



INTRODUCTION TO OMA



The Office of Military Affairs is USAID's primary point of contact with the Department of Defense. Representing the spectrum of the Agency functions, OMA provides the focal point for USAID interaction with US and foreign militaries in formalized relationships through coordinated planning, training, education and exercises. Program areas of common interest include humanitarian assistance, the global war on terrorism, strategic communications, conflict prevention and mitigation, counter-insurgency, and post-conflict reconstruction and stabilization.

OMA responds to the National Security Strategy's requirement that Development be a strong partner with Diplomacy and Defense in the achievement of national security.

OMA manages and facilitates USAID's day-to-day interface with DoD, interprets and implements USG civilian-military policy, and coordinates joint planning, training, conferences, exercises and communications.

A key feature of OMA's staffing is the exchange of senior military and development personnel. Under memoranda of understanding with six Combatant Commands—Special Operations (SOCOM), Southern (SOUTHCOM) Europe (EUCOM), Central (CENTCOM), Pacific (PACOM), and Africa Forces Command (AFRICOM)—senior USAID Development Advisors serve as advisors to the Commanders, and the DoD has provided corresponding Military Representatives to USAID to provide day-to-day coordination and management. USAID has also placed an advisor in the J-5 Directorate in the Pentagon.

OMA builds on DCHA's strong links with the military and its lead role in quick response to conflict, reconstruction, transition, and famine and disaster situations. OMA has links with USAID's regional and central bureaus to assure

that all of USAID's interface needs with DoD are coordinated and informed. OMA coordinates with State Department's office of the Coordinator for Reconstruction and Stabilization (S/CRS) on planning and implementation of activities under USG policy and strategy.

OMA is organized around three focus areas:

(1) Interagency Planning and Implementation: Manage the Agency's relationship with the Department of Defense, in accordance with the provisions of the National Security Strategy, addressing the links between Defense and Development. OMA is the focal point for USAID interaction with US and foreign militaries.

(2) Policy Development. OMA produces policy documents that address the defense-development linkage, assists with development of military doctrine, and oversees the synchronization of USAID operational plans and programs with Geographic Combatant Command Theater Security Cooperation programs and other DoD planning instruments.

(3) Training and Education: OMA produces training materials for use in joint training (e.g., conflict assessment frameworks, Provincial Reconstruction Team (PRT) pre-deployment training, after-action reports, lessons learned) and coordinates USAID participation in civilian-military exercises.

OMA pursues the following organizational goals:

- Facilitate interagency operations
- Provide a central coordination point of contact for pre- through post-conflict planning and operations between USAID, DoD and the Department of State
- Provide coordination with non-U.S. Military organizations (foreign national, UN, NATO etc.), where appropriate
- Provide pre-deployment training to U.S. Military personnel who will operate with USAID in conflict zones, and to USAID personnel to be deployed to insecure environments
- Provide on-going education and training to the U.S. Military and USAID Bureaus and Missions



about the role of USAID in the National Security Strategy

- Facilitate joint DoD-USAID Theater Security Cooperation Planning and Communications generally with the various COCOMs through an exchange of Military Representatives and Senior Development Advisors (SDAs)
- Provide USAID planning support to the Office of the Secretary of Defense (OSD/Planning) on implementation of DoD Directive 3000.05
- Arrange USAID Bureau, office and staff participation in joint training and exercises to educate civilian and military personnel on the development-defense nexus
- Develop a cadre of USAID leaders able to manage the interface between the two organizations in an emergency environment; and
- Serve as coordinator and Point-of-Contact (POC) between NGOs, USAID and the Military at the implementation level

ORGANIZATION. OMA is organized to undertake activities in the areas of planning, training and operations:

- The **Planning Division** serves as the overall coordination unit for managing the day-to-day aspects of the USAID-military relationship, and for planning and developing effective operations. This includes developing a joint information network; prioritizing requests for participation in events, exchanges and exercises; and overseeing program planning and development for priority regions and countries. The Division coordinates USAID civilian-military planning and analysis with the Pentagon, the State Department Office of the Coordinator for Reconstruction and Stabilization, and other USG departments and agencies. DCHA/OMA/PD manages training programs for selected military and civilian audiences; develops guidance on USAID and NGOs for use in the civilian-military context; and develops and manages staff, budgets, contracts, grants and other mechanisms required to perform Division duties, including program development, planning, training and exercises.
- The **Operations Division** serves as the lead unit to develop operational readiness,

leadership and coordinated response capacity for field operations requiring joint USAID-military action. The Division's functions include developing a network of contacts in the military as needed for operational readiness; supporting combatant commands (COCOMs) during major operations; and liaising with the Planning Division to develop a joint planning capacity within the COCOMs. The Ops Division keeps USAID Bureaus informed of pending and ongoing field operations involving the U.S. military; and works with NGO and military personnel and organizations to strengthen field coordination.

- The **Training Team** is responsible for meeting training requirements for USAID and military personnel in civilian-military operations. Areas of concentration include basic development theory, preparation for deployment to hostile environments, and conflict analysis and programming.

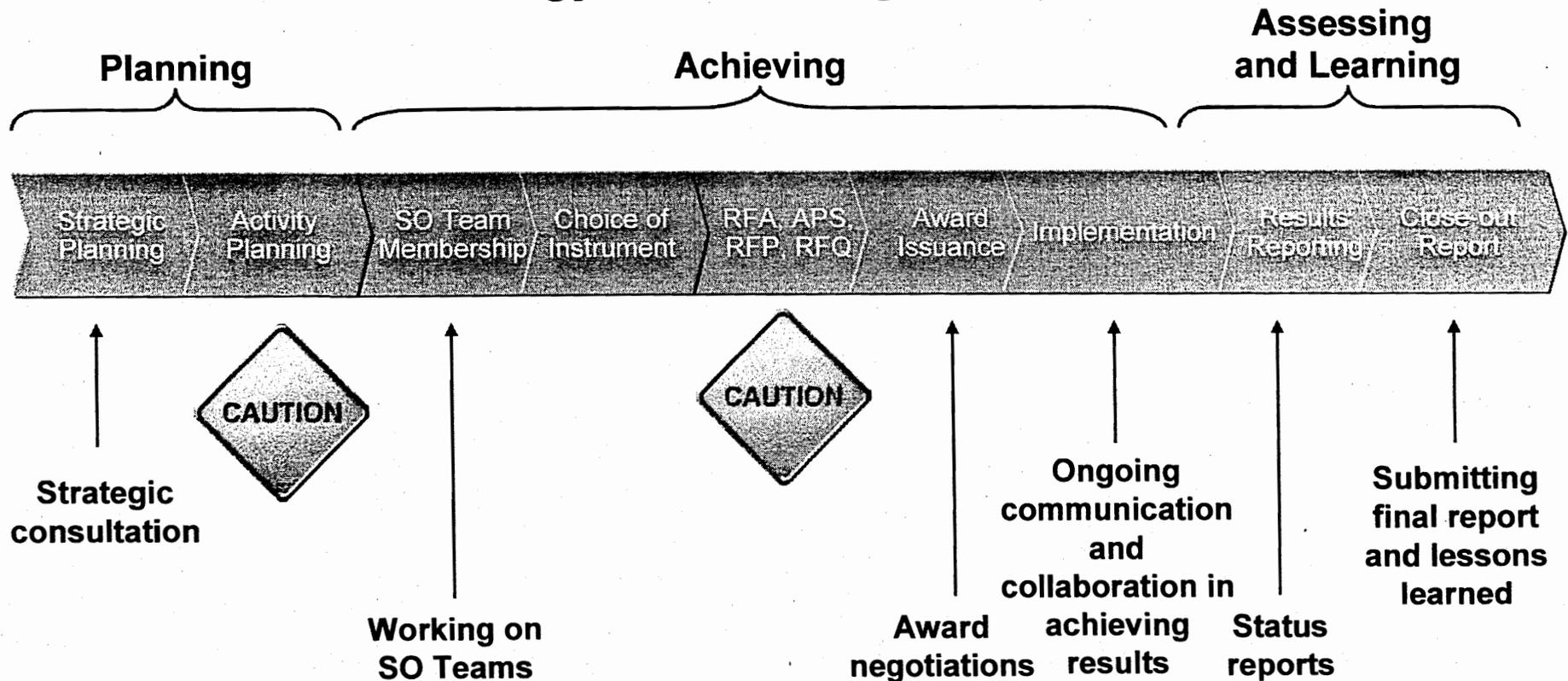
As described above, OMA also serves as the organizational home for Senior Development Advisors deployed to the Combatant Commands and the corresponding military representatives.

ACCOMPLISHMENTS. To date, OMA has achieved the following:

- Established and staffed Senior Foreign Service Officer positions as Senior Development Advisors to six DoD Combatant Commanders
- Established Military Representative positions assigned to DCHA/OMA from the corresponding DoD Combatant Commands
- Developed the Tactical Conflict Assessment Framework curriculum
- Developed and implemented pre-deployment training for civilian-military teams deploying to Afghanistan, Iraq and the Horn of Africa
- Planned and undertook the Agency's first National Security Tabletop Exercise, in coordination with the J-8 Warfighting Analysis Division
- Developed procedures for encouraging USAID missions to apply for and implement programs funded under DAA section 1207; and
- Developed a USAID civil-military cooperation policy, with broad participation by Agency representatives.

When to Engage With Implementing Partners

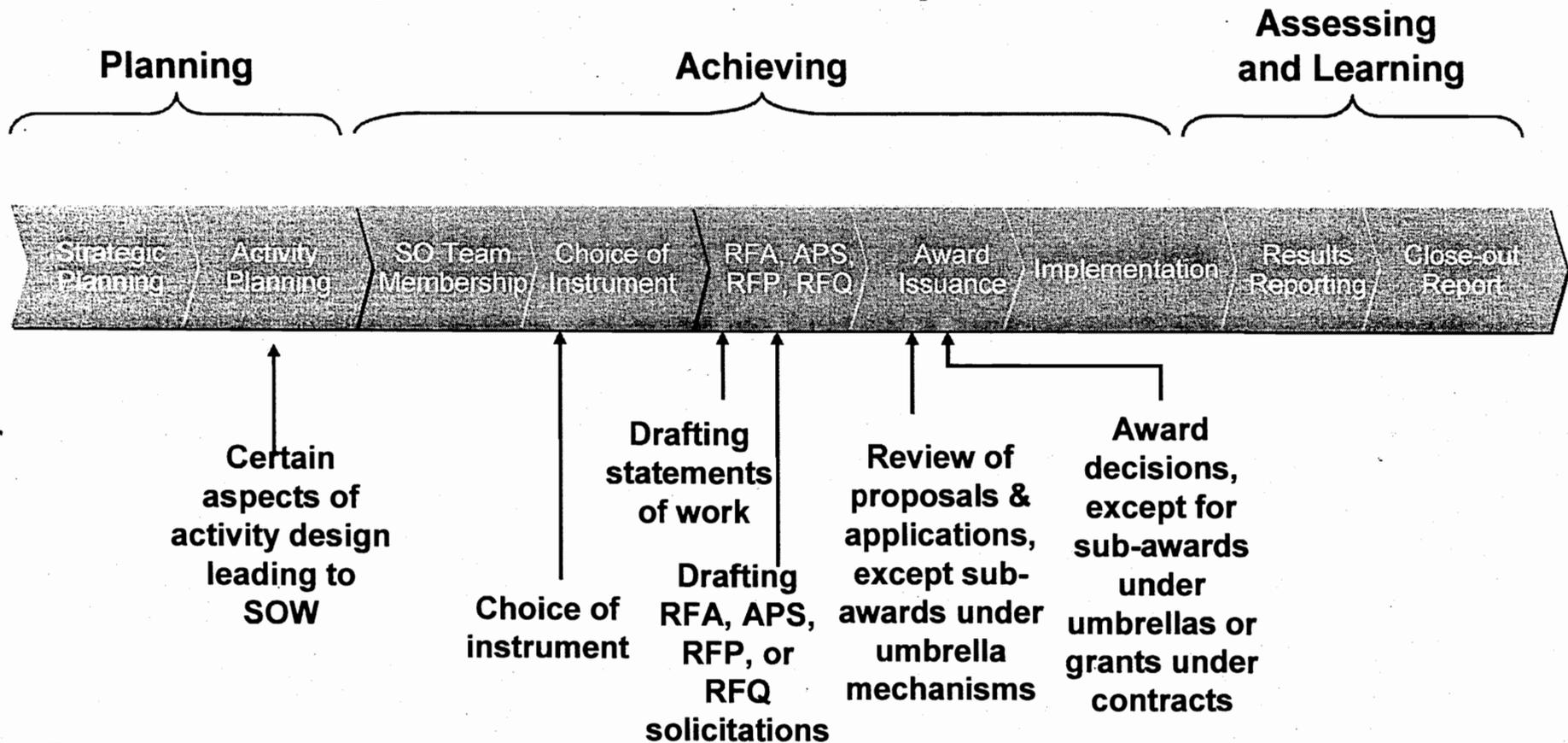
What are the junctures when USAID and implementing partners work together along the programming timeline, from strategy work through closeout?



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When Not to Engage With Implementing Partners

What are the junctures along the timeline when implementing partner involvement is prohibited?



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