

UNITED STATES COAST GUARD AUXILIARY

INTERNATIONAL AFFAIRS DIRECTORATE



**INTERNATIONAL ENGAGEMENT PLAN
2013 – 2017**

Executive Summary

The Coast Guard Auxiliary International Engagement Plan provides a comprehensive framework that focuses the efforts of the International Affairs Directorate (I-Directorate) on clearly defined **strategic objectives** and **desired end states** over Fiscal Years 2013-2017. The objectives and end states established herein are rooted in the premise that international partnerships and cooperation are essential to the overall success of the Coast Guard, and that the Auxiliary's talented personnel and unique capabilities make it a particularly valuable force multiplier in maintaining and expanding mutually beneficial international relationships.

The International Engagement Plan translates strategy and policy guidance from Auxiliary, Coast Guard and National leadership into an actionable and impactful engagement program tailored to the increasingly constrained fiscal resource environment in which we must operate. The **operational approach** and **concept of engagement** detailed in the plan are built around three **strategic objectives** which closely mirror the Auxiliary's *Four Cornerstones*:

- **Support Coast Guard Missions**
- **Enhance Safety of the Global Maritime Community**
- **Implement Organizational Change**

In order to accomplish these objectives, the I-Directorate will leverage four **critical capabilities** which perform essential functions across a range of programs and activities:

- **Auxiliary Interpreter Corps**
- **Instructors**
- **Subject Matter Experts**
- **Online Collaboration Tools**

The IA-Directorate is capable of moving beyond being a largely regional, Caribbean-focused organization to a truly international one. Over the next five years, as determined by the needs of the Coast Guard and with the approval of the Coast Guard and the Auxiliary National Staff, the I-Directorate will examine opportunities to expand its Caribbean model into the Pacific Theater with an eye towards potential future expansion into other regions.

The IA-Directorate will enhance the diversity of the Auxiliary through the promotion of programs and activities that appeal to a broad demographic range. I-Directorate programs, particularly the Auxiliary Interpreter Corps, will continue to present unique opportunities for recruiting members with diverse cultural backgrounds and life experiences.

As the I-Directorate continues to build upon its past successes, great care must be taken to ensure that members uphold the high standards of competence, integrity, devotion to duty and dependability that have made the Auxiliary the best all volunteer organization in the Nation. To this end, the I-Directorate will implement screening, selection, training and oversight programs to ensure we are recruiting, developing, and retaining a highly professional workforce.

Vision

The International Affairs Directorate will be recognized as a first-class, professionally-competent international outreach organization. This will contribute to the recognition of the United States Coast Guard Auxiliary as the world leader among Volunteer Marine safety Organizations (VMOs), a key member of the United States Coast Guard's and the nation's International Outreach community, and a significant force multiplier to USCG mission capabilities through the provision of skilled, deployable, USCGAUX interpreters, international affairs and specialized qualified personnel drawn from its 33,000 members.

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Section A. General

A.1. Overview	The purpose of this Section is to provide a brief explanation of the policy framework upon which the Auxiliary International Affairs Directorate (I-Directorate) and the International Engagement Plan are founded as well as specific guidance on the missions and functions the I-Directorate is authorized and expected to perform.
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A.2. Authority and Background	The roles and missions of the I-Directorate are authorized by statute, agreement, and policy as detailed below.
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A.2.a. Statutory Basis	The purpose of the Coast Guard Auxiliary is established in 14 U.S.C. 822 which states that “The purpose of the Auxiliary is to assist the Coast Guard as authorized by the Commandant, in performing any Coast Guard function, power, duty, role, mission, or operation authorized by law”. Under 14 U.S.C. Section 141(a), the Coast Guard is authorized to assist other federal agencies, including the Department of State (DoS) and Department of Defense (DoD), in the performance of any activity for which the Coast Guard is especially qualified. This statute specifically includes Auxiliary personnel and facilities. This special qualifications referenced in the statute are interpreted as those authorities, capabilities, competencies, capacities, and partnerships (ACCCP) which are unique to the Coast Guard and cannot be provided by resources organic to those other agencies. In the context of the I-Directorate, special qualifications include the Auxiliary’s particular expertise in Recreational Boating Safety and ability to easily translate nautical terms and concepts in a range of languages and environments, among many others.
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A.2.b. Interagency Agreements	In 2008, the DoD and Department of Homeland Security (DHS) concluded a Memorandum of Agreement (MOA) on the use of Coast Guard resources and capabilities in support of the National Military Strategy. This MOA and its Annexes establish the Coast Guard’s national defense roles, missions, and functions which include support for Theater Security Cooperation (TSC) activities which seek to: • Develop partner nation capabilities • Improve interoperability • Reassure allies, friends, and coalition partners • Promote transparency • Convey democratic ideals
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While the other Annexes to the 2008 MOA also define roles, missions,

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and functions which require the Coast Guard to conduct operations under our military authorities, the TSC activities are those best suited to Auxiliary support.

A.2.c. International Agreements and Memberships

The Auxiliary National Staff has long recognized the benefit of cooperation with international partner organizations to share best practices, coordinate activities, and promote our common goals. To this end, a number of Memoranda of Understanding (MOU) and Memoranda of Intend to Cooperate (MOI) have been implemented with the following organizations:

- Canadian Coast Guard Auxiliary (MOU)
- Curacao Citizens Rescue Organization (MOI)
- Australian Volunteer Coast Guard Association (MOI)
- Bahamas Air-Sea Rescue Association (MOI)
- Canadian Power and Sail Squadrons (MOI)
- Philippine Coast Guard Auxiliary (MOI)
- Virgin Islands Search and Rescue (VISAR) of the British Virgin Islands (MOI)
- Dominican Naval Auxiliary (MOI)



PNACO Everett Tucker and NACO Jose Antonio Najri commemorate the signing of an MOI between the Coast Guard Auxiliary and the Dominican Naval Auxiliary at NACON 2010. The Dominican Naval Auxiliary was established in 2009 with extensive support from the I-Directorate.

(Photo by Mel Borosky)

Nothing in these agreements present a binding commitment of resources or personnel, but they do acknowledge the importance of working together to promote boating safety education, save lives, enhance the safety of life at sea and protect the marine environment.

In addition to the agreements listed above, the Auxiliary is also a member of the following international maritime volunteer organization:

- International Maritime Rescue Foundation (Full Institutional

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Membership

- Asia Pacific Network for Marine Safety and Environmental Concern (Observer Membership)

A.2.d. Auxiliary Policy Statement

The Auxiliary Policy Statement establishes the overarching roles, missions and functions for the organization. In this policy statement, the Commandant established his priorities for the Auxiliary as follows:

- Promoting and improving Recreational Boating Safety
- Providing trained crews and facilities to augment the Coast Guard and enhance safety and security of our ports, waterways, and coastal regions
- Supporting Coast Guard operational, administrative, and logistical requirements

In this policy statement, the Commandant also emphasized the importance of *Silver and Gold* partnerships, one of the most critical aspects of the I-Directorate.

A.2.e. Auxiliary Missions

The four primary missions of the Auxiliary, also known as the *Four Cornerstones*, are established in the Auxiliary Manual, COMDTINST M16790.1 (series). These Four Cornerstones are detailed in the Auxiliary Manual, but a brief overview is provided below.

A.2.e.1. Member Services (MS)

The first and primary mission of the Auxiliary is to attract, recruit, develop, train, nurture, and retain Auxiliarists for assignment to duty. Auxiliarists are trained to accomplish specific missions assigned to the Auxiliary and to support collateral Coast Guard missions on a day-to-day and surge basis.

A.2.e.2. Recreational Boating Safety (RBS)

The Auxiliary has mission responsibility to support the Boating Safety Division (CG-BSX-2) with the development and implementation of various RBS programs. This mission includes Auxiliary traditional activities conducted on behalf of Federal, State, and local governments to improve the knowledge, safety skills, and operating environment of recreational boaters.

A.2.e.3. Operations and Marine Safety (OMS)

The Auxiliary has general mission responsibility for providing resources, personnel, and facilities in support of the operations and marine safety, security, and environmental protection missions, and in support of other Coast Guard missions, when requested.

A.2.e.4. Fellowship

Fellowship remains an essential ingredient in making any organization of volunteers successful. The Coast Guard recognizes the importance of this aspect of volunteer participation and encourages a close relationship between Auxiliarists and other Coast Guard personnel.

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A.3. Strategic Context	In order to provide a clear return on investment, it is absolutely critical that the International Engagement Plan be aligned with strategic priorities at the Organization, Service, and National levels. The following draws from a range of Auxiliary, Coast Guard, and National Military strategic documents to provide the strategic context which guides the plans and activities of the I-Directorate.
A.3.a. Definitions	The following concepts are used in the discussion of the strategic context that underpins the International Engagement Plan. These concepts are further defined in Joint Publication (JP) 5-0, Joint Operation Planning and JP 1-02, Department of Defense Dictionary of Military and Associated Terms.
A.3.a.1. Strategic Objectives	Those defined, decisive, and attainable goals toward which all operations, not just military operations, and activities are directed within the objective area. Strategic objectives specify what must be accomplished and provide the basis for describing desired effects which yield the conditions necessary to achieve desired end states.
A.3.a.2. End State	The set of required conditions that defines achievement of the commander's objectives. Aside from its obvious association with strategic or operational objectives, clearly defining the end state promotes unity of effort, facilitates synchronization, and helps clarify (and may reduce) the risk associated with the campaign or operation.
A.3.b. Auxiliary Strategic Plan 2012-2016	The Auxiliary Strategic Plan 2013 – 2017 describes to the Auxiliary leadership key strategic imperatives that are aligned with the published Auxiliary vision and mission statements along with the National Commodore's watchwords and directions. The plan provides the National Commodore's strategic intent, the direction, focus, and accountability for the years 2013 – 2017.
A.3.b.1. Mission Effectiveness	Strategic imperatives associated with the Mission Effectiveness goal include the following: • Continue to be the best all volunteer organization in the Nation. • Continue to provide the best product on the market for the education of the boating public. • Maintain the high standards of the organization to insure that we continue to maintain the integrity and dependability of the organization.
A.3.b.2. Ready Volunteer Force	Strategic imperatives associated with the Ready Volunteer Force goal include the following:

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- Continue to recognize the contributions of our members.
- Maintain a ready volunteer force ready to assist the Coast Guard in times of emergency.
- Continue an aggressive recruiting program to include a diversity of members to insure the long-term growth of the organization.

A.3.b.3. Effective Relationships

Strategic imperatives associated with the Effective Relationships goal include the following:

- Continue to meet the expectations of the Coast Guard and America's boating public to be the premiere safe boating organization
- Work with other Federal governmental agencies, States and other partner agencies to support safe boating
- Adjust our organization to the changes in the structure of the Coast Guard to best support its missions and to allow for the cooperation within to insure the organization operates at peak efficiency

A.3.b.4. Knowledge Management

The strategic imperative associated with the Knowledge Management goal is to create innovative methods to use new electronic systems to improve the overall effectiveness of the education process.

A.3.c. Coast Guard International Strategic Guidance (ISG)

The Coast Guard's strategic objectives for international engagement are provided in Coast Guard International Strategic Guidance Manual, COMDTINST M5710.2B. The ISG establishes four strategic objectives that will guide and shape the Coast Guard's international engagement priorities. Each of these strategic objectives directly affects the goals and missions of the I-Directorate.

- Strategic Objective 1 – Build and Leverage Force-Multiplying International Partnerships. We will strengthen the safety and security of the maritime domain by developing and leveraging force multiplying international partnerships.
- Strategic Objective 2 – Maximize Global Maritime Awareness. We will strengthen and leverage international cooperation to achieve maximum transparency of the maritime commons through a layered maritime safety and security regime to support an understanding of events in the maritime domain which may present a threat to our safety, commerce, environment and security.
- Strategic Objective 3 – Shape International Regulations and Standards. [The Coast Guard will] ...further maritime safety, security and environmental protection goals by shaping international maritime regulations and standards, and enabling international implementation, inspection and enforcement.
- Strategic Objective 4 – [The Coast Guard will] support U.S.

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National Security, Homeland Security and Foreign Policy. [The Coast Guard will] will execute our role internationally as a member of the U.S. Armed Forces, an agency of the Department of Homeland Security, a member of the U.S. Intelligence Community, and a unique instrument of U.S. Foreign Policy through the performance of statutorily required actions and support of U.S. interagency international goals and initiatives where Coast Guard core competencies can be effectively leveraged.

A.3.d. DoD Guidance for Employment of the Force (GEF)

The Department of Defense (DoD) promulgates National Security and Military strategic requirements through the biennial Guidance for the Employment of the Force (GEF). This document includes global and regional guidance on activities necessary to achieve National objectives. Included in this guidance are Strategic End States and Security Cooperation Focus Areas.



Auxiliary Interpreter Roland Zwicky preparing to get underway with Ghanian and Nigerian Navy participating in the U.S. Naval Forces Africa (NAVAF) sponsored Africa Partnership Station (APS) 2009 onboard HSV-2 SWIFT in Sekondi, Ghana. Auxiliary Interpreters are in high demand for DoD Security Cooperation programs such as APS for their adaptability, maturity, and extensive maritime expertise.

Photo courtesy of Roland Zwicky

A.3.d.1. GEF Global Strategic End States

In a specific operation, the end state may be a clearly defined point at which the mission is complete. However, in the context of an long term campaign, desired end states may simply be maintenance of the status quo in the face of adverse political, social, or economic forces, or incremental progress in

The GEF Global Strategic End States of particular relevance to the I-Directorate are as follows

- End State 4 – The U.S. retains strategic access, including unhindered access to and use of the global commons (relevant portions of the maritime, space, air, and cyberspace domains) and ensures the security and free flow of global commerce, especially energy resources.

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- End State 6 – Alliances and partnerships are strengthened and expanded and the U.S. is viewed as the partner of choice – respected as a fair and trusted partner in the international community.
- End State 8 – Partner nations provide for their own security, contribute effectively to broader regional or global security challenges, and maintain professional, civilian-led militaries that respect human rights.

A.3.d.2. GEF Security Cooperation Focus Areas

DoD components routinely look to the Coast Guard to assist with their Security Cooperation activities due to our highly sought after expertise in maritime law enforcement and humanitarian missions. Likewise, the Coast Guard looks to the I-Directorate to assist them in performing those missions requested of us.

The GEF Security Cooperation Focus Areas best suited to I-Directorate support is as follows:

- Support to Institutional Capacity and Civil-Sector Capacity Building. Focusing on support by DoD to non-security sector portions of partner nations to strengthen the capacity and capability of these partners at the local and national levels to deliver services to their own people through stable and effective civil sector institutions.
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Section B. Strategic Framework

B.1. Overview

The Strategic Framework provided in this Section is intended to guide planning efforts and operational activities of the I-Directorate over the next five years. During that time, significant shifts to the strategic context provided the in the Section above may require updates to this guidance.

B.2. Strategic Objectives

The I-Directorate strategic objectives address the three primary goals of the providing support to the Coast Guard, to the Auxiliary, and to the I-Directorate staff and members. These objectives present, in a broad sense, the ways that the program will seek to reach the I-Directorate desired end states:

- Strategic Objective 1 – Enhance Safety of the Global Maritime Community. The Auxiliary stands as a model for volunteer Search and Rescue organizations around the world, and can save lives through outreach and engagement with select international partners. Likewise, as we share best practices with our international partners, we also learn from their diversity of experience in addressing common challenges.
- Strategic Objective 2 – Support Coast Guard Missions. Through close coordination with the Active Component the I-Directorate will screen, train, certify, and prepare Auxiliarists to participate in Coast Guard operations, exercises, and professional exchanges as authorized.
- Strategic Objective 3 – Implement Organizational Change. As the Coast Guard and Auxiliary work to *Steady the Service* while adapting to an increasing challenging resource environment, the I-Directorate must adapt to new fiscal imperatives while ensuring the highest level of service and support to members.

B.3. Desired End States

The I-Directorate desired end states do not represent termination criteria as much as they define success over the five year period of the engagement plan:

- End State 1 – The Auxiliary Interpreter Corps is the resource of choice for Coast Guard and select partner agencies requiring interpreter and translation support due to their reputation for quality, adaptability, reliability, discretion and availability.
- End State 2 – Partner nations with the means and desire to form a volunteer search and rescue organization and to receive the necessary support from the Coast Guard Auxiliary to achieve a robust initial operating capability leading to an effective training and certification program for members and an emphasis on public education.

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- End State 3 – Best practices of international partners are presented to the Auxiliary National Staff for consideration and potential implementation throughout the organization.
- End State 4 – The Auxiliary International Affairs Staff is capable of efficiently executing all steps necessary to prepare members for overseas deployment with minimal assistance from Active Duty personnel.
- End State 5 – The Coast Guard's contribution to United States Government efforts to build partner capacity is increased through Auxiliary participation in Security Cooperation, Education, and Training programs.
- End State 6 – Adequate financial resources are consistently and reliably available for travel expenses and other engagement activities necessary to plan and execute long term initiatives.

B.4. Strategic Alignment

It is critical that the I-Directorate works in concert with the strategic guidance provided by Auxiliary, Coast Guard, and National leadership. This strategic alignment is demonstrated in Figure 1-1 below.

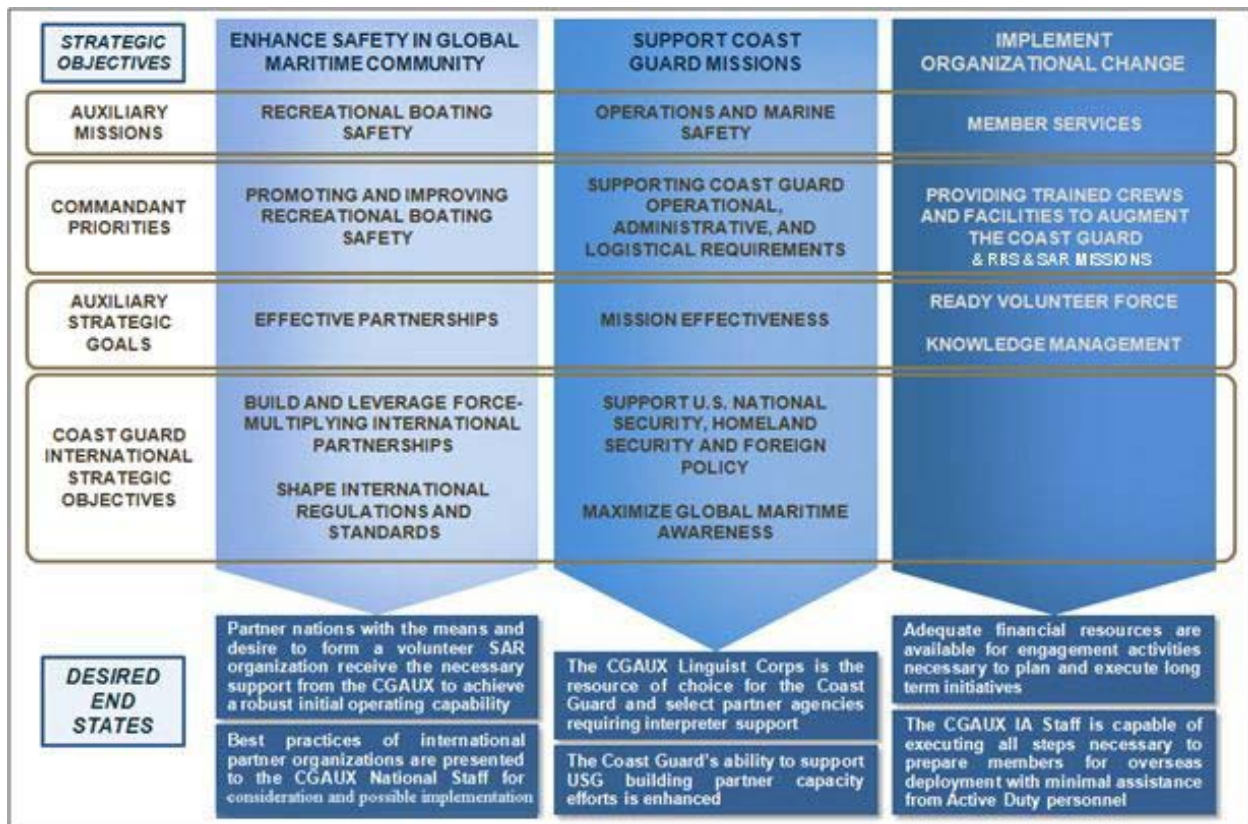


FIGURE 1-1. Alignment of I-Directorate Objectives and End States with Strategic Guidance

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B.5. Operational Approach

Operational approach reflects an understanding of the strategic environment, available resources, and critical challenges while describing the broad framework for achieving the desired end states. The International Engagement Plan operational approach is illustrated in Figure 1-2 and described in greater detail below.

STRATEGIC OBJECTIVE	LINES OF EFFORT	ACTIVITIES	CAPABILITIES				DESIRED EFFECTS
			AIC	INST	SME	WEB	
SUPPORT COAST GUARD MISSIONS	OPERATIONAL SUPPORT	- COMBINED EXERCISES - OCONUS DEPLOYMENTS - GLOBAL FLEET STATION	★	★			- OPERATIONAL MISSION ACCOMPLISHMENT - REDUCED DEMAND ON ACTIVE COMPONENT - ENHANCED PARTNER CAPACITY - INCREASED ADHERENCE TO RULE OF LAW - ENHANCED CIVIL-MILITARY RELATIONS
	EXERCISE SUPPORT	- LOGISTICS AND ADMIN - PLANNING CONFERENCES - INSTRUCTOR SUPPORT	★	★			
	PROFESSIONAL EXCHANGE	- CONFERENCES - SME EXCHANGES - FOREIGN VISITS	★		★		
ENHANCE SAFETY OF GLOBAL MARITIME COMMUNITY	COOPERATION WITH ESTABLISHED PARTNERS	- INFORMATION SHARING - JOINT EXERCISES - BEST PRACTICE EXCHANGE			★	★	- INCREASED CAPACITY FOR SEARCH AND RESCUE - REDUCTION IN PREVENTABLE BOATING ACCIDENTS - INCREASED ADHERENCE TO RULE OF LAW - ENHANCED CIVIL-MILITARY RELATIONS - EXPANDED MARITIME DOMAIN AWARENESS
	ASSISTANCE TO DEVELOPING PARTNERS	"CARIBBEAN MODEL" - FOSTER REGIONAL MENTORING		★	★	★	
	EXPLORING OPPORTUNITIES FOR NEW PARTNERS	- OUTREACH - MARKETING			★		
IMPLEMENT ORGANIZATIONAL CHANGE	IDENTIFYING FINANCIAL RESOURCES	- RESEARCH - GRANT WRITING - TSC PROGRAM OUTREACH			★		- FUNDING PROVIDED FOR PARTNER ENGAGEMENT - PROPER STAFFING TO MEET FUTURE DEMANDS - INCREASED DIVERSITY OF SKILLS AND EXPERIENCE - REDUCED DEMAND ON ACTIVE COMPONENT - STAKEHOLDER AWARENESS OF CAPABILITIES
	RESTRUCTURING	- STAFFING STUDY - NATIONAL STAFF VALIDATION/APPROVAL			★	★	
	SELECTION AND TRAINING	- RECRUITING - SCREENING - TRAINING PRGM DEVELOPMENT			★	★	

FIGURE 1-2. International Engagement Plan Operational Approach

B.5.a. Definitions

The following concepts are used in the discussion of the operational approach that provides the framework for the International Engagement Plan. These concepts are further defined in Joint Publication (JP) 5-0, Joint Operation Planning and JP 1-02, Department of Defense Dictionary of Military and Associated Terms.

B.5.a.1. Line of Effort

A line of effort links multiple tasks and missions using the logic of purpose—cause and effect—to focus efforts toward establishing operational and strategic conditions. In operations involving many nonmilitary factors, lines of effort are the primary way to link tasks, effects, conditions, and the desired end state

B.5.a.2. Activity

An activity is a function, mission, action, or collection of actions.

B.5.a.3. Critical Capability

A critical capability is a means that is considered a crucial enabler that is essential to the accomplishment of the specified or assumed objectives.

B.5.a.4. Effect

An effect is a physical and/or behavioral state of a system that results from an action, a set of actions, or another effect. A desired effect can also be thought of as a condition that can support achieving an associated objective, while an undesired effect is a condition that can inhibit progress toward an objective.

Section C. Concept of Engagement

C.1. Overview

The concept of engagement detailed below defines I-Directorate lines of effort, activities, critical capabilities, and desired effects, and addresses they collectively work together to support the achievement of strategic objectives.

C.2. Critical Capabilities

The critical capabilities discussed below are those essential enabling resources which may be leveraged in the conduct of a range of activities. These critical capabilities largely represent programs and qualifications that are not unique to the I-Directorate. What is unique is the ways in which they are employed to expand the impact of the Auxiliary on a global scale while ensuring all activities provide a clear return on investment. The I-Directorate also adds value through our oversight and management of a robust selection, training, and deployment process which ensures the safety of our volunteers and the effectiveness of our international engagement.

While many Auxiliarists travel internationally for business or leisure, traveling under official orders on behalf of the U.S. Government involves significant additional preparation. Official foreign travel typically requires clearance from the Department of State, USCG and USCG Auxiliary. Also, completion of pre-deployment training and disease preventive measures mandated by the DoD Combatant Command responsible for the region, and familiarity with travel entitlements as well as Coast Guard and DoD reimbursement procedures are required. (See AUXManual 9.A.1.f)

Conducting successful training and engaging with an international or multinational audience requires special skills and experience. I-Directorate personnel must be capable of communicating effectively through an interpreter, and be prepared to conduct training under austere field conditions, with sub-optimal facilities and minimal audio-visual capabilities or network connectivity. Additionally, they must be able to recognize and overcome differing cultural conventions, norms, meanings, assumptions, ideals, and perceptions in order to achieve shared goals with diverse stakeholders.

In order to deliver consistently superior performance under these challenging conditions, I-Directorate personnel must possess exceptional adaptability and experience, and be properly screened, trained, and certified for the particular mission.

C.2.a. Auxiliary Interpreter Corps

The Coast Guard Auxiliary Interpreter Corps (AUX IC) is a part of the I-Directorate whose roles and missions are defined in Section 8.B.10 of the Auxiliary Manual, COMDTINST M16790.1G.

AUX IC personnel are selected based on their interpreting skills as well as their familiarity with the subject matter to be translated (see

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AUXMAN 8.B.10.b (4) (b-d). They bring real world knowledge, diversity and subject matter expertise as well as their vast Auxiliary training and experience to every assignment. Many members have lived and worked in various countries overseas and can provide additional insight to the local customs.

Whether serving aboard a Coast Guard cutter or U.S. Navy ship, Auxiliary Interpreters fulfill a necessary function for the ship's mission. They might be assisting in migrant interdiction, search and rescue cases, or multinational exercises, but whatever the particular mission, they serve alongside the crew, making their job easier and safer by allowing direct communication with the people they come in contact with while operating in both U.S. and foreign waters. Since the program began, AUX IC has proven to be an invaluable resource with more than 400 members who have collectively provided more than 40,000 mission hours of linguist services in nearly 50 languages in support of operations, administration, and public affairs.



Auxiliary Interpreter Alicja Powers translating for a Georgian Navy Admiral during a port visit to Batumi, Georgia by USCGC DALLAS (WHEC 716) to deliver humanitarian supplies to the people of Georgia in the midst of the 2008 armed conflict between Georgian and Russian forces.

These AUX IC members have provided direct support to Coast Guard operations from the Bering to the Black Sea, and participated in U.S. Africa Command's Africa Partnership Station (APS) program as well as U.S. Southern Command's TRADEWINDS exercise series. While many AUX IC members are deployable, many others can provide invaluable assistance over the phone, radio, or by email without leaving their homes.

Linguist services provided by the AUX IC include oral interpretation and written translation. In some cases, AUX IC members may be capable of providing simultaneous interpreting support; however, this is an advanced skill which typically requires special equipment to perform. Most missions only require consecutive interpreting, where the speaker routinely stops to allow time for the interpreter to render

their words into the target language.

Both in interpreting and translation, the maritime expertise of AUX IC members is one of their most valuable assets. Even highly compensated contracted interpreters may not be able to effectively communicate the detailed technical concepts and nomenclature that is essential when working with partners in the maritime community.

C.2.b. Instructors

The Auxiliary has a long tradition of providing exceptional training for its members, the Coast Guard, and the boating public in a broad array of subjects ranging from safe boating practices and vessel examinations to Team Coordination Training (TCT) and the National Incident Management System. The standards for certifying Auxiliary Instructors are provided in Section 8.B.2 of the Auxiliary Manual, M16790.1G.

Auxiliary Instructors may be requested to support exercises or augment mobile training teams to provide training in areas where they possess the necessary expertise and certification. While bilingual Auxiliary Instructors are a particularly valuable asset for the I-Directorate, even those without special linguist skills provide significant capabilities for international partner engagement.

I-Directorate Instructors must be certified in accordance with the Auxiliary Manual, and must meet all requirements for foreign travel. They must also be familiar with policies and regulations governing foreign disclosure of controlled unclassified information (e.g. for official use only or sensitive but unclassified), in cases where training involves subject matter that is not releasable to the public.

C.2.c. Subject Matter Experts

The I-Directorate Subject Matter Experts (SME) possess valuable knowledge and experience in a range of disciplines ranging from marine safety and maritime search and rescue to leadership and organizational development. These SMEs facilitate mutually beneficial professional exchanges and information sharing activities with international partner organizations.

While the Auxiliary is full of exceptionally knowledgeable SMEs, those who support the I-Directorate must also be familiar with the various policies and regulations that govern international engagement in order to ensure that all activities are conducted under proper statutory authorities.

When requested through proper channels, I-Directorate SMEs further the Auxiliary's humanitarian mission by assisting partner nations in the establishment of volunteer SAR organizations using the process detailed in the U.S. Coast Guard Model Maritime Auxiliary Guide. This process requires a comprehensive understanding of the local political, military, economic, and social conditions of potential partner nations in order to maintain clear expectations and ensure that our engagement is

appropriately focused.

C.2.d. Online Collaboration Tools

Due to the global reach and decentralized nature of the I-Directorate staff and membership, internet-based online collaboration tools are critical to effectively maintaining communication and managing information. These tools can range from e-mail and videoconferencing programs to public websites and secure internet portals. All I-Directorate online activities are conducted in accordance with Section 5.E (Privacy and Freedom of Information Acts) of the Auxiliary Manual, M16790.1G.

Effective use of online collaboration tools is essential for ensuring that Auxiliary Interpreter Corps personnel and other I-Directorate capabilities are readily available to Coast Guard units in need of their services. Online collaboration tools are also necessary to collect and analyze data on I-Directorate activities to ensure Auxiliary activities are properly captured and reported.

These tools, which include personnel databases, must be managed in compliance with directives governing the use of Personally Identifiable Information (PII) to guard against misuse and abuse.

C.3. Lines of Effort

The Lines of Effort (LOE) discussed below are intended to aggregate and organize related Activities which, when conducted with clear oversight and purpose, work together to achieve Desired Effects. These LOEs fall under I-Directorate Strategic Objectives (SO) as follows:

- SO 1 – Enhance Safety of Global Maritime Community:
 - o LOE 1.1 – Cooperation with Established Partners.
 - o LOE 1.2 – Assistance to Developing Partners
 - o LOE 1.3 – Exploring Opportunities for New Partners.
 - SO 2 – Support Coast Guard Missions:
 - o LOE 2.1 – Operational Support.
 - o LOE 2.2 – Exercise Support.
 - o LOE 2.3 – Professional Exchanges.
 - SO 3 – Implement Organizational Change:
 - o LOE 3.1 – Identifying Financial Resources.
 - o LOE 3.2 – Restructuring.
 - o LOE 3.3 – Selection and Training.
-

C.3.a. Exercise Support

Combined, multinational exercises involve a range of engagement activities that are designed to promote regional security and stability through training, equipping, and developing partner capabilities that

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improve competence and professionalism while underscoring respect for human rights. While the operational support AUX IC linguists provide to Coast Guard forces participating in combined exercises is addressed in LOE 1.1 above, the I-Directorate contribution to combined, multinational exercises extends beyond linguist support to include a number of core exercise support functions.

Support for combined, multinational exercises is coordinated by the I-Directorate to ensure a proper match of Auxiliary resources to mission requirements. The I-Directorate is also responsible for screening, selecting, and preparing Auxiliarists to participate in overseas exercises. These activities fall under LOE 1.2 – Exercise Support.

C.3.a.1. Logistics and Administration

The logistics burden associated with combined exercises depends on the location, the messing and berthing plan, and the training activities being conducted. However, all exercises require a significant staff to manage travel orders, flight arrangements, berthing assignments, personnel movements, and many other basic life support issues. Auxiliarists, particularly those with relevant ICS training and experience, are extremely capable of performing many of these functions.

AUX IC linguists and Auxiliary Communications Specialists (AUX COMMS) have also made major contributions to combined exercises. AUX COMMS personnel and facilities have greatly relieved the burden on Active Duty Coast Guard personnel to stand radio watches and maintain the communications guard for training and operations during combined exercises.

C.3.a.2. Planning Conferences

Planning conferences are an essential part of all combined exercises that provide a forum to solicit input from Partner Nation representatives, identify logistics requirements, and establish the schedule of events. I-Directorate support to and participation in planning conferences include linguist support for non-English speaking participants, registration and administrative assistance, identification of opportunities to leverage Auxiliary capabilities, and assistance with exercise plan development.

C.3.a.3. Instructor Support

Combined exercises include elements of training and operations with varying ratios of each depending on the exercise objectives. For exercises with a major training component, I-Directorate Instructors can provide valuable assistance in the classroom. The most common areas of Auxiliary Instructor support are ICS and Team Coordination Training (TCT). Auxiliary Master Exercise Practitioners have also provided training and mentoring to Partner Nations responsible for planning and executing combined exercises with U.S. forces.

C.3.b. Operational Support

The Auxiliary provides a source of manpower possessing varying Coast Guard and Auxiliary qualifications that can be drawn upon for specific purposes to augment or make up for shortages of regular Coast Guard

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personnel on international missions. These important operational enabling and augmenting functions fall under LOE 1.1 – Operational Support.

C.3.b.1. Combined Exercises and Training

Combined exercises are DoD-sponsored training events where U.S. and multinational forces work together to build interoperability and strengthen relationships. Major exercises, such as UNITAS, CARAT, and RIMPAC, routinely involve cutters and/or deployable specialized forces that operate alongside maritime forces from Latin American and Asian countries where English is not the primary language. AUX IC linguists provide critical support to Coast Guard forces participating in combined exercises by facilitating operational coordination and helping build personal relationships during training and receptions.

In addition to exercise support, Auxiliary Instructors can augment Mobile Training Teams (MTT) that conduct exportable training with partner agencies around the world. These MTTs are managed by the Coast Guard Office of International Affairs and Foreign Policy (CG-DCO-I) and executed by the Training Center Yorktown International Mobile Training Branch (MTB). The I-Directorate seeks to increase the Coast Guard's MTT capacity by working with the MTB to screen, nominate, and prepare certified Auxiliary Instructors to augment MTTs.

C.3.b.2. Overseas Deployments

The Coast Guard routinely deploys operational forces to places where linguist support is necessary to conduct boarding operations and/or port visits. These deployments include routine fisheries patrols conducted in the Bering Sea and North Pacific Ocean as well as Africa Maritime Law Enforcement Partnership (AMLEP) counter-drug patrols conducted in the Gulf of Guinea.

Throughout these patrols, AUX IC linguist support serves a critical role in facilitating communications necessary to for the safe conduct of boarding operations and engagement with host nation personnel during foreign port visits. AUX IC linguists facilitate a range of essential functions ranging from coordination of port services to helping members of Ships Company interact with their counterparts during receptions and other ceremonies.

In addition to overseas deployments in support of Coast Guard operations, the AUX IC provides invaluable support to U.S. Navy ships participating in the Africa Partnership Station (APS) program. A component of the U.S. Navy's Global Fleet Station initiative, the APS program provides persistent presence and engagement with strategic partners in the U.S. Africa Command (USAFRICOM) area of responsibility.

C.3.b.3. Short Notice Response

The AUX IC program stands ready to provide linguist support to emergent Coast Guard operations involving foreign mariners. Most

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commonly, AUX IC support is requested to assist in communications with mariners in distress seeking medical evacuation or assistance from the Coast Guard. However, linguist support may also be needed to communicate Captain of the Port orders or query vessels involved in marine environmental pollution cases.

While deployment of AUX IC linguists aboard Coast Guard cutters, boats, or aircraft provides the most high visibility support to operations, there is much that can be accomplished by AUX IC without leaving home. Between underway email connectivity, satellite telephones, and phone patches for radio communications, there are a number of ways for linguists to provide interpretation and translation support for ongoing operations from their cellphone or home computer.

C.3.c. Professional Exchanges

Professional exchanges strengthen relationships, promote democracy, and develop common approaches to counter shared threats by fostering engagement between Coast Guard personnel and their international partners. The goal of these exchanges is to expose partner nation representatives to opportunities that foster cooperation across a range of maritime safety, security, and stewardship missions.

C.3.c.1. Conferences

Conferences provide a critical opportunity to share ideas and information and strengthen the personal bonds upon which fruitful long-distance relationships are built. In the context of LOE 2.3 – Professional Exchanges, conference support provided by the I-Directorate will most often be in the form of AUX IC linguist services and subject matter expert presentations or panel discussions.

The I-Directorate will continue to leverage opportunities like the NACON International Roundtable and the Caribbean Search and Rescue (CAR-SAR) conference series to promote relationships among international partners, but these activities fall under Strategic Objective 1 – Enhance Safety of the Global Maritime Community.

C.3.c.2. Subject Matter Expert Exchanges

Since Auxiliarists are uniformed, but civilian volunteers, they occupy a niche between regular civilians and military personnel. One of the key goals behind U.S. international outreach activities is to help foster healthy relations between civilian volunteer Search and Rescue Organization and the military and maritime authorities. Auxiliarists, regardless of specialty or skill set, provide a cost-effective and uniquely suited asset for demonstrating and inculcating these values abroad.

C.3.c.3. Foreign Visits

Coast Guard units host several hundred foreign delegations each year. While the primary goals of these engagements are to share information and build relationships, there is also a cultural awareness aspect to these visits. AUX IC linguist support facilitates professional engagement with foreign delegations while also providing the opportunity for informal conversations, conducted in the visitors' native language,

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which greatly enhance the cultural awareness aspect of these exchanges.

C.3.d. Cooperation with Established Partners	In order to sustain the relationships and partnerships that the I-Directorate has developed and to more effectively leverage them in the future, the I-Directorate will redouble its efforts to fulfill obligations and commitments made in all current and future MOUs and MOIs approved by the Coast Guard and signed between the Auxiliary and foreign volunteer organizations.
C.3.d.1. Information Sharing	The I-Directorate is in a unique position to support one of the Coast Guard's strategic objectives (Enhance Safety of Global Community) by providing information, particularly in the area of Safe Boating Information and training material, to foreign organizations approved by the Coast Guard.
C.3.d.2. Joint Exercises	Joint training exercises with international partner organizations help build skills and share experiences across a wide cross section of mutual concerns including, but not limited to, Search and Rescue, disaster relief, and environmental response.
C.3.d.3. Best Practice Exchange	The I-Directorate has provided a platform for the sharing of Best Practices at the International Roundtable held at NACON each year and through the use of the CARSAR web site. However, the sharing of Best Practices should be expanded to reach the Coast Guard partner nations worldwide by converting the CARSAR web site to an International web site.
C.3.e. Assistance to Developing Partners	With the limitation of manpower, the IO team has the knowledge and experience to aid the Coast Guard in the training of developing nations in regards to operations and safe boating skills. Auxiliarists have already proven their ability to be a force-multiplier by instructing at various Coast Guard courses. For example, Auxiliarist instruct Coast Guard personnel at the National SAR School at Yorktown Training Center.
C.3.e.1. "Caribbean Model"	The "Caribbean Model" has proven to be successful (22 out of 28 countries). The increase of volunteer SAR organizations throughout the Caribbean has not only become "force multipliers" in their own countries, but has reduced the dependence on U.S. Coast Guard assets. The IO team needs to apply the success of the Caribbean Model to more partner nations as approved by the Coast Guard.
C.3.e.2. Foster Regional Mentoring	Due to financial, manpower, and time constraints there are limits to the IO team's ability and capacity to expand VMO and Auxiliary development efforts. However, IO can increase its reach and effect by capitalizing upon past achievements through assisting and encouraging

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its international partners to develop independent international affairs capabilities and engage in VMO/Auxiliary development programs in their home regions.

Furthermore, in order to expand information sharing in the maritime domain and identify new partners who can assist with VMO/Auxiliary development, IO must establish and leverage relationships with VMOs and Auxiliaries for which no ties may yet exist.

C.3.f. Exploring Opportunities for New Partners	Areas that are identified in the Coast Guard's Strategic Plan need to be explored to develop new relationships and assist in organizing new volunteer SAR organizations to increase the support of Coast Guard missions and enhance Global Maritime safety.
C.3.f.1. Outreach	The I-Directorate's concentration on outreach has been in the area of the Caribbean. The success of this program needs to be broadened to include other areas identified in the Coast Guard's Engagement Plan.
C.3.f.2. Marketing	The success of the International Directorate has been mostly word of mouth. In spite of increasing the Interpreter hours from 6,000 hours in 2010 to over 10,000 hours in 2012, there are a lot of Interpreters that have not been asked to use their skills. A marketing campaign to increase the awareness of the International Directorate is required to increase their "customer" base. With the recent budget and billet reductions, the IC is in a position to reduce Coast Guard expenses and become a greater force multiplier.
C.3.f.3. Research	Once a potential new partner is identified, research is necessary to determine if the conditions on the ground can support a VMO. This research typically includes a comprehensive needs assessment conducted by an I-Directorate SME using the criteria established in the U.S. Coast Guard Model Maritime Agency Guide.
C.3.g. Identifying Financial Resources	Due to the current state of the global economy and domestic budgetary situation, the USCG and Auxiliary will be operating in a resource-constrained environment for the foreseeable future. Funding for IO's core mission of developing and assisting international VMOs/Auxiliaries may be particularly constrained. Consequently, creative approaches to funding and using resources must be devised. Three main lines of effort will be pursued by the I-Directorate: seeking alternative sources of funding, leveraging unique skill-sets, and working through partner organizations.
C.3.g.1. Research	The Auxiliary's hybrid nature (and the existence of the Coast Guard Auxiliary Association Inc.) may provide opportunities for the IA-Dept to obtain funds, such as grants, from sources not normally available to the Coast Guard or other government agencies. Effectively pursuing such resources will require an active program of cooperation with the

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Coast Guard Auxiliary Association Inc. in research and grant-writing.

C.3.g.2. Grant Writing	A position should be created in the I-Directorate for a grant writer that specializes in identifying funding for not only IO but for partner nation's volunteer SAR organizations. By providing information on funding available to our foreign partners, a number of groups have had success in the past with the contributions of radios and grant money to Caribbean volunteer SAR organizations for the purchase of safety equipment. This shows that there are opportunities available, if properly researched by a knowledgeable person.
C.3.g.3. TCA Program Outreach	Historically, the Traditional Commanders Activities (TCA) programs from DoD Geographic Combatant Commanders have provided funding for Auxiliary capacity building engagement activities. TCA programs require comprehensive concept plans which demonstrate clear outcomes. As such, they are particularly well-suited to Auxiliary international engagement efforts focused on the development of new VMOs in countries of strategic interest.
C.3.h. Restructuring	Historically the I-Directorate has operated in a reactive mode expanding its staff in response to external requests and new demands. It takes significant time to recruit and vet high-quality personnel and get them through the National Staff application process. The I-Directorate will be challenged to effectively meet the increased demands that expansion of the "TRADEWINDS model" and general growth in demand on the USCG in the international affairs arena in a budget-constrained environment. The IC has historically been tasked with planning and management of deployment issues concerning all I-Directorate and Auxiliary personnel. Recent staff re-alignment has focused on directly supporting the major Coast Guard Area Commands. This re-alignment will increase efficiency in operations and streamline communications with those commands. However, shortfalls have been identified in reaching local commands that may need our services. Staffing shortfalls in those areas will need to be addressed. Finally, much of the administrative support to the department is also an IC responsibility, due to the need for multi-lingual services for many functions. Staffing in those areas need to be covered in order to respond to the requests of the USCG in a timely fashion.
C.3.h.1. Staffing Study	The IO team in particular is not optimally organized and staffed to meet expanded responsibilities and mission sets. For instance, IO Regional DVC and Branch Chief (BC) slots exist only for regions where IO is currently operating or has existing partnerships. IO is currently unable to quickly or effectively support requests for assistance outside these areas and only the Caribbean/Central America section is staffed to

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handle a significant surge in demand.

C.3.h.2. National Staff Validation/ Approval

There will be continued pressure on budget and manpower resources affecting the Coast Guard's International Program. National Staff needs to recognize the increased usage of the unique skills and communication network of the International Directorate that can meet and enhance the USCG's International Strategy. Although there has been a great improvement in communications between the USCG and the Auxiliary International Directorate, there needs to be a faster approval process for I-Dir's involvement once USCG has approved their participation.

C.3.i. Selection and Training

The steadily increasing reputation of the IC and the success of IO support to TW 11 have boosted demand for the I-Directorate's services at a time when international engagement has become a key strategic priority for the United States and the USCG. This, in combination with the non-traditional and often sensitive nature of international affairs work, means a professional, credible, and competent workforce is essential. Although I-Directorate Auxiliarists are volunteers, they cannot afford to be amateurs. Therefore, a key departmental priority is developing human resources through increased training and more stringent and focused recruiting practices

Until recently the recruiting processes for IO staff lacked standardization and no training (beyond that required for all Auxiliary National Staff positions) was mandated.

C.3.i.1. Recruiting

The skills, knowledge, and disposition required to be an effective international affairs professional take years to develop. The Auxiliary does not have the resources or the time to adequately and quickly train people for IO jobs. Fortunately, the IO team can draw upon a vast pool of Auxiliarists with proven international affairs records and experience and can thus recruit already qualified persons. Recruiting for future staff positions will therefore be highly selective.

C.3.i.2. Screening

Furthermore, as of 1 October 2011, a more stringent interviewing and screening process that goes beyond the basic requirements for Auxiliary National Staff positions has been implemented for new IO staff positions which includes more rigorous candidate interviews and solicitation of additional personal and professional references.

The Interpreter Corps is now an established and well-respected Auxiliary capability. However, success has generated demand. In order to meet this increased demand and ensure it continues to deliver the level of quality for which it is known, the IC is designing and implementing new assessment and qualification protocols while

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expanding the range of languages covered, including American Sign Language.

C.3.i.3. Training Program Development	All IO staff members are now required to undergo initial and periodic refresher training on the AUXMAN, National Staff Guidebook, and National Staff/Executive Committee Standard Operating Procedures.
C.4. Effects	The International Engagement Plan translates strategy and policy guidance from Auxiliary, Coast Guard and National leadership into an actionable and impactful engagement program tailored to the increasingly constrained fiscal resource environment in which we must operate. The Engagement Plan will have a positive impact on the USCG three strategic objectives as shown below.
C.4.a. Support Coast Guard Missions	The use of Auxiliary personnel for non-combat, international engagement activities presents an opportunity to release regular Coast Guard and military personnel for other missions, while helping relieve the mounting strain on the nation's total force which has been stretched thin by the wars in Iraq and Afghanistan and multiple other deployments. The following effects represent the desired outcomes from the LOEs 1.1 – 1.3 discussed above: • <u>Operational Mission Accomplishment.</u> • <u>Reduced Demand on Active Component.</u> • <u>Enhanced Partner Nation Capacity.</u> • <u>Enhanced Civil-Military Relations.</u> Since Auxiliarists are uniformed, but civilian, volunteers, they occupy a niche between regular civilians and military personnel. One of the key goals behind U.S. international outreach activities is to help foster healthy civil-military and civil-maritime relations, respect for civilian control of government, citizenship, and public (as opposed to regime or elite) service and accountability amongst partner nations and forces. Auxiliarists, regardless of specialty or skill set, provide a cost-effective and uniquely suited asset for demonstrating and inculcating these values abroad.
C.4.b. Enhance Safety of Global Maritime Community	The following effects represent the desired outcomes from LOEs 2.1 – 2.3 discussed above: • <u>Increased Capacity for Search and Rescue.</u> • <u>Reduction in Preventable Boating Accidents.</u> Unlike many Search and Rescue organizations that focus primarily on incident response, the Auxiliary's focus on prevention through public education and

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vessel safety inspections

- Enhanced Civil-Military Relations.
 - Expanded Maritime Domain Awareness.
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C.4.c. Implement Organizational Change

The following effects represent the desired outcomes from LOEs 2.1 – 2.3 discussed above:

- Funding Provided for Partner Nation Engagement.
- Proper Staffing to Meet Future Demands.
- Increased Diversity of Skills and Experience.
- Reduced Demand on Active Component.
- Stakeholder Awareness of Capabilities.

Section D. Assessment

D.1. Overview

Assessment is a process that measures progress of the organization toward mission accomplishment. The focus is on measuring progress toward the end state and delivering relevant reliable feedback into the planning process to adjust operations and activities during execution.

Broadly, assessment consists of the following activities:

- Monitoring the current situation to collect relevant information.
- Evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks.
- Recommending or directing action for improvement

Assessment diagnoses threats, suggests improvements to effectiveness, and reveals opportunities. An active and responsive assessment process is essential to ensure the I-Directorate provides the highest level of service to the Coast Guard and other key stakeholders.

D.2. Monitoring

Monitoring within the assessment process allows staffs to collect relevant information, specifically that information about the current situation that can be compared with the forecasted situation described in the related staff estimates and planning documents. Progress cannot be judged, nor execution or adjustment decisions made, without an accurate understanding of the current situation.

D.2.a. Data Gathering

Accurately capturing Auxiliary activity data is an important step in demonstrating the value of the organization to the Coast Guard and other stakeholders.

The AUXDATA system is the primary means for capturing quantitative mission performance data.

D.2.b. After Action Reports

After Action Reports (AAR) provide valuable qualitative information on the success of a given mission or deployment.

Specific interest items that should be addressed in AARs include:

- Suitability of Auxiliary Resources for the Mission.
 - Effectiveness of Pre-Deployment Support.
 - Stewardship Provided by Host Unit.
 - Unanticipated Costs and/or Financial Impacts on Member.
 - Security or Force Protection Issues.
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D.2.c. Quarterly Reports

Reports are essential in keeping National Staff updated on the programs, contributions and success of the I-Directorate. Quarterly reports will be submitted by I-DIR to ANACO detailing activities of IO and IC departments. In addition, an up to date Project Tracker report will be maintained on AUXNET.

D.3. Evaluation

Evaluation is the process of using established criteria to judge progress toward desired conditions and determining why the current degree of progress exists. Evaluation is the heart of the assessment process where most of the analysis occurs. Evaluation helps leadership determine what is working, determine what is not working, and gain insights into how to better accomplish the mission.

Criteria in the forms of Measures of Effectiveness (MOE) and Measures of Performance (MOP) aid in determining progress toward performing tasks, achieving objectives, and attaining end state conditions. MOEs help determine if a task is achieving its intended results. MOPs help determine if a task is completed properly.

MOEs and MOPs are simply criteria—they do not represent the assessment itself. MOEs and MOPs require relevant information in the form of indicators for evaluation.

D.3.a. Measures of Effectiveness

Measures of Effectiveness (MOE) are criteria 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. MOEs help measure changes in conditions, both positive and negative. MOEs help to answer the question: *Are we doing the right things?*

The following MOEs shall be used in evaluation of I-Directorate activities:

- Are requests from the field for AUX Interpreter support to foreign visits increasing or decreasing?
- Are Mobile Training Branch requests for Auxiliary Instructor augmentation of Mobile Training Teams increasing or decreasing?
- Are requests for Auxiliary personnel to support Area field exercises/deployments increasing or decreasing.
- Has there been an increase or decrease in communications with existing or developing partner nations.

D.3.b. Measures of Performance

Measures of Performance (MOP) are criteria used to assess friendly actions that are tied to measuring task accomplishment. MOPs confirm or deny that a task has been properly performed, and help to answer the question: *Are we doing things right?*

The following MOPs shall be used in evaluation of I-Directorate

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activities:

- Number of individual deployments conducted
- Number of overseas missions supported
- Number of foreign visits assisted.
- Number of unsourced requests for support.
- Number of requests turned down due to lack of available personnel
- Number of personnel unable to meet commitments after travel orders are issued.
- Number of days prior to travel that orders are received.
- Number of days after travel claim is submitted that reimbursement is received.
- Number of grant requests and TCA proposals submitted.
- Average length of individual deployments

D.4. Recommending Improvements

Monitoring and evaluating are critical activities; however, assessment is incomplete without recommending or directing action. Assessment may diagnose problems, but unless it results in recommended adjustments, its utility is limited.

Recommendations shall be routed to I-Directorate leadership who will work with the Auxiliary National Staff and appropriate Area staff elements to develop implementation plans.
