

■ **DOD DIRECTIVE 5132.3.** This directive, titled **DEPARTMENT OF DEFENSE POLICY AND RESPONSIBILITIES RELATING TO SECURITY ASSISTANCE**, provides broad DOD guidance on the functions and responsibilities of the MAAG. It serves as the basic document from which the terms of reference are derived.

■ **TERMS OF REFERENCE.** In a document referred to as the terms of reference, the chief of the MAAG receives minimum essential guidance governing the organization and operation of the MAAG. The terms of reference are developed by the unified command, approved by the JCS and DOD, and include mission, command relationships, organization, administration, logistical support responsibilities, and functions of the MAAG. As roles and requirements change, additions or deletions are made to the terms of reference.

■ **DOD DIRECTIVE 5105.38-M.** This directive, titled **MILITARY ASSISTANCE AND SALES MANUAL**, sets forth responsibilities, policies, and procedures governing the administration of security assistance programs. It is the basic program management directive.

## **COUNTRY TEAM EFFORT**

Under the US country team, the MAAG operates as the principal agency through which the US military contributes to the capabilities and efficiency of the host country military forces for participation in IDAD. The MAAGs must seek and support integrated country team efforts to insure effective assistance for internal defense forces. Only through this means can the diverse security assistance resources be fully coordinated for the benefit of the host country and US national interests.

Trends in US security assistance include an increasing emphasis on US security interests and needs, indigenous initiative and self-help, integrated US Government departmental planning, more efficient use of US defense resources, and international and regional security arrangements. These trends require that MAAGs give additional emphasis to assessing host country internal defense requirements and to coordinating and integrating MAAG plans with those of other US Government agencies in support of unified US country team efforts. An emphasis on cost effective assistance, a shift from grant aid to FMS, short-range security assistance programs that clearly support specific US long-term objectives and strategies, and more efficient host country management of total defense resources indicate the MAAGs must have strategic planning and management capabilities.

The MAAGs should participate actively in joint planning with other members of the country team. This is particularly important since comments of the chief of the US diplomatic mission accompany all program recommendations forwarded by the MAAG. The MAAG's primary assistance to the country team is in preparing the military portion of the country paper, an annual document which identifies interests and objectives and establishes priorities. Courses of action designed to achieve the objectives are spelled out and issues are identified and discussed. Preparing the country paper is the first step in the production of national policy papers referred to by several different titles. This executive paper provides the general policy framework for activities of all US Government agencies with respect to the country in question.