

FROM SECDEF WASHINGTON DC//USDP/SO/LIC & IC//
TO USCOMEUR VAIHINGEN GE//J3/J4/ECJ4-SCP/J5/J8//
USCOMCENT MACDILL AFB FL//CCSG/J3/J4/J5/J8//
USCOMJFCOM NORFOLK VA//JO2M/J3/J4/J5/J8//
USCOMPAC CAMP SMITH HI//JO7/J3/J4/J5/J8//
USCOMSOUTH MIAMI FL//SCSG/J3/J4/J5/J8//
USCOMNORTH PETERSON AFB CO//J3/J4/J5/J8//
USCOMTRANS SCOTT AFB IL//TCSG/J3/J4/J5/J8//
USSOCOM MACDILL AFB FL//J3/J4/J5/J8/SG//
USAFRICOM

INFO SECDEF WASHINGTON DC//AMHS//
JOINT STAFF WASHINGTON DC//J3/J4-ILED/J4-LRC/J4-
HSSD/J5/J-8//
DA WASHINGTON DC//DASG-HCO//
CNO WASHINGTON DC//N931D//
HQ USAF BOLLING AFB DC//SG//
CMC WASHINGTON DC//HS//
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SECSTATE WASHINGTON DC

UNCLAS

COMMANDS: PASS TO COMMAND SURGEONS, PLANS AND OPERATIONS
OFFICE (3/5), TSC AND HA PROG MGRS
STATE: PLEASE PASS TO USAID

SUBJECT: POLICY GUIDANCE FOR DOD OVERSEAS HUMANITARIAN
ASSISTANCE PROGRAM (HAP)

REFERENCES: A. SECTIONS 402, 2557, AND 2561, TITLE 10,
UNITED STATES CODE

B. APRIL 21, 2008, GUIDANCE FOR THE EMPLOYMENT OF THE
FORCE

C. 2008 CJCS JOINT STRATEGIC CAPABILITIES PLAN

1. SUMMARY. THIS MESSAGE PROVIDES AND REFINES POLICY
GUIDANCE FOR DOD HUMANITARIAN ASSISTANCE (HA) FUNDED WITH
THE OVERSEAS HUMANITARIAN DISASTER AND CIVIC AID (OHDACA)
APPROPRIATION. THESE PROGRAMS ARE UNDER THE JOINT
OVERSIGHT OF THE DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR
PARTNERSHIP STRATEGY & STABILITY OPERATIONS (PS&SO) AND THE
DEFENSE SECURITY COOPERATION AGENCY (DSCA). HUMANITARIAN
CIVIC ASSISTANCE, DISASTER RESPONSE RULES/PROCEDURES, AND
HUMANITARIAN MINE ACTION ARE ADDRESSED UNDER SEPARATE
COVER. END SUMMARY.

2. THE FOLLOWING GOVERNS THE FORMULATION AND EXECUTION OF
DOD'S HA PROGRAM. WHILE THIS GUIDANCE CANNOT ANTICIPATE
EVERY SITUATION FOR WHICH DOD HA MIGHT BE APPROPRIATE, IT

PROVIDES A FRAMEWORK WHICH THE COMMANDS CAN USE TO EVALUATE THE APPROPRIATENESS OF POTENTIAL PROJECTS. THE DEFENSE SECURITY COOPERATION AGENCY (DSCA) WILL ISSUE PROGRAM MANAGEMENT GUIDANCE UNDER SEPARATE COVER. THE GCCS ARE RESPONSIBLE FOR ISSUING SPECIFIC IMPLEMENTING INSTRUCTIONS TO SUBORDINATE ELEMENTS AND ARE DIRECTED TO DRAFT AN HA STANDARD OPERATING PROCEDURE (SOP) MANUAL AND MAKE A COPY AVAILABLE TO OSD POLICY, DSCA, AND THE JOINT STAFF J3 UPON ISSUANCE.

3. HA GENERAL GUIDANCE:

A. CONSISTENT WITH THE LEGAL AUTHORITIES CITED IN REFERENCE A, HA IS A KEY TOOL FOR GCCS TO HELP ACHIEVE U.S. NATIONAL SECURITY AND FOREIGN POLICY OBJECTIVES. THE HA PROGRAM MAY ADVANCE THESE OBJECTIVES IN MANY WAYS. SOME ACTIVITIES MAY BE OF DIRECT BENEFIT TO DOD BY IMPROVING DOD VISIBILITY, ACCESS, AND INFLUENCE IN A PARTNER NATION OR REGION; GENERATING LONG-TERM POSITIVE PUBLIC RELATIONS AND GOODWILL FOR DOD; AND PROMOTING INTEROPERABILITY AND COALITION-BUILDING WITH FOREIGN MILITARY AND CIVILIAN COUNTERPARTS. JUST AS IMPORTANT ARE THE INDIRECT BENEFITS TO USG SECURITY INTERESTS THAT ARISE FROM (1) IMPROVING THE BASIC LIVING CONDITIONS OF THE CIVILIAN POPULACE IN A COUNTRY OR REGION THAT IS SUSCEPTIBLE TO VIOLENT EXTREMISM (2) ENHANCING THE LEGITIMACY OF THE HOST NATION (HN) BY IMPROVING ITS CAPACITY TO PROVIDE ESSENTIAL SERVICES, SUCH AS HEALTH CARE AND EDUCATION, TO ITS POPULACE AND (3) BUILDING SECURITY AND SUSTAINABLE STABILITY IN THE HN OR REGION. IN THIS REGARD, DISASTER PREPAREDNESS, RISK MITIGATION, AND EMERGENCY MANAGEMENT PROJECTS SHOULD BE CONSIDERED AS KEY PRIORITIES IN COCOM HA ENGAGEMENT.

B. PRESIDENTIALLY APPROVED AND PRIORITIZED SECURITY OBJECTIVES TO WHICH DOD WILL CONTRIBUTE, BOTH GLOBALLY AND FOR EACH GCC AOR ARE IDENTIFIED IN REFERENCE B. REFERENCE C IS INTENDED TO ASSIST IN IMPLEMENTING REFERENCE B. IN ORDER TO MEET THESE OBJECTIVES, ALL GCCS ARE URGED TO MAKE MAXIMUM USE OF SECURITY COOPERATION AND HA TOOLS. THE EMPLOYMENT OF THESE TOOLS SHOULD BE A KEY COMPONENT OF EACH GCC'S THEATER CAMPAIGN PLAN, AGAIN REFLECTING THE PRIORITIES IN PARA A, ABOVE.

C. THE HA PROGRAM SHOULD COMPLEMENT, BUT NOT DUPLICATE OR REPLACE, THE WORK OF OTHER U.S. GOVERNMENT AGENCIES THAT

PROVIDE FOREIGN ASSISTANCE (E.G., U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID), U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) OR OTHER HN AUTHORITIES, INTERNATIONAL ORGANIZATIONS (IOS), OR LOCAL OR INTERNATIONAL NONGOVERNMENTAL ORGANIZATIONS (NGOS)). PROJECTS MUST BE CONSISTENT WITH, AND COMPLEMENTARY TO, EACH MISSION STRATEGIC PLAN AND USG FOREIGN ASSISTANCE PLAN AS ESTABLISHED BY USAID AND STATE DEPARTMENT, BUT MUST ALSO MEET DOD PRIORITIES. USAID STAFF SHOULD BE INVOLVED IN THE IDENTIFICATION AND DESIGN OF THE ACTIVITY WHENEVER POSSIBLE. IN THE CASE WHERE A COUNTRY IS NO LONGER A RECIPIENT OF USAID ASSISTANCE, THE GCC'S NOTIFICATION TO THE REGIONAL OR GCC USAID REPRESENTATIVE WOULD SUFFICE. GCC PROGRAM MANAGERS ARE STRONGLY ENCOURAGED TO APPROACH PARTNER AGENCIES TO JOINTLY IDENTIFY THE MOST CRITICAL HN GAPS AND JOINTLY FORMULATE PROJECT DESIGNS TO ADDRESS THOSE GAPS. INTERAGENCY COORDINATION MUST OCCUR EARLY IN THE PROJECT IDENTIFICATION PROCESS AND NOT WAIT UNTIL THE PROJECT DESIGN HAS BEEN COMPLETED. DOD WILL SEEK CONCURRENCE FROM THE USAID MISSION DIRECTOR PRIOR TO SUBMITTING THE PROPOSAL TO THE CHIEF OF MISSION (OR DESIGNATED REPRESENTATIVE) FOR APPROVAL. THE COORDINATING OFFICIAL AND USAID REP MUST BE IDENTIFIED IN THE OVERSEAS HUMANITARIAN ASSISTANCE SHARED INFORMATION SYSTEM (OHAISIS) PRIOR TO PROJECT APPROVAL, AND ANY USAID NONCONCURRENCE MUST BE CITED IN OHAISIS. THE PURPOSE OF THIS COORDINATION REQUIREMENT IS TO HELP ENSURE THAT ALL USG RESOURCES ARE USED EFFECTIVELY, COORDINATED WITH OTHER PROGRAMS AT POST, AND PROJECTS ARE SUSTAINABLE BY THE HN. THESE STEPS WILL REINFORCE AND COMPLEMENT THE USG'S LONG-TERM DEVELOPMENT AND ASSISTANCE STRATEGIES.

D. WITH THE EXCEPTION OF MINIMAL COST PROJECTS AS IDENTIFIED IN PARAGRAPH 4.G., ALL HA PROJECTS WILL BE REVIEWED AND COORDINATED BY PS&SO AND DSCA VIA THE OHAISIS PORTAL. TO ENSURE APPROPRIATE PRIORITIZATION OF PROJECTS WITHIN EACH GCC, HA PROGRAM MANAGERS SHOULD MAINTAIN A RANKED LISTING OF ALL PROJECTS AND MAKE IT AVAILABLE THROUGHOUT THE YEAR TO PS&SO AND/OR DSCA UPON REQUEST. THIS LIST SHOULD REFLECT EACH PROJECT'S RELATIVE IMPORTANCE IN THE GCC'S THEATER CAMPAIGN PLAN. PROJECT PRIORITIZATION SHOULD DERIVE FROM THE GUIDANCE FOR THE EMPLOYMENT OF THE FORCE, JOINT STRATEGIC CAPABILITIES PLAN, AND COMPLEMENTARY PRIORITIES ESTABLISHED BY THE GCC'S THEATER CAMPAIGN PLAN. HA PROGRAM MANAGERS WILL ALSO SUBMIT THE PROJECTS TO THE SENIOR DEVELOPMENT ADVISOR AT EACH GCC IN AN EFFORT TO REVIEW PROJECT APPROPRIATENESS AS IT RELATES TO REGIONAL

STRATEGIES AND USG STRATEGIC INTERESTS. THERE MAY BE OCCASIONS WHERE OUT-OF-CYCLE SUBMISSIONS ARE DEEMED ESSENTIAL AND CRITICAL TO SECURITY COOPERATION AND CAPACITY BUILDING. THESE SUBMISSIONS WILL ALSO BE ASSIGNED A RANKING AND INCORPORATED IN THE OVERALL LIST. PROJECTS ENTERED INTO OHASIS AFTER GCC SUBMISSIONS OF A REQUEST FOR ALLOCATION OF FISCAL YEAR OHACA FUNDS (I.E., FY09/10) WILL BE IDENTIFIED AS OUT-OF-CYCLE. OUT-OF-CYCLE SUBMISSIONS WILL BE CONSIDERED ON A CASE-BY-CASE BASIS CONSISTENT WITH U.S. STRATEGIC GUIDANCE.

E. ACCOUNTABILITY: SOME PROJECTS ARE CARRIED OUT IN COUNTRIES WHERE IT IS PRUDENT TO SET UP PARTICULARLY STRINGENT ARRANGEMENTS TO ENSURE THE PROPER END USE OF DOD PROPERTY PROVIDED VIA GCC PROJECTS. IN SUCH CASES, GCC PROGRAM MANAGERS AND COUNTRY TEAMS MUST DETERMINE THE MOST EFFICIENT AND EFFECTIVE WAY TO VERIFY APPROPRIATE END-USE OF HA MATERIALS AND INCLUDE THIS IN THE PROJECT PROPOSAL.

F. SUSTAINABILITY: ALL PROJECT SUBMISSIONS MUST INCLUDE A PLAN OF ACTION FOR PROJECT SUSTAINMENT, AS WELL AS CONFIRMATION OF THE HN OR OTHER ORGANIZATION'S AGREEMENT TO SUSTAIN THE PARTICULAR EFFORT. IF HN SUSTAINMENT IS NOT POSSIBLE, PROJECT SUBMISSIONS MUST EXPLAIN WHY AND INCLUDE A STRONG CASE FOR AN ALTERNATIVE MEANS OF SUSTAINMENT. IF A GCC BELIEVES THERE ARE SECURITY COOPERATION REQUIREMENTS THAT WARRANT EXECUTION OF AN UNSUSTAINABLE PROJECT, THE GCC MUST REQUEST AN EXCEPTION TO POLICY THROUGH OHASIS. CAPACITY BUILDING PROJECTS SHOULD EMPHASIZE KNOWLEDGE/SKILLS TRANSFER AND SUSTAINABLE, INDIGENOUS CAPACITY, NOT SIMPLY DONATIONS OF SUPPLIES OR EQUIPMENT. DISASTER/EMERGENCY PREPAREDNESS AND RESPONSE PROJECTS (WHICH ARE FUNDED BY OHACA) SHOULD PRIMARILY FOCUS ON ENHANCING THE CAPACITY OF THE HN GOVERNMENT TO MEET THE HUMANITARIAN NEEDS OF THE CIVILIAN POPULATION (E.G. SAFETY, CLEAN WATER, SHELTER, FOOD - IN THE CONTEXT OF LARGER EFFORTS). OTHER USG AGENCIES MAY ASSIST WITH SUSTAINABILITY OF PROJECTS. ALTHOUGH IT IS RECOGNIZED THAT SOME PROJECTS REQUIRE BUILDING TO U.S. STANDARDS (E.G. TO WITHSTAND HURRICANE FORCE WINDS), TO MAXIMIZE SUSTAINABILITY, PROJECTS SHOULD USE ACCEPTED LOCAL OR INTERNATIONAL STANDARDS WHEN APPROPRIATE.

G. AFTER-ACTION REPORTING: OHASIS WILL GENERATE A BLANK AFTER-ACTION REPORT (AAR) AT THE TIME OF PROJECT SUBMISSION. THE IN-COUNTRY PROJECT POC MUST COMPLETE THE AAR IN OHASIS WITHIN 30 DAYS OF PROJECT TURNOVER TO THE

RECIPIENT. NO PROJECT MAY BE MARKED AS COMPLETE IN OHASIS UNTIL THE AAR IS POSTED. FOR ALL PROJECTS THAT EXCEED \$10,000, THE RESPONSIBLE GCC HA PROGRAM MANAGER WILL ENSURE A FOLLOW-UP AAR IS POSTED IN OHASIS (THE SOFTWARE ALLOWS MULTIPLE ATTACHMENTS) ONE YEAR FOLLOWING PROJECT COMPLETION TO DOCUMENT SUSTAINED OUTCOMES. THE FOLLOW-UP AAR SHOULD CONFIRM THAT THE PROJECT IS STILL OPERATING AS INTENDED AND VERIFY THAT HN OR OTHER PARTNERS ARE SUSTAINING IT.

H. METRICS: THE ULTIMATE AIM OF HA PROJECTS IS TO BUILD LONG-LASTING MILITARY-CIVIL RELATIONSHIPS/COOPERATION AND TO CONTRIBUTE TO U.S. SECURITY OBJECTIVES. METRICS ARE ESSENTIAL FOR MEASURING ACHIEVEMENT TOWARD THESE HIGHER-ORDER OBJECTIVES AS WELL AS COUNTRY LEVEL AND PROJECT SPECIFIC OBJECTIVES. PROJECT EFFECTIVENESS SHOULD BE CONSIDERED IN RELATION TO HIGHER ORDER INDICATORS, SUCH AS THE GLOBAL EMPLOYMENT OF FORCES GUIDANCE, COUNTRY CAMPAIGN PLANS, ETC. DEVELOPMENT AND APPLICATION OF SPECIFIC HA METRICS IS PENDING ESTABLISHMENT OF A FUNDING SOURCE FOR THE COLLECTION OF METRICS. FURTHER GUIDANCE WILL BE FORTHCOMING ONCE SUCH A SOURCE IS IDENTIFIED.

I. EQUAL ACCESS: HA PROJECTS ARE INTENDED TO BENEFIT THE CIVILIAN POPULATION OF THE HN. HA MUST BE DISTRIBUTED BASED ON AN OBJECTIVE ASSESSMENT OF NEEDS, NOT ON ETHNIC, RACIAL, OR RELIGIOUS CONSIDERATIONS. PROJECT NOMINATIONS MUST INCLUDE CONFIRMATION THAT ALL SEGMENTS OF THE LOCAL POPULATION WILL HAVE EQUAL ACCESS TO FACILITIES.

J. FOREIGN MILITARIES: HA PROJECTS SHALL NOT DIRECTLY BENEFIT FOREIGN MILITARIES OR PARAMILITARY GROUPS, SUCH AS THROUGH PROVISION OF COMBAT- OR COMBAT-RELATED TRAINING AND MATERIEL. (FOR THESE PURPOSES, OTHER ACQUISITION MEANS, SUCH AS FOREIGN MILITARY SALES (FMS), AND OTHER TRAINING AVENUES, SUCH AS INTERNATIONAL MILITARY EDUCATION AND TRAINING (IMET) SHOULD BE PURSUED.) HOWEVER, IN CERTAIN CIRCUMSTANCES, SUCH AS DISASTER PREPAREDNESS PROJECTS, FOREIGN MILITARIES MAY BE INVOLVED SO LONG AS THE ULTIMATE BENEFICIARY IS THE CIVILIAN POPULACE AND THE MILITARY UNIT HAS A HUMANITARIAN ASSISTANCE OR DISASTER FIRST-RESPONDER MISSION. FOR EXAMPLE, IF A FOREIGN MILITARY UNIT'S MISSION, AS DESIGNATED BY THE HN, IS TO BE A PRIMARY RESPONDER IN THE EVENT OF A DISASTER, THEN PROVIDING EQUIPMENT FOR TRAINING AND RESPONSE TO ALLOW THAT MILITARY UNIT TO RESPONSE MORE EFFECTIVELY MAY BE APPROPRIATE AND JUSTIFIED. ALL SUCH PROPOSALS MUST CLEARLY SPELL OUT THE RATIONALE FOR SUCH PROJECTS AND THE SCOPE OF TRAINING, AND

MUST ALSO LINK THE BENEFIT TO THE CIVILIAN POPULACE. SAFEGUARDS/VERIFICATION PROCEDURES MUST BE IN PLACE TO ENSURE THAT EQUIPMENT FURNISHED VIA U.S.-PROVIDED TRAINING IS USED ONLY FOR THE SPECIFIC HA PURPOSE INTENDED. APPROPRIATE HUMAN RIGHTS VERIFICATION IAW THE LEAHY AMENDMENT MUST OCCUR BEFORE CONDUCTING HA TRAINING ACTIVITIES WITH HN MILITARY ELEMENTS.

K. PARTNERING: TWO CRITICAL COMPONENTS OF SECURITY COOPERATION ARE INTEROPERABILITY AND CAPACITY-BUILDING. TO FOSTER THESE GOALS, HA PROJECT IMPLEMENTORS SHOULD PARTNER WITH HN REPRESENTATIVES AND SEEK TO PARTNER WITH USG AGENCIES AS APPROPRIATE (E.G., THE STATE DEPARTMENT, USAID, AGRICULTURE, HHS), AND IN ACCORDANCE WITH APPLICABLE LAWS AND REGULATIONS, WITH IOS, OTHER DONOR NATIONS, LOCAL AND INTERNATIONAL NGOS, THE PRIVATE SECTOR, AND THIRD PARTY ALLIED/COALITION MILITARIES TO CONDUCT HA PROJECTS THAT BENEFIT THE CIVILIAN POPULACE AND ENHANCE THE HOST GOVERNMENT'S ABILITY TO PROVIDE ESSENTIAL SERVICES FOR ITS POPULACE. HA PROJECT IMPLEMENTERS SHOULD CONSULT WITH PS&SO BEFORE ENTERING INTO ANY PARTNERSHIPS WITH NON-USG ENTITIES (OTHER THAN THE HN GOVERNMENT); CLEARLY NOTING PROPOSED PARTNERS IN THE COMPLIANCE QUESTIONS SECTION OF OHASIS SATISFIES THIS REQUIREMENT. PARTNERING WITH THE HN MILITARY IS DISTINCT FROM DIRECTLY BENEFITING THE MILITARY. IN PARTNERING ON AN HA PROJECT, THE FOREIGN MILITARY MUST WORK WITH DOD TO BENEFIT THE CIVILIAN POPULACE DIRECTLY, THUS PROMOTING INTEROPERABILITY, CAPACITY-BUILDING, AND ENHANCING THE IMAGE OF THE HN GOVERNMENT IN THE EYES OF THE LOCAL POPULACE.

L. STRATEGIC COMMUNICATION: TWO VITALLY IMPORTANT, BUT DIFFERENT, AUDIENCES EXIST FOR HA PROJECTS. FIRST, HA PROJECTS SHOULD SEND A CONSISTENT AND SUSTAINED MESSAGE TO THE HN CIVILIAN POPULACE THAT THEIR GOVERNMENT IS CAPABLE OF, AND WILLING TO, PROVIDE ESSENTIAL SERVICES TO THEM, AND/OR IS CAPABLE OF RESPONDING TO CRISES. SECOND, HA PROJECTS SHOULD SEND A TANGIBLE SIGNAL WITHIN THE HN, REGIONALLY AND EVEN GLOBALLY, THAT DOD AND THE USG RESPOND TO HUMANITARIAN NEEDS AND HAVE AN INTEREST IN THE WELL-BEING OF THOSE IN NEED. COMMAND HA PROGRAM MANAGERS SHOULD COMMUNICATE TO ALL HA PROJECT PLANNERS AND IMPLEMENTERS THE NEED FOR APPROPRIATE PUBLIC AFFAIRS ACTIONS. WHERE APPROPRIATE, PROJECTS SHOULD INCLUDE SOME TANGIBLE, VISIBLE, AND SUBSTANTIVE MARKER OF BOTH DOD AND HN INVOLVEMENT, PREFERABLY WITH THE HN IN THE LEAD (CORNERSTONE, PLAQUE, SIGN, ETC.). HOWEVER, IF IT IS

DETERMINED THAT MARKING OF A PROJECT COULD LEAD TO ACTS OF VIOLENCE OR DESTRUCTION AGAINST THE PROJECT OR POPULACE BENEFITTING FROM IT, THEN IT IS NOT NECESSARY TO MARK THE PROJECT. ACTION TO EMLACE A USG MARKER OR OTHER PUBLICITY ALSO MAY NOT BE WARRANTED IF IT IS BELIEVED THAT SUCH PUBLICITY MAY UNDERMINE THE OBJECTIVE OF BUILDING THE PUBLIC LEGITIMACY OF THE PARTNER NATION GOVERNMENT. THIS DETERMINATION MAY BE MADE AT THE COUNTRY TEAM LEVEL. DOD HA EFFORTS SHOULD BE COORDINATED WITH - AND SUPPORT - BROADER U.S. PUBLIC DIPLOMACY AND DEVELOPMENT EFFORTS. PROJECTS SHOULD BE DESIGNED TO GENERATE A SUSTAINED POSITIVE IMPACT ON THE CIVILIAN POPULATION AND SUSTAINED GOODWILL. PROJECTS SHOULD NOT BE ORIENTED TOWARD A SINGLE PHOTO OPPORTUNITY OR TOWARD SHORT-SIGHTED PROGRAMS WHERE STRATEGIC MESSAGES AND PROJECT INTENTIONS COULD BE UNDERMINED BY LACK OF FOLLOW-UP.

4. HA SPECIFIC GUIDANCE:

A. IN ADDITION TO ADVANCING U.S. DEFENSE INTERESTS, DOD HA PROJECTS

MUST ALSO ADDRESS THE HUMANITARIAN NEEDS OF THE TARGETED POPULATION. PROJECTS MUST BE DESIGNED IN COORDINATION WITH HN REPRESENTATIVES AND USAID TO GENERATE A SUSTAINED HUMANITARIAN IMPACT.

B. HEALTH-RELATED PROJECTS AND ACTIVITIES MUST EMPHASIZE PUBLIC HEALTH CAPACITY-BUILDING (INCLUDING IMPROVING HN DISEASE SURVEILLANCE SYSTEMS, EDUCATION, AND TRAINING). HEALTH-RELATED PROJECTS AND ACTIVITIES MUST BE COORDINATED WITH, AND SHOULD BE APPROVED BY, THE GCC SURGEON'S OFFICE, FROM INITIAL PROJECT DESIGN THROUGH EXECUTION AND FOLLOW-UP. UNITS UNDERTAKING HEALTH-RELATED PROJECTS AND ACTIVITIES MUST ENSURE THEY DO NOT SIGNIFICANTLY EXCEED THE STANDARDS OF CARE ALREADY PROVIDED BY THE HN. PROVIDING CARE OR MEDICATIONS THAT EXCEED LOCAL STANDARDS MAY HAVE A NEGATIVE EFFECT ON THE LOCAL HEALTH CARE INFRASTRUCTURE ONCE U.S. HA PROVIDERS HAVE DEPARTED. THESE EFFECTS CAN RANGE FROM POPULAR EXPECTATIONS OF SIMILAR CARE FROM LOCAL HEALTH CARE PROVIDERS, TO EXPECTED RETURN VISITS BY U.S. PROVIDERS, AND TO THE LACK OF SUSTAINABILITY FOR CARE PROVIDED. A POTENTIAL DECLINE IN THE PERCEPTION OF THE USG MAY OCCUR SHOULD ANY OF THESE EFFECTS MATERIALIZE.

C. CAPACITY-BUILDING ACTIVITIES INVOLVE THE TRANSFER OF TECHNICAL KNOWLEDGE OR SKILLS TO INDIVIDUALS OR INSTITUTIONS SO THAT THEY ACQUIRE THE LONG-TERM,

INDEPENDENT ABILITY TO ESTABLISH EFFECTIVE POLICIES AND DELIVER COMPETENT AND EFFECTIVE ESSENTIAL SERVICES, SUCH AS SAFE DRINKING WATER, SANITATION SYSTEMS, PUBLIC HEALTH, ELEMENTARY AND SECONDARY EDUCATION, AND CRISIS/DISASTER RESPONSE. EMPHASIS SHOULD BE PLACED ON KNOWLEDGE/SKILLS TRANSFER, NOT SIMPLY DONATION OF SUPPLIES OR EQUIPMENT.

D. NEW EQUIPMENT PURCHASES ARE PERMITTED ONLY ON AN EXCEPTIONAL BASIS BECAUSE THEY ARE GENERALLY INCONSISTENT WITH EFFORTS TO MAXIMIZE THE RETURN ON DOD'S RESOURCES. ADDITIONALLY, NEW EQUIPMENT PURCHASES MUST NOT EXCEED THE HN'S ABILITY TO MAINTAIN AND REPAIR THE EQUIPMENT, OR EXCEED LOCAL STANDARDS. EXAMPLES OF APPROPRIATE PROJECTS INCLUDE THE DEVELOPMENT OF HN STRUCTURES TO RESPOND TO MANMADE AND NATURAL DISASTERS, THE PRE-POSITIONING OF USAID/OFDA-VETTED DISASTER RELIEF SUPPLIES (DONATED TO THE HN), OR THE ESTABLISHMENT OF SURVEILLANCE SYSTEMS THAT PROVIDE AN EARLY WARNING OF DISEASE OUTBREAKS. ON AN EXCEPTIONAL BASIS, PROJECTS THAT GO BEYOND BASIC HUMANITARIAN NEEDS WILL BE CONSIDERED IF THEY CONTRIBUTE IN A DEMONSTRABLE MANNER TO SECURITY AND STABILITY IN A HN. EXAMPLES OF ACTIVITIES THAT MIGHT FALL INTO THIS CATEGORY INCLUDE LIMITED IMPROVEMENT TO A LOCAL ROAD OR BRIDGE TO ENABLE TRANSPORT OF ESSENTIAL SUPPLIES IN AN AT-RISK REGION OR MAKING REPAIRS TO BASIC INFRASTRUCTURE IN A DESTITUTE AREA.

E. PARTICIPATION OF U.S. MILITARY FORCES: ALL HA PROJECTS - INCLUDING EXCESS PROPERTY PROJECTS - SHOULD MAXIMIZE VISIBLE U.S. MILITARY PARTICIPATION, EXCEPT WHEN SUCH ACTIONS TO PUBLICIZE U.S. EFFORTS ARE NOT WARRANTED PER PARA. 3.L. ACTIVE DOD PARTICIPATION IMPROVES THE PROSPECTS FOR DEVELOPING CHANNELS OF ACCESS AND INFLUENCE, POTENTIALLY PROVIDES OPERATIONAL READINESS BENEFITS, AND GENERATES UNIQUE TRAINING OPPORTUNITIES. DOD'S ROLE WILL NOT BE TO PROVIDE FUNDING ONLY.

F. CONSTRUCTION PROJECTS: CONSTRUCTION PROJECTS SHOULD GENERALLY NOT EXCEED \$500,000 PER PROJECT. PROPOSALS FOR PROJECTS EXCEEDING \$500,000, PROVIDED WITH SUFFICIENT JUSTIFICATION, WILL BE CONSIDERED ON A CASE-BY-CASE BASIS. "PROJECT SPLITTING," DIVIDING A COSTLY CONSTRUCTION PROJECT INTO VARIOUS SEGMENTS TO KEEP IT UNDER THE \$500,000 LIMIT, IS NOT AUTHORIZED. FOR CONSTRUCTION PROJECTS, DOD PERSONNEL WILL-AT A MINIMUM-CONDUCT THE INITIAL SITE SURVEY, PROVIDE PERIODIC MONITORING AND OVERSIGHT OF THE PROJECT (IN CASES WHERE MORE DIRECT PROJECT SUPERVISION IS

NOT FEASIBLE), AND CONDUCT AN AFTER ACTION EVALUATION OF THE COMPLETED PROJECT.

G. COSTS FOR ANY HA PROJECT OR ACTIVITY ARE CONSIDERED MINIMAL IF THEY ARE \$10,000 OR LESS. MINIMAL COST HA PROJECTS MAY BE CONDUCTED WITHOUT APPROVAL BY PS&SO OR DSCA. HOWEVER, ALL MINIMAL COST PROJECTS MUST STILL BE ENTERED INTO OHASIS AND MUST BE COORDINATED WITH THE USAID MISSION DIRECTOR OR DESIGNATED REPRESENTATIVE. MINIMAL COST PROJECTS MAY BE APPROVED BY THE GCC. MICRO-PURCHASE PROCEDURES MAY BE USED FOR AN ACQUISITION OF SUPPLIES OR SERVICES USING SIMPLIFIED ACQUISITION PROCEDURES IF THE AGGREGATE AMOUNT (MICRO-PURCHASE THRESHOLD) DOES NOT EXCEED A LEVEL OF \$3,000. HOWEVER, ANY PROJECT THAT INVOLVES ACQUISITION OF SERVICES SUBJECT TO THE SERVICE CONTRACT ACT OF 1965, AS AMENDED, MAY NOT EXCEED \$2,500.

H. EXCESS PROPERTY (EP): NON-LETHAL EP MAY BE PROVIDED BOTH AS PLANNED HA PROJECTS AND IN RESPONSE TO REQUESTS FOR DISASTER/EMERGENCY RELIEF. EP SHALL NOT HAVE ANY DUAL-USE APPLICATION. GCC HA PROGRAM MANAGERS HAVE ACCESS TO THE WORLDWIDE HA PROGRAM EP INVENTORY IN OHASIS. GCC HA PROGRAM MANAGERS SHOULD CONSULT THE INVENTORY AND WORK WITH EP WAREHOUSE MANAGERS TO DETERMINE HOW BEST TO MEET REQUIREMENTS. CARE MUST BE TAKEN THAT THE RECIPIENT CAN OPERATE AND MAINTAIN DONATED PROPERTY. AS REQUIRED BY LAW, EP DONATIONS MUST BE TRANSFERRED FROM DOD TO A STATE DEPT REPRESENTATIVE FOR FURTHER DISTRIBUTION.

I. CONTRACTING: FOR HA PROJECTS REQUIRING CONTRACTING, EACH GCC IS RESPONSIBLE FOR OBTAINING CONTRACTING SUPPORT EITHER INTERNALLY OR THROUGH ANOTHER USG ORGANIZATION. ONLY BONAFIDE CONTRACTING OFFICERS ARE QUALIFIED TO OBLIGATE THE USG VIA CONTRACT. WHENEVER PRACTICAL, GOODS AND SERVICES SHOULD BE PROCURED FROM THE LOCAL ECONOMY.

J. OWNERSHIP OF DOD-CONSTRUCTED FACILITIES: OWNERSHIP OF DOD-CONSTRUCTED FACILITIES SHALL BE TRANSFERRED TO THE HN THROUGH THE COUNTRY TEAM. NGOS OR OTHER PRIVATE ORGANIZATIONS MAY NOT RECEIVE TITLE TO A SCHOOL, CLINIC, OR OTHER BUILDING CONSTRUCTED AS A DOD HA PROJECT. SUCH ORGANIZATIONS MAY OPERATE IN DOD-CONSTRUCTED FACILITIES, BUT FORMAL OWNERSHIP OF THESE FACILITIES MUST REMAIN WITH AN ENTITY OF THE HN GOVERNMENT. PROPOSALS MUST BE CLEAR IN THIS REGARD.

5. HUMANITARIAN ASSISTANCE TRANSPORTATION GUIDANCE:

A. NGOS AND CHARITIES MAY REQUEST TRANSPORTATION OF THEIR PRIVATELY DONATED HUMANITARIAN MATERIEL THROUGH THE DENTON OR FUNDED TRANSPORTATION PROGRAMS. NGO APPLICATIONS FOR THIS PROGRAM MAY BE ACCESSED VIA OHASIS.

B. THE DENTON PROGRAM IS A SPACE-AVAILABLE PROGRAM FOR PRIVATELY DONATED MATERIAL ONLY AND IS ADMINISTERED BY DSCA. APPLICATIONS FOR THIS PROGRAM MAY BE ACCESSED VIA OHASIS.

C. THE FUNDED TRANSPORTATION PROGRAM PROVIDES TRANSPORTATION FOR CARGO THAT MEETS HUMANITARIAN NEEDS, APPLIES TO BOTH PRIVATE DONATIONS AS WELL AS USG MATERIEL (I.E., DISASTER RESPONSE, EP SHIPMENTS), AND IS FUNDED OUT OF OHDACA. SUCH TRANSPORTATION MAY INCLUDE COMMERCIAL VESSELS UNDER CONTRACT TO DOD OR MILITARY VESSELS, BOTH SURFACE AND AIR. NOTE THAT TRANSPORTATION OF NON-DOD PERSONNEL AND/OR NON-DOD MATERIEL ON MILITARY ASSETS REQUIRES A WAIVER FROM THE SECRETARY OF DEFENSE.

6. PROGRAM MANAGEMENT FUNDING: OHDACA IS LIMITED TO HA. A GCC'S PROGRAM MANAGEMENT COSTS DO NOT CONSTITUTE HA. PROGRAM MANAGEMENT IS DEFINED AS THE PROCESS OF MANAGING MULTIPLE PROJECTS THAT LEAD TOWARD ACHIEVING AN ORGANIZATION'S PERFORMANCE GOALS. THIS SHOULD BE DISTINGUISHED FROM PROJECT MANAGEMENT, WHICH IS THE DIRECT PROVISION OF HUMANITARIAN ASSISTANCE THROUGH IMPLEMENTATION ACTIVITIES. THIS MAY INCLUDE TDY, CONFERENCES, AND TRAINING.

7. POINTS OF CONTACT. OASD SO/LIC: MR. JOHN TRIGILIO, DIRECTOR, HUMANITARIAN AFFAIRS, DISASTER RELIEF & GLOBAL HEALTH (703) 692-0108, DSN 222-0108; DSCA: MS. DIANE HALVORSEN, PROGRAMS DEPUTY FOR HUMANITARIAN ASSISTANCE, DISASTER RELIEF & MINE ACTION, (703) 601-3660, DSN 329-3660; JOINT STAFF J3, POC TBD.