



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

MCO 5710.6C
PP&O
24 JUN 2014

MARINE CORPS ORDER 5710.6C

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS SECURITY COOPERATION

Ref: (a) 10 U.S.C. §2001, §2341, §5041-5043
(b) 22 U.S.C. §2314, §2348, §2420, §2452
(c) National Security Strategy, May 2010
(d) Presidential Policy Directive-23, 5 April 2013
(e) National Defense Strategy, July 2008
(f) Defense Strategic Guidance, 5 Jan 2012
(g) National Military Strategy, 8 Feb 2011
(h) Chairman's Strategic Direction to the Joint Force, 2012
(i) Quadrennial Defense Review Report, 12 Feb 2010
(j) Unified Command Plan (UCP) (U//FOUO)
(k) Guidance for Employment of the Force (GEF)
2010-2012 with Flash Update (S//NOTAL)
(l) Joint Strategic Capabilities Plan (JSCP) 2010-2012 (S)
(m) CJCSM 3130.06, Global Force Management (GFM) Allocation
Policies and Procedures, 10 May 2013(S)
(n) DSCA Manual 5105.38M, Security Assistance Management Manual
(o) DoD 7000.14-R, "Volume 15, DoD Financial Management
Regulation," 01 JUN 2012
(p) DoDD 5105.75, "Department of Defense Operations at
U.S. Embassies," 21 DEC 2007
(q) DoDD 5132.03, "DoD Policy and Responsibilities Relating to
Security Cooperation," 24 OCT 2008
(r) DoDD 5230.20, "Visits and Assignments of Foreign
Nationals," 22 JUN 2005
(s) DoDD 2010.9, "Acquisition and Cross-Servicing Agreements,
28 APR 2003
(t) DoDI 5000.68, "Security Force Assistance (SFA),"
27 OCT 2010
(u) DoDI 5132.13, "Staffing of Security Cooperation
Organizations (SCOs) and the Selection and Training of
Security Cooperation Personnel," 09 JAN 2009
(v) DoDI 5410.17, "United States Field Studies Program (FSP)
for International Military and Civilian Students and
Military-Sponsored Visitors," 15 SEP 2006
(w) DoD's Security Force Assistance Lexicon Framework, 01 Nov
2011
(x) Joint Doctrine Note 1-13, Security Force Assistance, 29
April 2013
(y) CJCSI 2120.01C, Acquisition and Cross-Servicing Agreements

DISTRIBUTION STATEMENT A: Approved for public release; distribution is
unlimited.

- (z) SECNAVINST 4950.4B
- (aa) SECNAVINST 5510.34A
- (ab) A Cooperative Strategy for 21st Century Seapower (CS-21)
- (ac) 2010 Naval Operations Concept (NOC)
- (ad) Maritime Security Cooperation Policy, Sep 2013
- (ae) Marine Corps Vision and Strategy 2025
- (af) Marine Corps Service Campaign Plan 2012-2020 (U//FOUO)
- (ag) Marine Corps Campaign Support Plan 6 Dec 2013 (S)
- (ah) MCO 1520.11F
- (ai) MCO 5510.20B
- (aj) MCO 5710.7
- (ak) MCO 3502.6A
- (al) Global Theater Security Cooperation Management Information System (G-TSCMIS) Business Rules, Release 1, 1 May 2013
- (am) Marine Corps-Theater Security Cooperation Management Information System (MC-TSCMIS) Business Rules
- (an) Marine Corps Interim Publication 3-33.03 Security Cooperation (Author's draft)
- (ao) Marine Corps Conventional Force Allocation and Synchronization Process, 15 Apr 2011 (U//FOUO)
- (ap) NAVMC 3500.59A
- (aq) Marine Corps Operating Concepts 2010 (MOC), 29 Jun 2010
- (ar) Internal USMC Foreign Military Sales Workflow Process For Ground Equipment, DC PP&O, 192000Z FEB 14
- (as) SECNAV-M 5210.1

Encl: (1) Marine Corps Security Cooperation Policy Guidance

1. Situation. Security Cooperation (SC) is an important tool of national security and foreign policy and is an integral element of the Department of Defense mission. SC contributes to preventing conflict, enhances interoperability with international partners, and establishes the partnerships, access, and infrastructure that support larger military operations, if and when required. This Order promulgates Marine Corps guidance on SC and consolidates information regarding Security Assistance (SA) and Security Force Assistance (SFA) into one document.

2. Cancellation. MCO 5710.6B.

3. Mission. In accordance with the references, Marine Corps organizations will plan, coordinate, execute, report, and assess SC activities in order to support Combatant Commander (CCDR) and service-level SC goals, objectives, and end-states.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) Purpose. Provide Marine Corps policy guidance and oversight to support persistent forward naval engagement and related Marine Corps SC activities.

(b) Method. Articulate policies and procedures for service-level SC activities and related Marine Corps initiatives to focus and coordinate the efforts of Marine Corps organizations and planners.

(c) End State. The Marine Corps contributes to national security and achievement of strategic end states through SC activities and international partnerships.

(2) Concept of Operations. SC plans and programs will:

(a) Employ Marine Corps forces (teams, detachments, and task forces including Marine Expeditionary Units (MEUs) (when available), Marine Expeditionary Brigades, Special Purpose Marine Air Ground Task Forces for SC, and other in-theater Marine Corps forces (as available) which engage in the littorals and elsewhere to promote regional stability and contribute to the prevention of conflict.

1. Marine Corps forces receive training appropriate to the area of responsibility (AOR) to which they deploy, and are supported with the required enabling capabilities.

2. SPMAGTFs for SC are constructed to meet the needs of a particular Combatant Command (CCMD) and region, are sea- and/or land-based, typically deploy for several months, and support CCDR objectives by conducting a range of SC activities such as multinational exercises, training, and information sharing.

3. Marine Expeditionary Units (MEU) focus on crisis response and conduct a range of SC activities with a focus on multinational exercises and other activities that enhance interoperability with partner nation forces.

(b) Tailor general purpose forces to meet evolving CCDR needs as outlined in reference (ak).

(c) Utilize Marine Corps dedicated and enabling SC organizations outlined in Chapter 5 of enclosure (1).

(d) Include coordination with U.S. Navy and U.S. Coast Guard in SC plans and programs as outlined in reference (ad).

b. Subordinate Element Missions and Tasks

(1) Deputy Commandant, Plans, Policies, and Operations (DC, PP&O)

(a) Develop and maintain SC policy and oversee implementation, including SA.

(b) Advise the Commandant of the Marine Corps (CMC) and Department of the Navy leadership on global and regional political-military affairs.

(c) As the advocate for SC, develop and recommend Marine Corps positions related to SC in support of processes internal and external to the Marine Corps.

(d) In coordination with OPNAV N3/N5 and Coast Guard Foreign Policy and International Affairs Directorate, develop, refine, and promulgate specific policies and processes to achieve greater coordination and integration of maritime SC efforts.

(e) As the CMC-designated Global Force Manager, assess and articulate service risk, conduct prioritization, and serve as the approval authority for all adjudicated force and individual sourcing recommendations.

(f) Coordinate the provision of organized, trained, and equipped forces in support of CCDR SC requirements.

(g) Represent the Marine Corps in the preparation of joint plans, policies, studies, reports, and Government Accountability Office inquiry responses pertaining to SC.

(h) In coordination with MARFOR components, conduct service-to-service staff talks with military services from select partner nations.

(i) Develop policy related to foreign personnel exchanges, international affairs programs, counter-drug/counter-narco-terrorism programs, and foreign disclosure and technology transfer issues.

(j) In coordination with Director, Intelligence (DIRINT), coordinate self-invitation visits from senior foreign military and defense officials.

(k) In coordination with DIRINT, interact with foreign naval and military attachés on topics of mutual interest.

(l) Manage CMC international travel and engagements.

(m) Review Marine Corps SA programs and, in coordination with the respective Marine Corps Component (MARFOR) Commander,

determine availability of assets and impact on current and future operations.

(n) Coordinate the preparation and consolidation of Marine Corps FMS administrative budgets, coordinating with Deputy Commandant, Programs and Resources (DC, P&R) and Marine Corps Systems Command as required.

(o) Prioritize the allocation of international quotas to resident professional military education (PME) (e.g., Command and Staff College, Marine Corps War College, and Expeditionary Warfare School) and other quota-constrained schools as required.

(p) In coordination with DC, CD&I, prioritize the allocation of Marine Corps participation in foreign professional military education (FPME) opportunities as outlined in Chapter 11 of enclosure (1).

(q) Serve as the functional sponsor of the MC-TSCMIS described in Chapter 9 of enclosure (1) and coordinate all Global TSCMIS issues.

(r) Perform functions to facilitate exercises with foreign forces involving Marine Corps forces, installations, and facilities as outlined in Chapter 8, paragraph 7 of enclosure (1).

(s) Facilitate the establishment of new reciprocal foreign education exchanges, as outlined in Chapter 11 of enclosure (1).

(t) Oversee the Marine Corps Information Operations Center (MCIOC) in its role as an enabling SC organization as outlined in Chapter 5 of enclosure (1).

(u) In coordination with Commander, Marine Forces Command (MCSCG) and Deputy Commandant, Combat Development and Integration (TECOM), consolidate and prioritize Field Studies Program plans and budgets for submission to Navy International Program Office.

(2) Deputy Commandant, Combat Development and Integration (DC, CD&I)

(a) Lead SC-related structure analysis, capability development, and doctrine through the Marine Corps Force Development System.

(b) As required, assume the role of supporting commander for SC and other steady-state activities, including those funded by SA.

(c) In coordination with COMMARFORCOM (MCSCG), develop, refine, and implement training and education programs to ensure that SC planners and operators possess the requisite understanding of

maritime SC and skills to conduct maritime SC mission planning and execution with the U.S. Navy and U.S. Coast Guard.

(d) Update Mission Essential Tasks (METs) to reflect maritime SC activities as necessary.

(e) Represent the Marine Corps in the preparation of joint studies and reports pertaining to SC, coordinating with DC, PP&O and utilizing the Marine Corps Center for Lessons Learned as appropriate.

(f) Train and educate international military students at Marine Corps school houses and other organizations. In coordination with DC, PP&O and prior to accepting and announcing foreign student attendance at follow-on or additional schools, coordinate with Commander, U.S. Marine Corps Forces Command (COMMARFORCOM) via Commanding Officer, MCSCG regarding international military education and training programming.

(g) Annually, during the month of June, submit the next fiscal year's approved FSP plan and budget to the MARFORCOM (MCSCG) FSP program manager.

(h) Manage Marine Corps participation in FPME programs.

(i) Develop awareness of other cultures and languages across the Marine Corps and, specifically in support of SC efforts, through training and education.

(j) In coordination with Deputy Commandant, Manpower and Reserve Affairs (DC, M&RA), track personnel with cultural, language, SC, and Irregular Warfare (IW)-related skills.

(k) Conduct topic-specific talks, working groups, seminars, and wargames with military services from partner nations.

(l) Develop capabilities that enhance coalition interoperability.

(m) Form education, research, analysis, and gaming partnerships with war colleges or similar institutions in select partner nations.

(n) Foster collaboration between Department of the Navy Science and Technology (S&T) programs and the S&T programs in other nations, within governments, academia, and industry.

(o) In coordination with DC, PP&O and Commander, Training and Education Command, perform functions to facilitate foreign exercises involving Marine Corps training facilities and installations as outlined in Chapter 8, paragraph 7 of enclosure (1).

(p) In coordination with DC, PP&O, prioritize the allocation of Marine Corps participation in FPME opportunities as outlined in Chapter 10 of enclosure (1).

(q) Support MARFORCOM (MCSCG) in providing advisor training.

(r) Oversee the Small Wars Center/ Irregular Warfare Integration Division (SWCIWID) as the capability developer, and the Center for Advanced Operational Culture Learning (CAOCL), Marine Corps Warfighting Laboratory (MCWL), and Training and Education Command (TECOM) in their roles as enabling SC organizations as outlined in Chapter 5 of enclosure (1).

(3) Deputy Commandant, Programs and Resources (DC, P&R)

(a) Coordinate with the Program Evaluation Boards (PEB) to determine the appropriate resourcing of the SC organizations detailed in Chapter 5 of enclosure (1).

(b) Review, through the Program Objective Memorandum (POM) Working Group, resourcing for all SC organizations to ensure a balanced approach across the Marine Corps in providing support to SC activities.

(4) Deputy Commandant, Manpower and Reserve Affairs (DC, M&RA)

(a) Support SC activities by continuing to execute total force manpower policies that meet the needs of the Marine Corps while maximizing the assignment of regional specialists to operating force units.

(b) In collaboration with DC, PP&O and DIRINT, determine the feasibility of near- and long-term changes that will better align external assignments to Marine Corps equities.

(5) Deputy Commandant, Installations and Logistics (DC, I&L)

(a) In coordination with DC, PP&O and Commander, Marine Corps Systems Command (COMMARCORSYSCOM), review ground equipment-related SA matters.

(b) In coordination with Commanding General, Marine Corps Logistics Command (MCLC); Commander, Marine Corps Installations Command (MCICOM); and COMMARCORSYSCOM, analyze readiness impact of SA issues and initiatives.

(c) In coordination with DC, PP&O and COMMARCORSYSCOM, certify the availability/non-availability of assets in support of SA programs.

(d) In coordination with DC, PP&O and through Commander, MCICOM, perform functions to facilitate exercises with foreign forces involving Marine Corps installations and facilities as outlined in Chapter 8, paragraph 7 of enclosure (1).

(e) In accordance with reference (y), designate a Service Acquisition and Cross-Servicing Agreements (ACSA) point of contact to provide oversight and to administer Service-level utilization of ACSAs.

(6) Deputy Commandant, Aviation

(a) Identify and pursue aviation acquisition programs with foreign partners to develop complementary capabilities and enhance coalition interoperability.

(b) Promote and staff liaison and exchange programs between Marine Corps and partner nations' aviation personnel.

(c) Provide service-level guidance regarding partner nation participation in Marine Corps aviation courses and programs, including use of facilities and other resources.

(d) In coordination with DC, PP&O, provide service-level guidance regarding Marine Corps aviation participation in foreign exchanges, courses, and exercises.

(e) In coordination with DC, PP&O, Naval Air Systems Command (NAVAIR), Navy International Programs Office, and the Joint Program Office provide service-level guidance regarding Marine Corps aviation participation in SA activities, including FMS.

(7) Director, Intelligence (DIRINT)

(a) Provide intelligence, foreign liaison, and protocol support to the Secretary of the Navy, CMC, and other Marine Corps organizations.

(b) Conduct intelligence cooperation talks with select foreign partners.

(c) Develop intelligence sharing agreements.

(d) Select and sponsor Marine attachés serving worldwide.

(e) Conduct counterpart visits with foreign directors of intelligence.

(f) Accredite foreign military attachés with their duties in the United States.

(g) Review intelligence-related SA matters.

(h) Monitor all SC matters for counterintelligence concerns.

(i) Through the Marine Corps Intelligence Surveillance and Reconnaissance Enterprise (MCISR-E), build the intelligence capacity of select partner countries during state-to-state operations, consistent with Title 22, United States Code, Section 2420 prohibition on providing training, advice or financial support to any program of internal intelligence or surveillance.

(j) Oversee MCISR-E in its role as an enabling SC organization as outlined in Chapter 5 of enclosure (1).

(8) Director, Command, Control, Communications, and Computers (DIR C4)

(a) Shape engagement with international partners in C4-related programs and policies to improve collective and individual situational awareness and enhance regional maritime security.

(b) Provide enterprise level oversight of the MC-TSCMIS software described in Chapter 9 of enclosure (1).

(9) Director, Health Services

(a) Support SC activities by continuing to optimize our Health Services' capabilities to provide Force Health Protection, Resuscitative Care, and Enroute Care in austere expeditionary environments.

(b) Collaborate with Navy Medicine and other external partners to maximize health service support to SC activities.

(10) Director, Public Affairs

(a) Provide communication counsel to CMC and staff, communicate and engage with domestic and foreign publics, and serve as PA proponent for capability development in support of SC end states.

(b) As proponent for PA, posture the PA field across the doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) spectrum in order to provide required communication support to SC activities.

(c) Advise executive leadership and build awareness among Marines about the information environment, how it affects Marine Corps involvement in SC activities, and how the perception of SC activities in the environment affects operational and strategic objectives.

(d) Develop communication plans and facilitate engagement with key publics to increase their understanding of Marine Corps

support to SC activities, CCDR campaign plans, and national strategic objectives.

(e) Assist the MARFORs and MCSCG in the development and execution of public affairs training for partner nations, as required.

(f) Ensure consistency of message by functioning as release authority for all official, attributable information and communication to include visual information submitted to publically accessible repositories.

(11) Director, Judge Advocate Division

(a) Provide legal advice to Headquarters, Marine Corps (HQMC) on all international and operational law matters that affect the ability of the Marine Corps to conduct training, exercises, operations, or other SC activities.

(b) Provide required legal support to HQMC for the negotiation and conclusion of all international agreements (e.g., personnel exchange program, PME exchange agreements, and liaison officer agreements) to ensure compliance with relevant law, policy, and regulations.

(c) Provide legal advice with respect to the interpretation of international agreements affecting SC efforts, including but not limited to Status of Forces Agreements, Defense Cooperation Agreements, Article 98 Agreements, and Acquisition and Cross-Servicing Agreements.

(d) Engage with foreign counterparts in the military, academia, and government, through training, exercises, and operations, as well as legal conferences, seminars, and other activities.

(12) Commander, U.S. Marine Corps Forces Command (COMMARFORCOM)

(a) Provide force sourcing recommendations to CMC for validated Marine Corps force requirements in support of CCDRs.

(b) In accordance with DC, PP&O-issued guidance, ensure SC activities conducted or supported by Marine Corps forces are appropriately prioritized and synchronized in the course of GFM internal sourcing processes such as Marine Corps Operations Summits and Force Synchronization Conferences.

(c) Organize, train, equip, certify, and deploy units and personnel to conduct SC activities.

(d) Coordinate with U.S. Fleet Forces Command and the U.S. Coast Guard to develop force sourcing recommendations and pre-

deployment training activities in order to optimize maritime force packages provided to CCDRs.

(e) In coordination with other SC enabling organizations, plan, coordinate, implement, and execute all Marine Corps related SA training and education via MCSCG.

(f) Facilitate SA training conducted in association with foreign exercises involving Marine Corps facilities and installations as outlined in Chapter 8 of enclosure (1).

(g) Oversee MCSCG in its role as a dedicated Marine Corps SC organization as outlined in Chapter 5 of enclosure (1).

(h) In coordination with DC, PP&O, oversee MCSCG in its role as the Service lead for the SC Workforce Database, as outlined in Chapter 9 of enclosure (1).

(i) Designate a FSP Program Manager. The FSP Program Manager will annually, during the month of July, provide the next fiscal year's consolidated and approved FSP plan and budget to the DC, PP&O.

(13) Commander, U.S. Marine Corps Forces Pacific
(COMMARFORPAC)

(a) Ensure Phase-0 activities conducted within the U.S. Pacific Command (USPACOM) AOR support strategic premises defined in reference (k); CCDR campaign plans; COMMARFOR supporting plans; and references (af) and (ag).

(b) Use information in reference (ag) as a basis for informing Commander, U.S. Pacific Command (CDRUSPACOM) planning, and inform DC, PP&O of CDRUSPACOM feedback regarding reference (ag).

(c) Provide forces for CDRUSPACOM's SC requirements from forces commanded by COMMARFORPAC, in accordance with the references (m) and (ag).

(d) Upon receipt of SC requirements outside the PACOM AOR from COMMARFORCOM, assess feasibility of support and provide forces in accordance with references (m) and (ag).

(e) In accordance with references (m) and (ag), assist CDRUSPACOM in properly registering Marine Corps requirements in support of SC objectives.

(f) Provide DC, PP&O a copy of the MARFOR component support plan to CDRUSPACOM's theater campaign plan.

(g) Develop and incorporate a coordinated Maritime SC Annex into CCDR TCP supporting plans to inform and synchronize the

planning and execution of integrated Navy, Marine Corps, and Coast Guard maritime SC activities conducted in priority countries of CCDR interest.

(h) In coordination with DC, PP&O and DC, I&L perform functions to facilitate exercises with foreign forces involving Marine Corps installations and facilities as outlined in Chapter 9, paragraph 7 of enclosure (1).

(i) Organize, train, equip, certify, and deploy units and personnel to conduct SC activities.

(j) Coordinate requirements for logistics and facilities support abroad and forward requirements to DC, I&L for approval.

(k) Advocate for, coordinate, and maintain oversight of logistics support requirements for expeditionary forces in SC operations.

(14) Commanders, U.S. Marine Corps Force Africa, U.S. Marine Corps Forces South, U.S. Marine Corps Forces North, U.S. Marine Corps Force Europe, and U.S. Marine Corps Forces Central Command

(a) Ensure Phase-0 activities conducted within the assigned AOR support strategic premises defined in reference (k); CCDR campaign plans; COMMARFOR supporting plans; and references (af) and (ag).

(b) Use information in reference (ag) as a basis for informing CCDR planning, and inform DC, PP&O of CCDR feedback regarding reference (ag).

(c) In accordance with the references (m) and (ag), assist CCDR in properly registering Marine Corps requirements in support of SC objectives.

(d) Provide to DC, PP&O a copy of the MARFOR component support plan to the CCDR's theater campaign plan.

(e) Develop and incorporate a coordinated Maritime SC Annex into CCDR TCP supporting plans to inform and synchronize the planning and execution of integrated Navy, Marine Corps, and Coast Guard maritime SC activities conducted in priority countries of CCDR interest.

(f) In coordination with DC, PP&O and DC, I&L perform functions to facilitate exercises with foreign forces involving Marine Corps installations and facilities as outlined in Chapter 9, paragraph 7 of enclosure (1).

(g) Coordinate requirements for logistics and facilities support abroad and forward requirements to DC, I&L for approval.

(h) Advocate for, coordinate, and maintain oversight of logistics support requirements for expeditionary forces in SC operations.

(i) With the concurrence of the CCDR, coordinate with regional NAVFORs for the employment of MEUs and FAST in support of SC engagements.

(15) Commander, U.S. Marine Corps Forces Strategic Command

(a) Use information in reference (ag) as a basis for informing CCMD planning, and inform DC, PP&O of CCMD feedback regarding reference (ag).

(b) Coordinate SC activities with appropriate regional MARFORs to the maximum extent possible.

(16) Commander, U.S. Marine Corps Forces Cyber Command

(a) Use information in reference (ag) as a basis for informing CCMD planning, and report CCMD feedback regarding reference (ag) to DC, PP&O.

(b) Coordinate SC activities with appropriate regional MARFORs to the maximum extent possible.

(17) Commander, U.S. Marine Corps Forces Special Operations Command

(a) Use information in reference (ag) as a basis for informing CCMD planning, and inform DC, PP&O of CCMD feedback regarding reference (ag).

(b) Coordinate SC activities with appropriate regional MARFORs to the maximum extent possible.

(18) Commander, U.S. Marine Corps Forces Reserve

(a) Upon receipt of SC-related feasibility of support (FOS) messages from COMMARFORCOM, assess FOS and provide recommendations and response in accordance with joint and service guidance.

(b) Organize, train, equip, certify, and deploy units and personnel to conduct SC activities.

(19) Commander, Marine Corps Systems Command (COMMARCORSYSCOM)

(a) Plan, coordinate, implement, and execute all Marine Corps related SA acquisition and logistics matters, procedures, instructions, technology transfer and comparative technology programs, international agreements and cooperation, disclosure of classified

information requests, and technical data packages to provide military assistance to friendly foreign governments.

(b) Perform functions to facilitate foreign exercises involving Marine Corps facilities and installations as outlined in Chapter 9 of enclosure (1).

(c) Oversee the Marine Corps Systems Command, International Programs (MCSC-IP) office in its role as a dedicated SC organization as outlined in Chapter 5 of enclosure (1).

(d) Oversee the MCSC-IP office in its role tracking MCSC personnel in the SC Workforce Database as outlined in Chapter 10 of enclosure (1).

c. Coordinating Instructions

(1) Marine Corps commanders will approach SC as operations that are planned, sourced, and executed through standard Marine Corps, naval, and joint planning processes and that receive the commensurate level of senior leader attention.

(2) Marine Corps planners shall seek opportunities to employ the total force to resource global SC requirements. The Marine Corps will draw on the talents, capability, and expertise of the operating forces, supporting establishment, and reserve forces in a coordinated and integrated manner.

(3) The Marine Corps shall utilize forces with appropriate training and experience to accomplish SC activities. To the extent possible, the Marine Corps will employ existing or task-organized units to conduct SC. Deploying forces of all sizes must have the necessary skills to succeed in all tasked operational endeavors.

(4) To achieve economies of force, Marine Corps planners shall seek opportunities to concurrently achieve CCDR SC objectives and fulfill service objectives. The Marine Corps will pursue partner nation participation, to the maximum extent appropriate in all joint or service-directed MAGTF-level or other large-scale exercises, experiments, and demonstrations, whether conducted in the continental United States or outside the continental United States.

(5) Per reference (ad), Marine Corps planners shall collaborate with the planners of U.S. Navy and U.S. Coast Guard organizations to achieve integration in strategic, operational, and event planning processes related to SC; synchronize efforts; share best practices; and develop common maritime skill sets for working with partner nation security forces.

(6) Marine Corps planners shall collaborate with the planners of U.S. Special Operations Command at all levels to achieve integration in strategic, operational, and event planning processes

related to SC; synchronize efforts; share best practice; and develop common skill sets for building the capacity of partner nation security forces.

(7) Marine Corps planners shall employ the TSCMIS software application to account for SC activities. Until the fielding of a Global TSCMIS, HQMC and the supporting establishment will employ the MC-TSCMIS while the operating forces will continue to employ CCMD systems.

(8) As outlined in reference (an), Marine Corps planners shall utilize the engagement planning process, which includes conducting a baseline foreign security force - capabilities based assessment and developing an SC engagement plan prior to engaging in significant, enduring SC activities. Planners shall make every effort to involve U.S. Navy and/or U.S. Coast Guard planners and/or subject matter experts when considering partner nation maritime capabilities.

(9) Marine Corps planners shall input after action reports and lessons learned into the MCCLL system in order to build a repository of information that will inform future SC planning and mitigate institutional inefficiencies.

(10) Marine Corps planners shall consider SC priorities outlined in the prioritization-related sections of reference (ag).

(a) Marine Corps SC Lenses are a set of functional criteria that highlight the most effective and efficient means of employing Marine Corps forces for SC.

(b) The Commandant of the Marine Corps Partnership List is a list of partner countries with whom the Marine Corps seeks to sustain or develop a relationship in order to support Title 10 responsibilities.

(11) Regional MARFORs are the main effort for Marine Corps SC planning and execution and are the primary arbiters of Marine Corps SC activities in their AOR.

(12) Information sharing and dialogue with foreign officials shall be governed by reference (ai) in order to properly protect Classified Military Information and Controlled Unclassified Information.

(13) For all foreign visits, a visit request must be received through the Foreign Visits System as outlined in reference (ai).

5. Administration and Logistics

a. Recommendations for changes to this Order are encouraged and should be submitted to DC, PP&O via the chain of command. The

following interim policy and procedure MARADMINs were incorporated within this Order:

(1) MARADMIN 307/12 Updated Marine Corps Policy for Assessments of Foreign Security Forces.

(2) MARADMIN 329/13 USMC Interim Policy for Coordinating Military-to-Military Visits to USMC Organizations, Facilities, and Installations.

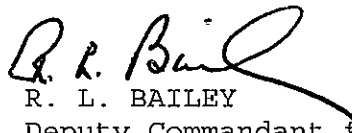
b. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per reference (k) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium.

c. In the event of the generation, collection or distribution of personally identifiable information, the Security Cooperation program must manage privacy sensitive information in accordance with the Privacy Act of 1974, as amended (5 U.S.C. 552a). Any unauthorized review, use, disclosure, or distribution is prohibited.

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective the date signed.


R. L. BAILEY
Deputy Commandant for
Plans, Policies, and Operations

DISTRIBUTION: PCN 10208795200

LOCATOR SHEET

Subj: MARINE CORPS SECURITY COOPERATION POLICY

Location: _____
(Indicate the location(s) of the copies of this Order.)

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporating Change

TABLE OF CONTENTS

<u>IDENTIFICATION</u>	<u>TITLE</u>	<u>PAGE</u>
Chapter 1	GENERAL OVERVIEW AND TERMINOLOGY.	1-1
1.	Background.	1-1
2.	Guidance.	1-1
3.	Terms and Descriptions.	1-1
Chapter 2	SECURITY COOPERATION POLICY DOCUMENTS . .	2-1
1.	Security Cooperation Policy Documents . .	2-1
2.	The National Security Strategy (NSS). . .	2-1
3.	The National Defense Strategy (NDS) . . .	2-1
4.	The National Military Strategy (NMS). . .	2-1
5.	The Guidance for Employment of the Force (GEF) (S//NOTAL).	2-2
6.	Joint Strategic Capabilities Plan (JSCP) (S)	2-2
7.	The Quadrennial Defense Review (QDR) Report.	2-2
8.	Presidential Policy Directive-23.	2-3
9.	The State/ U.S. Agency for International Development (USAID) Strategic Plan. . . .	2-3
10.	The Quadrennial Diplomacy and Development Review (QDDR) Report.	2-3
11.	Combatant Commander Campaign Plans. . . .	2-4
12.	A Cooperative Strategy for 21 st Century Seapower.	2-4
13.	Navy Operations Concept 2010 (NOC-10) . .	2-4
14.	Maritime Security Cooperation Policy (MSCP).	2-4
Chapter 3	SECURITY COOPERATION AUTHORITIES AND ORGANIZATIONS	3-1
1.	National Security Cooperation Authorities	3-1
2.	Permanent Authorities	3-1
3.	Temporary Authorities	3-2
4.	Constraints	3-2
5.	Key Considerations.	3-3
6.	U.S. Government and DoD Organizations . .	3-3
Chapter 4	MARINE CORPS SECURITY COOPERATION POLICY DOCUMENTS	4-1
1.	Key Policy Documents.	4-1
2.	Vision and Strategy 2025 (V&S 2025) . . .	4-1
3.	Marine Corps Service Campaign Plan 2012-2020	4-1

4.	Campaign Support Plan (CSP) (S)	4-1
5.	Marine Corps Operating Concept (MOC). . .	4-2
6.	NAVMC 3500.59A Marine Corps SC Training & Readiness Manual (SC T&R)	4-2
7.	Marine Corps Interim Publication 3-33.03 (Security Cooperation Handbook)	4-2
8.	MCO 1520.11F: International Affairs Program	4-2
9.	MCO 5510.20B: Disclosure of Military Information to Foreign Governments and Interests	4-2
Chapter 5	MARINE CORPS SECURITY COOPERATION ORGANIZATIONS	5-1
1.	Background.	5-1
2.	Security Cooperation Organizations. . . .	5-1
3.	Dedicated Marine Corps Security Cooperation Organizations	5-2
4.	Enabling Security Cooperation Organizations	5-5
5.	Capability Development Organization . . .	5-10
Chapter 6	SECURITY COOPERATION FORCE SOURCING . . .	6-1
1.	Background.	6-1
2.	Marine Corps Force Sourcing Process . . .	6-1
Chapter 7	SECURITY COOPERATION RESOURCING	7-1
1.	Discussion.	7-1
2.	Security Assistance Budgeting	7-2
3.	International Cooperative Administrative Support Services (ICASS).	7-2
4.	Other SC Resources.	7-3
Chapter 8	SECURITY COOPERATION ACTIVITIES	8-1
1.	Background.	8-1
2.	Military-to-Military Visits to USMC Organizations, Facilities, and Installations	8-4
Chapter 9	MARINE CORPS SECURITY ASSISTANCE.	9-1
1.	Background.	9-1
2.	Definition.	9-1
3.	Major Programs.	9-2
4.	Other Security Assistance Programs. . . .	9-6
5.	SA-Related Programs	9-6
6.	Supporting Elements within SA	9-7

7.	Foreign Exercises Involving USMC Facilities and Installations	9-7
8.	Security Assistance Constraints.	9-12
9.	Other Guidance for Security Assistance .	9-12
10.	Security Cooperation Education and Training Working Group	9-13

Chapter 10

SECURITY COOPERATION INFORMATION

MANAGEMENT SYSTEMS. 10-1

1.	Background.	10-1
2.	Future Systems.	10-1
3.	Current Systems	10-1
4.	USMC Force Synchronization Playbook . . .	10-2
5.	Partnership Strategy Toolkit (PST). . . .	10-2
6.	Security Assistance Network (SAN)	10-2
7.	Defense Security Assistance Management System (DSAMS).	10-3
8.	Security Cooperation Workforce Database (SCWD).	10-3

Chapter 11

GUIDANCE FOR FOREIGN PROFESSIONAL

MILITARY EDUCATION (FPME) 11-1

1.	Foreign Education Exchanges	11-1
2.	Foreign PME Prioritization Guidance . . .	11-2

Chapter 1

General Overview and Terminology

1. Background. The DoD term, "Security Cooperation" has become more widely used in the twenty-first century, but building defense relationships with foreign partners has been a U.S. Marine Corps (USMC) role since its inception. The definition of SC is broad and encompasses a number of activities, particularly SA and SFA.

2. Guidance. Although SC is a DoD term used to describe DoD activities, joint doctrine and policy require interagency participation in the planning of SC activities. Guidance for whole of government participation in security sector assistance can be found in reference (d) and implementing instructions. See Chapter 3 of this enclosure for a description of relevant organizations.

3. Terms and Descriptions

a. Security Cooperation (SC). All Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific US security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to a host nation. (JP 1-02)

(1) USMC SC comprises official and unofficial relations between the Marine Corps and foreign governments, military and other security forces, international organizations, and industries.

(2) USMC SC encompasses all Marine Corps interactions with foreign defense and security establishments, defense contractors, and defense manufacturers. Reference (a) responsibilities relate to military-to-military programs and comparable operational activities. Reference (b) responsibilities relate to military education and training, sales of defense articles and services, and peacekeeping operations. For more information on legal authorities required to conduct SC, see Chapter 3 of this enclosure.

b. Security Assistance (SA). SA comprises a group of programs authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended, or other related statutes by which the United States provides defense articles, military training, and other defense-related services by grant, loan, credit, or cash sales in furtherance of national policies and objectives. SA is an element of SC funded and authorized by Department of State (State) to be administered by Department of Defense/Defense SC Agency. (JP 1-02)

(1) SA is an element of SC. Although SA is a State program, to the maximum extent practical, SA requirements shall be informed by

and integrated with other DoD requirements and implemented through the same DoD systems, facilities, and procedures as SC.

(2) SA is the military element of Foreign Assistance. SA consists of programs funded under reference (b).

c. Security Force Assistance (SFA). SFA consists of DoD activities that contribute to unified action by the U.S. Government to support the development of the capacity and capability of foreign security forces and their supporting institutions.

(1) SFA is all DoD activities, conducted under various programs to organize, train, equip, rebuild/build, and advise (OTERA) foreign security forces and their supporting institutions from tactical to ministerial levels.

(2) Per reference (t), SFA activities must directly increase capability/capacity of a foreign security force, which can include combat advisory and support activities, and may be conducted across the range of military operations and spectrum of conflict as well as during all phases of military operations.

(3) These activities can be executed with other U.S. Government agencies focused on similar forces assigned to other ministries (e.g., interior, justice, intelligence services, police forces, border forces, and paramilitary forces).

d. Irregular Warfare (IW). IW is a violent struggle among state and non-state actors for legitimacy and influence over the relevant population. IW favors indirect and asymmetric approaches, though it may employ the full range of military and other capacities, in order to erode an adversary's power, influence, and will.

e. Relationships between SC, SA, SFA, and IW. The activities and programs associated with these terms are relational vice hierarchical. They relate in a functional sense and not a supporting/supported task approach. Nesting hierarchies are not appropriate as capabilities can apply across all types of operations and missions. Further detail on the relationship of SC terms can be found in reference (w).

(1) SC is those activities conducted with allies and friendly nations to: build relationships that promote U.S. interests; build allied and friendly nation capabilities for self-defense and coalition operations; and provide U.S. forces with peacetime and contingency access. Within SC, SFA activities are tied directly to building the security capability and capacity of a foreign security force. As such, SC encompasses a set of activities supporting a wide variety of goals and objectives that include all SFA activities.

(2) SA is by definition a group of programs funded by the State or the partner nation. SA authorities authorize a range of equipping and major training programs to facilitate SC activities

(including SFA) and comprise only one avenue by which activities may be funded. SA programs are used to provide resources and authorities to conduct SC activities.

(3) SC activities can occur within IW. Examples of SC activities during the conduct of IW include certain aspects of Foreign Internal Defense activities and certain activities conducted in counterinsurgency operations. SFA activities can occur outside of IW. Examples include activities to support an ally's capability to defend against an external threat. Figure 1 is derived from joint doctrine and provides a graphic representation of SC across the range of military operations.

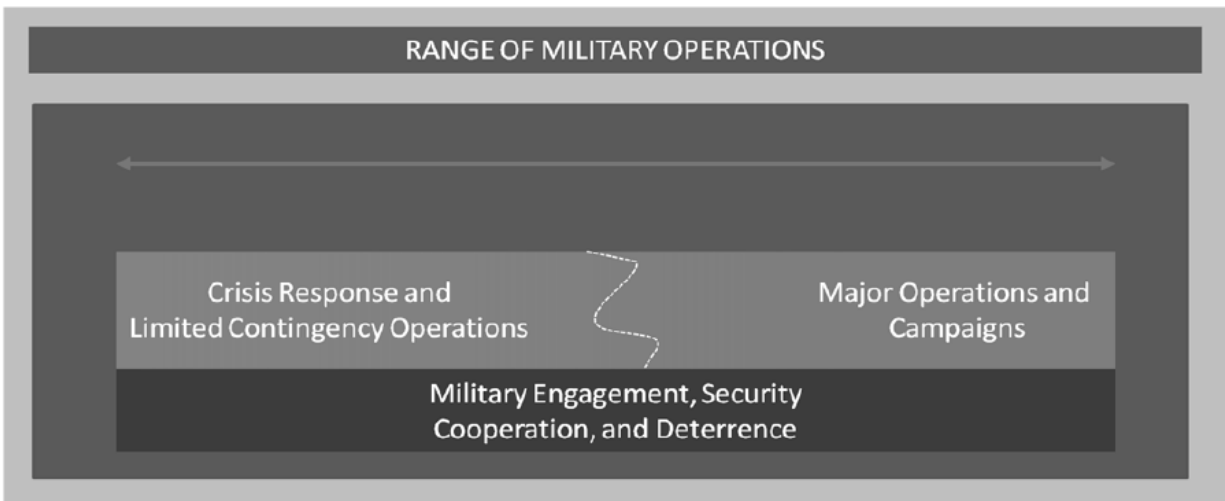


Figure 1-1.--Range of Military Operations

f. Assessments. The definitions below will serve as the basis for a Marine Corps lexicon on SC assessments for foreign security forces (FSF) until DoD-wide definitions are established. Because the internal organization of foreign security forces often differs from U.S. organization, the bounds of each definition require careful and professional coordination between supporting and supported Marine Corps Commands and organizations. Integrated assessment teams often provide maximum effectiveness.

(1) These definitions and recommendations are intended to standardize the assessment process; they are not intended to limit a Marine component commander's ability to conduct focused assessments with internally sourced subject matter experts. COMMARFORs are encouraged to utilize the expertise resident within MCSCG.

(2) MCSCG maintains the capability to conduct service level (DOTMLPF) assessments, the SC engagement plan (SCEP) process, and unit level/warfighting functions assessments. MCSCG maintains the institutional knowledge and responsibility to conduct or support these assessments and SCEPs. The coordination, liaison, and assessment teams (CLATs) within MCSCG, aligned to geographic combatant command

(GCC) areas of responsibility, conduct the foreign security force capability based assessments (FSF-CBA) and develop SCEPs in support of regional MARFORs.

(3) Before allocating resources in support of priority partner nation developmental activities, COMMARFORs should obtain an assessment of the foreign security force. An FSF-CBA provides the baseline needed to identify capability gaps and facilitate the development of multi-year SCEPs customized to address specific deficiencies at the institutional and (or) tactical levels.

(4) A FSF-CBA is defined as a tailored analysis of a FSF's capabilities based on mission and tasks, relevant to MARFOR objectives and the desired FSF security role. Each FSF-CBA will validate capability standards, identify gaps, determine operational risk associated with the gaps, and provide recommendations to the COMMARFOR for addressing the gaps. The FSF-CBA is intended to lead to a SCEP that provides a clear, resource-informed path for developing FSF capabilities.

(5) In order to ensure the FSF-CBA and SCEP meet supported COMMARFOR objectives, close coordination between the supporting CLAT and supported MARFOR is essential. No later than 70 days prior to the assessment trip, the supporting CLAT and the supported MARFOR's planners will conduct a problem framing meeting to scope the assessment. In preparation for the problem framing meeting, the supported MARFOR is to provide the following information:

- (a) Purpose of the assessment;
- (b) Capabilities to be assessed and desired end states;
- (c) Objectives for the relevant partner nation service;
- (d) Objectives for the assessed organization;
- (e) Mission, tasks of the assessed organization;
- (f) Assessment timeline;
- (g) Assessment locations.

(6) Responsibility for travel costs associated with conducting a FSF-CBA and SCEP depend upon the requestor of the FSF-CBA. If the COMMARFOR requests an FSF-CBA to support GCC objectives, it is the MARFOR's responsibility to obtain the required funding for the FSF-CBA. If a partner nation requests a FSF-CBA, the FSF-CBA will be executed through the FMS process. For details, contact MCSCG's SA Branch. FSF-CBAs in this category are primarily for the benefit of the partner nation. MARFORs have the responsibility to coordinate with the SCO, located in the partner nation, and MCSCG's security

assistance branch to ensure the FSF-CBA requirement is identified in the FMS case.

(7) Assessment Requests. Informal coordination between a COMMARFOR and the supporting CLAT may commence at any time. GCC requests that include the USMC as part of a joint assessment team require registration and sourcing through the GFM process. COMMARFOR requests for USMC-only FSF-CBAs are to be sourced internal to the USMC without the use of the GFM process. Teams will travel on service TAD orders only; no deployment orders will be published. COMMARFORs initiate the process by submitting an FOS request no less than 60 days prior to the planned assessment trip to the International Affairs Branch (PLU) within DC, PP&O. PLU will review FOS requests to ensure the engagement activity meets CMC intent as specified in reference (ag). PLU will forward requests to the Current Operations Branch (POC) within DC, PP&O for force management review and sourcing approval. POC will task COMMARFORCOM to determine feasibility, supportability, and associated risk to source. COMMARFORCOM will forward sourcing recommendation to POC. POC will release a tasking message to supporting organization(s).

(8) Ministerial Assessment. A Ministry of Defense (MOD) level analysis that (a) is not led by a regional MARFOR, but rather supports or informs ongoing OSD or US Government assessment efforts related to a partner MOD; (b) evaluates the capability and capacity of a partner nation to develop and execute defense policy and strategy, manage resources through budgeting and programming, and maintain a professional, accountable, and civilian-led defense establishment.

(9) Foreign Security Force Capability Based Assessment (FSF-CBA). A tailored analysis of a FSF's capability to conduct assigned mission(s), from tactical to institutional, relevant to MARFOR/CCMD's objectives and desired FSF security role. Each FSF-CBA will validate capability standards, identify gaps, determine operational risk associated with the gaps, and provide recommendations for addressing the gaps. The FSF-CBA is intended to lead to a SC engagement plan that provides a clear, resource-informed path from assessed capabilities to desired end-state.

(10) Post-Event/Exercise Assessment. An event/exercise level assessment that:

(a) identifies if an event/exercise's objectives and tasks were achieved using pre-determined measures of performance and effectiveness;

(b) proposes subsequent corrective actions;

(c) facilitates development of follow-on SC events through adjustments to the existing SC engagement plan;

MCO 5710.6C
24 JUN 2014

(d) is conducted by the organization/unit executing the event/exercise; and

(e) is submitted to the supported MARFOR.

Chapter 2

Security Cooperation Policy Documents

1. Security Cooperation Policy Documents. Strategic documents with significant implications for SC span the national, departmental, and Service levels. Additionally, as a maritime service, the Marine Corps follows guidance from the Department of the Navy. This chapter provides a brief listing and description of strategic documents with importance to SC planners and practitioners.

2. The National Security Strategy (NSS)

a. The NSS describes the international security environment, highlights major national security concerns, and provides a high-level overview of the administration's approach to addressing threats and capitalizing on opportunities. This document is unclassified and signed by the President.

b. Typically published at the beginning of a presidential term, the NSS informs department-level documents such as the NDS and the State and USAID's Strategic Plan.

c. The NSS provides broad guidance on how the U.S. Government will pursue and utilize international partnerships.

3. The National Defense Strategy (NDS)

a. The NDS describes how the U.S. Armed Forces and DoD agencies will contribute to NSS objectives. This document is unclassified and signed by the Secretary of Defense.

b. The NDS serves as DoD's capstone strategic document. The NDS is derived from the NSS and informs the NMS. This document provides a framework for other DoD strategic guidance on topics such as campaign and contingency planning, force development, posture, and intelligence.

c. The NDS typically addresses how the U.S. Armed Forces will fight and win America's wars and how DoD seeks to work with allies and partners to enhance security and prevent conflict.

4. The National Military Strategy (NMS)

a. The NMS describes the ways and means by which the military will advance enduring U.S. national interests as articulated in the NSS and defense objectives as articulated in the NDS or Quadrennial Defense Review. This document is unclassified and signed by the Chairman of the Joint Chiefs of Staff.

b. The NMS provides focus for military activities by defining a set of interrelated military objectives from which the Service Chiefs and CCDRs identify desired capabilities and against which the Chairman assesses risk.

c. The NMS provides broad guidance on how the U.S. Armed Forces will pursue and utilize international partnerships.

5. The Guidance for Employment of the Force (GEF) (S//NOTAL)

a. The GEF translates NSS and NDS objectives into strategic end-states for CCDRs and Secretaries of the Military Departments. This document is classified and approved by both the President and Secretary of Defense.

b. The GEF transitioned DoD's planning from a "contingency-centric" approach to a "strategy-centric" approach. Rather than initiating planning from the context of particular contingencies, the strategy-centric approach requires commanders to begin planning from the perspective of achieving broad global, theater, and functional objectives.

c. Unlike the NSS, NDS, and NMS, the GEF is a highly specific document with detailed guidance regarding the development of CCDR campaign plans, which focus on current operations, SC, and other steady-state activities. This document includes guidance on posture, force management, and SC.

6. Joint Strategic Capabilities Plan (JSCP) (S)

a. The JSCP provides guidance to CCDRs, Service Chiefs, and other DoD organizations to accomplish tasks and missions based on near-term military capabilities. The JSCP implements campaign, campaign support, contingency, and posture planning guidance reflected in the GEF.

b. The JSCP's guidance on CCDR campaign plans informs CCDR SC planning.

7. The Quadrennial Defense Review (QDR) Report

a. The QDR is a mandated review of DoD strategy and priorities. The QDR sets a long-term course for DoD as it assesses the threats and challenges that the nation faces and re-balances DoD's strategies, capabilities, and forces to address today's conflicts and tomorrow's threats. The QDR typically delineates a national defense strategy consistent with the most recent NSS by defining force structure, modernization plans, and a budget plan allowing the military to successfully execute the full range of missions within that strategy.

b. The report includes an evaluation by the Secretary of Defense and Chairman of the Joint Chiefs of Staff of the military's ability to successfully execute its missions.

8. Presidential Policy Directive-23

a. This Presidential Policy Directive (PPD) on security sector assistance (SSA) is aimed at strengthening the ability of the United States Government Interagency to help allies and partner nations build their own security capacity through a well-orchestrated, unified approach.

b. While SSA is a whole-of-government approach to building the capacity of allied and partner nations' security sectors, the Department of Defense plays an important role through its SC activities. PPD-23 is significant because it outlines the way ahead for interagency collaboration (notably between the Departments of Defense and State) in the field of SSA, and how the DoD will tailor its approach moving forward.

c. PPD-23 introduces several guidelines for implementing a whole-of-government approach to SSA; notably, these guidelines include: (1) a call for regional, functional, and country-level strategies; (2) common assessment frameworks; and (3) an emphasis on objectives, monitoring, and evaluating USG efforts, and allies and partner nation progress.

9. The State/USAID Strategic Plan

a. This unclassified document links the State and USAID strategic planning frameworks and goals and sets the strategy and priorities for State and USAID in the coming years.

b. The Strategic Plan responds to the NSS and guides and informs the U.S. Diplomatic Integrated Country Strategies (ICS).

c. ICS content is highly relevant to CCDR campaign plans and MARFOR planning efforts at the country level.

10. The Quadrennial Diplomacy and Development Review (QDDR) Report

a. The QDDR is an unclassified study of and by State and USAID that analyzes the short, medium, and long-term strategy for the U.S. diplomatic and development efforts abroad.

b. The QDDR also seeks to plan on a longer-term basis than the usual year-to-year appropriations-based practice and to integrate diplomacy and development missions under one planning process. It similarly seeks to correlate the department's missions with its capacities and identify shortfalls in resourcing.

11. Combatant Commander Campaign Plans

a. Theater campaign plans (TCP) operationalize geographic CCDR theater strategies. Campaign plans focus on the command's steady-state activities, including ongoing operations, SC, and other shaping and preventative activities. Contingency plans for responding to crisis scenarios will be treated as branch plans to the campaign plan. TCPs also prioritize efforts, direct component command roles, and direct component country priorities. TCPs are classified.

b. Functional campaign plans (FCP) operationalize the global and functional strategies of the functional CCDRs. FCPs are classified.

12. A Cooperative Strategy for 21st Century Seapower

a. The maritime forces (Navy, Marine Corps, and Coast Guard), have created a unified maritime strategy that stresses an approach integrating seapower with other elements of national power, as well as those of friends and allies. This document is unclassified and signed by CMC, Chief of Naval Operations, and Commandant of the Coast Guard.

b. This unclassified document describes how seapower will be applied around the world to protect the American way of life as the U.S. maritime forces join with other like-minded nations to protect and sustain the global, interconnected system through which Americans prosper. The historical commitment to protecting the homeland and winning the nation's wars is matched by a corresponding commitment to preventing war.

13. Navy Operations Concept 2010 (NOC-10). NOC-10 describes when, where, and how U.S. naval forces will contribute to enhancing security, preventing conflict, and prevailing in war in order to guide maritime strategy implementation in a manner consistent with national strategy. NOC-10 describes the ways with which the Sea Services will achieve the ends articulated in A Cooperative Strategy for 21st Century Seapower.

14. Maritime Security Cooperation Policy (MSCP). The MSCP provides guidance to Navy, Marine Corps, and Coast Guard organizations involved in training for and executing SC missions. The policy's overarching objective is to increase coordination and integration across the three maritime services for the planning and conduct of theater-level SC. The intent of the MSCP is to provide CCDRs with more effective and efficient maritime force packages that increase the capability and capacity of partner nation maritime security forces and their supporting institutions, increase interoperability, and strengthen regional and global stability. This document is unclassified and is signed by the respective Service chiefs.

Chapter 3

Security Cooperation Authorities and Organizations

1. National Security Cooperation Authorities. All Marine Corps organizations planning or conducting SC must clearly understand and comply with the legal authority under which they intend to operate or are operating. Marine Corps organizations must have affirmative legal authority for both the conduct and funding of any SA activities. The authority for the Marine Corps to administer and execute SC activities, including the execution of SA activities, is provided in U.S. public law and enacted through annual legislation including: the National Defense Authorization Act (NDAA); the Defense Appropriation Act (DAA); and the State, Foreign Operations, and Related Programs Appropriation Act (FOAA).

2. Permanent Authorities. The U.S. Code is a codification of those sections of U.S. public law intended to provide enduring, or permanent authorization or prohibition of certain activities. The U.S. Code categorizes these sections of public law into "titles" based on the subject area addressed in each section. Those sections of public law addressing SC activities are generally found in Titles 10, 14, 22, 32, and 50.

a. Title 10 - Armed Forces. Title 10 provides the basic legal authority for the operation and maintenance of the Armed Forces of the United States. Funds appropriated by Congress for the operation and maintenance (O&M) of the Marine Corps generally shall not be used to provide training and equipment to foreign military forces, or other forms of foreign assistance to foreign countries. However, Title 10 does expressly provide a few affirmative exceptions to this general rule. These exceptions are limited and narrow in scope.

b. Title 14 - Coast Guard. Title 14 provides the basic legal authority for the operation and maintenance of the United States Coast Guard. Title 14 has several sections describing Coast Guard interaction with other federal agencies including the Department of State and the military departments. Title 14 specifically addresses Coast Guard assistance to foreign governments and military authorities. This includes training, grants, cooperative agreements, and other duties in which the Coast Guard may be of assistance.

c. Title 22 - Foreign Relations and Intercourse. Title 22 includes the codification of two public laws, which establish the basic legal authority and framework for the provision of foreign assistance: the Foreign Assistance Act of 1961, as amended and the Arms Export Control Act, as amended. Foreign Assistance includes Economic Assistance, Humanitarian Assistance, and SA. SA consists of the following State programs, supervised by the State, but often executed by the DoD: FMS, Foreign Military Financing (FMF), International Military Education and Training (IMET), Drawdowns,

Global Peace Operations Initiative, Peacekeeping Operations (PKO), and other related programs.

d. Title 32 - National Guard. Title 32 provides the basic legal authority for the National Guard. While National Guard units are normally under the command of the Governor of the state in which the unit resides, the President of the United States and the United States Congress has increasingly called upon the National Guard for a number of Federal missions. One of the most relevant authorities within this title is the State Partnership Program, under which Guard members on active duty are able to engage with partner nations.

e. Title 50 - War and National Defense. Title 50 provides authorities related to specified intelligence and surveillance programs and includes sections on scholarships to international students and programs related to assisting foreign nations with countering weapons of mass destruction.

3. Temporary Authorities. In addition to permanent authorities, from time to time the annual authorization and appropriation acts will contain sections providing DoD temporary authority to conduct certain kinds of SC activities. These authorities are temporary because the sections within the annual authorization and appropriation acts creating them expressly limit their duration. Accordingly, these sections are not codified into the respective titles within the U.S. Code. One example of such an authority is Section 1206 of the NDAA, originally published in FY 2006, which allows DoD to conduct training of foreign defense forces and maritime security forces for the purposes of conducting counterterrorism operations or to participate in or support stability operations in which the United States is a participant. When such temporary authorities expire, the DoD no longer has the authority to continue to conduct such activities.

4. Constraints. Title 10 or Title 22 authorizations require due diligence to ensure the funds are being properly and legally expended. The legal restrictions on DoD to train and equip foreign forces include, but are not limited to:

a. Title 10, U.S. Code appropriations may not be used to train foreign forces unless specifically authorized by Congress (e.g., Section 1206 of the NDAA).

b. All transfers of defense equipment or services must be conducted in compliance with Title 22, U.S. Code (i.e., the Foreign Assistance Act and the Arms Export Control Act) unless otherwise authorized by Congress. Accordingly, the DoD may not transfer equipment or provide services to a foreign military using Title 10 appropriated funds unless specifically authorized by Congress (e.g., the Afghan Security Forces Fund).

c. The "Leahy Amendment" to the 1997 FOAA prohibits provision of Foreign Operations, Export Financing, and Related Programs

Appropriations Act assistance to foreign security force units implicated in gross human rights violations unless the Secretary of State determines that the host government is taking effective measures to bring those responsible to justice. The law was expanded in 1998 to include all SA programs using FOAA funds. Additionally, recurring language in the annual NDAA applies Leahy requirements to NDAA-funded training.

5. Key Considerations

a. Planners must use funds properly, i.e., only for the purpose for which they were appropriated.

b. Planners should utilize all available SC tools as they develop plans. Some programs are used more frequently by certain CCDRs while other programs are rarely fully executed, affording the creative SC planner additional options for resourcing solutions.

c. Planners should plan and coordinate early. The lead time for approval and allocation of funds for many programs can be lengthy. SA activities must first be coordinated with and initiated by the SCO, who must in turn coordinate with the partner nation and planners at the CCMD. SC activities must be approved by the CCDR, in addition to any other applicable authority within DoD (e.g., Defense Security Cooperation Agency (DSCA)) and State.

d. Planners should justify their SC plans by linking the plan to the CCDR's objectives and end states.

e. Planners should utilize subject matter experts and publications. The CCMDs, DoD, and State have subject matter experts, publications, and web-sites related to SC and SA authorities and programs.

f. Commanders and planners should not begin execution of SC or SA activities until the request is approved and funding is allocated.

g. Planners should consult their servicing Staff Judge Advocates (SJA) for current and specific guidance with respect to SC legal authorities. All other questions should be directed to one of the following: the International Affairs Branch (PLU) at HQMC, MCSCG, MCSC-IP, and/or the Joint Center for International Security Force Assistance. The overall point of contact for current information related to SC authorities is the Strategy Directorate of DSCA.

6. U.S. Government and DoD Organizations. This section describes the major organizations involved with planning, executing, coordinating, and assessing SC activities and their linkage to Marine Corps SC efforts. USMC organizations are described in Chapter 5 of this enclosure.

a. Department of State. The Secretary of State is responsible

for the overall strategic direction of foreign policy and foreign assistance and for determining specific country eligibility to receive SA. Department of State regional and country-specific planning is coordinated with and considered by DoD planners in developing GEF, TCPs, and FCPs. The Bureau of Political-Military Affairs (PM) is the State's principal link to DoD. The PM Bureau provides policy direction in the areas of international security, SA, military operations, defense strategy and plans, and defense trade.

b. Department of Defense. The Secretary of Defense is responsible for establishing SC policy and for administering and executing SC programs under the guidelines established by U.S. law and the Secretary of State. The objective of both agencies is to ensure SC programs support US foreign policy and national security objectives. The secretary is also responsible for building SC relationships with foreign defense establishments. The Under Secretary of Defense for Policy serves as the principal staff assistant and advisor to the Secretary of Defense on SC matters.

c. United States Agency for International Development (USAID). USAID promotes peace and stability by fostering economic growth, protecting human health, providing emergency humanitarian assistance, and enhancing democracy in developing countries. Efforts to improve the lives of millions of people worldwide represent US values and advance US interests for peace and prosperity. USAID is an independent federal government agency that receives overall foreign policy guidance from the Secretary of State. The Office of Military Affairs (OMA) is USAID's primary point of contact for DoD matters.

d. Defense Security Cooperation Agency (DSCA). DSCA is a defense agency under the direction of the Under Secretary of Defense for Policy. DSCA directs, administers, and supervises the execution of all SA programs for the DoD and is the focal point for Government-to-Government arms transfers, budget, legislative, projections, forecasting and other SA matters. DSCA is responsible for supervising all SA planning and programs; coordinating SA programs with other government agencies; and making determinations with respect to the allocation of FMS Administrative (FMS Admin) funds. DSCA establishes the overall requirements, criteria, and procedures for the selection and training of personnel engaged directly in SC and SA activities; especially those designated as SCOs.

e. Chairman of the Joint Chiefs of Staff (CJCS). CJCS tasks the CCDRs through the JSCP to develop campaign plans (TCP or FCP) to address SC planning, resourcing, executing, and assessing within a regional or functional purview. Under Secretary of Defense for Policy (USD(P)) reviews all CCDR campaign plans and oversees de-confliction of campaign plans as necessary. In coordination with the services and Joint Force Providers, CJCS modifies the Global Force Management Board processes and procedures to account for force and capability requirements for SC programs and activities.

f. Combatant Commands. Combatant commands develop campaign plans as appropriate to conduct SC programs and activities under their regional (geographic CCMD) or functional purview (functional CCMD); conduct assessments of campaign and campaign support plans; provide assistance as requested by the USD(P) or DSCA; and supervise Offices of Security Cooperation. CCDRs provide the required contributions of their service component commanders regarding the planning and execution of CCDR Campaign Plans; including whether or not component commanders will be required to develop and submit separate component-level Campaign Support Plans. The GEF requires the Joint Staff, the Military Departments and Defense Agencies to review each CCDR campaign plan and to develop coordinated, synchronized and complimentary campaign support plans.

g. Security Cooperation Organizations (SCO) (formerly known as Security Assistance Offices). SCOs comprise all DoD elements located in a foreign country with assigned responsibilities for carrying out SC and SA management functions. SCOs include: Military Assistance Advisory Groups/ Joint U.S. Military Advisory Groups, Military Missions and Groups, Offices of Defense and Military Cooperation, Military Liaison Groups, and Defense Attaché Office personnel designated to perform SC and SA functions. SCO personnel are the foremost SC points of contact between the DoD and the host nation Ministry of Defense, other government agencies, small businesses, and academia. SCOs are located in or associated with U.S. diplomatic facilities worldwide and are responsible for overseeing and implementing in-country SC including SA, FMS, and for facilitating cooperation in research, development, and acquisition. Marine Corps organizations most likely to be in direct contact with SCOs are the regional MARFORs, MCSCG, and MCSC-IP.

h. U.S Embassies. The Senior Defense Official / Defense Attaché (SDO/DATT) is the principal DoD official in a U.S. Embassy. The SDO/DATT is the Chief of Mission's principal military advisor on defense and national security issues, the senior diplomatically accredited DoD military officer assigned to a diplomatic mission, and the single point of contact for all DoD matters involving the Embassy or the DoD Components assigned to or working for the Embassy.

i. Department of the Navy (DON). The Office of the Secretary of the Navy is the military departmental lead for Navy and Marine Corps SC and executes the bulk of those duties through the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN (RDA)) to the Deputy Assistant Secretary of the Navy for International Programs (DASN(IP)) and the Navy International Programs Office (NAVY IPO).

j. Navy International Programs Office (Navy IPO). The Director of Navy IPO is dual-hatted as the Deputy Assistant Secretary of the Navy for International Programs (DASN(IP)), falls under the direction of the ASN for Research, Development, and Acquisitions, and is the principal agent responsible for SA matters within the Department of

the Navy. NAVY IPO formulates Navy SA policy and coordinates with the Marine Corps to formulate Department of the Navy ("naval") SA policy, procedures, and priorities. The Marine Corps lead for coordination with Navy IPO is PP&O Strategy and Plans (PP&O/PL).

k. Naval Supply Systems Command, Weapons System Support (NAVSUP, WSS). The mission of NAVSUP, WSS is to provide Navy, Marine Corps, Joint and Allied Forces program and supply support for the weapons systems that keep our Naval forces mission ready. All requisitions from international customers for Navy/Marine Corps FMS cases are coordinated through NAVSUP, WSS. The Marine Corps lead for coordination with NAVSUP, WSS is MCSC-IP Directorate.

l. Naval Education and Training Security Assistance Field Activity (NETSAFA). NETSAFA is the Chief of Naval Education and Training executive agent for execution of the DON Security Assistance Training Program (SATP). NETSAFA provides financial administration, case management for training cases, and Training Military Articles and Services List (T-MASL) support to the Commanding Officer, MCSCG, and coordinates with the Defense Security Assistance Development Center (DSADC) for Defense Security Assistance Management System (DSAMS) support in the execution of the DON SATP. The Marine Corps lead for coordination with NETSAFA is MCSCG.

Chapter 4

U.S. Marine Corps Security Cooperation Policy Documents

1. The Marine Corps publishes policy documents that are in keeping with higher level policy but that specifically address service-level issues. This chapter provides a brief listing and description of key policy documents and their importance to the SC planner and practitioner.

2. Vision and Strategy 2025 (V&S 2025)

a. The purpose of V&S 2025 is to inform all Marines of the direction the Marine Corps is moving in the future, to give CCDRs a concept of how Marines might be best employed, and to provide civilian leadership a reference point as to how the Marine Corps will contribute to national defense in the coming years and decades.

b. This unclassified document has a long-term focus and it is designed to be the strategic direction of the Marine Corps.

3. Marine Corps Service Campaign Plan 2012-2020

a. The Marine Corps Service Campaign Plan is an unclassified document which synthesizes National, DoD, DON, and Service level guidance in order to provide direction across the Future Years Defense Program that will move the Marine Corps towards the future objective force.

b. This document includes the classified U.S. Marine Corps Campaign Support Plan as an appendix to Annex C, Operations. The CSP is the portion of the MCSCP that addresses the Marine Corps approach to SC and its contribution to CCDR objectives.

4. Campaign Support Plan (CSP) (S)

a. The Marine Corps CSP is a GEF-directed document revised and submitted to OSD on an annual basis. Through the CSP, the Marine Corps synchronizes service-level SC activities in support of strategic end states contained in reference (k), the intermediate military objectives identified in CCDR theater campaign plans, and supporting objectives identified in regional MARFOR component supports plans.

b. The CSP directs actions for organizing, integrating, synchronizing, and executing service-level shaping activities. It identifies Marine Corps capabilities and activities used to meet CCDR and MARFOR requirements.

c. The CSP has two purposes: to inform the Office of the Secretary of Defense of the Marine Corps contribution to global, theater, and functional end states as outlined in the GEF; and to communicate policy to the operating forces, supporting establishment

and the service headquarters that articulates the way the Marine Corps supports the achievement of GEF end states.

d. The CSP includes information on prioritization of TSC activities, including the Marine Corps Security Cooperation Lenses and Commandant of the Marine Corps Partnership Focus List.

5. Marine Corps Operating Concept (MOC). Reference (aq) provides a conceptual guide for current and future force development and experimentation. The ideas put forth are meant to inspire discussion, debate, and innovations during the capability identification and solution development process. It is built around the premise that sea-based Marines must be organized, trained, and equipped to "engage, respond, and project." A chapter on engagement provides a forward-looking concept related to SC.

6. NAVMC 3500.59A Marine Corps SC Training & Readiness Manual (SC T&R). Reference (ap) provides training standards required for Marines who operate as a member of an SC team/detachment/unit or as a representative of a headquarters staff executing specific security cooperation roles and responsibilities. Individual events should be used, to the maximum extent possible, to ensure effective training of personnel conducting SC activities.

7. Marine Corps Interim Publication 3-33.03 (Security Cooperation Handbook). Reference (an) provides relevant information, procedures, and points of contact for Marine Corps SC planners. The target audiences for the reference are MARFOR and MEF security cooperation planners and other personnel involved in planning security cooperation operations. Reference (an) identifies and describes pertinent documents, SC enabling organizations, planning tools, and processes required for SC planning.

8. MCO 1520.11F: International Affairs Program. Reference (ah) establishes and promulgates Marine Corps policy and procedures for the following six programs managed collectively as International Affairs Programs and for selection, designation and assignment of Marines to these programs: (1) Foreign Area Officer Program; (2) Regional Affairs Officer Program; (3) Foreign Area SNCO (FAS) Program; (4) Regional Affairs SNCO Program; (5) Personnel Exchange Program; and (6) Afghanistan-Pakistan Hands Program.

9. MCO 5510.20B: Disclosure of Military Information to Foreign Governments and Interests. Reference (ai) establishes USMC policy, procedures, authority, and responsibilities for the disclosure of US Controlled Unclassified Information and Classified Military Information to foreign governments or interests.

Chapter 5

Marine Corps Security Cooperation Organizations

1. Background. The title of this Chapter refers to supporting organizations (i.e., those within the supporting establishment or non-deployed CONUS-based operating forces) within the U.S. Marine Corps that make the most direct contributions to SC policies, programs, and activities. SC organizations are either dedicated SC organizations, enabling SC organizations, or capability development organizations.

a. Dedicated SC organizations are those organizations whose mission, roles, and responsibilities are focused primarily on supporting the Marine Corps and CCMD through SC programs and activities.

b. Enabling SC organizations are those organizations whose mission, roles, and responsibilities are not focused on SC specifically, but who influence SC activities or work with foreign partners in execution of their primary duties.

2. SC Organizations. Dedicated and enabling SC organizations, shown in Figure 5-1, are responsible for ensuring that the Marine Corps is positioned to meet future mission and force requirements driven by the pursuit of GEF end states, CCDR intermediate military objectives, and MARFOR priorities. Whether training Marines for specific SC activities or coordinating with domestic and international agencies, these organizations often serve as a bridge between the supporting establishment and the operating forces. Their expertise ensures that SC-related decisions and policies are relevant, timely, effective, and in compliance with current law and policy.

Dedicated SC Organization	Location
Marine Corps Security Cooperation Group (MCSCG)	Fort Story, VA
Marine Corps Systems Command, International Programs (MCSC-IP)	Quantico, VA
Marine Air-Ground Task Force Training Command (MAGTF-TC), Advisor Training Group (ATG)	Twentynine Palms, CA

Enabling SC Organization	Location
Center for Advanced Operational Culture Learning (CAOCL)	Quantico, VA
Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise (MCISR-E)	Washington, DC
Marine Corps Information Operations Center (MCIOC)	Quantico, VA
Marine Corps Warfighting Laboratory (MCWL)	Quantico, VA
Training and Education Command (TECOM)	Quantico, VA

Figure 5-1.--Dedicated and Enabling SC Organizations

Capability Development Organization	Location
Small Wars Center/ Irregular Warfare Integration Division (SWCIWID)	Quantico, VA

Figure 5-1.--Dedicated and Enabling SC Organizations--
Continued

3. Dedicated Marine Corps Security Cooperation Organizations

a. Marine Corps Security Cooperation Group (MCSCG)

(1) Mission. Execute and enable Security Cooperation (SC) programs, training, planning, and lines of operations in coordination with operating forces and MAGTF(s) in order to ensure unity of effort in support of USMC and Regional Marine Component Command (MARFOR) objectives.

(2) Description. MCSCG serves as the USMC's primary SC organization for non-policy issues.

(3) Roles and Responsibilities

(a) In coordination with DC, CD&I (TECOM); plan, coordinate, manage, and execute USMC SC training and education, including:

1. Propose SC education for inclusion into the formal PME continuum,

2. Manage USMC Defense Institute for Security Assistance Management (DISAM) quotas,

3. Conduct advisor training,

4. Review and manage USMC SC training standards via the NAVMC 3500.59A, Security Cooperation Training and Readiness Manual, and

5. Recommend for certification MAGTF(s)/SC team(s) security cooperation capabilities.

(b) Conduct Foreign Security Force - Capability Based Assessments (FSF-CBA) and develop SCEP in support of CCMD and MARFOR objectives.

(c) Conduct SC engagements and activities in support of validated global force management and FMS/foreign military financing program (FMFP) requirements.

(d) Provide deployable SC planning and execution support to the regional MARFORs and MAGTFs.

(e) In support of MARFORs, provide in-country coordination and liaison support for SC events.

(f) In coordination with DC, CD&I (TECOM); plan, coordinate, manage, and execute SA education and training programs for international students; including:

1. Field Studies Program,
2. International Military Education and Training (IMET),
3. FMS/FMFP,
4. International military student school quota management,
5. Marine Corps Security Cooperation Office Desktop Guide.
6. Marine Corps International Military Student Office Desktop Guide.

(g) In coordination with DC, PP&O, support the development and review of service, joint, and intergovernmental SC-related doctrine, policies, authorities, and initiatives.

(h) Maintain an SC information repository, including;

1. FSF-CBAs.
2. SCEPs.
3. Lesson plans.
4. Planning tools.
5. SC best practices.
6. Trip reports.
7. References.

b. Marine Corps Systems Command - International Programs (MCSC-IP)

(1) Mission. Serve as advisor to the Commander, Marine Corps Systems Command (MCSC), on all USMC international programs and execute all SC programs effectively and efficiently while meeting foreign and domestic warfighter needs.

(2) Description. MCSC-IP executes the sale, lease and transfer of all USMC defense articles and associated support to foreign partners.

(3) Roles and Responsibilities

(a) Develops and executes FMS programs, for the sale, lease and transfer of all USMC defense articles and associated support to include pseudo cases (e.g., 1206), exercises and contractor training, excluding Title 10.

(b) Executes OSD sponsored international comparative technology programs to include Foreign Comparative Testing, Defense Acquisition Challenge and Coalition Warfare Program.

(c) Facilitates international agreements, data exchanges, and cooperation.

(d) Conducts export control, foreign disclosure and technology transfer reviews for the USMC. MCSC-IP is the Designated Disclosure Authority for Categories 2 and 3.

(e) Supports HQMC with service-level staff talks and SC strategic planning and policy efforts.

(f) Coordinate with MCSCG and the appropriate U.S. Navy Systems Commands on FMS/FMF cases involving USMC education and training in support of equipment purchases.

c. Marine Air-Ground Task Force Training Command (MAGTF-TC), Advisor Training Group (ATG)

(1) Mission. Train Marine Corps advisor teams to advise, mentor, and train foreign military, police, and border units in operational techniques and procedures to combat terrorism and counter an insurgency.

(2) Description. MAGTF-TC ATG is dedicated primarily to supporting Operation Enduring Freedom.

(3) Roles and Responsibilities

(a) Execute advisor-specific pre-deployment training for all OEF-bound combat advisor teams.

(b) Conduct service-level Block-IV pre-deployment training and assessment of combat advisor, as well as security cooperation teams.

(c) Conduct training and assessment via a full-immersion scenario-based training.

(d) Teach, coach, and mentor battalions deploying to OEF to utilize their embedded advisor teams in developing the Afghan National Security Forces.

(e) In collaboration with the Tactical Training Exercise Control Group (TTECG), train embedded partner-mentor teams in preparation for their deployment to Afghanistan with their parent battalions.

(f) Support the USMC's overall building partner capacity efforts in Afghanistan by training independent combat advising teams that enable success with non-standard Afghanistan units (e.g., Border Policy, Afghan National Civil Order Police, etc.).

(g) Provide alternative mission rehearsal exercises to elements such as the Joint Security Academy Shorabak cadre to give them the advising skill set necessary to build the capacity of the Afghan Policemen within RC-SW.

4. Enabling Security Cooperation Organizations

a. Center for Advanced Operational Culture Learning (CAOCL)

(1) Mission. Ensure the Marine Corps is a Force that is globally prepared, regionally focused, and effective at navigating and influencing the culturally complex 21st Century operating environments in support of USMC missions and requirements.

(2) Description. CAOCL performs five core functions for the general purpose force for their execution of security cooperation missions and other missions that span the range of military operations: developing and integrating capabilities associated with operational culture and language familiarization, developing and maintaining training and education standards, developing and maintaining program(s), providing training and education, and providing operational support. These functions include the application of the following knowledge/skill areas: culture-general, culture-specific, regional familiarization, and language familiarization.

(3) Security Cooperation-Related Roles and Responsibilities

(a) Conducts predeployment operational culture and language familiarization training for units and Marines deploying worldwide for SC missions. Tailors training specifically for the SC mission and the cultures, countries, regions and languages within which Marines will operate. Emphasizes elements of military culture of Marines' counterparts in training. Focuses language familiarization on language that will enhance Marines' ability to plan and operate with their counterparts. Provides training aids and resources.

(b) Provides cultural advising for units during predeployment planning, training, and assessment. Provides deployed cultural advisor support for engagements of limited duration.

(c) Provides reach back support for deployed units with specific requests for information about the target cultures, country, or region.

(d) Develop and maintain the Regional, Culture, and Language Familiarization Program to provide all career Marines a baseline foundation of language, region, and culture education from which mission-specific training may build. Focuses education on culture general concepts and skills that can help Marines understand and effectively operate in any operating environment worldwide. The culture general concepts and skill are enhanced through tailored region specific knowledge and a functional language component to further enhance Marines' ability to operate in a complex cultural battlespace.

(e) Develops and maintains training and education standards related to operational culture and language familiarization.

b. Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise (MCISR-E)

(1) Mission. Provide tailored intelligence based on expeditionary mission profiles to Headquarter Marine Corps, U.S. Marine Corps components, other branches of service, U.S. Intelligence Community, and coalition partners. As part of tailored intelligence support to expeditionary forces, MCIA together with HQMC Intelligence Department serve to enable Phase 0/1 partnering and other SC engagement activities identified by MARFORs, subordinate commanders, and MAGTFs.

(2) Description. MCISR-E is the service intelligence operating concept, defined as the integration of all service ISR elements networked across all echelons and functional areas, to include systems and personnel of the operating forces and the supporting establishment, to support operations and decision making. The Marine Corps Intelligence Activity is the U.S. Marine Corps service intelligence center and is the Fixed Site for the MCISR-E.

(3) Security Cooperation-Related Roles and Responsibilities

(a) MCIA will execute the following:

1. Operate the Center for Marine Expeditionary Intelligence Knowledge (CMEIK), which serves as the Enterprise's central hub and repository for tactical USMC intelligence trade craft. CMEIK creates releasable analytic tradecraft and standards for all-source, Signals Intelligence, Human Intelligence, and Geographic

Intelligence and intelligence operations for use as training materials for Intelligence SC engagements.

2. Provide routine operational force liaison in order to determine specific SC plans and resulting support requirements.

3. Provide intelligence support and preparation for service SC engagements.

4. Provide support to Foreign Military Intelligence Collection Activity (FORMICA) debriefings.

5. Develop threat assessments, estimates, and intelligence for service planning and decision making.

6. Provide pre-deployment security cooperation planning, training, and exercise support to operating forces.

7. Provide reach-back intelligence services and coordination of support from other service, national, or defense intelligence agencies.

(b) HQMC Intelligence Department will formulate and execute processes to:

1. Track USMC Intelligence SC engagements.

2. Develop and maintain an information system to manage professional relationships developed during USMC Intelligence SC engagements. This is unrelated to MC-TSCMIS requirements as identified in Chapter 9 of enclosure (1).

3. Collect and archive after-action reports and in-action reporting from USMC Intelligence SC engagements.

4. Gather and store from USMC Intelligence SC engagements, student names, engagement highlights, and judgments on students' performance and potential for future performance.

c. Marine Corps Information Operations Center (MCIOC)

(1) Mission. MCIOC provides operational support to the Marine Forces (MARFOR) and to the MAGTF and provides information operations (IO) subject matter expertise in support of USMC IO advocates and proponents IOT enable the effective integration of IO into Marine Corps operations.

(2) Description. MCIOC is the executive agent for the U.S. Marine Corps Information Operations Program and is responsible for implementing and evaluating USMC Information Operations (IO) education, training, and programs in order to support institutional USMC and MARFOR IO-related partnership building efforts.

(3) Security Cooperation-Related Roles and Responsibilities

(a) Enable MAGTF IO capability through tactically focused training, operational planning support to MAGTF commanders, tactics development, and formulation of IO requirements, including research and development priorities.

(b) To ensure full-spectrum IO support, leverage subject matter experts (SME) within the U.S. Marine Corps, Department of Defense, and other government agencies.

(c) Provide mobile training teams for onsite requirements.

(d) Support unit and MAGTF IO officers/staff during exercises with the integration of IO into the Marine Corps Planning Process and during execution to effectively integrate lethal and non-lethal capabilities.

(e) Support the MAGTF by providing deployable IO SMEs to assist with the integration of IO during pre-deployment training cycles.

(f) Provide reachback and coordination to the MAGTF throughout operational deployments.

(g) Provide deployed IO mission planners as required to augment the MAGTF's organic IO capabilities during operational deployments.

(h) Coordinate external IO support/capabilities as required.

(i) Plan, prepare for deployment, sustain, and redeploy IO Support Teams, IO advisor/training teams, and other applicable IO-related support.

d. Marine Corps Warfighting Laboratory (MCWL)

(1) Mission. Through aggressive experimentation with approved warfighting concepts, new organizations, structures, tactics techniques and procedures and technologies, MCWL provides assessments and recommendations across the DOTMLPF spectrum to Marine combat developers.

(2) Description. Conduct concept based experimentation and wargaming to develop and evaluate tactics, techniques, procedures and technologies utilizing operating force support and where possible in conjunction with scheduled exercises. Work closely with naval and other Service laboratories, experiment organizations and when feasible with coalition partners.

(3) Security Cooperation-Related Roles and Responsibilities

(a) Support Marine components in identifying Counter-IED requirements.

(b) Improve Counter-IED and SC related capabilities across the range of military operations with emphasis on the global IED threat by researching best practices, supporting doctrinal development, providing subject matter expertise to leaders and organizations, and coordinating the C-IED tenets of Attack the Network (AtN), Defeat the Device (DtD), and Train the Force (TtF) into training and education programs and curriculum.

(c) Lead DOTMLPF development capabilities and capacities in order to enable Counter-IED SC activities.

e. Training and Education Command (TECOM)

(1) Mission. To develop, coordinate, resource, execute, and evaluate training and education concepts, policies, plans, and programs to ensure Marines are prepared to meet the challenges of present and future operational environments.

(2) Description. TECOM is the provider of PME and Military Occupational Specialty (MOS) training to the Marine Corps. In addition to Marines, students from other services, government and civilian agencies and the International Military community attend TECOM schools.

(3) Security Cooperation-Related Roles and Responsibilities

(a) Determine capacity in Marine Corps schools for use by international military students (IMS).

(b) Coordinate with MARFORCOM Regional Operations Plans and Policy (ROPP) to execute/manage feasibility of support initiatives and/or RFF's for security cooperation events/activities being tasked to the supporting establishment.

(c) Coordinate security cooperation and SA education and training activities involving TECOM entities.

(d) Conduct Liaison with TECOM schoolhouses, courses, and training detachments with international military student officers (IMSO), and ensure the appointment of an International Military Student Officer (IMSO) to monitor and coordinate IMS activities and the conduct of the FSP.

(e) Ensure IMSOs submit annually, during the month of June, the next fiscal year's approved FSP plan and budget to the MARFORCOM (MCSCG) FSP program manager.

(f) Participate in the annual T-MASL Review to include course costing, disclosure and releasability determinations for all courses offered to international partner nations.

(g) Assist MCSCG, PP&O (PL), and Marine Corps University in the coordination of PME Exchange Programs to include review of DSCA proposed PME Exchange umbrella agreements and Marine Corps appendices.

(h) Facilitate the implementation of security cooperation curricula into the formal PME continuum.

(i) Facilitate coordination of program sustainment (funding) through the distribution of course cost reimbursable funds to CDET (based on annual requirements).

5. Capability Development Organization. Small Wars Center/ Irregular Warfare Integration Division (SWCIWID)

a. Mission. The SWCIWID is the central Marine Corps organization for identifying, coordinating, and implementing irregular warfare capability development initiatives across all elements of DOTMLPF in order to increase, improve, and enhance Marine Corps capabilities and capacities to conduct operations across the spectrum of war against irregular threats.

b. Description. DC, CD&I is designated as the Marine Corps representative accountable for discharging the responsibilities delineated in DoD Directive 3000.07 (Irregular Warfare) and DoD Instruction 3000.5 (Stability Operations). DC, CD&I through Capability Development Directorate (CDD), Marine Corps Combat Development Command (MCCDC), has assigned SWCIWID as the designated representative. SWCIWID serves as both a center and integration division under CDD, MCCDC. SWCIWID is organized into the following 5 branches for development and integration of IW related capabilities:

- (1) Small Wars Analysis and Assessment.
- (2) Counterinsurgency, Counterterrorism, and Unconventional Warfare.
- (3) Stability Operations.
- (4) Foreign Internal Defense and SFA.
- (5) Information Integration (created to institutionalize, reinforce, and integrate IO, Public Affairs, Combat Camera, and Strategic Communication capability development).

c. Security Cooperation-Related Roles and Responsibilities

(1) Identify, coordinate, and implement IW concepts, policies, and doctrine across the DOTMLPF for the Marine Corps.

(2) Support Marine components in formulating appropriate force/capability requirements in support of CCDR objectives and IW aspects of operational plans.

(3) Facilitate curriculum development and improvement of IW related training and education for the Marine Corps. Serve as the Marine Corps lead for executing and coordinating the Marine Corps Service Self-Assessment for the annual U.S. Armed Forces' General Purpose Force Proficiency and Readiness for IW Report.

(4) Increase, improve, and enhance IW related capabilities and capacity across the entire spectrum of war against irregular threats through concept development, war gaming, and collaboration with joint, interagency, and multinational organizations that foster a better understanding of IW-related operations.

(5) Measure and assess density and experience in IW-relevant skills by tracking military and civilian personnel with skills and experience relevant to IW, in coordination with DC, M&RA.

(6) Lead DOTMLPF development of USMC capabilities and capacities in order to enable interagency activities.

(7) Improve IW and SC related capabilities across the entire operational spectrum with particular emphasis on the irregular operational challenges by researching best practices, supporting doctrinal development, providing subject matter expertise to leaders and organizations, and coordinating and supporting improvement and integration of IW tenets into training and education programs and curriculum.

(8) Implement IW initiatives across the elements of DOTMLPF and conduct IW, civil affairs, public affairs, and IO capability development and integration in order to enhance Marine Corps capabilities to conduct operations across the spectrum of threats - irregular, hybrid, conventional, or areas where they overlap.

Chapter 6

Security Cooperation Sourcing

1. Background. This Chapter codifies the process for requesting, sourcing, and assessing SC events and activities. Marine Corps capabilities are highly desired for accomplishing SC objectives worldwide. Allied and partner nations recognize that capitalizing on the Marine Corps ethos, training regimen, and professionalism are among the best opportunities to transform and/or improve their defense and security organizations.

2. Marine Corps Force Sourcing Process. The Marine Corps utilizes the Global Force Management process to identify force sourcing recommendations for submission to Joint Staff and OSD. DC, PP&O submits all force sourcing on behalf of CMC to the Joint Staff.

a. Global Force Management (GFM). The GFM process aligns force assignment, apportionment, and allocation in accordance with the National Defense Strategy and joint force availability, requirements, and assessments. It provides senior decision makers comprehensive insights into the global availability of U.S. military forces/capabilities. As a participant in the GFM process, the Marine Corps issues force sourcing guidance in order to synchronize force generation and subsequent sustainment actions. CMC has designated DC, PP&O as the Marine Corps Global Force Manager, and COMMARFORCOM as the Marine Corps coordinating authority and conventional Force Provider.

(1) Within this authority, COMMARFORCOM develops force sourcing recommendations to satisfy CCDR requirements while providing CMC with objective estimates of the supportability, sustainability, risk, and applicable manpower and unit costs associated with these recommendations.

(2) DC, PP&O establishes prioritization of Marine Corps SC efforts and makes the final recommendation to CMC on the deployment and augmentation of any Marines.

(3) All SC missions requiring Marine Corps capabilities will be sourced in accordance with reference (m), except as noted below.

(a) Planning Conferences. Marine Corps personnel may participate in OCONUS planning conferences, via Report for Planning relationships, without formal sourcing through GFM.

(b) Assessments. Regional MARFORs will submit requests for MCSCG to conduct assessments in accordance with Chapter 1, paragraph 3f(7). Once approved, personnel may participate in assessments of foreign security forces, via Temporary Additional Duty (TAD), without formal sourcing through GFM.

1. No later than 70 days prior to the assessment trip, MCSCG and the supported MARFOR's planners will conduct a problem framing meeting to scope the assessment.

2. COMMARFORs will submit a FOS request no less than 60 days prior to the planned assessment trip to DC, PP&O (PLU), info COMMARFORCOM G-3/5/7; DC, PP&O (POC); MCSC-IP; and MCSCG.

3. DC, PP&O (PLU) will review FOS requests to ensure the engagement activity meets CMC intent as specified in reference (ag).

4. DC, PP&O (PLU) will forward requests to DC, PPO(POC) for force management review and sourcing approval.

5. DC, PP&O (POC) will task COMMARFORCOM to determine feasibility, supportability, and associated risk to source. COMMARFORCOM will forward sourcing recommendation to DC, PP&O (POC).

6. DC, PP&O (POC) will release a tasking message to supporting organization(s). Once approved, personnel may participate in assessments of foreign security forces, via Temporary Additional Duty (TAD), without formal sourcing through GFM.

(c) SC teams deploying under reference (b) authorities. Requests for SC teams under reference (b) authorities normally originate from the SCO in the country where the team will operate. Contrary to reference (z), if SCOs forward training requests not associated with an FMS equipment case directly to MCSCG, MCSCG will redirect the SCOs to the relevant MARFOR. The regional MARFOR will validate requests originating with the SCOs within their AOR for political-military (pol-mil) acceptability and suitability in order to ensure the request aligns with CCDR and regional MARFOR objectives. Additionally, for requests which could be enduring or require significant Marine Corps resources, MARFORs will coordinate with DC PP&O (PLU) for a supportability determination. This process is applicable to both new FMS cases and ongoing FMS cases requiring additional support.

1. Once validated, regional MARFORs will forward validated sourcing requests in accordance with the following:

a. Supported MARFOR submits a FOS request for sourcing to CMC (DC, PP&O POC), info COMMARFORCOM G-3/5/7, TECOM, MCSC-IP, and MCSCG. The FOS request will include the FMS case number and appropriate points of contact. Upon review and approval to source, CMC (DC, PP&O POC) will forward down to COMMARFORCOM G-3/5/7 for sourcing analysis.

b. COMMARFORCOM G-3/5/7, in coordination with COMMARFORCOM (MCSCG), will review the MARFOR request and the FMS case

requirements. After requirement review, COMMARFORCOM G-3/5/7 will submit a FOS for sourcing.

c. COMMARFORCOM will forward the recommended sourcing solution to CMC (DC, PP&O POC) for approval, info to the supported MARFOR, CMC (DC, PP&O PLU), TECOM, MCSC-IP, and MCSCG.

d. Once the sourcing solution is approved, CMC (DC, PP&O POC) will release a Report For Planning message to the supporting unit(s)/personnel HHQ indicating PP&O direction to support the FMS case and to establish planning relationships with the supported MARFOR, TECOM, MCSC-IP, and MCSCG.

2. Unit(s)/personnel supporting the FMS case will deploy on Service TAD orders or PCS orders. Any Marine deploying via PCS orders requires approved TFSD structure or an approved overstaff request. All costs incurred by the Marine Corps to execute the FMS case will be paid by case funding provided by the partner nation. This includes personnel salaries, travel and transportation expenses (including TAD, PCS, and TEMINS).

a. For cases less than 30 days, Marines will be issued Temporary Additional Duty (TAD) orders from their parent organization. Administrative control (ADCON) remains with the parent organization.

b. For cases lasting between 30 and 179 days inclusive, Marines will be issued TAD orders from their parent organization and will be administratively attached to the supporting regional MARFOR. ADCON will be exercised by the regional MARFOR.

c. For cases greater than 179 days, PP&O will determine policy on a case-by-case basis. For cases greater than 1 year in duration DC, PP&O will coordinate with DC, M&RA and DC, CD&I for manning, overstaff and orders solutions. For Marine Forces Central Command (MARCENT) only, Marines will receive PCS orders to the foreign military training mission for a one-year, dependent-restricted, unaccompanied tour with TEMINS enroute to MARCENT. While on this assignment, Marines will be carried on the rolls of MARCENT for administrative purposes.

(d) MARFOR-NAVFOR Coordination. With the concurrence of the CCDR, regional MARFORs may coordinate with regional NAVFORs for employment of in-theater MEUs and FAST in support of SC engagements.

b. USMC Force Synchronization Conference. One of MARFORCOM and DC, PP&O's primary tools in developing force sourcing recommendations are reoccurring Force Synchronization Conferences. These conferences allow force providers, the operating forces, and the supporting establishment to discuss global requirements, identify potential sourcing solutions with associated risks through a detailed analysis, and frame final sourcing recommendations for senior leadership

decision. DC, PP&O/Operations (PO) is the primary office for interfacing with MARFORCOM's G-3/5/7 in the preparation and execution of Force Synchronization Conferences.

(1) The sourcing of competing global SC requirements requires international affairs and pol-mil expertise due to the diverse nature of the requirements: exercises, FMS cases, intelligence activities, assessments, etc. To support force sourcing of SC, DC, PP&O/Strategy and Plans (PL) provides prioritization recommendations to Force Synchronization Conference participants. Prior to the Force Synchronization Conference, PL staff will analyze all SC requirements registered in MARFORCOM's Force Synchronization Playbook and prioritize these into three tiers:

(a) Tier 1: Very Important. These are significant CCDR commitments, major exercises for which the Marine Corps is an executive agent, significant Foreign Military Finance cases, or other critical requirements. If these requirements are not sourced, the service incurs major risk.

(b) Tier 2: Important. These are requirements that the Marine Corps is well-suited to execute in support of the CCDR and typically meet many of the Security Cooperation Lenses found in reference (ag).

(c) Tier 3: Valid. These are requirements which support CCDR SC events.

(2) PL will distribute its recommendations as a read-ahead prior to the Force Synchronization Conferences. This input is a pol-mil and strategic view of SC requirements. The categorization of SC requirements is independent from scheduling, availability, funding, and other force sourcing considerations and must be considered in the broader context of force synchronization.

(3) Regardless of the requirement's purpose or origin, they must be registered in the USMC Force Synchronization Playbook. This is an essential step, because it provides senior leaders, HQMC and MARFORCOM visibility of these events.

Chapter 7

Security Cooperation Resourcing

1. Discussion. USMC SC activities will be resourced by a combination of Marine Corps O&M funds and funding secured through the SC-related authorities discussed in Chapter 3 of this enclosure. O&M funds are secured through the POM process.

a. The POM process is the DoD's internal methodology for allocating resources to capabilities deemed necessary to accomplish the Department's missions. One output of the Planning, Programming, Budgeting and Execution (PPBE) process is the funding proposed to be included in the President's Budget (PB) submitted to Congress, the ultimate objective of which is to provide CCMDs with the optimal mix of forces, equipment, and support attainable within established fiscal constraints.

b. The POM process is calendar-driven (i.e., there is a requirement that by a specified date a specified action must be accomplished, a specified event must occur, or a specified decision must be made). It is appropriate to view those required actions, events and decisions along a timeline. Because some DoD appropriations are active over several fiscal years rather than during just a single fiscal year, and those required activities, actions, events and decisions overlap among fiscal years and calendar years, the timeline must be able to accommodate both multiple fiscal years as well as those multiple events and activities that occur during those years.

c. The timely and detailed flow of budget quality information throughout the PPBE process is essential to the success or failure of a proposed/planned program. For example, information regarding proposed/planned exercises must answer detailed questions impacting the required budget: the source and force mix of personnel, the proposed training/exercise location, duration of the event including deployment and redeployment, duration of the training, and required logistical support.

d. As the primary arbiters and executors of Marine Corps SC, the MARFORs play a critical role in requesting, justifying, and executing Marine Corps O&M funds for SC activities. The MARFORs are the primary source of budget quality information required by DC, P&R to represent the Marine Corps in the POM process. Additionally, the MARFORs must justify all requests for SC-related resources by reconciling them to appropriate CCMD, Component, or service-level SC objectives and priorities. MARFORs may also indirectly influence O&M allocation through the deliberations of the Program Evaluations Boards (PEBs) and the POM Working Group (PWG). At HQMC, PP&O/PO Operations Division has a voting member on the PWG and all PEBs. As a member of both groups the representative serves as the DC, PP&O advocate for funding of specific programs.

2. Security Assistance Budgeting. Budget and reimbursement for Title 22 and some Title 10 activities conducted under pseudo FMS cases must also be taken into consideration. General financial policies (cost recovery, payment in U.S. dollars, credits, and financing) should be considered early in the planning process. Reference (o) provides detailed SA financial guidance. See Chapter 8 of this enclosure for additional information on SA programs.

3. International Cooperative Administrative Support Services (ICASS)

a. The ICASS system is the principal means through which the U.S. Government provides and shares the cost of common administrative support at its more than 250 diplomatic and consular posts overseas. The Department of State is the primary service provider and it offers these administrative support services to other agencies. DoD representatives at embassies throughout the world make agreements with State to provide a variety of services to include:

- (1) Security Services.
- (2) Health Services.
- (3) Information Management Technical Support Services.
- (4) General Services to include vehicles, administrative supplies, reproduction, shipping, customs, motor pool, and travel services.
- (5) Information management services, to include pouching, mail, telephone.
- (6) Financial management, to include payrolls and contracts.
- (7) Human resources.
- (8) Local guard program.
- (9) Building operations, to include office space.

b. Temporary duty personnel or those participating in exercises in a foreign country are not accounted and paid for under these continuing agreements. ICASS costs are steadily increasing and will soon be a limiting factor for Marines receiving services at U.S. Embassies. SC planners who anticipate needing any of the above services should include ICASS costs when planning SC events as the additional costs are not captured in standard DoD ICASS bills. Since the agreements are different at each U.S. Embassy, SC planners should contact the relevant SDO/DATT for further information. HQMC PLU may request reimbursement from organizations to offset any unexpected ICASS bills received from Department of State.

c. Personnel assigned to Marine Security Guard (MSG) duty, to include the Regional Headquarters, are considered Department of State employees and therefore are not subject to any ICASS fees.

4. Other SC Resources. There are a number of additional resources available to support USMC SC activities. For instance, CCDR Traditional Commander Activities funds and counter-narco-terrorism funds are available to MARFORs. As described in Chapter 9, paragraph 7c of this enclosure, ACSA can be utilized to offset the cost of logistics support, supplies, and services associated with combined exercises, training, and deployments. OSD is the final policy and legal authority for the use of ACSA authorities and may delegate down to CCMDs the authority to negotiate new ACSAs. A complete listing of extant agreements can be found at <https://www.jccs.gov/olvr/> under ACSA Global Automated Tracking and Reporting System (AGATRS). MARFOR SC Planners must remain closely engaged with their CCDR counterparts in planning for and executing SC events where logistics support will be offset under the ACSA. For further information on ACSAs, see reference (y).

Chapter 8

Security Cooperation Activities

1. The Marine Corps has a broad range of Security Cooperation programs and activities that support the achievement of GEF global and theater objectives. These activities fall within the DoD SC Focus Areas, and can support a number of objectives. Derived from the Joint categorization of SC activities used within G-TSCMIS, the following list is not mutually exclusive, but includes:

a. Combined Education. This category includes activities involving the education of foreign defense personnel by US institutions and programs both in CONUS and overseas. In some cases, the supported GCC or Service has direct control over the allocation of education quotas. In other cases, the GCC recommends the allocation of spaces, and decisions on those recommendations are made during the development of the U.S. SA program or by the supporting Service. Examples of this category include IMET, formal flight training, FPME, or formal technical training.

b. Combined Exercises. This category includes Service and GCC sponsored exercises, as well as bilateral and multilateral exercises conducted by the forces of the Service components with forces of partner nations. Combined exercises generally encompass bilateral and multilateral exercises.

c. Combined Training. This category includes scheduled unit/collective training and individual training activities with forces of partner nations. Collective skills training builds on skills and provides the basis for unit proficiency in executing combat missions. Individual skills training develops the technical proficiency of the Marine, focusing on mastering the skills that support the unit's METL.

d. Combined Experimentation. This category includes bilateral and multilateral activities that experiment, demonstrate, or test (non-technical) capabilities and concepts. Combined experimentation may include leveraging the development, testing and integration of joint warfighting concept, doctrinal innovations and mature technologies to achieve significant advances in speed of reaction, decision making and mission accomplishment for joint and combined operations. These events are distinguished by: participation in exercises, facilitation of ACTDs, and supports transformation or revolution in military affairs. Examples include multi-national SOP, Joint Warrior Interoperability demonstration, wearable language translator, and Joint Non-lethal Weapons.

e. Counter/Non-Proliferation. This category refers to activities seeking to counter and reduce the threat of Weapons of Mass Destruction (WMD), as well as mitigate its effects. A Countering Weapons of Mass Destruction (CWMD) event may include conferences or

information exchanges with foreign counterparts working to combat the illicit trafficking of WMD or related materials. Other Counter/Non-Proliferation activities may include such examples such as: Cooperative Defense Program; Cooperative Threat Reduction; International Counter Proliferation Program; Proliferation Security Initiative; Missile Technology Control List; and Missile Technology Control Regime Reviews.

f. Counter-narcotics Assistance. This category refers to the authorities and funds for equipment, training, infrastructure, intelligence and logistics that provide additional tools to fight narco-terrorism. Counter-narcotics assistance may include formal training or combined activities, such as the training of foreign law enforcement personnel or foreign military forces with counterdrug responsibilities, including associated support expenses for trainees and the provision of materials necessary to carry out such training. Counterdrug Operational Support includes: support to host nations and law enforcement agencies involving military personnel and their associated equipment, and provided by the GCC from forces assigned or attaché to them, or made available to them by the military departments for this purpose.

g. Defense Support to Public Diplomacy. Activities that support USG public diplomacy efforts by engaging key foreign audiences to advance U.S. interests. These activities can include air and defense trade shows.

h. Facilities/Infrastructure Support Projects. Activities that support partner nation efforts to build or restore their facilities and infrastructure projects, in order to advance their interoperability and security. Projects can be new construction, conversion of an existing facility, or restoration of an existing but deteriorated facility. Projects can be accomplished by U.S. or host nation engineer troops, construction contract, or a combination of these methods.

i. Humanitarian Assistance. This category includes those planned activities for which specifically allocated humanitarian assistance funds are requested and planned. They are primarily humanitarian and civic assistance provided in conjunction with military operations and exercises, assistance in the form of transportation of humanitarian relief, and provision of excess non-lethal supplies for humanitarian assistance purposes. Additionally, the projects allow the CCDD and ambassadors to provide a tangible, lasting service to one or more communities. Examples include disaster relief and agriculture, irrigation, medical/hospital, school, road, and water well projects.

j. Information Sharing/Intelligence Cooperation. Security cooperation activities aimed at encouraging information or intelligence cooperation with allies to support combined operations or interests. These activities may also be focused on building the

intelligence gathering or analyzing capacity of allied partners in the interest of combined operations or interests.

k. International Armaments Cooperation. The cooperative research, development, testing, and evaluation of defense technologies, systems, or equipment; joint production and follow-on support of defense articles or equipment; and procurement of foreign technology, equipment, systems or logistics support through armaments cooperation activities or foreign comparative testing. Armaments cooperation activities aim to enhance cooperation between the U.S. and partner nations in the field of defense technologies, systems, or equipment. Foreign comparative testing includes events or activities that provide partner nations and the U.S. opportunities to compare armaments and/or defense technologies in the interests of mutual capacity building and awareness.

l. Military Contacts. This category includes senior defense official and senior officer visits, counterpart visits, ship port visits, participation in defense shows and demonstrations, bilateral and multilateral staff talks, defense cooperation working groups, military-technical working groups, regional conferences, personnel and unit exchange programs, formal military contact programs, Partnership for Peace, and others as appropriate. USMC-Partner Service staff talks are important activities to improve interoperability and operational effectiveness. Staff talks focus at the strategic and institutional levels and are the senior engagement forum for discussing the breadth of matters covered under USMC Title 10 responsibilities. Participants discuss shared interests in weapons systems, programs, training, personnel, information, strategy, solutions to common maritime interests. The talks provide an opportunity to achieve a degree of intensity, focus, and depth that is not always obtainable in other bilateral and multilateral fora. Talks are periodically conducted with the Australian Army, French Army, Israel Defense Force, Japanese Self-Defense force, Republic of Korea Marine Corps. Tri-Marine Staff talks are conducted with the UK Royal Marines and the Netherlands Royal Marines.

m. Other Engagements. USMC security cooperation may take place through a number of other engagement categories. "Other Engagements" encompasses activities such as those which are the result of arms control treaties, obligations, or ongoing negotiations.

n. Operational Activities. This category includes activities conducted in conjunction with or part of ongoing operations that have significant engagement value that support the GCC theater strategy. This section also includes activities that are routine and continuing operations, not crisis response or episodic activities of an emergent operational nature. Examples could include missions using forces present overseas such as peacekeeping, peace enforcement, humanitarian relief, sanctions enforcement, SFA activities, and counter drug operations.

o. Security Assistance. Due to the complexity of this group of programs, see Chapter 9 for a detailed explanation and applicability within the Marine Corps.

2. Military-to-Military Visits to USMC Organizations, Facilities, and Installations. Engagements involving international partners are significant tools used to further the objectives of Department of Defense (DoD), CCDR, and USMC security cooperation (SC) objectives.

a. This section outlines the standard operating procedures (SOP) for military-to-military (M2M) visits that occur outside of the FMS process. Organizations that initiate M2M visits to USMC organizations, facilities, and installations include SCO, regional MARFORs, supporting establishment organizations, and foreign defense attachés in the United States.

(1) This SOP is purposed to: delineate coordination and planning responsibilities among HQMC, supporting establishment, and operating forces; secure personnel and policy support for visits deemed important to CCDR or Service objectives; ensure M2M visits are validated by the higher headquarters (HHQ) of the sponsoring command; and provide sufficient time for coordination and planning for host commands accommodating multiple requests. The intent is to establish better USMC coordination practices and SOPs above and beyond what can be reasonably accomplished through the Foreign Visit System (FVS), as described in reference (r). This policy does not negate the requirement to use FVS IAW references (r) and (aj).

(2) The coordinating instructions outlined within this section are IAW the policies, procedures, authorities, and responsibilities established within reference (r) governing visits and assignments of foreign nationals; and for the disclosure of classified military information (CMI) and controlled unclassified information (CUI) to foreign governments, international organizations, and foreign representatives outlined in references (aa) and (ai).

(3) This policy is intended to improve service coordination of M2M visits, providing supporting units adequate time to plan and higher headquarters and other interested organizations an opportunity to influence or capitalize on the visits. M2M visits that reach the following thresholds (due to level or type of visit) will be conducted per the timelines and procedures in this policy:

(a) M2M visits expending U.S. funds (excluding man hours).

(b) M2M visits exceeding five days or involve visiting more than two organizations, facilities, or installations.

(c) M2M visits which involve a foreign delegation accompanied by a general or flag officer.

(d) M2M visits with countries of a politically sensitive nature (references (d) [USMC CSP] and (e) [GEF] provide guidance).

(e) M2M visits that are not habitually carried out through FVS.

(f) M2M visits in which the sponsor of the visit and the host are not the same command.

(4) M2M visits that do not meet the above criteria will be conducted within existing command visit procedures and the Foreign Visit System. Examples would include a visit by a foreign defense attaché accredited to the United States conducting a one-day visit to Quantico, VA (short, local visit covered by a foreign visit request); or a short visit by a Pacific partner nation team to Camp Smith, HI (short visit within a MARFOR AOR, covered by a foreign visit request).

b. Execution. To the greatest extent possible, HQMC, supporting establishment, and operating forces shall follow the below process and planning timeline. However, mission requirements may dictate deviations in process or compression of timelines on a case-by-case basis. These deviations will be kept to a minimum.

(1) M2M visits to USMC organizations, facilities, or installations in the continental United States.

(a) Ninety days prior to the arrival of foreign visitors, the sponsoring organization or partner nation will request a visit via the Regional MARFOR, or HQMC, DC PP&O, PL (PLU).

(b) Eighty days prior to arrival, the MARFOR will provide CCDR objective and pol-mil validation for the M2M visit via message addressed to PLU. The intended hosting command(s) (and their chain of command) will be info addressees. If the request is submitted directly to PLU, PLU will provide pol-mil validation, identify service objectives, and obtain CCDR objective validation from the cognizant regional MARFOR (per task 2c(1)(b) below).

(c) Seventy days prior to arrival, PLU will issue an FOS message addressed to the intended hosting command(s) (via their chain of command). This FOS message will include the validation statements from the MARFOR or PLU. Information addressees will include the cognizant MARFOR, and Commander, Marine Corps Installations Command (COMMCICOM) or TECOM, as appropriate. In addition to standard required information, the FOS message will address: (1) whether this M2M visit is a one-time, extended, or recurring engagement; (2) any protocol requirements, particularly in the case of senior-level visits; and (3) whether trip escorts are necessary or available at the hosting command.

(d) Fifty days prior to arrival, hosting command(s) will provide PLU a response to the FOS.

1. If the M2M visit is supportable by the hosting command(s), PLU will forward the confirmation to the originator or sponsor of the request within 10 days of receiving the host command assessment and response to the FOS. Confirmation of the visit will be provided to the partner nation in a manner comparable to the request (e.g., via FVS, formal letter from PLU, etc.). Within this confirmation, the partner nation's Washington DC Embassy will be notified to initiate the foreign visit request (FVR) via the FVS NLT 30 days prior to arrival, if not already submitted.

2. If the M2M event is not supportable by the hosting command, PLU may explore global sourcing options for the M2M event. If the M2M event is still unsupportable by global sourcing options, PLU will provide a negative response within 10 days of receiving the host command's assessment and response to the FOS.

(e) In coordinating final arrangements, it is incumbent upon the sponsoring command(s) to provide (when required): (1) source(s) of funding to support the visit; (2) visit purpose and objectives; (3) read ahead materials, including biographies, talking points, and background papers; (4) translation and interpretation support; and (5) trip escort(s), unless the hosting organizations, facilities, or installations commit in their FOS response to provide escorts.

1. The sponsoring command is normally the command that either requests the M2M visit or advocates for a partner nation visit request that supports CCDR or service objectives. The sponsoring command is often the regional MARFOR.

2. Providing source(s) of funding does not mean the sponsoring command must fund the event; it means that funding is available (most often from partner nation funds) and has been identified.

(f) In coordinating final arrangements, the hosting command(s) will:

1. Assist with security requirements for distinguished visitors (DV) and high-value personnel (HVP) through coordination with relevant protocol offices.

2. Include the local foreign disclosure office (FDO) in all message traffic regarding the event as soon as planning commences to ensure that all information to be disclosed or released undergoes foreign disclosure review and approval in advance of the M2M visit. Local FDO contact information will be included in the FOS response IAW paragraph 2b(1)(d)1.

(g) In the event of a short-suspense request (i.e., less than 90 days), the request will be provided to the regional MARFOR and PLU to assess the feasibility of completing all necessary steps within

the requested timeframe. If it is jointly deemed supportable within the shortened timeframe, all above steps will be executed as expeditiously as possible. Note, regardless of a shortened timeline, FVS approval is still required.

(2) M2M visits aboard USMC installations overseas

(a) All requests for M2M visits to USMC facilities outside of the United States will follow the above process with the following amendments due to the additional coordination requirements inherent in dealing with foreign entities. The FVS can be used for overseas visits, in accordance with paragraph 2b(1)(d)1 above.

(b) In the event that the overseas facility or installation is to host a third-party nation (i.e., a country other than that which hosts the USMC facility or installation), the approval process shall begin 120 days prior to the engagement, and should complete all steps listed above.

1. If CMI will be disclosed or released during the visit, the relevant SCO (the SCO responsible for the visiting nation) must obtain official confirmation from the government of the visiting nation of the security clearance(s) of the foreign visitors.

2. In hosting a third-party nation(s), the visiting nation(s) and the host nation governments will utilize their own diplomatic channels to provide the approval of the visit. The Regional MARFOR must coordinate the arrival of the third-party with the U.S. Embassy, SCO, COMMCICOM, PLU, and the host nation government, as required.

(c) In the event that the overseas M2M visit only involves the host nation, the approval process can begin 90 days prior, following the steps for visits to the United States. The Regional MARFOR is responsible for coordinating the release of the FOS for overseas visits involving the host nation. This does not require FVS notification for HQMC approval.

(d) In the event of a short-suspense request (i.e., less than 120 days for third-party visit and 90 days for host nation visitors), the request will be provided to the Regional MARFOR, SCO, hosting facility or installation, and PLU to assess the feasibility of completing all necessary steps within the requested timeframe. If it is jointly deemed supportable within the shortened timeframe, all the above steps will be executed to support the overseas engagement.

(3) Costs associated with M2M contacts are the responsibility of the sponsoring command, the partner nation, or a combination of the two. Due to the fluctuating nature of cost and payment arrangements for M2M visits, it is recommended the sponsoring command identify mechanisms for payment at least 30 days prior to the visit. Payment arrangements may include agreements with the visiting nation; planners

should seek advice from their command's G4, G5, and G8, when necessary.

(4) PLU will be notified when M2M visits with USMC take place aboard U.S. Navy (USN) vessels. Requests for M2M that take place aboard USN vessels should be submitted 180 days prior.

c. As noted in the base order (paragraph 4b(14)(e)), the below organizations shall follow responsibilities for FMS and FMS supplanted exercises M2M visits as outlined.

(1) Regional MARFOR Commanders

(a) Receive partner nation requests for M2M visits, and forward the request (with CCDR objective and pol-mil validation) via message to PLU with info copy to the intended hosting command(s).

(b) Provide explicit validation that the M2M contact is in-line with U.S. pol-mil acceptability and CCDR or Service objectives.

(c) Receive and deliver confirmations or regrets to the partner nation or sponsoring command in a manner comparable to the initial request.

(d) Provide or arrange necessary support personnel including translators, interpreters, and escorts when serving as the sponsoring command. Support that can be provided by the hosting command will be indicated within the FOS response.

(e) Lead coordination to arrange necessary logistics with the hosting command when serving as the sponsoring command, unless otherwise indicated.

(f) In the event of short-suspense notification (i.e., less than 90 days (or 120 days for third-party visits overseas)), coordinate with PLU to assess the feasibility of completing all necessary steps to execute a M2M visit within a constrained timeframe.

(g) In the case of overseas M2M contacts, release the FOS to the hosting command(s).

(h) Adhere to HHQ guidance WRT the entry of M2M visits in Combatant Command (CCMD) Theater Security Cooperation Management Information Systems (TSCMIS). When necessary, refer to HQMC guidance governing the use of the MC-TSCMIS, outlined within this Order. TSCMIS M2M entries should be provided NLT 30 days after the completion of the engagement and include after action reports.

(2) HQMC, DC, PP&O PL (PLU)

(a) Receive partner nation requests for M2M contacts via foreign embassies in the United States, HQMC, and supporting establishment organizations.

(b) Provide pol-mil and (when required) service objective validation prior to issuing a FOS message.

(c) Receive and deliver confirmations or regrets to the partner nation or sponsoring command in a manner comparable to the initial request.

(d) Provide prioritization guidance for M2M requests that may compete with MARFORs for personnel or training resources.

(e) In the event of short-term notification (i.e., less than 90 days (or 120 days overseas)), coordinate with the cognizant Regional MARFOR to assess the feasibility of completing all necessary steps.

(f) Adhere to and, when necessary, provide guidance WRT the entry of M2M visits within MC-TSCMIS as outlined within this Order. TSCMIS entries should be provided NLT 30 days after the completion of the engagement and include after action reports.

(3) Sponsoring Command

(a) Submit and advocate for M2M visit requests that support CCDR or Service objectives through the Regional MARFOR or PLU, as appropriate.

(b) Provide or arrange funding source(s) as indicated in paragraph 2b(1)(e)2 above.

(c) Provide or arrange necessary support personnel including translators, interpreters, and escorts (outlined in paragraph 2b(1)(e) above.) Support that can be provided by the hosting command will be indicated within the FOS response.

(d) Lead coordination to arrange necessary logistics with the hosting command, unless otherwise indicated.

(e) Adhere to HHQ guidance WRT the entry of M2M visits in TSCMIS. TSCMIS entries should be provided NLT 30 days after the completion of the engagement and include after action reports.

(4) Hosting Command

(a) Conduct feasibility and supportability assessments and notify PLU of results.

(b) Support M2M contacts that have been granted both pol-mil and CCDR or Service objective validation to the greatest extent possible and within the limits of capacity.

(c) Provide FOS response NLT 50 days prior to visit.

(d) Assist in coordinating security requirements for distinguished visitors (DV) and high-value personnel (HVP) with relevant protocol offices.

(e) Provide any CUI and CMI to be disclosed during a M2M visit to the command designated disclosure authority (DDA), also known as the foreign disclosure officer (FDO). This information must be provided to the DDA or FDO as soon as information to be disclosed during a visit is identified as CUI or CMI. Information available in the public domain or derived from a public domain document does not require a foreign disclosure review.

(5) COMMCICOM

(a) Provide support to hosting commands in assessing feasibility and supportability of M2M visits aboard installations.

(b) Validate M2M visits for feasibility and supportability aboard organizations, facilities, or installations under MCICOM command or cognizance.

(6) CG TECOM. Validate M2M for feasibility and supportability aboard facilities under TECOM cognizance.

(7) HQMC INTEL. Provide FVR support via FVS for all emergency, one-time, and recurring visit requests.

d. After Action Reports. After action reports are required and will contain (at a minimum) a summary of the visit, and (when necessary) an explanation of agreed-to-actions made on behalf of the Marine Corps. NLT 30 days following the completion of a M2M visit, AARs will be included in the visit TSCMIS entry. In the absence of HHQ guidance on the use of TSCMIS, AARs will be released via message, addressed to relevant organizations.

Chapter 9

Marine Corps Security Assistance

1. Background

a. Under the direction of the President, the Secretary of State is responsible for the supervision and general direction of economic assistance, military assistance, military education and training, and sales and export programs. Additionally, State determines whether there shall be an SA program, and whether there should be sales, leases, or financing for a country.

b. The Secretary of Defense is responsible for establishing SA policy, and for administering and executing SA programs under the guidelines established by the Secretary of State.

c. The objective of both agencies is to ensure SA programs support United States foreign policy and national security objectives.

d. Though a set of State Department programs, SA is a supporting subset of SC. Therefore, to the maximum extent practical, SA requirements shall be informed by and integrated with other DoD requirements. SA requirements shall also be implemented through the same DoD systems, facilities, and procedures as SC.

2. Definition. SA is an umbrella term that includes groups of programs authorized by the Foreign Assistance Act (FAA) of 1961, as amended, the Arms Export Control Act (AECA) of 1976, as amended, and other related statutes.

a. By means of these programs the United States provides defense articles, military education and training, and other defense related services to other countries or foreign organizations, by grant, loan, credit or cash sales, in furtherance of national policies and objectives.

b. SA programs are key elements in each of the CCDR's campaign plan and help to achieve strategic goals and objectives. These programs support engagement by establishing potential coalition partners, assisting nation building efforts of current or potential allies, enhancing U.S. National Security interests, and developing regional expertise for U.S. military personnel. Sale of Marine Corps unique equipment, the provision of Marine Corps training and education, the deployment of training and education assistance teams, and the provision of combat development support to customer countries enhances interoperability, increases cultural awareness and language proficiency, and provides theater engagement. As such, the Marine Corps supports SA requirements consistent with the NSS, NMS, CCDR campaign plans, and the MARFOR support plans.

c. All SA programs fall under the supervision and general direction of the Department of State. Each year DSCA solicits input from the Military Departments, other defense agencies, and CCMDs, through the Chairman of the Joint Chiefs of Staff, regarding the upcoming year's SA legislative initiatives.

3. Major Programs. Marine Corps SA incorporates the following nine major programs:

a. Foreign Military Sales (FMS). FMS is a non-appropriated program through which eligible foreign governments purchase defense articles, services, education, and training from the U.S. Government. The purchasing government pays all costs associated with a sale. There is a signed government-to government agreement, normally documented on a Letter of Offer and Acceptance (LOA) between the U.S. Government and a foreign government. Each LOA is commonly referred to as a "case" and is assigned a unique case identifier for accounting purposes. Details on the FMS process can be obtained by reviewing reference (b).

(1) Training provided under FMS can include education or training in U.S. formal schools (PME and technical skills training), contractor-provided training, or deployed training assistance such as that provided by mobile training teams. MCSCG is the Marine Corps lead for education and training provided under this program.

(2) Marine Corps Systems Command (International Programs) is the Marine Corps lead for the sale, lease, or transfer of defense articles and support.

(3) For procedures regarding foreign exercises involving USMC facilities and installations, see paragraph 7 of this Chapter.

(4) For procedures regarding FMS workflow processes (e.g. Quicklook, Price and Availability, and Letter of Offer and Acceptance), see paragraph 13 of this Chapter.

b. Foreign Military Financing Program (FMFP). FMFP identifies congressionally appropriated grants and loans which enable eligible foreign governments to purchase U.S. defense articles, services, and training through either FMS or direct commercial sales (DCS). Foreign military sales credit (FMSCR) is authorized under the provisions of Sections 23 and 24, AECA, and originally served to provide credit (loans) as an effective means for easing the transition of foreign governments from grant aid, e.g., International Military Education and Training Program, to cash purchases.

c. Leases. Chapter 6 of the AECA authorizes the president to lease defense articles to friendly governments or international organizations for up to five years (renewable). This non-appropriated program is administered by DSCA. The law allows the lease of defense articles only for compelling foreign policy or national security

reasons, and stipulates that the full cost of the lease, with some exceptions, must be borne by the recipient. Furthermore, leased articles must not be needed for U.S. public use during the lease period, and the U.S. retains the right to terminate the lease at any time. For the recipient country, leases may be cheaper than purchasing the article outright, and they provide a convenient vehicle for obtaining defense articles for temporary use. Leases are executed through a lease agreement, with an associated FMS case to cover repair, training, supply support, and/or transportation, if required.

d. International Military Education and Training (IMET) Program. The IMET program provides grant financial assistance for education and training in the U.S. and, in some cases, in appropriate overseas facilities, to selected foreign military and civilian personnel. Funding is congressionally appropriated, based on Congressional guidance and State approved country allocations. DSCA, Business Operations and Programs Directorates, manages and issues the IMET funds to the military departments who disperse the funds to individual countries and/or courses. Country allocations are documented in the Congressional Budget Justification (CBJ) Foreign Operations. DSCA, Programs Directorate, authorizes IMET program implementation and the movement of students to training facilities and activities. The education and training is normally provided in U.S. military schools or installations, but may include deployed training assistance such as that provided by mobile training teams or mobile education teams, subject to appropriate waiver approval. The process outlined below details the stakeholders and mechanisms involved in executing IMET as it relates to USMC schoolhouses and other educational institutions.

(1) Under the direction and supervision of the Chief of Mission, the SCO is responsible for ensuring the DoD SA management programs are properly executed. All requests for SA education and training must be made by the SCO in each country. These requests will identify an appropriate authority/source for funding. MARFORs shall make recommendations to SCOs on USMC education and training and to their CCDR on which countries would most benefit the Marine Corps if selected to attend schoolhouses or other educational institutions. MARFORs shall base their recommendations on the CMC Partnership Focus List found in reference (ag) and the COMMARFOR's objectives.

(2) Per reference (n), countries that participate in the SA education and training programs must submit their requirements to the SCO at the U.S. Embassy. SCOs in coordination with host country counterparts incorporate these requirements in their Combined Education and Training Program Plan (CETPP). This plan covers the budget year plus two planning years, and consolidates host country training needs from a joint perspective. The CETPP is part of the SCO input to the planning process (e.g., Mission Strategic Plan (MSP), Theater Security Cooperation Plan (TSCP)). The CETPPs are approved by the CCDR prior to the annual Security Cooperation Education Training Working Groups (SCETWGs).

(3) MCSCG is the Marine Corps lead for coordinating SA education and training provided under this program. Country requirements are submitted to the appropriate MCSCG Program Manager prior to the annual SCETWGs sponsored by the CCDRs. Changes to a country program that occur after a SCETWG are addressed directly with the appropriate MCSCG Program Manager.

(4) Projected requirements for international student quotas are submitted at the annual Training Input Plan Conference and integrated into the Marine Corps internal quota management process. Quotas for most of the Marine Corps courses are allocated and managed using the Marine Corps Training Information Management System. Unused quotas are either reallocated to another country or returned for Marine Corps use. For those courses where requirements exceed quota allocation, country prioritization is coordinated with the respective MARFOR and then prioritized at Headquarters, U.S. Marine Corps.

(5) HQMC will use the following criteria in order to develop a primary and alternate list of selections:

(a) OSD guidance, including reference (k).

(b) Chairman of the Joint Chiefs of Staff guidance, including from the Joint Staff-led working group utilized to de-conflict and synchronize efforts of the four Military Services.

(c) Marine Corps guidance, including reference (ag), and informed by schoolhouse capacity at TECOM.

(d) Reciprocal agreements with partner nations for attendance at Command & Staff College.

(6) HQMC submits the approved primary and alternate lists to MCSCG who will confirm the quotas in the appropriate systems and will issue the invitations for those invitational courses. Invitations are directed to the SCO and will specify that the country must accept or decline through official correspondence.

(a) If a quota or invitation is accepted, MCSCG will work with the SCO and NETSAFA to coordinate funding

(b) If a quota or invitation is declined, MCSCG will notify HQMC PLU to verify the next country to receive the quota or invitation on the alternate list.

(c) In the case of Command & Staff College and Expeditionary Warfare School, countries not on the primary list will be encouraged to participate in a blended seminar program that combines non-resident instruction with short periods of resident participation.

e. Drawdowns. During a crisis, Section 506, FAA, authorizes the

President to provide USG articles, services, education, and training to friendly countries and international organizations at no cost, to include free transportation. There is a \$100 million ceiling per FY on articles, services, and education and training provided for military purposes and another FY ceiling of \$200 million for articles, services and training required for non-military purposes such as disaster relief, nonproliferation, antiterrorism, counternarcotics, refugee assistance, and Vietnam War-era missing in action/prisoners of war (MIA/POW) location and repatriation. When emergency support for peacekeeping operations is required, Section 552(c)(2), FAA, separately authorizes the President to drawdown up to \$25 million per FY in USG articles and services from any agency. Special drawdown authorities are periodically legislated to include \$30 million in support for the Yugoslav International Criminal Court. These are non-appropriated authorities are administered by DSCA when defense articles, services, or education and training from DoD are to be drawn down.

f. Peace-Keeping Operations (PKO). PKO supports selected United Nations peacekeeping operations. PKO funds promote increased involvement of regional organizations in conflict resolution and help leverage support for multinational efforts where no formal cost sharing mechanism is available.

g. The International Narcotics Control and Law Enforcement (INCLE). The INCLE program is an appropriated grant program administered by the State authorized by Section 481, FAA, to suppress the worldwide illicit manufacture and trafficking of narcotic and psychotropic drugs, money laundering, and precursor chemical diversion, and the progressive elimination of the illicit cultivation of the applicable crops.

h. Nonproliferation, Antiterrorism, Demining, and Related programs (NADR). NADR is an appropriated grant program administered by State. It is authorized by Part II, Chapters 8 and 9 of the FAA, and Section 504 of the FREEDOM Support Act, moreover, Section 23, AECA, for NADR focuses on demining activities, the clearance of unexploded ordnance, the destruction of small arms, border security, and related activities. Related defense articles, services, and training can be provided through this program.

i. Direct Commercial Sales (DCS) Programs. DCS are commercial exports of defense articles, services, and training licensed under the authority of Section 38, AECA, made by U.S. defense industry directly to a foreign government. Unlike the procedures employed for FMS, DCS transactions are not administered by DoD and do not normally include a government-to-government agreement. Rather, the required USG controls are implemented through licensing by the Directorate of Defense Trade Controls (PM/DDTC) in the State. The day-to-day rules and procedures for these types of sales are contained in the International Traffic in Arms Regulations (ITAR). [22 CFR 120-130]

4. Other Security Assistance Programs. While these two programs are not identified by DSCA in reference (n) as part of the twelve SA programs, they are very much related to the duties of the SA community, both in the U.S. and recipient foreign governments.

a. Excess Defense Articles. Excess defense articles (EDA) identified by the MILDEP or DoD agency are authorized for sale using the FMS authority in Section 21, AECA, and FMS processes identified within the SAMM for property belonging to the USG. Prices range from five to fifty percent of original acquisition value, depending on the condition of the article. While EDA can be transferred at no-cost, the recipient must typically pay for any transportation or repair charges. Under certain circumstances, transportation charges may be waived, with the cost absorbed by DoD appropriated funds. EDA is one of the means by which the U.S. transfers amphibious platforms to partner nations.

b. Third-Country Transfers. Section 3(d), AECA, authorizes the President to manage and approve the transfer of U.S.-origin defense articles from the original recipient country to a third country. Requests for third-country transfers are normally approved if the USG is willing to conduct a direct transfer to the third country. Third-country transfer authority to countries must be obtained in writing from the State in advance of the proposed transfer. This applies to all U.S.-origin defense articles regardless of the method of original transfer from the USG or U.S. industry.

5. SA-Related Programs. In addition to the major SA programs outlined above, the USMC supports a variety of related international programs ranging from provision of defense articles and services under Emergency Drawdown Authority to international training funded by numerous specific sources and authorities.

a. Foreign Comparative Test Program. Though not strictly an SA program, USMC SC planners and practitioners should be aware of the Foreign Comparative Test (FCT) Program as it is intended, by design, to be mutually beneficial to Marines and foreign partners. The Marine Corps has been historically the biggest user of this program amongst the services and SOCOM.

(1) The FCT funds U.S. test and evaluation of defense items developed by allied and other friendly foreign countries to determine whether these items can satisfy DoD requirements or address mission area shortcomings.

(2) The FCT program is administered by the Deputy Under Secretary of Defense for Advanced Systems and Concepts (DUSD, ASC) under the Director, Defense Research and Engineering, OUSD (Acquisition, Technology and Logistics). The Marine Corps lead for the FCT program is Marine Corps Systems Command International Programs Office (MCSC-IP).

(3) The key objectives of FCT are to improve warfighting capability, accelerate fielding of required items, and to save taxpayer funds. Annual proposals for FCT items are reviewed and selected based on their assessed probability of meeting or exceeding requirements and doing so on reduced timeline and reduced cost.

b. Pseudo FMS cases (FMS-like). This term is used by the USG to track the sale of Defense articles and services (to include training, and design and construction services) and is generally funded by a USG entity. The FMS-like LOA itemizes the Defense articles and services included in the Letter of Request. The FMS-like LOA is not signed by the country and/or organization receiving the articles or services, except for Foreign Assistance Act, Section 607 transfers. The FMS-like LOA is authorized by the AECA. FMS-like cases are commonly referred to as "pseudo cases".

6. Supporting Elements within SA. A list of DoD organizations involved in SC, and specifically SA, is found in Chapter 5 of this enclosure.

7. Foreign Exercises Involving USMC Facilities and Installations. The AECA authorizes the FMS program, which may be used to support foreign military participation in combined exercises or to conduct unilateral exercises at USMC facilities and installations.

a. The term "FMS exercises" is used to describe any unilateral foreign exercise involving USMC installations, facilities, or personnel where the costs are funded via the FMS process.

b. The term "FMS supplemented exercises" is used to describe any combined exercise involving USMC installations, facilities, or personnel where some costs are funded via the FMS process.

c. In accordance with references (y) and (s) and as authorized by reference (a), ACSA are an authority by which the Military Services can provide or receive logistical support, supplies, and services to or from foreign defense personnel and organizations. An ACSA is a bilateral agreement between the U.S. DoD and another country for the mutual exchange of logistical support, supplies, and services. Requests for mutual exchange of logistical support, supplies, and services generally originate with the regional MARFOR and are coordinated with the CCMD. For cases not generated by the regional MARFOR, installations and commands should direct the request to the relevant MARFOR for submission through the CCMD. For cases not covered by this policy, contact the HQMC ACSA point of contact within DC, I&L. MARFORs will follow their CCMD's guidance and USMC processes when partner nations request exercise costs be offset under an ACSA. The policy and processing timeline described within this Order are not applicable to ACSA.

d. Exercises involving international forces are significant tools used to further the objectives of DoD, CCDR, and USMC SC strategies.

USMC will support combined and unilateral foreign exercises within the limits of our resources. Organizations that initiate FMS and FMS supplemented exercises include SCOs, regional MARFORs, foreign defense attachés in the U.S., and others. Because these requests can come from such disparate sources, it is important to bring appropriate USMC commands into the planning process as early as possible.

e. FMS and FMS supplemented exercises generally follow the same procedures as those for foreign sales of equipment and training, but USMC planners will subscribe to the below timeline.

(1) NLT 180 days prior to the start of the exercise, the initiating organization must notify the regional MARFOR for exercise validation, MCSC-IP for future customer planning, and DC, PP&O, PL (PLU) for pol-mil validation of the upcoming exercise.

(2) NLT 170 days prior to the start of the exercise the regional MARFOR will validate the exercise requests from countries in their AOR and send validated requests via message addressed to DC, PP&O, PL (PLU).

(3) NLT 160 days prior to the start of the exercise, DC, PP&O, PL (PLU) will send an FOS message addressed to COMMCICOM, CG TECOM, and COMMARFORCOM with copies to MCSC-IP, the appropriate regional MARFOR, and the hosting USMC facility, installation, or operating force.

(4) NLT 140 days prior to the start of the exercise the hosting USMC facility, installation, or operating force host will provide DC, PP&O, PL (PLU) their assessment and response to the FOS.

(5) NLT 135 days prior to the start of the exercise, DC, PP&O, PL (PLU) will approve or disapprove the exercise request based on supportability, pol-mil acceptability, and compliance with current DoD guidance. DC, PP&O, PL (PLU) will send a message addressed to the higher headquarters of the hosting USMC facility, installation, or operating force and copy MCSC-IP. Appropriate organizations must forward the approval to hosting organization(s). Higher headquarters will normally grant DIRLAUTH between hosting organization and MCSC-IP, if FOS is supportable.

(6) NLT 135 days prior to the start of the exercise the host facility or installation commander will designate the exercise officer (EO) and exercise comptroller (EC) and provide the contact information to MCSC-IP, and the appropriate regional MARFOR. MCSC-IP, will perform a foreign disclosure review as part of the FMS case process.

(a) The EO is the primary contact to facilitate coordination between the exercising country, the host facility, or installation being utilized, MCSC-IP, and the appropriate regional MARFOR.

(b) The EO is responsible for communicating the requirements of the exercising country and providing letters of instruction to the EC and MCSC-IP.

(7) NLT 130 days prior to the start of the exercise, the EC will coordinate the pricing of all goods and services to be provided to the exercising country and provide such pricing data to MCSC-IP, via their higher headquarters unless DIRLAUTH is authorized.

(8) NLT 120 days prior to the start of the exercise, the regional MARFOR and SCO, in concert with the EO, will coordinate with the exercising country to provide Navy IPO the letter of request for the FMS exercise.

(9) NLT 60 days prior to the start of the exercise, the SCO, in coordination with the regional MARFOR, will work to ensure the exercising country returns the signed letter of offer and acceptance (LOA) and the initial deposit is on record with Defense Finance and Accounting Services-Indianapolis.

(10) NLT 45 days prior to the start of the exercise, the EC must notify MCSC-IP, of final funding requirements, via their higher headquarters unless DIRLAUTH is authorized.

(11) NLT 120 days following the exercise, the EC sends the final NAVCOMPT Form 2193 (report on reimbursable orders) and copies of applicable final invoices or vouchers for direct cite orders to MCSC-IP, via their higher headquarters unless DIRLAUTH is authorized.

f. Planners shall follow the below directions for FMS and FMS supplemented exercises.

(1) Commands conducting FMS or FMS supplemented exercises should engage MCSC-IP, as early in the planning process as possible and are encouraged to include MCSC-IP, in all planning conferences in order to facilitate coordination of the intricacies and requirements associated with FMS or FMS supplemented exercises.

(2) Invitational travel orders (ITO) are required for every exercise participant if those participants are the recipients of USMC-provided training. ITOs are issued by the SCO and are at no-cost to the U.S. Government. Partner nations should expect to pay for all costs to include the cost of training, travel, and per diem. NLT 16 days prior to the start of the training, the student's name, date of birth, and place of birth must be reported via the Security Cooperation-Training Management System (SC-TMS) by the SCO. Briefings for safety, interoperability, and or familiarization purposes are not considered training requiring SA funding. Consequently, if a foreign exercise force is only receiving safety or interoperability, and/or familiarization orientation type briefings, ITOs are not required. NATO travel orders cannot be used in lieu of ITOs.

(3) If an exercise force does not require an ITO, they will still require an approved Foreign Visit Request (FVR) in the Foreign Visit System (FVS). NLT 60 days prior to the start of the exercise the name, date of birth, and place of birth for each exercise participant will be submitted in the FVS by the visitor's embassy in Washington, D.C. to HQMC. Reference (ai) details USMC policies and procedures for FVR and FVS.

(4) Commands conducting FMS or FMS supplemented exercises will ensure all training associated with the exercise is entered into the MC-TSCMIS IAW Chapter 9 of this enclosure and reference (am).

(5) MCSC-IP will coordinate the exercising country's ammunition purchase list with the USMC program manager for ammunition.

(6) For questions involving this policy or procedures, planners should contact HQMC/PLU. For questions specific to an exercise FMS case, planners should contact MCSC-IP while keeping the appropriate regional MARFOR informed.

g. As noted in the base order (paragraph 4b(14)(e)), the below organizations shall follow responsibilities for FMS and FMS supplanted exercises as outlined.

(1) Regional MARFOR Commanders

(a) Validate that the exercise request contributes to CCDR objectives.

(b) Coordinate initial planning conferences with country SCO or country representatives to determine exercise specifics.

(c) For validated exercise requests, send a message addressed to DC, PP&O PL/PLU. Additionally, in cases of bilateral or multilateral FMS-supplemented exercises, also address the chain of command of the USMC unit that will have cognizance over the exercise.

(d) Assist the SCO and EO with developing the letter of request (LOR) for the exercising country and notify MCSC-IP of all country facility planning meetings.

(e) Use the Joint Training Information Management System (JTIMS) per CCDR guidance to enter data on exercises.

(2) DC, I&L (COMMCICOM)

(a) Validate exercises for feasibility and supportability for facilities and installations under your cognizance and notify PLU of the results.

(b) Coordinate the designation of the EO and EC from the exercise facility or installation and provide contact information to MCSC-IP.

(3) DC, CD&I (CG TECOM)

(a) Validate exercises for feasibility and supportability for facilities and installations under your cognizance and inform DC, PP&O PL (PLU) of the results.

(b) Coordinate the designation of the EO and EC from the exercise facility or installation and provide contact information to MCSC-IP.

(4) COMMARFORCOM (MCSCG). Coordinate, manage, track, and report any USMC-provided training to foreign military personnel that takes place as part of a FMS or FMS supplemented exercise. Training for purposes of this paragraph does not include interoperability, safety, and or familiarization training.

(5) DC, PP&O (PL/PLU)

(a) Send a FOS message addressed to COMMCICOM, CG TECOM, MCSC-IP, and copies to COMMARFORCOM, the hosting USMC facility, installation or operating force, and the appropriate regional MARFOR. Request the designation of an EO and EC in the FOS message from the exercise facility or installation.

(b) Validate FMS and FMS supplemented exercise requests for pol-mil acceptability and security cooperation guidance.

(c) Provide prioritization guidance for requests competing with USMC forces for training resources.

(6) COMMARCORSSYSCOM (MCSC-IP)

(a) Act as office of primary responsibility (OPR) for case management of FMS and FMS supplemented exercises.

(b) Refine FOS cost data with the hosting USMC organization.

(c) Develop and execute FMS exercise cases in accordance with current SA policy and procedures.

(d) Issue and track funding documents in support of FMS exercises or FMS supplemented exercises.

8. Security Assistance Constraints. SA shall be:

a. Based upon sound plans and programs to further U.S. national interests, policies, and objectives.

- b. Directed toward social and economic aspects of development.
- c. Responsive to efforts of recipient countries to mobilize their own resources and help themselves.
- d. Cognizant of external and internal pressures which hamper their growth.
- e. Used for long-range development of national security by the requesting country.
- f. The sale of programs of instruction, curricula, or course publications will normally be considered along with the purchase of the associated training or equipment/weapons systems. The cost should be considered in the course, training team, or equipment/weapons systems costs. Countries desiring to purchase course materials such as programs of instruction, curricula, course publications, correspondence or distance learning, or self-study course materials will do so using FMS procedures. According to the AECA, programs of instruction, curricula, course publications, correspondence or distance learning, or self-study course materials will not be provided without appropriate reimbursement.

9. Other Guidance for Security Assistance

- a. Refer all questions related to international training and education to MCSCG.
- b. Refer all questions related to the sale or transfer of defense articles and services (including the use of Marine Corps ranges, facilities, and equipment) to the Marine Corps Systems Command International Programs Office.
- c. When in doubt, contact PP&O Strategy and Plans (PP&O/PL) for guidance or clarification.

10. Security Cooperation Education and Training Working Group (SCETWG). Each CCDR hosts an annual SCETWG to address all education and training requirements for assigned countries within its AOR. The agenda for the SCETWG usually includes a plenary session with presentations by the CCDRs, SCOs, the military services, DSCA, and State as appropriate. The SCETWG focuses on planning and policy issues and the review of SCO requests for exceptions to policy, PME, expanded-IMET (E-IMET) requirements, and other education and training requirements.

a. SCETWG Agendas

(1) International education and training programs including IMET, FMS/FMF, Combating Terrorism Fellowship Program, 1206 and other security cooperation formal training programs.

(2) Review and coordination of the CETPP.

(3) Review and finalize all current year training programs for each country and review of two budget/planning year training programs.

(4) Programmatic review session consisting principally of MILDEP panels performing a detailed line by line review of country training program data; the detailed review is conducted at the SCETWG event (not via remote or electronic means) using the DSAMS-TM and associated database tools. The line by line review at the SCETWG is conducted and approved by DSCA and State.

(5) Specialized instruction for SCOs, as needed.

(6) SCO input to CCDRs for IMET end-of-year reallocation requirements to be programmed as 5th quarter (Oct, Nov, Dec) Priority B for prioritization by the CCDR.

b. SCETWG Attendance

(1) SCO attendance is required for review of USG-funded training and normally limited to one representative per country. Foreign service national attendance is authorized only when the CCDR determines that attendance is critical to the presentation and review of the programs.

(2) MCSCG SA Branch is the primary Marine Corps service representative at SCETWGs. If supportable, MCSCG SA Branch will send two personnel. HQMC personnel responsible for MILDEP-unique SC/SA training policy and field-level personnel who work management and execution of these programs should attend; however, these personnel should be limited to a minimal number who can cover the expanse of country programs.

(3) The SCETWG may include selected school representation. The schools will be selected by the MILDEPs and submitted to DSCA and the CCDR for final decisions on attendance. Selected school representation will be normally limited to one representative per school; exceptions are approved by the CCDRs.

11. International Military Student Officers (IMSO). A critical facilitator of the training and education of foreign students in U.S. military schools is the IMSO. IMSOs are military or civilian personnel, designated in writing by the commander or delegated authority, during any period the installation is engaged in training IMSs with invitational travel orders. IMSOs are charged with overseeing the care and wellbeing of the IMS while in USMC education courses. It is extremely important that IMS are received and treated with the proper consideration. The IMSO must be tactful and mature, possess a pleasant personality, and have the ability to associate with and understand IMS. A complete listing of IMSOs in the Marine Corps can be found in the MCSCG-produced "IMSO Desktop Guide", located

either at MCSCG or on Defense Institute of Security Assistance Management website, <http://www.disam.dsca.mil/pages/itm/>.

a. In addition to the overall administration of IMS, the IMSO will:

(1) Keep IMSO, course and activity information up to date using the SANWEB SC-TMS.

(2) Brief IMS.

(3) Implement procedures to avoid the indebtedness of IMS to the USG or a non-appropriated fund.

(4) Maintain IMS records.

(5) Transmit IMS records.

(6) Check IMS installation clearance and checkout procedures.

(7) Plan and conduct the FSP for assigned IMS. The goal of the FSP is to ensure international students return to their homelands with an understanding of the responsibilities of governments, militaries, and citizens to protect, preserve, and respect the rights of every individual. The Field Studies Program will be developed and implemented with the specific objective of promoting an understanding of U.S. society, institutions, and ideals and the way in which these elements reflect U.S. commitment to basic principles of internationally recognized human rights. To achieve this objective, the Field Studies Program will provide students and visitors with an understanding of the following facets of American life, within the limits of time and availability: IMSOs will develop a FSP plan and vet the plan through schoolhouse leadership for approval prior to submission to the designated Service FSP Program Manager at MCSCG.

b. The FSP is an integral part of the total training program, and is second in importance only to the military objectives for which the IMS is in training. Participation in FSP activities other than those that are integral parts of the course program of instruction is voluntary but highly encouraged. Further information on the FSP can be found in reference (v).

c. As one of the first points of contact and the main administrative resource for IMS, IMSOs must be aware of the ramifications of IMS requesting political asylum. Political asylum is protection and sanctuary granted by the United States Government within its territorial jurisdiction or on international waters to a foreign national who applies for such protection because of persecution or fear of persecution on account of race, religion, nationality, membership in a particular social group, or political opinion.

(1) Requests by IMS for political asylum in the United States must be treated with urgent and careful attention to the procedures in reference (z). The IMSO should advise the IMS that Security Cooperation sponsorship, to include enrollment in training and all associated applicable living allowances, terminates once the IMS applies for political asylum. IMSOs will immediately contact Marine Corps Security Cooperation Group upon receiving a request for asylum.

(2) The U.S. Marine Corps point of contact for implementation of asylum policies is the International and Operational Law Branch (JAO), Judge Advocate Division, Headquarters, U.S. Marine Corps.

12. FMS Workflow Process for Ground Equipment

a. FMS is a multi-step, multi-organizational process, requiring coordination between HQMC, MARCORSYSCOM, and MARCORLOGCOM stakeholders to achieve the timely and effective delivery of Marine Corps-controlled equipment to partner nations. For FMS cases involving international students attending training, additional coordination is required with MCSCG and TECOM. Clarifying the organizational roles and responsibilities of the internal USMC workflow process ensures all organizations with equity in the process are informed and the Marine Corps has and presents a unified voice. Complete details on roles and responsibilities can be found in reference (ar).

(1) DC, PP&O is the Marine Corps executive agent for security cooperation, which includes SA. Additionally, as the ground combat element advocate, DC, PP&O coordinates plans and policies regarding ground combat issues, programs, readiness, and structure as they relate to the deployment and employment of Marine Corps forces.

(2) DC, CD&I has oversight for developing and integrating Marine Corps warfighting capabilities, including doctrine, organization, training and education, materiel, leadership, personnel, and facilities to enable the Marine Corps to field combat-ready forces. DC CD&I is the command element advocate.

(3) DC, I&L is the single Marine Corps ground equipment manager with inventory management oversight and ownership of inventory distribution, delivery, coordination, reporting, and visibility in order to manage and communicate inventory posture and meet marine corps-wide equipping needs and accountability requirements. DC, I&L is the logistics command element advocate.

(4) MARCORLOGCOM (MCLC) is assigned as the Marine Corps ground equipment asset manager for stores account code-3 principal items.

(5) MARCORSYSCOM is assigned as the Marine Corps ground equipment lifecycle manager and is responsible for lifecycle management of principle end items.

(6) MARCORSYSCOM-International Programs is assigned as the Marine Corps case administration office for Marine Corps ground equipment and is the FMS lead for the Marine Corps.

b. Three phases in the process of executing an FMS case are Quick Look phase, the Pricing and Availability (P&A) phase, and the Letter of Offer and Acceptance (LOA) phase.

(1) FMS Case Quick Look. The purpose of the Quick Look phase is to provide a partner nation with a speedy assessment of whether or not the United States can provide an article through FMS. This is typically the first step in a process of negotiation and dialogue between the USG and a partner nation. Quick Look data is not considered valid for the preparation of a LOA. Furnishing this data does not constitute a commitment for the Marine Corps or USG to offer for sale the articles and services for which the data was provided. Quick Look response is required within 2 days of receipt of the official request.

(2) Price and Availability (P&A). The purpose of the P&A phase is to respond to a partner nation's request for preliminary data for the possible purchase of a defense article or service. P&A data is not considered valid for the preparation of a LOA. Furnishing this data does not constitute a commitment for the Marine Corps or USG to offer for sale the articles and services for which the data was provided. P&A response is required within 14 days of receipt of the formal request.

(3) Letter of Offer and Acceptance (LOA). The purpose of the LOA process is to officially provide the requesting partner nation with an estimate of costs for the articles or services requested, along with the terms and conditions of sale. The LOA does constitute a commitment for the Marine Corps or USG to offer for sale the articles and services for which the LOR was provided. This process is also applicable to building partnership capacity pseudo cases (e.g., global train and equip, or coalition readiness support program). Per reference (n), LOAs are divided into four categories; A (Blanket Order), B (Defined Order, for countries that have previously procured the end items), C (Defined Order, for countries that have not procured the end item before and it represents a new technology), and D (Building Partner Capacity PSUEDO cases). The USMC is authorized 12 calendar days for LOA processing of categories A, B, and D. Due to the complexity of category C, the USMC is authorized 63 calendar days for LOA processing.

Chapter 10

Security Cooperation Information Management Systems

1. Background. The purpose of this chapter is to provide information regarding the current and planned "next generation" SC-related information management systems.

a. One of the major challenges facing USMC SC planners and practitioners is the lack of a comprehensive global picture of past, present, and future Marine Corps SC activities. When faced with lacking, non-comprehensive data, Marine Corps SC activities are exposed to the risk of inefficiency and decreased effectiveness.

b. DoD's SC community faces similar challenges; however, only a portion of the DoD has and uses dedicated information management systems to facilitate SC planning, execution, and assessment.

c. The Theater Security Cooperation Management Information System (TSCMIS) allows organizations to plan, track, and assess security cooperation events and activities in an organized, authoritative online system. Moreover, as outlined in reference (k), TSCMIS data supports and justifies security cooperation planning and resourcing decisions by DoD, and is considered the authoritative database of DoD SC activities.

d. Reference (k) tasks Under Secretaries, CCDRs, Military Department Secretaries, and others to use TSCMIS-based software applications to account for their security cooperation activities.

2. Future Systems

a. In response to the DoD-wide requirement for greater visibility across SC lines of effort and various phases of execution, OSD, the Joint Staff, and the DSCA developed a Global-Theater Security Cooperation Management Information System (G-TSCMIS). Global TSCMIS will provide a single, comprehensive database and worldwide view of SC events across all DoD CCMDs, Services, and Agencies.

b. Initial operating capability for G-TSCMIS is planned for January 2014. The initial fielding of G-TSCMIS is known as "Release 1." Subsequent Releases 2-5 of the TSCMIS system will introduce increased capabilities to enable SC planners to pull and manipulate data, and track and record information.

3. Current Systems

a. CCDR TSCMIS. Combatant commands each maintain a TSCMIS specific to their AOR. MARFORs and other service component commands input their SC activities and events into their relevant CCDR TSCMIS. While data-recording practices and requirements may vary from CCMD to CCMD, each system will feed into the G-TSCMIS enterprise system.

b. MC-TSCMIS. The Marine Corps TSCMIS, better known as MC-TSCMIS, is the USMC's interim solution to the forthcoming G-TSCMIS. MC-TSCMIS reporting requirements apply to all supporting establishment and HQMC entities executing or supporting USMC SC. Operating Forces organizations that are not already tied to a CCDR system (MARFORCOM) are additionally required to record their activities in the MC-TSCMIS system.

(1) Obtaining access to the MC-TSCMIS system may be achieved by contacting the functional sponsors. Point of contact information and instructions for obtaining access can be found on the MC-TSCMIS SIPR portal at <https://tscmis.nola.navy.smil.mil/>.

(2) DC, PP&O (PL) is the USMC functional lead for MC-TSCMIS and G-TSCMIS, in coordination with Director, C4.

4. USMC Force Synchronization Playbook. The Playbook is a classified database used to track all CCDR and service requirements for forces and capabilities. See Chapter 6 of this enclosure for additional details on using the Playbook for TSC requirements.

5. Partnership Strategy Toolkit (PST)

a. PST is an initiative of the Deputy Assistant Secretary of Defense for Partnership Strategy and Stability Operations. This web-based system captures a full array of tools and authorities to build capacity and capabilities of Partner Nations.

b. This system is an online, searchable repository of DoD and Department of State SC-related tools and authorities. It contains over 85 current mechanisms for conducting SC activities, along with an array of supporting reference information.

c. In order to gain access to the site, users must register by emailing the PST points of contact at the Office of the Secretary of Defense for Policy at SCToolsAdministrators@osd.mil. The PST site can be found at: <https://apps.osd.mil/sites/pstools/Pages/default.aspx>.

6. Security Assistance Network (SAN)

a. The objective of the SAN is to enhance the opportunity for access by CCDRs and SCOs as well as CONUS-based SA activities, to existing SA management information systems, and to provide users labor-saving automated data processing administrative tools.

b. The Director of DSCA established the following goals for the SAN:

(1) Tie existing automated systems and users together.

(2) Provide simplified access procedures to a range of automated systems.

(3) Interface automated systems through existing or expanded telecommunications networks, providing automated communication and data exchange support.

c. The present SAN is an Internet based wide area network that links the worldwide SC Offices with their CCMD headquarters and CONUS-based military service activities. The SAN Web system is managed by the DISAM for DSCA. Users can login to SAN at <https://www.idss.ida.org/san/login.prg>.

7. Defense Security Assistance Management System (DSAMS)

a. DSAMS is the system that all military services use to write and manage all FMS, FMF, FMS pseudo, and IMET cases and to program, confirm, fund, reimburse, and track SA education and training. DSAMS functions include recording receipt of Letters of Request (LORs); creating Letters of Offer and Acceptance (LOAs), amendments, modifications, Price and Availability (P&A) data, leases, pen and ink changes; and case implementation.

b. As a result of the deployment of the DSAMS Training Module in October 2006, it replaced military service legacy systems and interfaces with the SC-TMS, International Military Student Office (IMSO) Web, and SCO Web.

c. The DSAMS Program Management Office (PMO) in DSCA's Information Technology Directorate manages DSAMS. The DSADC in Mechanicsburg, PA, maintains the application.

8. Security Cooperation Workforce Database (SCWD)

a. In 2009 the Deputy Secretary of Defense directed that a concentrated effort to train the SC workforce be included among the ten high priority performance goals reported to the Office of Management & Budget. The Deputy Secretary of Defense goal is to train 95% of the workforce at appropriate levels as designated by their supervisory chain. However, as new organizations and personnel are continually added to the workforce making the maintenance of the 95% level a priority. Figure 10-1 provides specific training levels and their corresponding training that constituent organizations can reference when establishing the appropriate training level for their positions in the Security Cooperation Workforce Database (SCWD).

REQUIRED TRAINING FOR SECURITY COOPERATION POSITIONS

Level	Positions Details	Training Required	Web Site for Training
0	Positions with no substantive SC/SA involvement	No training required	N/A

Level	Positions Details	Training Required	Web Site for Training
1	Positions needing only an awareness of basic SC terminology Or Senior commanders and staff indirectly responsible for SC supervision.	1-2 hour SC Familiarization	Security Cooperation Familiarization Course (SC-FAM-OL) Or Contact DISAM for CD
2	Positions needing only a basic understanding of SC program terminology and processes Or Positions directly responsible for some aspects of SC, but for which extensive knowledge of SC programs is not required.	Online SC Course (10-20 & Hours) plus International Programs Security Requirements Course (IPSRC)	Security Cooperation Management Online Orientation Course (SCM-OC-OL), and International Programs Security Requirements Online (IPSR-OL)
3	Positions working SC programs directly involving the transfer of military articles, services, and training or supervising that work.	Requires Introductory SC Course (CONUS SA Management, OCONUS SC Management, Executive, Training Officer, NG State Partnership Director, etc.)	Resident Training Information DISAM Course Catalog
4	Positions requiring advance understanding of SC/SA processes and policy.	Requires Advanced SC Course (Case Management, Financial Management, Logistics Support,	Resident Training Information DISAM Course Catalog

Level	Positions Details	Training Required	Web Site for Training
		Advanced Training Management etc.)	

Figure 10-1.--Required Training for SC Positions--Continued

b. COMMARFORCOM (MCSCG), in coordination with DC, PP&O, is responsible for providing direction, guidance, and management of the SCWD. The dedicated, enabling, and capability developing organizations listed in figure 5-1 of this enclosure will assist MCSCG by designating primary and alternate points of contact for SCWD maintenance. POCs will ensure organization personnel are trained to the level designated by the CO or OIC and that the SCWD database is appropriately maintained.

Chapter 11

Guidance for Foreign Professional Military Education (FPME)

1. Foreign Education Exchanges. Foreign education exchanges are covered within the FAA, which states that the President may provide for the attendance of foreign military personnel at a PME institution within the U.S. (other than Service academies) without charge, if such attendance is part of an international agreement. DSCA, as the executive agent for DoD, develops all umbrella exchange agreements. These international agreements provide for the exchange of students on a one-for-one recurring reciprocal basis between the U.S. Marine Corps and partner nation foreign security forces. Due to the low-cost and potential high-return on investment for the Marine Corps, these exchanges are significant tools in SC.

a. This section outlines the approval process for new reciprocal agreements. These exchanges must be part of larger, DoD and/or Ministry of Defense level umbrella agreements overseen by DSCA. Requests for new reciprocal education exchanges with the Marine Corps can be initiated by various parties, including partner nation embassies, SCOs, Regional MARFORs, DSCA, TECOM, or others.

b. Exchange Agreement Approval Process. The approval process for new foreign education exchanges will be executed in three phases: (1) pol-mil validation and approval phase; (2) initial draft phase; and (3) final draft phase.

(1) Phase 1: Pol-mil validation and approval phase. A request for the Marine Corps to enter into a reciprocal education exchange with a foreign partner will first be routed to HQMC, PP&O, PLU (PLU). PLU will: (1) determine the pol-mil acceptability of the proposed Appendix; (2) validate the strategic importance of the Appendix; and (3) confirm the existence of an "umbrella agreement" between the DoD and the partner nation in question.

(a) If PLU determines that the requested agreement does NOT meet all three qualifiers, the partner nation will be notified.

(b) If PLU determines the request meets all three qualifiers, the request will be routed to HQ TECOM, HQMC Judge Advocate Division, International and Operational Law Branch(JAO), the cognizant regional MARFOR, and Total Force Structure Division (TFSD) for review and comment.

1. TECOM will determine the PME acceptability of the proposed agreement; this may include (but is not limited to) whether or not the education exchange request can be applied to PME, joint, or partial credit.

2. JAO will perform a legal review to determine whether or not the education exchange request exceeds any legal restrictions on behalf of the Service.

3. The relevant Regional MARFOR will validate the pol-mil and strategic acceptability of the proposed exchange.

4. TFSD will examine the impact of the binding agreement on the Marine Corps Total Force and manpower limitations.

(c) Based upon responses from TECOM, JAO, the Regional MARFOR, and TFSD, PLU will develop a decision paper for action by DC, PP&O. If it is collectively determined that this agreement is beneficial to the Marine Corps and its Title 10 responsibilities, DC, PP&O will endorse the request. If there are discrepancies in validating the request among TECOM, JAO, the MARFORs, or TFSD, PLU will coordinate and address adjudication on a case-by-case basis.

(2) Phase 2: Initial draft phase. Following DC, PP&O endorsement, PLU will forward the request to TECOM for the initial drafting of a Service-level appendix to the DoD MOU.

(a) TECOM will return the draft appendix to PLU for staffing via HQMC in order to obtain internal USMC input. Stakeholders for this review will include JAO, the Regional MARFOR, MCSCG, and TFSD.

(b) Following internal USMC staffing, PLU will coordinate final language with the partner nation. This coordination will take place via the SCO, Washington DC-based Embassy, or Regional MARFOR.

(c) JAO will perform a final legal review of the proposed appendix with partner nation input.

(3) Phase 3: Final draft phase. Following JAO's final legal review, the appendix will be routed to CMC via PLU. Unless otherwise delegated to TECOM, CMC will sign all reciprocal education exchange agreements on behalf of the Marine Corps.

c. Throughout the approval process, the Marine Corps will coordinate the review of new foreign education exchange agreements with external stakeholders, such as DSCA, the Office of the Secretary of the Navy, and the Navy International Programs Office.

2. Foreign PME Prioritization Guidance. Marine Corps participation in foreign PME programs is a significant engagement tool. This category of SC activities primarily includes all short-term education exchanges, and Marines participating in academic programs in foreign education institutions. In support of CMC Service priorities, and due to a high demand signal from partner nations, CD&I (TECOM) must coordinate the prioritization of foreign PME opportunities with DC, PP&O (PL/PLU).

a. DC, CD&I (TECOM) will develop a 5-year prioritized plan for desired foreign PME engagement opportunities which support the overall SC goals. The plan will include annual command and staff invitations, short-term courses, academic programs, new proposed PME exchanges, etc. Annually, update the rolling 5-year plan to include partner nation engagement opportunities for the upcoming Fiscal/Academic Year. CD&I will use prioritization guidance listed in reference (ag) to inform their initial foreign PME prioritization list. Additionally, the plan will include current reciprocal education agreements, pending reciprocal education agreements, and those remaining but not yet scheduled for action by DSCA.

b. CD&I will forward a foreign PME prioritization package to PP&O (PL/PLU) which will include the prioritization list, a list of current reciprocal education agreements, and a list of pending reciprocal education agreements. PP&O will validate the CD&I prioritization list to ensure country locations are synchronized with the Service's strategic guidance.

c. PP&O will staff the CD&I prioritization list through all Regional MARFORs, CD&I, MARFORCOM, and M&RA at the O-6 level. DC, PP&O will adjudicate comments from stakeholders and provide a completed list to CD&I to make final manpower coordination.