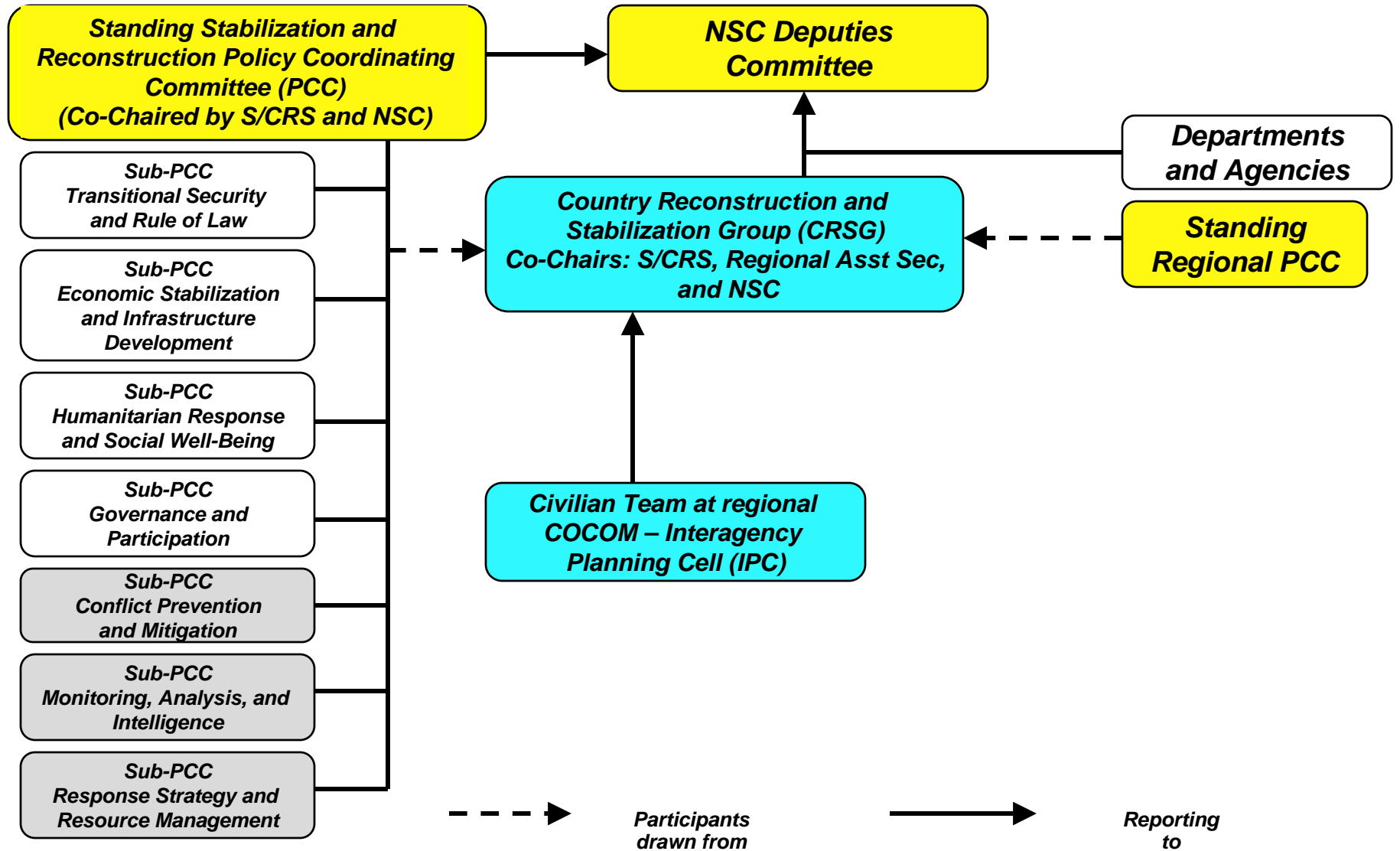


# Interagency Management System – 1



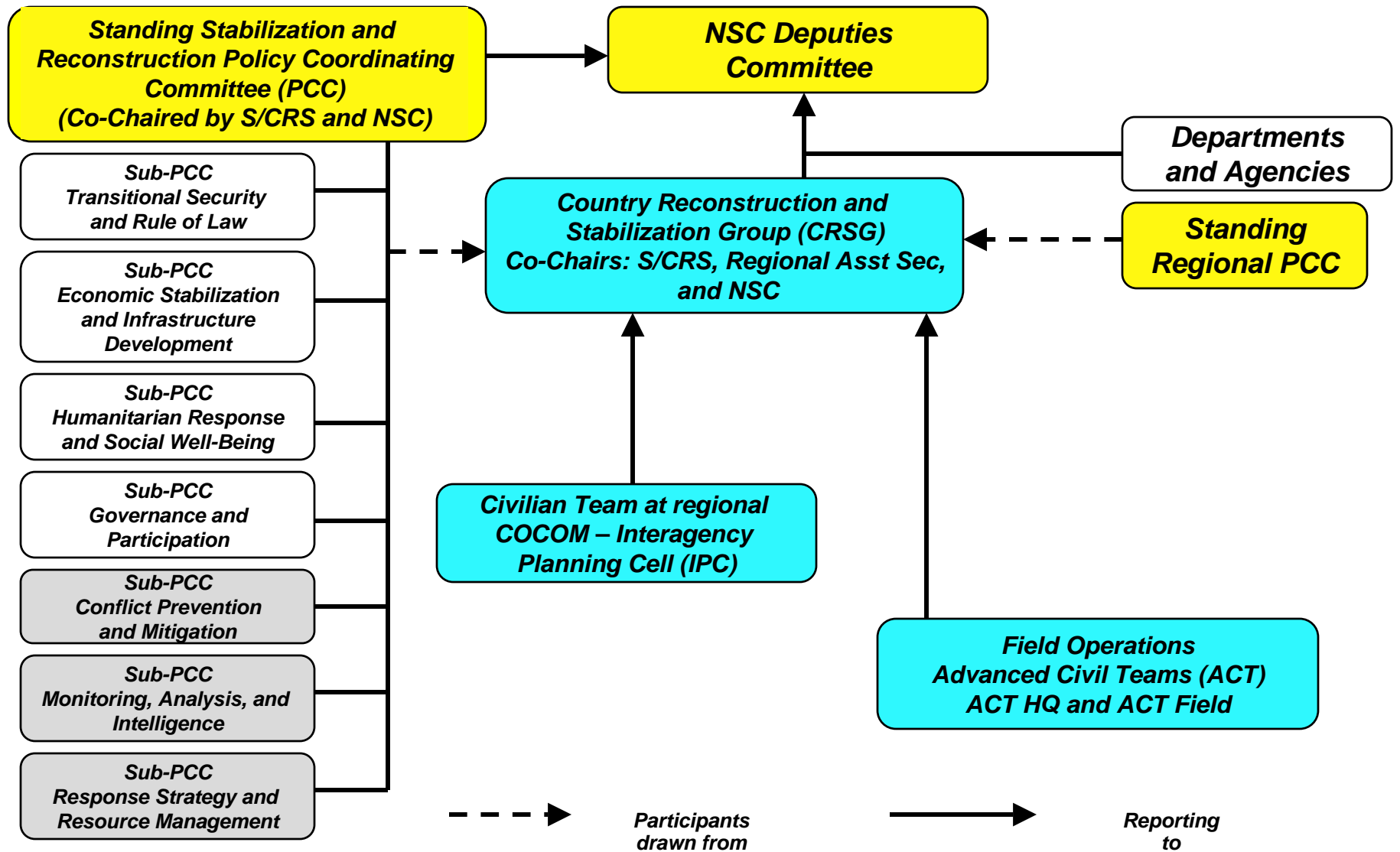


# Interagency Management System – 2





# Interagency Management System – 3





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- Task and Purpose
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 • ***The Interagency Management System***

- RSO Capabilities and Tasks



# ***IMS Reconstruction and Stabilization Contingency Requirement***

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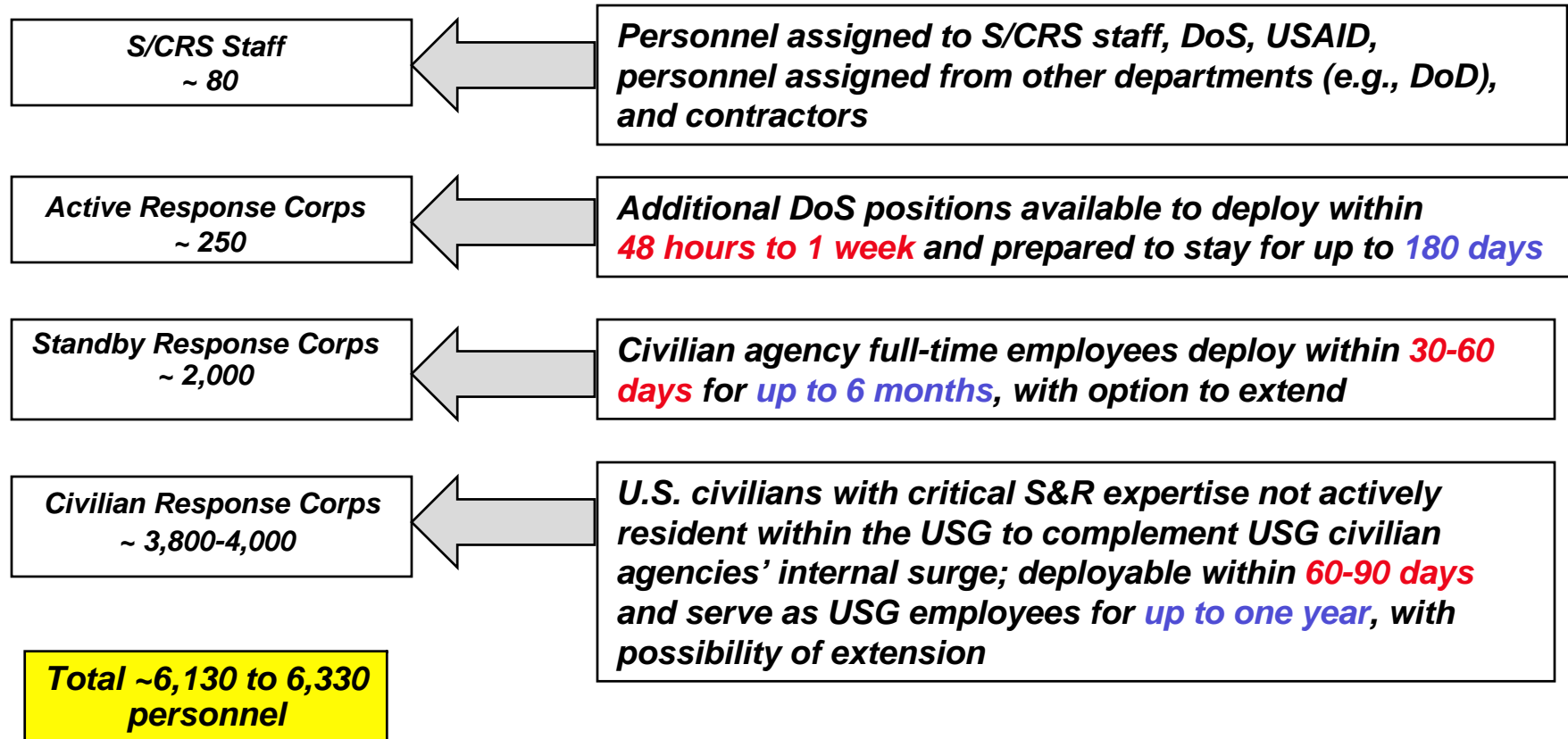
- **USG needs to be ready for possibility of 3 concurrent operations**
- **Small (based on Haiti)**
  - Approximately 75 personnel required for staffing the IMS
  - Little to no military or a primarily civilian police mission with possible U.S. military support
- **Medium (based on Kosovo)**
  - Approximately 260 personnel required for staffing the IMS
  - Involves U.S. military and civilian support to an International Peacekeeping Mission
- **Large (based on Afghanistan)**
  - Approximately 860 personnel required for staffing the IMS
  - Major military and civilian intervention in a non-permissive environment with responsibility to execute or support full range of mission component

- ***Based on a Bearing Point contracted study***
- ***S/CRS funding still an issue; expecting \$50m in FY08***



# IMS Personnel Resources

## Source of Additional Personnel





# IMS Activation

## Personnel Resources

**S/CRS Staff**  
~ 80

**Active Response Corps**  
~ 250

**Standby Response Corps**  
~ 2,000

**Civilian Response Corps**  
~ 3,800-4,000

**S/CRS Human Resources Process**

## Operational Teams

**Country Reconstruction and Stabilization Group (CRSG)**

**Interagency Planning Cell (IPC)**

**Advanced Civil Team Headquarters (ACT-HQ)**

**Field ACT – Provincial (FACT-P)**

**Field ACT – Tactical (FACT-T)**

**To meet small, medium, and/or large contingency requirements with or without military forces**

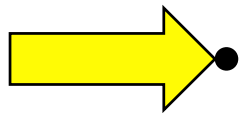
**IDA assumption from Snapshot Study and real world operations**



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# ***Snapshot Study Scope and Methodology***

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- **Identified 14 departments and more than 100 separate agencies, boards, commissions, corporations, and offices in the non-DoD portion of the Federal USG**
- **Evaluated capabilities of USG agencies that are signatories of the National Response Plan (NRP)**
  - All departments and 12 agencies
  - Each assigned domestic response tasks and capabilities
- **Added other agencies because core competencies reflected potential capabilities for**
  - Transformational diplomacy
  - Reconstruction and stabilization
- **Produced enhanced Post-Conflict Reconstruction Essential Task List based upon assessment of agency capabilities and core competencies**
- **Provided a series of Findings, Recommendations, and Observations gleaned from the research**



# Departments and Agencies Evaluated

## Departments (NRP)

- *Agriculture*
- Commerce
- Education
- Energy
- *Health and Human Services*
- Homeland Security
- Housing and Urban Development
- Interior
- *Justice*
- Labor
- *State*
- Transportation
- Treasury
- Veterans Affairs

*Selected Interviews*  
*Negligible foreign*  
*contribution*

## Agencies (NRP)

- Central Intelligence Agency
- *Agency for International Development*
- Environmental Protection Agency
- Federal Communications Commission
- General Services Administration
- National Aeronautical and Space Administration
- *National Transportation Safety Board*
- Nuclear Regulatory Commission
- Office of Personnel Management
- Small Business Administration
- Social Security Administration
- Tennessee Valley Authority
- *U.S. Postal Service*

## Other Agencies

- U.S. Intelligence Community
- African Development Foundation
- Export-Import Bank
- Federal Reserve System
- Inter-American Foundation
- Library of Congress
- Millennium Challenge Corporation
- *Office of Management and Budget*
- Overseas Private Investment Corporation
- Peace Corps
- U.S. Institute of Peace
- U.S. Trade Development Agency
- U.S. Trade Representative

***Descriptive information based on web pages and selected interviews***  
***Evaluations based on study team judgments and selected interviews***



# ***Description Format***

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## **A. Mission, Vision, and Strategic Goals**

## **B. Organization**

- Overall organization
- Headquarters

## **C. Operational Components, Capabilities, and Programs**

## **D. Funding and Current Responsibilities**

1. Current Budget
2. National Response Plan
3. Current International Activities

## **E. Potential for Supporting Transformational Diplomacy Operations**

1. Potential Mentoring Activities
2. Potential Response Activities
3. Potential Reconstruction and Stabilization Tasks



# ***Post Conflict Reconstruction Task List – (PCRETL)***

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- **NSC Policy Coordinating Committee (PCC) for Reconstruction and Stabilization Operations established 8 sub-PCCs**
  - Five focused on Sectors
    - » Economic Stabilization and Infrastructure
    - » Governance and Participation
    - » Humanitarian Assistance and Social Well-being
    - » Justice and Reconciliation
    - » Security
  - Three focused on Cross-Sectoral issues
    - » Conflict Prevention and Mitigation
    - » Response Strategy and Resource Management
    - » Monitoring, Analysis, and Intelligence
- **Five sectoral essential tasks lists have been compiled as the PCRETL with more than 1,200 tasks**
  - Identifies tasks by operational phase
    - » Initial Response
    - » Transformation
    - » Fostering Sustainability
  - ***Does not identify which agency has capability to perform the task***
- ***Cross-Sector tasks have not yet been developed***

***Strategic  
Communications tasks  
embedded in Sectors***



# ***IDA Enhancement of PCRETL***

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- **Started with the published PCRETL**
- **Arranged the tasks in hierarchical order within each sector**
  - Function
  - Activity
  - Task
  - Sub-task
- **When necessary, added tasks to**
  - Complete the work breakdown structure
  - Account for tasks others have identified
- **Added three echelons of governance for tasks and sub-tasks**
  - National (ACT HQ)
  - Provincial (FACT-P)
  - Tactical (FACT-T)
- **Based on assessment of agency capabilities**
  - Identified which ***federal agency*** had core competencies for tasks and sub-tasks
  - Identified where ***State and Local*** (S&L) government echelons were needed



# Evaluated Agency Capabilities to Support Post-Conflict Reconstruction Essential Task List (PCRETL)

Justice and Reconciliation Goals
• <b>Goal 1:</b> Develop mechanisms for addressing past and address ongoing grievances
• <b>Goal 2:</b> Initiate the building of a legal system and process for reconciliation
• <b>Goal 3:</b> Functioning legal system accepted as legitimate and based on international norms

Started with  
PCRETL

**Legend**

- Major function within sector
- Activity
- Task
- Subtask
- Inserted to complete work structure
- UN DPKO Handbook on Multidimensional Peacekeeping Operations or other source

Number		ACT-HQ	PRT	Field ACT
<b>1.0</b>	<b>Interim Criminal Justice System</b>			
<b>1.1</b>	<b>Conduct interim criminal justice system needs assessment</b>			
<b>1.1.1</b>	Identify interim criminal justices system personnel requirements	DoS DoJ DHS USAID OPM OMB DoD	DoS DoJ DHS USAID DoD S&L	USAID
<b>1.1.2</b>	Identify requirements for interim legal codes and procedures	DoJ		
<b>1.2</b>	<b>Provide interim criminal justice system capacity</b>			
<b>1.2.1</b>	Deploy interim justice personnel as needed to supplement indigenous criminal justice system	DoJ DHS USAID DoD	DoJ USAID DoD S&L	USAID DoD
<b>1.2.1.1</b>	Deploy police monitors	DoJ USAID	DoJ USAID S&L	
<b>1.2.1.2</b>	Deploy interim civilian police if required	DoJ USAID	DoJ USAID S&I	



# Evaluated Agency Capabilities to Support Post-Conflict Reconstruction Essential Task List (PCRETL)

Justice and Reconciliation Goals
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**Legend**

	Major function within sector
	Activity
	Task
	Subtask
	Inserted to complete work structure
	UN DPKO Handbook on Multidimensional Peacekeeping Operations or other source

**1. Established task hierarchy and added additional tasks**

Number		ACT-HQ	PRT	Field ACT
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# Evaluated Agency Capabilities to Support Post-Conflict Reconstruction Essential Task List (PCRETL)

**2-Numbered  
task within  
the hierarchy**

end



Justice and Reconciliation Goals
• <b>Goal 1:</b> Develop mechanisms for addressing past and address ongoing grievances
• <b>Goal 2:</b> Initiate the building of a legal system and process for reconciliation
• <b>Goal 3:</b> Functioning legal system accepted as legitimate and based on international norms

Major function within sector  
Activity  
Task  
Subtask  
Inserted to complete work structure  
UN DPKO Handbook on Multidimensional Peacekeeping Operations or other source

Number		ACT-HQ	PRT	Field ACT
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# Evaluated Agency Capabilities to Support Post-Conflict Reconstruction Essential Task List (PCRETL)

<i>Justice and Reconciliation Goals</i>
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• <b>Goal 3:</b> Functioning legal system accepted as legitimate and based on international norms

**Legend**

	Major function within sector
	Activity
	Task
	Subtask
	Inserted to complete work structure
	UN DPKO Handbook on Multidimensional Peacekeeping Operations or other source

**3-Established  
three  
response tiers**

Number		ACT-HQ	PRT	Field ACT
<b>1.0</b>	<b>Interim Criminal Justice System</b>			
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# Way Ahead

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- **Unified Action LOEs should provide increase understanding of RSO**
  - USG interagency planning processes
  - Need for organizational templates identifying core personnel manning
    - » Enable USG departments and agencies to identify numbers and skills of personnel for Active and Standby Reserve Corps
    - » Identify skills needed for the Civil Response Corps, especially skills not found in USG departments and agencies
- **Additional tasks need to be developed for**
  - Cross-sector activities performed by the IMS organizations in the areas of
    - » Conflict Prevention and Mitigation
    - » Monitoring, Analysis, and Intelligence
    - » Response Strategy and Resource Management
  - Strategic communications
- **Identify more comprehensive training requirements for IMS positions**
  - Training is currently conducted by NDU's National Security Officer (NSO) Program



# ***BACK UP SLIDES***



# Scenario 1 – DFA Categories of States for Foreign Assistance

Category	Definition	End Goal of US Foreign Assistance
Rebuilding Countries	States in or emerging from and rebuilding after internal or external conflict	Stable environment for good governance, increased availability of essential social services, and initial progress to create policies and institutions upon which future progress will rest
Developing Countries	States with low or lower-middle income, <i>not yet</i> meeting Millennium Challenge Corporation (MCC) performance criteria, and the criterion related to political rights	Continued progress in expanding and deepening democracy, strengthening public and private institutions, and supporting policies that promote economic growth and poverty reduction
Transforming Countries	States with low or lower-middle income, meeting MCC performance criteria, and the criterion related to political rights	Government, civil society and private sector institutions capable of sustaining development progress
Sustaining Partnership Countries	States with upper-middle income or greater for which U.S. support is provided to sustain partnerships, progress, and peace	Continued partnership as strategically appropriate where U.S. support is necessary to maintain progress and peace
Restrictive Countries	States of concern where there are significant governance issues	Civil society empowered to demand more effective democracies and states respectful of human dignity, accountable to their citizens, and responsible towards their neighbors
Global or Regional U.S. Goal	Activities that advance the five objectives, transcend a single country's borders, and are addressed outside a country strategy	Achievement of foreign assistance goal and objectives



# Foreign Assistance Framework – Objectives and Program Areas

<b>Objectives</b>	<b><i>Peace and Security</i></b>	<b><i>Governing Justly and Democratically</i></b>	<b><i>Investing in People</i></b>	<b><i>Economic Growth</i></b>	<b><i>Humanitarian Assistance</i></b>
<b><i>Definitions</i></b>	To help nations effectively establish the conditions and capacity for achieving peace, security, and stability; and for responding effectively against threats to national or international security and stability	To promote and strengthen effective democracies in recipient states and move them along a continuum towards democratic consolidation	To help nations achieve sustainable improvements in the well-being and productivity of their populations through effective and accountable investments in education, health, and other social services	To generate rapid, sustained, and broad-based economic growth	To save lives, alleviate suffering, and minimize the economic costs of conflict, disaster, and displacement. Humanitarian assistance is provided on the basis of need according to principles of universality, impartiality, and human dignity. It is often organized by sectors, but requires an integrated, coordinated, and multi-sectoral approach to be most effective
<b><i>Foreign Assistance Program Areas</i></b>	<ul style="list-style-type: none"> <li>&gt; Counter Terrorism</li> <li>&gt; Combating WMD</li> <li>&gt; Stabilization Operations</li> <li>&gt; Counternarcotics</li> <li>&gt; Transnational Crime</li> <li>&gt; Conflict Mitigation and Response</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Rule of Law and Human Rights</li> <li>&gt; Good Governance</li> <li>&gt; Political Competition and Consensus-Building</li> <li>&gt; Civil Society</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Health</li> <li>&gt; Education</li> <li>&gt; Social Services and Protection for Vulnerable Populations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Macroeconomic Foundation for Growth</li> <li>&gt; Trade and Investment</li> <li>&gt; Financial Sector</li> <li>&gt; Infrastructure</li> <li>&gt; Agriculture</li> <li>&gt; Private Sector Competitiveness</li> <li>&gt; Economic Opportunity</li> <li>&gt; Environment</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Protection, Assistance, and Solutions</li> <li>&gt; Disaster Readiness</li> <li>&gt; Migration Management</li> </ul>

*See: Strategic Plan Fiscal Years 2007-2012, Department of State, 7 May 2007.*



# Supporting Foreign Assistance Programs

Objectives	Peace and Security	Governing Justly and Democratically	Investing in People	Economic Growth	Humanitarian Assistance
Accounts	<ul style="list-style-type: none"> <li>&gt; FMF</li> <li>&gt; IMET</li> <li>&gt; ESF</li> <li>&gt; INCLE</li> <li>&gt; NADR</li> <li>&gt; PKO</li> <li>&gt; ACI</li> <li>&gt; FSA</li> <li>&gt; SEED</li> </ul>	<ul style="list-style-type: none"> <li>&gt; DA</li> <li>&gt; SEED</li> <li>&gt; FSA</li> <li>&gt; DF</li> <li>&gt; ESF</li> <li>&gt; INCL</li> <li>&gt; IO&amp;P</li> <li>&gt; ACI</li> </ul>	<ul style="list-style-type: none"> <li>&gt; DA</li> <li>&gt; TI</li> <li>&gt; CSH</li> <li>&gt; ESF</li> <li>&gt; IDFA</li> <li>&gt; IO&amp;P</li> <li>&gt; FSA</li> <li>&gt; SEED</li> <li>&gt; GHAI</li> <li>&gt; Title II</li> </ul>	<ul style="list-style-type: none"> <li>&gt; DA</li> <li>&gt; TI</li> <li>&gt; ESF</li> <li>&gt; SEED</li> <li>&gt; FSA</li> <li>&gt; IO&amp;P</li> <li>&gt; Title II</li> </ul>	<ul style="list-style-type: none"> <li>&gt; IDFA</li> <li>&gt; MRA</li> <li>&gt; ERMA</li> <li>&gt; Title II</li> </ul>

ACI = Andean Counter-Drug Initiative  
 CSH = Child Survival and Health Fund  
 DA = Development Assistance  
 DF = Democracy Fund  
 ERMA = Emergency Refugees and Migration Assistance  
 ESF = Economic Support Fund  
 FMF = Foreign Military Financing  
 FSA = FREEDOM Support Act  
 GHAI = Greater Horn of Africa Initiative  
 IDFA = International Disaster and Famine Assistance  
 IMET = International Military Education and Training  
 INCLE = International Narcotics, Counterdrugs, and Law Enforcement  
 IO&P = International Organizations and Programs  
 MRA = Migration and Refugee Assistance  
 NADR = Nonproliferation, Anti-Terrorism, Demining, and Related Programs  
 PKO = Peace Keeping Operations  
 SEED = Support for Eastern European Democracies  
 TI = Transition Initiatives  
 Title II = Food for Peace

**DoD's Theater Security  
 Cooperation Planning  
 and Activities need  
 to be coordinated with  
 other USG partners**



# Foreign Assistance Priority Countries by COCOM – 1

	AFRICOM	CENTCOM	EUCOM	NORTHCOM	PACOM	SOUTHCOM
Rebuilding	Cote d'Ivoire DR of Congo Liberia Sierra Leone Somalia Sudan	Afghanistan Iraq	Kosovo Lebanon		Nepal	Columbia Haiti
Transforming	Benin Gambia Ghana Lesotho Mali Mozambique Namibia Tanzania		Bulgaria		East Timor India Madagascar Mongolia Philippines Samoa Sri Lanka Thailand Vanuatu	Bolivia Brazil El Salvador Honduras Nicaragua Uruguay
Sustaining	Botswana Equatorial Guinea Gabon South Africa	Bahrain Kuwait Oman Qatar Saudi Arabia Seychelles United Arab Emirates	Croatia Cyprus Czech Republic Estonia Greece Hungary Ireland Israel Latvia Poland Portugal Russia Slovakia Slovenia Turkey	Bahamas Mexico	Marshall Islands Mauritius Singapore Taiwan	Argentina Belize Chile Costa Rica Eastern Caribbean Panama Trinidad & Tobago

Source: CRS Report for Congress State, Foreign Operations, and Related Programs: FY2008 Appropriations, 30 May 2007.



# ***DoD Security Cooperation Guidance***

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- **Based on unclassified themes that support the National Security Strategy and the National Defense Strategy**
  - A. Assure Allies and Partners
  - B. Dissuade Potential Adversaries
  - C. Deter Aggression and Counter Coercion
  - D. Defeat Adversaries
- **Supported by unclassified and classified objectives**
- **Managed through**
  - Priority Partnerships – Bilateral or multinational and multilateral
  - Supporting Partnerships – Supporting nations and organizations
- **Implemented by Security Cooperation Tools**



# Foreign Assistance Priority Countries by COCOM – 2

	AFRICOM	CENTCOM	EUCOM	NORTHCOM	PACOM	SOUTHCOM
Developing	Algeria Angola Burkina Faso Burundi Cameroon Cape Verde Central African Rep Chad Djibouti Ethiopia Guinea Guinea-Bissau Kenya Malawi Mauritania Morocco Niger Nigeria Rep of the Congo Senegal Swaziland Togo Tunisia Uganda Zambia	Egypt Jordan Kazakhstan Kyrgyz Rep Tajikistan Turkmenistan Uzbekistan Yemen	Albania Armenia Azerbaijan Bosnia Georgia Macedonia Moldova Montenegro Romania Serbia Ukraine		Bangladesh Cambodia Comoros Fiji Indonesia Laos Maldives Pakistan Papua New Guinea Solomon Islands Tonga Vietnam	Dominican Republic Ecuador Guatemala Guyana Jamaica Paraguay Peru Suriname
Restrictive *	Sudan	Iran	Syria	Cuba	North Korea	

\* The State Department does not provide a list of restrictive countries. The list is determined by those countries that have restrictions on the receipt of U.S. assistance either by statute or Secretarial determination. Such countries could include those shown in this row.



# ***DoD Security Cooperation Tools***

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- **Combined/Multinational**
  - Education
  - Exercises
  - Experiments
  - Training
- **Counternarcotics Assistance**
- **Counter/Non-Proliferation Activities**
- **Defense and Military Contacts**
- **Defense Support to Public Diplomacy**
- **Humanitarian Assistance**
- **Information Sharing/Intelligence Cooperation**
- **International Armaments Cooperation**
- **Security Assistance**
- **Other Programs and Activities**



## ***SCG Regional Annexes***

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- **List key assumptions and regional vision statements**
- **Near- and long-term objectives and time-phase direction**
- **Countries are tiered to provide priorities**
- **Tier 1 – The country is a cornerstone of U.S. strategy and security cooperation in the region**
- **Tier 2 – The country is key to achieving near- or long-term objectives in the region**
- **Tier 3 – Includes countries mentioned in the guidance that are not in Tiers 1 or 2, and merely reflects their status to other priority countries**