

## Contingencies

- Remain flexible
- Remain in communication. Charge your cellphone. Bring a two-way radio.
- Remain mobile. Have your own vehicle standing by.
- Delegate. For larger visits, create a team of action officers. The senior person needs to be free to escort, politic, respond to contingencies. If he/she is tied down in the mechanics of the visit, they won't be able to direct a contingency response.

## STATE DEPARTMENT PLANNING

As mentioned earlier, DOS plans at the embassy level in two parts: the Integrated Country Strategy (ICS) and the Mission Resource Request (MRR). The Ambassador creates the ICS as a three-year strategy, and annually submits the MRR to request funding to meet the strategy. The SDO/DATT and SCO will, of course, be an integral part of the ICS and MRR, in both the development and execution of the strategy. The following description of the DOS planning process is meant only as a cursory overview of the process as it might impact the DOD elements in the embassy, and in no way covers the full extent of the DOS activity.

The planning process starts with the National Security Strategy, from which the DOS/USAID Joint Strategic Plan (JSP) is derived and, not surprisingly, defines the national strategic priorities that guide global engagement jointly for DOS/USAID. It identifies the diplomatic and development capabilities needed to advance US interests. The current version covers a four-year outlook, FY14-17, and can be found at the [www.state.gov/s/d/rm](http://www.state.gov/s/d/rm) website. It sets institutional priorities and provides strategic guidance as a framework for the most efficient allocation of resources, which includes directives for improving how embassies do business, from strengthening interagency collaboration to increasing State and USAID engagement with civil society, the private sector and others. DOD planners MUST be aware of the goals and objectives listed in the JSP, as many of the exigent objectives touch on areas in which DOD will be engaged (e.g., stability/conflict resolution, human rights, rebalancing, security cooperation, among others).

To supplement the multi-year strategy, DOS publishes an Annual Performance Plan, describing the diplomacy and development efforts of DOS and USAID to achieve the strategic objectives and performance goals set forth in the Joint Strategic Plan. In countries receiving Foreign Assistance from the US, the SCO will most certainly be involved in compiling data for the embassy's input to the Performance Plan, the annual December data call for performance information. In the Performance Plan, the Ambassador describes achievements of the previous fiscal year: anecdotes, training numbers, major deliveries, as well as activities that occurred during the reporting period, regardless of FY funding. This information is submitted to the President, the Congress, and the public. Additionally, halfway through the fiscal year, the SCOs will also be asked for data for the Operational Plan, which details the spend plan for newly-appropriated funds.

From JSP guidance, the regional and functional bureaus at DOS and USAID (e.g., the Africa Bureaus) prepare a Joint Regional Strategy laying out their plan to achieve their part of the national strategy. These regional and functional strategies can be found in the Intellipedia website.

Separately, USAID also prepares the USAID Policy Framework, to provide its staff and partners with USAID's core development priorities as well as operational principles. USAID also develops, for some countries, Country Development Cooperation Strategies. These documents can be found at the [www.usaid.gov](http://www.usaid.gov) USAID website.

All of these documents guide the individual embassies and USAID missions in developing their ICS. At this point in the planning process, plans start to flow back up the “chain-of-command” as resource requests. Individual embassies and missions send consolidated MRRs to bureaus, who prioritize and prepare a Bureau Resource Request (BRR). At the department level, DOS consolidates priorities and submits their budget requests to the Office of Management and Budget.

The DOS and DOD requests flow through the White House and become the President’s proposed budget which is submitted to Congress for consideration. The document sent annually by the President is called the *Congressional Budget Justification—Department of State, Foreign Operations, and Related Programs*. The CBJ details the operating expenses of the DOS, and all of the foreign assistance accounts requested for the upcoming year. The SDO/DATT and SCO will most likely have a hand in drafting part of the embassy’s submission to the CBJ.

While DOS plans are coordinated with DOD plans (and vice-versa), it is important to remember that the planning process is only hard-wired together at the National Security Strategy and the ICS. It is vital all planners along both planning chains keep their counterparts aware of institutional direction and planning intentions.

For the SCO or SDO/DATT, this system places a heavy burden of responsibility on their shoulders. It can be said that these two formal planning chains come together at only two people, the SCO and the President. As regards Security Cooperation, SDO/DATTs and SCOs must be extremely adept at keeping all parties informed, facilitating cooperation, and deconflicting priorities of the various departments, agencies, and commands involved.

**Figure 19-13**  
**Department of State Planning and Resourcing Process**

