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

MCO 5710.6D
PLU
24 APR 2020

MARINE CORPS ORDER 5710.6D

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS SECURITY COOPERATION

Ref: See enclosure (1)

Encl: (1) References
(2) Marine Corps Security Cooperation

1. Situation. The United States cannot achieve acceptable and sustainable strategic objectives acting alone. Allies and partners are central to how the Joint Force and the United States Marine Corps (USMC) operates globally. As the Joint Force's strategic center of gravity, the United States network of international alliances and partnerships underpins the U.S. defense strategy by enhancing power projection, improving deterrent capability, expanding access to territory, and enabling coalitions to share the burden of our collective defense. Contact layer forces conducting Security Cooperation (SC) are integral components of the campaign and enable the transition to conflict, if required, as part of multinational operations in the blunt layer. SC encompasses all Department of Defense (DoD) interactions with foreign security establishments to build security relationships that promote specific U.S. security interests, develop allied and Partner Nation (PN) military and security capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to allied and PNs. SC is a way to support achievement of Secretary of Defense (SECDEF), Chairman of the Joint Chief of Staff (CJCS), Combatant Commander (CCDR), Service Chief, and allied or PN security objectives. SC activities are a way to achieve desired ends, rather than ends unto themselves. This Order promulgates USMC policy and procedures for SC, which also includes Security Assistance (SA) and Security Force Assistance (SFA).

2. Cancellation. MCO 5710.6C, MARADMIN 064/17

3. Mission. Per the references, USMC forces will plan, coordinate, execute, assess, monitor, and report SC activities In Order To (IOT) support Commandant of the Marine Corps (CMC), CCDR, CJCS, and SECDEF goals, objectives, and end states.

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

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) Purpose. Provide policy and procedural guidance for USMC SC activities.

(b) Method. Articulate policies and procedures for USMC SC activities and related USMC initiatives to focus and coordinate the efforts of USMC organizations and planners.

(c) End State. Headquarters, U.S. Marine Corps (HQMC) organizes, trains, and equips USMC personnel to plan, coordinate, execute, monitor, evaluate, and report SC activities effectively and efficiently. USMC SC contributes to national security and achievement of strategic end states per SECDEF, CJCS, CCDR, and Department of the Navy (DON) guidance.

(2) Concept of Operations

(a) USMC SC plans and programs enable USMC operations by coordinating prepositioning and access for USMC forces and materiel; developing interoperability with highly capable peer forces; and deterring aggression through multinational combat-credible USMC, allied, and partner capabilities.

(b) USMC SC plans and programs contribute to the operational capabilities of USMC by enhancing training and readiness, and improving interoperability.

(c) USMC forces shall plan, source, and execute SC as part of campaign activities and daily operations. Planning and execution will be conducted through standard USMC, Naval, and Joint planning processes and receive the commensurate level of senior leader approval.

(d) USMC forces will maximize economy of force efforts and support implementation of CCDR and CMC strategies. The Service requires clear SC plans that facilitate Assessment, Monitoring, and Evaluation (AM&E) of SC activities and objectives, and enable resourcing of SC to achieve U.S., CCDR, and Service objectives while maximizing USMC equities, especially when conducting economy of force operations.

(e) USMC conducts SC with general purpose forces that are task-organized and enabled for SC and In Coordination With (ICW) the Marine Forces (MARFOR) Component Commands.

1. USMC-employed forces (teams, detachments, and task forces), including Marine Expeditionary Units (MEUs) and other Marine Air-Ground Task Forces (MAGTFs), execute USMC SC events, activities, and exercises.

2. USMC forces conducting SC provide responsive, resilient, and distributable forces that establish and maintain operational access to set conditions for the Joint Force to arrive in theater and operate successfully.

3. To the maximum extent practicable, USMC general purpose forces, task-organized to conduct SC, will receive training appropriate to the Area of Responsibility (AOR) to which they deploy and shall be supported with enabling capabilities, such as functional expertise, advisor skills, language ability, cultural understanding, and force protection. General purpose forces are task-organized and trained to meet specific SC mission requirements. These forces may include task forces, advisor teams, and detachments from larger units.

4. MAGTFs conduct a range of SC activities, to include multinational exercises and other activities that enhance interoperability with highly capable allied and PN forces; enable complementary amphibious capabilities with other maritime partners; and generate USMC readiness through training and familiarization with PN forces, territory and security environments.

(f) The Commandant's SC Strategy (reference (a)) provides guidance on the best usage and employment of USMC forces based on the Service's responsibilities to organize, train, and equip, per reference (au).

(g) HQMC provides recommendations to SECDEF and CJCS, and the MARFORs provide recommendations to the CCDRs, on the best use of USMC forces to conduct SC based on CMC priorities, to include those outlined in references (a) and (b).

(h) USMC coordinates with the U.S. Navy and Coast Guard on SC plans and programs as outlined in reference (c) to identify more innovative force packages for SC that meet CCDR and national strategic objectives.

(i) HQMC effectively coordinates with multiple Service stakeholders to facilitate the planning and execution of SC that supports unity of effort between CCDR SC requirements, CMC priorities, and broader DoD strategy.

b. Missions and Tasks

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

(a) Advise the Office of the Secretary of Defense (OSD), Joint Staff (JS), CMC, and DON leadership on the best use of USMC forces to conduct SC based on USMC warfighting requirements; Political-Military (pol-mil) and readiness considerations; competing global requirements; and PN capabilities, willingness, and absorptive capacity.

(b) Develop and maintain USMC SC strategy, policy, and guidance, to include SA and SFA (e.g., advisor teams).

(c) Represent USMC in the preparation of Joint and OSD strategy, guidance, plans, policies, studies, reports, and Government Accountability Office inquiry responses pertaining to SC.

(d) Develop, refine, and promulgate maritime SC policies and processes ICW Chief of Naval Operations for Operations, Plans, and Strategy (OPNAV N3/N5) and Coast Guard Foreign Policy and International Affairs Directorate, to achieve greater coordination and integration of maritime SC efforts.

(e) ICW the Inspector General of the Marine Corps, develop and maintain an Inspector General (IG) checklist for SC.

(f) Per reference (au), coordinate the provision of organized, trained, and equipped forces to plan, assess, conduct, and monitor SC.

(g) As the CMC-designated Global Force Manager (GFM), assess and articulate Service risk for SC, conduct prioritization of CCDR-validated requests for forces to conduct SC, and serve as the approval authority for force allocation and individual sourcing recommendations to conduct SC.

(h) Prioritize non-GFM Service allocation of Service-retained forces to support SC efforts, such as Foreign Security Force (FSF) assessments.

(i) As the Fleet Marine Force Readiness Program Evaluation Board (FMF Readiness PEB) Tri-Chair, lead Service efforts to validate and prioritize SC requirements, resourcing, and risk based on the USMC SC Strategy (reference (a)), while balancing CCDR requests with emerging requirements.

(j) Provide support to Deputy Commandant, Programs and Resources (DC P&R), as required, to prepare the consolidated USMC SC budget submission.

(k) Monitor USMC SC activities and make recommendations for changes to resource allocation (forces and funds).

(l) Support CMC international engagements and travel, to include recommendations for events and PN visits, as well as preparation for the events (e.g., background materials and talking points).

(m) ICW USMC SC stakeholders, conduct Service-level staff talks with military services from select allies and PNs, based on CMC SC priorities articulated in references (a) and (b). Director, Strategy and Plans Division (PL) shall serve as the USMC head of delegation for Service-level staff talks.

(n) ICW Deputy Commandant, Information (DC I), coordinate self-invited visits from senior foreign military and defense officials.

(o) Coordinate with DC I and MARFOR components to ensure synchronization of SC activities and corresponding messaging.

(p) Maintain awareness of Service resources expended on SC, analyze lessons learned, and advise USMC stakeholders on potential efficiencies in SC to be gained through changes to doctrine, organization, training, materiel, leadership, personnel, facilities or policy.

(q) Serve as the functional sponsor for Global - Theater Security Cooperation Management (G-TSCMIS), and its follow-on system. Lead USMC coordination with the Defense Security Cooperation Agency (DSCA) and JS to identify USMC G-TSCMIS requirements, and develop the USMC Supplement to the Joint G-TSCMIS Business Rules (reference (d)).

(r) Per reference (e), designate dedicated USMC Security Cooperation Workforce (SCW) personnel, including key SC billets, for the

DSCA-defined Security Cooperation Workforce Development Program (SCWDP). Provide recommendations for SCWDP standards to OSD and DSCA.

(s) Maintain the Security Cooperation Workforce Development – Database (SCWD-D) and track training and certifications to ensure compliance with SCWDP requirements per Chapter 7 of this Order.

(t) Serve as the functional sponsor for the FSF Advisor Military Occupational Specialties.

(u) Establish minimum training and education standards for key USMC SC billets and SC Mission Essential Tasks, to include required planning, assessment, monitoring and evaluation skills, based on OSD and DSCA standards.

(v) Provide recommendations to Deputy Commandant, Combat Development and Integration (DC CD&I), on management of force structure in support of SC billets and workforce requirements.

(w) Coordinate with Deputy Commandant, Manpower and Reserve Affairs (DC M&RA) and DC I, Director of Intelligence (DIRINT), on assignment of Marines to internal and external billets, including SC Officers, Senior Defense Officials/Defense Attachés, Marine Attachés, and Personnel Exchange Program (PEP) personnel.

(x) ICW DC CD&I, prioritize the allocation of USMC participation in Foreign Professional Military Education (FPME) opportunities.

(y) Prioritize reciprocal FPME exchanges and facilitate exchange agreement establishment, if required.

(z) Coordinate governance of SC, per Chapter 9 of this Order, to ensure implementation of references (a) and (b).

(aa) Review USMC SA programs and, ICW the respective MARFOR Commander and Supporting Establishment (SE), determine availability of equipment and personnel to support a full-service approach to SA (e.g., training, maintenance). Assess risk of conducting SA programs to current and future USMC operations.

(ab) Coordinate with Marine Corps Systems Command – International Programs (MCSC-IP); Deputy Commandant, Aviation (DC AVN); Marine Forces Command (MARFORCOM), Marine Corps Security Cooperation Group (MCSCG), as required; to support the preparation and consolidation of USMC Foreign Military Sales (FMS) administrative budgets.

(ac) ICW Deputy Commandant, Installations and Logistics (DC I&L), Logistics Plans, Policies, and Strategic Mobility Division (LP), and MCSC-IP, direct the fencing off of USMC equipment stocks designated for SA programs (listed in Chapter 10 of this Order).

(ad) Validate SA-related multinational training and exercises with FSFs involving CONUS based (or non-deployed) USMC Forces, and installations and facilities per Chapter 10 of this Order.

(ae) Prioritize the allocation of International Military Student (IMS) seats to USMC resident Professional Military Education (PME), as well

as to courses, to support implementation of references (a) and (b). See Chapter 10 of this Order.

(2) Deputy Commandant, Combat Development and Integration (DC CD&I) / Commanding General, Marine Corps Combat Development Command (CG MCCDC)

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

(b) Support the development of capabilities that enhance coalition interoperability with select allies and PNs per references (a) and (b).

(c) Represent the USMC 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 (MCCLL), as appropriate.

(d) Participate in Service-level and MARFOR staff talks with military services from select allied and PNs, as requested.

(e) Conduct Key Leader Engagements (KLEs) with FSF counterparts, as appropriate, ICW DC PP&O, DC I, and applicable regional MARFOR.

(f) Foster collaboration between DON Science and Technology (S&T) programs and the S&T programs in other nations, within governments, academia, and industry. Ensure all foreign disclosure and technology transfer requirements are met.

(g) ICW DC PP&O, MCSC-IP, and Commander, Marine Corps Installations Command (MCICOM), perform functions to facilitate foreign exercises involving USMC training facilities and installations. Validate exercises for feasibility and supportability for facilities and installations for exercises and inform DC PP&O (PL) of the results.

(h) Support the planning and execution of SC wargames, as requested by DC PP&O, to evaluate USMC focus areas, as outlined in references (a) and (b), and other key topics of interest.

(i) Identify and invite priority allies to participate in Service wargames per references (a) and (b), to the maximum extent practicable.

(j) Form education, research, analysis, and gaming partnerships with war colleges or similar institutions in select PNs in support of references (a) and (b).

(k) Implement higher HQMC resource decisions (e.g., Marine Requirements Oversight Council (MROC)) to ensure the Fleet Marine Force (FMF) is appropriately sized, properly assigned, and possess the requisite skills, training, and resources to implement SC and AM&E policies per references (f) and (g).

(l) Develop, refine, implement, and resource SC training and education programs, ICW MARFORCOM (MCSCG) and DC PP&O (PL), to ensure the force possesses the requisite knowledge, skills, and abilities to plan, execute, assess, and monitor SC activities.

(m) Support MARFORCOM in analysis, design, development, implementation, and evaluation of training and education of the Security Cooperation Workforce, as defined in Chapter 7 of this Order.

(n) ICW DC PP&O (PL), develop recommendations for desired USMC participation in FPME based on alignment to CMC SC priorities in references (a) and (b).

(o) Train and educate IMS at USMC institutions and other organizations per CMC SC priorities, CCDR recommendations, and foreign disclosure requirements. Chapter 10 of this Order outlines the process for foreign allies and partners to obtain training and education at USMC installations.

(p) Ensure all schools that train IMS have an International Military Student Officer (IMSO) designated in writing.

(q) ICW MCSCG, SA Branch, oversee IMSO program to sponsor IMS per Chapter 10 of this Order.

(r) Develop an international student outreach program for alumni of USMC War College ICW DC PP&O and per DSCA initiatives.

(s) Submit the next fiscal year's approved Field Studies Program (FSP) plan and budget to MARFORCOM (MCSCG).

(t) As approved through the GFM process, provide support to the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 3 of this Order.

(u) Identify G-TSCMIS POC(s) responsible for ensuring all DC CD&I/CG MCCDC SC activities are entered into G-TSCMIS, and its follow-on system, per reference (d).

(v) Coordinate all GFM/force structure requirements, Planning, Programming, Budgeting, Execution, and Audit (PPBEA)/capability portfolio manager for joint capability area requirements, and conduct concept based experimentation and war gaming for SC activities with appropriate SC stakeholders and regional MARFORs.

(w) Participate in SC governance initiatives per Chapter 9 of this Order and reference (h).

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

(a) Submit the USMC SC budget request for inclusion in DoD's consolidated SC budget submission per Chapter 4 of this Order. Coordinate with DC PP&O (PL), regional MARFORs, and MCSC as required.

(b) Coordinate with OSD, Cost Assessment and Program Evaluation (CAPE), OSD-Comptroller (OSD-C), DON, Office of Management and Budget (OMB), DSCA, and DC PP&O (PL) to ensure Service SC costing data and guidance reflects best practices.

(c) Develop policies and standard operating procedures, ICW DC PP&O, for USMC comptrollers to capture and track the cost of SC activities in

the Standard Accounting, Budgeting, and Reporting System (SABRS) and Program Budget Information System (PBIS).

(d) Establish financial codes in SABRS to track financial costs associated with SC events and activities, as required.

(e) Implement controls to verify implementation of SC activities to include their data requirements within systems of record.

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

(g) Lead cost analysis and assessment efforts per the Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities – Costing (DOTMLPF-C) framework, as required.

(h) Participate in Service-level and MARFOR staff talks with military services from select allied and PNs, as requested by DC PP&O.

(i) Conduct KLEs with FSF counterparts, as appropriate, ICW DC PP&O and applicable regional MARFOR.

(j) Participate in SC governance initiatives per Chapter 9 of this Order.

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

(a) Ensure the appropriate assignment of Marines with regional, language, and functional SC expertise to Fleet Marine Force units, to include Marines with advisor skills.

(b) In collaboration with DC PP&O (PL) and DC I (DIRINT), ensure external assignments of Marines to SC billets supports CMC and DC PP&O SC priorities.

(c) Ensure Marines assigned to SC billets, as designated by DC PP&O, meet requisite training and certification standards for their assigned billet per Chapter 8 of this Order.

(d) In collaboration with Commander, Marine Forces Reserve (MARFORRES), ensure all Reserve forces deployed to support SC activities receive required training prior to deployment and within legally-mandated timeframes for mobilization.

(e) Participate in Service-level and MARFOR staff talks with military services from select allied and PNs, as requested by DC PP&O.

(f) As approved through the GFM process, provide support to the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 3 of this Order.

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

(a) Support the development of capabilities that enhance allied and coalition interoperability, as defined in Chapter 2 of this Order, with select allies and PNs per references (a) and (b).

(b) ICW MCSC and assisted by Commanding General, Marine Corps Logistics Command (MARCORLOGCOM) and Commander, MCICOM within I&L, review ground equipment-related SA matters IOT certify the availability/non-availability of assets in support of SA programs.

(c) ICW DC PP&O, facilitate exercises with foreign forces involving USMC installations and facilities.

(d) Establish Service policy for the use of Acquisition and Cross-Servicing Agreements (ACSA). Appoint an ACSA manager to provide oversight and guidance to MARFORs and MEFs, and administer Service-level utilization of ACSAs.

(e) Per the GFM process described in Chapter 3 of this Order, provide support to the AM&E efforts of SC activities, including MCSCG FSF assessments.

(f) Conduct KLEs with FSF counterparts, as appropriate, ICW DC PP&O and applicable regional MARFOR.

(g) Participate in Service-level and MARFOR staff talks with military services from select allied and PNs, as requested by DC PP&O.

(h) Identify a G-TSCMIS POC responsible for ensuring all DC I&L SC activities are entered into G-TSCMIS, and its follow-on system, per reference (d).

(i) Coordinate SC activities with appropriate regional MARFORs.

(j) Participate in SC governance initiatives per Chapter 9 of this Order.

(6) Deputy Commandant, Aviation (DC AVN)

(a) Support the development of capabilities that enhance allied interoperability, as defined in Chapter 2 of this Order, with select allies and PNs per references (a) and (b), to include pursuit of aviation acquisition programs.

(b) ICW DC PP&O, Naval Air Systems Command (NAVAIR), Navy International Programs Office (NIPO), MCSCG, and the Joint Program Office, provide Service-level guidance regarding USMC aviation participation in SA activities, including FMS/ Foreign Military Financing Program (FMFP) sales and training, and SC assignments such as PEP placement. Promulgate format for official requests for USMC aviation support.

(c) ICW DC PP&O, provide Service-level process for decision-making regarding USMC aviation participation in foreign exchanges, courses, and exercises.

(d) ICW DC M&RA and DC PP&O, coordinate and validate staff liaison and exchange programs between USMC and PNs' aviation personnel.

(e) ICW DC PP&O, provide Service-level guidance regarding PN participation in USMC aviation courses and programs, including use of facilities and other resources.

(f) Participate in Service-level and MARFOR staff talks with military services from select allied and PNs, as requested by DC PP&O.

(g) Conduct KLEs with FSF counterparts, as appropriate, ICW DC PP&O and applicable regional MARFOR.

(h) As approved through the GFM process, provide support to the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 3 of this Order.

(i) Identify a G-TSCMIS POC responsible for ensuring all DC Aviation SC activities are entered into G-TSCMIS, and its follow-on system, per reference (d).

(j) Coordinate SC activities with appropriate regional MARFORs.

(k) Participate in SC governance initiatives per Chapter 9 of this Order.

(7) Deputy Commandant, Information (DC I)

(a) Develop intelligence- and information-sharing agreements, as required, with key allies and PNs per CMC priorities outlined in references (a) and (b).

(b) Shape engagement with allies and PNs in Command, Control, Communications and Computers (C4)-related and Operations in the Information Environment (OIE) programs and policies to improve collective and individual situational awareness and enhance regional maritime security.

(c) ICW DC PP&O and regional MARFORs, conduct intelligence cooperation talks with designated CMC priority allies and PNs per references (a) and (b).

(d) Advise DC PP&O on leveraging the inherent informational aspects of SC to achieve operational and strategic theater-shaping objectives.

(e) Accredit foreign Marine Corps and Naval infantry attachés in the United States.

(f) ICW DC PP&O, provide recommendations to DC M&RA and DC CD&I on assignment of Marines to externally assigned SC billets to include Security Cooperation Officers (SCO), Senior Defense Officials/Defense Attaché (SDO/DATT), Marine Attachés, and PEP personnel.

(g) Coordinate and validate staff liaison and exchange programs between USMC and PNs' intelligence, C4, and OIE personnel. Coordinate with DC M&RA and DC PP&O as appropriate.

(h) Serve as the Senior Language Authority, per reference (i), to develop and implement policies and programs that enable the creation of Language, Regional Expertise, and Culture (LREC) capabilities that enable SC requirements. Coordinate with DC M&RA and DC PP&O as appropriate.

(h) Provide military information support to SC activities.

(i) Monitor SC activities for counterintelligence concerns when requested by activity planners or implementers.

(j) Review intelligence-related and OIE SA matters.

(k) Assist the MARFORs in the development and execution of information operations training for PNs, as required.

(l) Conduct and participate in multinational OIE training activities.

(m) Participate in Service-level and MARFOR staff talks with military services from select allied and PNs, as requested by DC PP&O.

(n) Conduct KLEs with FSF counterparts, as appropriate, ICW DC PP&O and applicable regional MARFOR.

(o) As approved through the GFM process, provide support to the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 3 of this Order.

(p) Identify a G-TSCMIS POC responsible for ensuring all DC I SC activities are entered into G-TSCMIS, and its follow-on system, per reference (d).

(q) Coordinate SC activities with appropriate regional MARFORs.

(8) Director, Marine Corps Communication Directorate (CD)

(a) Support public affairs strategy and messaging for DC PP&O SC priorities and key activities.

(b) Coordinate with DC PP&O, DC I, and MARFORCOM (MCSCG) to ensure synchronization of SC activities and corresponding messaging.

(c) ICW DC I, develop communication plans and facilitate engagement with key publics to increase their understanding of USMC support to SC activities and Service SC objectives.

(d) Assist the MARFORs in the development and execution of public affairs training for PNs, as requested.

(e) Provide communication support to SC activities.

(f) Participate in Service-level and MARFOR staff talks with military services from select allied and PNs, as requested.

(g) Conduct KLEs with FSF counterparts, as appropriate, ICW DC PP&O, DC I, and applicable regional MARFOR.

(h) Coordinate SC activities with appropriate regional MARFORs.

(9) Director, Judge Advocate Division (JAD)

(a) Provide legal advice to HQMC on all international and operational law matters that affect the ability of the USMC 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 ACSAs.

(d) Participate in Service-level staff talks with military services from select allied and PNs, as requested by DC PP&O.

(g) Coordinate SC activities with appropriate regional MARFORs.

(10) Commander, Marine Forces Command (MARFORCOM)

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

(b) Provide force sourcing recommendations to CMC for validated USMC SC force requirements in support of CCDRs and guided by SC priorities in references (a) and (b).

(c) Per Combatant Command (CCMD) - and DC PP&O-issued strategy and guidance, ensure SC activities conducted or supported by FMF are appropriately prioritized and synchronized in the course of global force management internal sourcing processes and within POM submission deadlines, such as USMC Force Management Summits and Force Synchronization Conferences.

(d) Support the development and review of Service, joint, and intergovernmental SC-related doctrine, policies, authorities, and initiatives, ICW DC PP&O (PL).

(e) Provide assessment and monitoring support to regional MARFORS and other SC organizations as required, and assist in the development of multi-year Security Cooperation Engagement Plans (SCEPs) per the Feasibility of Support (FOS) process outlined in Chapter 3.

(f) Coordinate with MCCLL on the SC information repository for SC related documents, including: MARFOR and MCSCG SC assessments; SCEPs; SC planning tools; SC best practices; SC trip reports; SC references; and local G-TSCMIS business rules (and its follow-on system).

(g) Track MARFORCOM personnel in SCWD-D to ensure compliance with SCWDP requirements per Chapter 7 of this Order.

(h) Maintain a formal schoolhouse that can train USMC SCW personnel and SC Practitioners, as defined in Chapter 7 of this Order.

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

(j) Provide certification for SC team(s) deployed under MARFORCOM (MCSCG) authority.

(k) Provide Subject Matter Expertise (SME) training evaluation support and recommend certification for FMF during Mission Rehearsal Exercises (MRXs) IOT ensure standardized accomplishment of SC Mission Essential Tasks (METs), as required.

(l) Execute advisor-specific pre-deployment training for advisor teams, as requested.

(m) Propose SC education for inclusion into the formal PME continuum.

(n) Plan, coordinate, manage, and execute SA education and training programs for international students, ICW MCCDC (TECOM), including: FSP; International Military Education and Training (IMET); FMS/ Foreign Military Financing Program (FMFP); IMS school quota management; USMC Security Cooperation Office Desktop Guide; and USMC IMSO Desktop Guide.

(o) Facilitate SA training conducted in association with foreign exercises involving USMC facilities and installations per Chapter 5 of this Order.

(p) Designate an FSP Manager. The FSP Manager will annually, during the month of July, provide the next fiscal year's consolidated and approved FSP plan and budget to DC PP&O International Affairs Branch (PLU).

(q) Coordinate with DC PP&O, DC I, and Director, CD to ensure synchronization of SC activities and corresponding messaging.

(r) Participate in Service-level and MARFOR staff talks with military services from select allied and PNs, as requested by DC PP&O.

(s) Conduct KLEs with FSF counterparts, as appropriate, ICW DC PP&O, DC I, and applicable regional MARFOR.

(t) Identify G-TSCMIS POC(s) responsible for ensuring all MARFORCOM, including MCSCG and II MEF, conducted SC activities are entered into G-TSCMIS, and its follow-on system, per reference (d).

(u) Coordinate SC activities with appropriate regional MARFORs.

(v) Participate in SC governance initiatives per Chapter 9 of this Order.

(11) Commanders, Marine Forces Pacific (MARFORPAC), Marine Corps Europe and Africa (MARFOREUR/AF), Marine Forces South (MARFORSOUTH), Marine Forces North (MARFORNORTH), and Marine Forces Central Command (MARCENTCOM)

(a) Advocate for inclusion of CMC SC priorities, as outlined in references (a) and (b), in CCMD campaign plans and activities, as appropriate.

(b) Develop SC intermediate objectives per references (a), (b), and (j) that are Specific, Measurable, Achievable, Relevant, and Time-bound

(SMART) IOT meet CCDR, and to the maximum extent practicable, CMC SC goals in support of campaign plans.

(c) Provide DC PP&O a final version of the MARFOR component support plan to Geographic Combatant Commander (GCC) campaign plans, as well as a copy of any USMC SC proposals submitted to the GCC (e.g., train-and-equip proposals). Send copy to MARFORCOM for inclusion into the SC repository.

(d) For non-Service retained forces, organize and deploy units and personnel to conduct SC activities. Ensure all units conducting SC activities are assigned appropriate METs, trained and certified prior to deployment.

(e) Ensure assigned SC personnel are appropriately trained and educated per SC training and education requirements in Chapter 8 of this Order.

(f) ICW DC PP&O, DC I&L, and MCSC-IP, perform functions to facilitate exercises with foreign forces involving USMC installations and facilities.

(g) ICW DC PP&O and PC P&R, perform functions to facilitate risk informed programmatic decisions, to include providing authoritative documents, identifying full operational requirements and historical resourcing, and analyzing associated risks.

(h) Per DC P&R SC budgeting and costing guidance, accurately track SC expenditures in authoritative data systems (e.g., SABRS, PBIS).

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

(j) ICW DC AVN, MCSC, and Navy IPO, where feasible, demonstrate and expose relevant weapons systems, equipment, and aircraft to support potential PN FMS procurement per U.S./USMC interests (e.g., exercises, air shows, exhibitions, KLEs).

(k) Provide SME to support CCMD AM&E efforts, to include development of assessments and Initiative Design Documents (IDDs) for Significant Security Cooperation Initiatives (SSCI), as required and as endorsed by DC PP&O as the global force manager per reference (g).

(l) Conduct assessments of the PN, FSF, and/or unit, and develop SC plans, as required by the GCC. Request assessment support from MARFORCOM via FOS process outlined in Chapter 3 of this Order.

(m) Provide all assessments of PNs, FSFs, and/or units; SC Plans; and After Action Reports per reference (j) to MCCLL for inclusion into the SC repository and G-TSCMIS, and its follow-on system.

(n) Monitor in-progress SC activities and report on progress against objectives, key milestones, expended and planned resources, and anticipated outcomes and outputs to DC PP&O and DC P&R, as requested. Ensure conducted SC activities demonstrate outcomes and outputs consistent with CMC SC priorities, CCDR objectives, and national strategic objectives.

(o) Adjust SC plans based on projected effectiveness and efficiency (expended resources against measured outputs and outcomes). Make recommendations to CMC and CCDRs to modify or cancel SC activities based on measured progress and outcomes.

(p) Develop local G-TSCMIS business rules that articulate entry reporting guidelines, event ownership requirements, and sub-organizational data manager roles and responsibilities, to include the MEFs, if applicable.

(q) Provide the final version of the local G-TSCMIS business rules to MCCLL for inclusion into the SC repository.

(r) Identify to PP&O PLU-7 a G-TSCMIS POC responsible for ensuring all MARFOR and MEF conducted SC activities are entered into G-TSCMIS, and its follow-on system, per reference (d).

(s) Track MARFOR personnel stationed within the AOR in SCWD-D to ensure compliance with SCWDP requirements per Chapter 7 of this Order.

(t) Participate in Service-level staff talks with military services from select allied and PNs, as required DC PP&O.

(u) Conduct KLEs with FSF counterparts, ICW DC PP&O and DC I, in support of CCMD Campaign Plans and Service-level SC objectives as specified in references (a) and (b). Facilitate alignment of KLE talking points across the Service for the MARFOR's respective AOR.

(v) Participate in SC governance initiatives per Chapter 9 of this Order.

(12) Commander, Marine Forces Strategic Command (COMMARFORSTRAT)

(a) Collaborate with the appropriate regional MARFORs to synchronize efforts, as appropriate, and advise CCDRs on the best use of USMC forces per references (a) and (b).

(b) Participate in Service-level and MARFOR staff talks with military services from select allied and PNs, as requested.

(c) Conduct KLEs with FSF counterparts, as appropriate, ICW DC PP&O and applicable regional MARFOR.

(d) Develop local G-TSCMIS business rules that articulate entry reporting guidelines, event ownership requirements, and sub-organizational data manager roles and responsibilities, or ensure all MARFORSTRAT conducted SC activities are entered into G-TSCMIS, and its follow-on system, per reference (d).

(e) Provide the final version of the local G-TSCMIS business rules to MARFORCOM for inclusion into the SC repository.

(f) Participate in SC governance initiatives per Chapter 9 of this Order.

(13) Commander, Marine Forces Cyber Command (COMMARFORCYBER)

(a) Consider CMC SC priorities, as articulated in references (a) and (b), to inform best use of USMC forces in CCMD planning.

(b) In conjunction with the coordination of SC activities with CYBERCOM, support MARFOR SC planning efforts by informing MARFORs on cyber capabilities desired of PN forces.

(c) Participate in Service-level and MARFOR staff talks with military services from select allied and PNs, as requested by DC PP&O.

(d) Conduct KLEs with FSF counterparts, as appropriate, ICW DC PP&O, DC I, and applicable regional MARFOR.

(e) Develop local G-TSCMIS business rules that articulate entry reporting guidelines, event ownership requirements, and sub-organizational data manager roles and responsibilities, and ensure all MARFORCYBER conducted SC activities are entered into G-TSCMIS, and its follow-on system, per reference (d).

(f) Provide the final version of the local G-TSCMIS business rules to MCCLL for inclusion into the SC repository.

(g) Participate in SC governance initiatives per Chapter 9 of this Order.

(14) Commander, Marine Special Operations Command (COMMARSOC)

(a) Consider CMC SC priorities in references (a) and (b) to inform best use of USMC forces in CCMD planning.

(b) Participate in Service-level and MARFOR staff talks with military services from select allied and PNs, as requested by DC PP&O.

(c) Conduct KLEs with FSF counterparts, as appropriate, ICW DC PP&O and applicable regional MARFOR.

(d) Coordinate SC activities with appropriate regional MARFORs.

(e) As requested, participate in SC governance initiatives per Chapter 9 of this Order.

(15) Commander, Marine Forces Reserve (COMMARFORRES)

(a) Upon receipt of SC-related FOS messages via COMMARFORCOM, per Chapter 3 of this Order, assess FOS and provide recommendations and response per joint and service guidance.

(b) Ensure all units conducting SC activities are assigned appropriate METS, trained and certified prior to deployment. Coordinate with MARFORCOM (MCSCG) for all SC related training to include SC teams, advisor training, or other assigned SC missions and activities.

(c) Ensure all Reserve forces deployed to support SC activities receive required training prior to deployment and within legally-mandated timeframes for mobilization, per Chapter 8 of this Order.

(d) Participate in Service-level and MARFOR staff talks with military services from select allied and PNs, as requested by DC PP&O.

(e) Conduct KLEs with FSF counterparts, as appropriate, ICW DC PP&O, DC I, and applicable regional MARFOR.

(f) Coordinate SC activities with appropriate regional MARFORs.

(g) Participate in SC governance initiatives per Chapter 9 of this Order.

(16) Commander, Marine Corps Systems Command (COMMCSC)

(a) Plan, coordinate, implement, and execute all USMC SA acquisition and logistics matters, to include the sale of, or lease and transfer of all USMC defense articles (except for aviation and related articles), services, and associated support to PNs.

(b) Serve as the central POC for matters related to FMS case management in support of all ground equipment sales and foreign exercises involving USMC facilities and installations.

(c) ICW DC PP&O, support the development and review of Service, joint, and intergovernmental SA-related doctrine, policies, authorities, and initiatives.

(d) Manage and facilitate USMC international agreements and cooperation and comparative testing programs, to include disclosure review of requests for classified information, technology transfer, procedures, instructions, and technical data packages to provide military assistance to friendly foreign governments.

(e) Ensure mutual understanding of PN capability gaps, potential acquisitions, and on-going FMS cases IOT inform KLE talking points and coordinated approaches to PN acquisitions and capability integration.

(f) As approved through the GFM process, provide support to the AM&E efforts of SC activities, to include supporting MARFORCOM (MCSCG) FSF assessments per Chapter 3 of this Order.

(g) Per Chapter 7 of this Order, track MCSC personnel in SCWD-D to ensure compliance with SCWDP requirements.

(h) ICW DC PP&O (PLU) and regional MARFORs, participate in the quarterly Navy IPO-sponsored Capability Development Board (CDB) and Interoperability Requirements Board (IRB).

(i) Participate in Service-level and MARFOR staff talks with military services from select allied and PNs, as requested by DC PP&O.

(j) Conduct KLEs with FSF counterparts, as appropriate, ICW DC PP&O, DC I, and applicable regional MARFOR.

(k) Identify a G-TSCMIS POC responsible for ensuring all conducted MCSC SC activities are entered into G-TSCMIS, and its follow-on system, per reference (d).

(l) Coordinate SC activities with appropriate regional MARFORs.

(m) Participate in SC governance initiatives per Chapter 9 of this Order.

(17) Commanding Generals, 1ST Marine Expeditionary Force (CG I MEF), 2nd Marine Expeditionary Force (CG II MEF), and 3rd Marine Expeditionary Force (CG III MEF)

(a) Ensure all units conducting SC activities are assigned appropriate SC METS, trained and certified prior to deployment.

(b) Ensure all forces deployed to support SC activities receive required training prior to deployment, per Chapter 8 of this Order.

(c) Coordinate all SC-related training activities with MARFORCOM (MCSCG) for training and evaluation support.

(d) Coordinate SC activities with appropriate regional MARFORs.

(e) Subject to concurrence from applicable regional MARFOR, recommend multinational exercise objectives that incorporate SC priorities per references (a) and (b), allied and PN contributions, allied and PN absorptive capacity and desired security role, and cumulative progress over time.

(f) Coordinate KLEs with FSF counterparts, as appropriate, ICW DC PP&O, DC I, and applicable regional MARFOR.

(g) Recommend consistent messaging themes with corresponding SC activities.

(h) ICW Regional MARFORs, ensure all conducted SC activities are reported in G-TSCMIS, and its follow-on system, per reference (d) and local G-TSCMIS business rules.

(i) Participate in SC governance initiatives per Chapter 9 of this Order.

c. Coordinating Instructions

(1) Within the constraints of GCC SC tasking and priorities, USMC SC planners shall focus Marine SC and SA on activities that enable USMC major contingency operation readiness, minimize strain on high-demand/low density military occupational specialties for low-priority mission sets, reduce engagement with lower priority countries, and develop ally and partner capabilities that can augment USMC missions.

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

(3) The USMC shall utilize forces with appropriate training and experience to accomplish SC activities. To the extent possible, USMC 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, USMC planners shall seek opportunities to concurrently achieve CCDR SC objectives and fulfill Service objectives per references (a) and (b).

(5) Per reference (c), USMC SC planners should 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 maximize use of authorities to develop common maritime skill sets, while achieving U.S. and Service objectives.

(6) USMC SC planners should 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 practices; and develop common skill sets for building the capacity of PN security forces.

(7) USMC SC planners shall utilize G-TSCMIS, and its follow-on system, to assess, plan, track, and monitor SC activities.

(8) USMC planners shall input after action reports (AARs) and lessons learned into MCCLL to build a repository of information that will inform future SC planning and mitigate institutional inefficiencies.

(9) USMC SC planners shall consider SC priorities outlined in references (a) and (b).

(a) Reference (a) includes cross-cutting, functional SC guidance intended to guide application of USMC resources, based upon linkage between specific objectives and event design, forces, authority, and funding.

(b) Reference (b) articulates country-specific objectives identifying priority allies and PNs for Marine engagement. These countries, when practicable and in concert with GCC priorities, should be the focus of USMC SC.

(10) All Marine personnel conducting SC activities, events, and exercises with allies and partners, shall coordinate with the relevant regional MARFOR to ensure alignment to GCC and CMC SC objectives for their AOR.

(11) All Marine personnel traveling OCONUS to conduct SC activities must comply with Department of State and Department of Defense travel requirements, such as those listed in the Foreign Clearance Guide (e.g., registering in the Aircraft and Personnel Automated Clearance System (APACS)).

(12) Information sharing and dialogue with foreign officials shall be governed by reference (k) IOT properly protect Classified Military Information (CMI) and Controlled Unclassified Information (CUI).

(13) For all foreign visits to DoD facilities, a visit request must be received through the Foreign Visits System as outlined in reference (k) and Chapter 5 of this Order.

5. Administration and Logistics

a. Recommendations for changes to this Order are encouraged and should be submitted to DC PP&O via formal correspondence (e.g., AMHS naval message, memoranda) through the chain of command.

b. Records Management. Records created as a result of this Order shall be managed according to National Archives and Records Administration (NARA)-approved dispositions per reference (ap) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium. Records disposition schedules are located on the Department of Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at: https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx. Refer to reference (aq) for Marine Corps records management policy and procedures.

c. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (DON) recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with the Privacy Act of 1974, as amended (reference (ar)) and implemented per reference (as).

6. Command and Signal

a. Command. This Order is applicable to the USMC Total Force.

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

G. W. SMITH JR.
Deputy Commandant for
Plans, Policies and Operations

DISTRIBUTION: PCN 10208795200

TABLE OF CONTENTS

IDENTIFICATION	TITLE	PAGE
References	.....	**1-1**
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 PLANNING**	**2-1**
1.	Background	2-1
2.	Security Cooperation Authorities	2-1
3.	Security Cooperation Policy Documents	2-3
4.	Marine Corps Security Cooperation Planning	2-4
5.	Capability Development and Access Guidance	2-6
6.	Interoperability Guidance	2-8
7.	Differences between Joint and Combatant Commander priorities and Service priorities	2-9
8.	Other Planning Considerations	2-9
Chapter 3	**SECURITY COOPERATION SOURCING**	**3-1**
1.	Background	3-1
2.	Marine Corps Force Sourcing Process	3-1
Chapter 4	**SECURITY COOPERATION RESOURCING**	**4-1**
1.	Background	4-1
2.	Overview	4-1
3.	Tracking Security Cooperation Spending	4-2
4.	Consolidated SC Budget	4-2
5.	Security Assistance Budgeting	4-2
6.	International Cooperative Administrative Support Services	4-2
7.	Other Security Cooperation Resources	4-
8.	Key Considerations	4-3
Chapter 5	**SECURITY COOPERATION ACTIVITIES**	**5-1**
1.	Overview	5-1
2.	Military-to-Military Visits to Marine Corps Organizations, Facilities, and Installations	5-5
Chapter 6	**SECURITY COOPERATION ASSESSMENT, MONITORING, AND EVALUATION**	**6-1**
1.	Background	6-1
2.	Definitions	6-1
3.	Marine Corps Assessment, Monitoring, and Evaluation	6-1
4.	Marine Corps Assessment, Monitoring, and Evaluation Roles and Responsibilities	6-3

Chapter 7 SECURITY COOPERATION WORKFORCE AND BILLETS.....7-1

1. Background.....7-1
2. Definitions.....7-1
3. DSCA-designated Civilian Security Cooperation Workforce Positions.....7-1
4. DSCA-designated Uniformed Workforce Billets.....7-2
5. Marine Corps Security Cooperation Practitioners.....7-3
6. Security Cooperation Workforce Development Program.....7-4

Chapter 8 SECURITY COOPERATION TRAINING AND EDUCATION.....8-1

1. Overview.....8-1
2. Available Marine Corps Security Cooperation Training and Education.....8-1
3. Minimum Security Cooperation Training Requirements...8-1
4. Guidance for Foreign Professional Military Education.8-3

Chapter 9 SECURITY COOPERATION GOVERNANCE.....9-1

1. Background.....9-1
2. Marine Corps Security Cooperation.....9-1
3. Marine Corps Security Cooperation Organizations.....9-2
4. Security Cooperation Governance Functions.....9-3
5. Roles and Responsibilities.....9-4

Chapter 10 SECURITY ASSISTANCE.....10-1

1. Background.....10-1
2. Marine Corps Security Assistance Overview.....10-1
3. Primary Marine Corps Security Assistance Organizations.....10-2
4. Major Security Assistance Programs.....10-2
5. Other Security Assistance Programs.....10-4
6. Security Assistance/Foreign Military Sales Equipment Process.....10-5
7. Foreign Exercises.....10-6
8. Training and Education of International Military Students.....10-8

APPENDIX A Glossary of Acronyms and Abbreviations.....A-1

APPENDIX B Definitions.....B-1

APPENDIX C Military-To-Military Visits to Marine Corps Organizations, Facilities, or Installations.....C-1

1. Background.....C-1
2. Criteria.....C-1
3. Execution.....C-1
4. Roles and Responsibilities.....C-4

APPENDIX D No Cost Lease Process.....D-1

1. Background.....D-1

2. Authority.....D-1
3. Criteria.....D-1
4. No-Cost Lease Approval and Development.....D-1
5. Execution.....D-3

APPENDIX E Foreign Military Sales Support to Exercises.....E-1

1. Background.....E-1
2. Execution.....E-1

References

(a) Commandant of the Marine Corps Security Cooperation Strategy and Guidance to the Force, August, 2018
(b) Security Cooperation FRAGO to the Force Management EXORD, April, 2019
(c) Maritime Security Cooperation Policy, January, 2013
(d) Marine Corps Supplement to the Joint Global Theater Security Cooperation Management Information System (G-TSCMIS) Business Rules, December, 2018
(e) Final Guidance Security Cooperation Workforce Development Program, February, 2018
(f) DoDD 5132.03, DoD Policy and Responsibilities Relating to Security Cooperation, 29 December, 2016
(g) DoDI 5132.14, Assessment, Monitoring, and Evaluation Policy for the Security Cooperation Enterprise, 13 January, 2017
(h) Security Cooperation Operational Advisory Group Charter, April, 2019
(i) MCO 1550.25A
(j) CJCSM 3130.01A, Campaign Planning Procedures and Responsibilities, 25 November, 2014
(k) MCO 5510.20B
(l) Joint Publication 3-20, Security Cooperation, 23 May, 2017
(m) JCS Publication 3-0 CH-1, Joint Operations, 22 October, 2018
(n) Department of Defense Dictionary of Military and Associated Terms, November, 2018
(o) DoDI 5000.68, Security Force Assistance, 27 October, 2010
(p) PPD-23, U.S. Security Sector Assistance Policy, 5 April, 2013
(q) National Defense Strategy
(r) OPNAVINST 5711.95E, 2 Jan 2014
(s) MCWP 7-10
(t) MCIP 3-03Di, Security Cooperation, 2 May 2016
(u) SECNAVINST 3850.2E
(v) MCO 3120.12
(w) MCO 5710.8
(x) National Defense Authorization Act for FY-17
(y) DoD 7000.14-R, DoD Financial Management Regulation, May 2019
(z) DoDD 5230.11, Disclosure of Classified Military Information to Foreign Governments and International Organizations, June 16, 1992
(aa) DoDD 5230.20, Visits and Assignments of Foreign Nationals, June 22, 2005
(ab) SECNAVINST 5710.32
(ac) MCRP 5-10.1
(ad) MARADMIN 547/19
(ae) NAVMC 3500.59C
(af) MCO 1520.11F
(ag) CJCSI 1630.01B, Afghanistan/Pakistan Hands Program, July 8, 2016
(ah) CMC Policy Memorandum 02-11
(ai) MCO 4400.201
(aj) MCO 3500.110
(ak) DSCA M-5105.38-M, Security Assistance Management Manual (SAMM), April 4, 2020
(al) DoDD 2010.9, Acquisition and Cross-Servicing Agreements
(am) SECNAVINST 4950.4B
(an) MCO 5530.14A
(ao) CJCSI 3150.25G, Joint Lessons Learned Program, January 31, 2018
(ap) SECNAV M-5210.1 CH-1
(aq) MCO 5210.11F
(ar) 5 U.S.C. 552a
(as) SECNAVINST 5211.5F

(at) MS5114, Plans, Policies, and Operations Department Mission Statement, 2018
(au) Title 10 U.S.C.
(av) Title 22 U.S.C.

Marine Corps Security Operations

Chapter 1

General Overview and Terminology

1. Background. "Security Cooperation" is the way, by which the DoD encourages or enables allies and PNs to contribute to U.S. operations and objectives. USMC has conducted SC, often by other names, since its inception. The definition of SC is broad and encompasses a number of activities, most notably SA and SFA activities.

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 (l).

3. Terms and Descriptions

a. Security Cooperation (SC). SC encompasses all DoD interactions, programs, and activities with FSFs and their institutions, to build relationships that help promote U.S. access to territory, infrastructure, information, and resources; and/or to build and apply their capacity and capabilities consistent with U.S. defense objectives. SC includes, but is not limited to, military engagements with foreign defense and security establishments, multinational exercises, DoD-administered SA programs, International Armaments Cooperation (IAC), and information sharing and collaboration. (See reference (l))

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

(2) USMC SC encompasses all USMC interactions with foreign defense and security establishments. Title 10 U.S.C. responsibilities relate to military-to-military programs and comparable operational activities. Title 22 U.S.C. 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 2 of this Order.

(3) SC addresses challenges across the conflict continuum. Per reference (m), the conflict continuum describes a world of enduring competition conducted across a range of potential military activities and operations. These activities range from SC and deterrence in times of relative peace up through large-scale combat operations. See Figure 1.1, excerpted from joint doctrine. A single SC event can concurrently address challenges across both the conflict continuum and the range of military operations. For example, an SC event could challenge the actions of country A, while also supporting country B and enabling a future response against countries A and C.

Figure 1.1.-- Notional Operations across the Conflict Continuum

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 (DoS), to be administered by DoD/DSCA. See reference (n).

(1) SA is led by the State Department. 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 authorized by reference (av).

(3) To the maximum extent possible, USMC SA shall be executed to support national, CCDR, and CMC objectives. Additional guidance on USMC SA can be found in Chapter 10 of this Order.

(4) "Building Partner Capacity" (BPC) programs encompass SA activities that are funded with United States Government (USG) appropriations and administered as cases within the Foreign Military Sales infrastructure. BPC cases are also known as "pseudo-FMS cases". BPC is not a USMC doctrinal term and it is USMC policy to avoid "BPC" as a term when referring more broadly to USMC SC activities in which partner capability or capacity is developed.

c. Security Force Assistance (SFA). SFA consists of DoD activities that develop the capacity and capability of FSFs and their supporting institutions.

(1) SFA includes all DoD activities, conducted under various programs to organize, train, equip, rebuild/build, and advise FSFs and their supporting institutions all the way from tactical to ministerial levels.

(2) Per reference (o), SFA activities must directly increase capability/capacity of an FSF, which can include combat advisory and support

activities, and may be conducted across the spectrum of conflict, as well as during all phases of military operations.

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

(4) USMC SFA typically consists of train-and-equip activities and combat advising missions. Combat-credible USMC SFA missions can transition from advising to assist missions should the operational mission dictate. SFA may be conducted as part of current operations or to enable a future campaign. Although SFA in support of current operations may not align to current CMC priorities, Marine SC planners at all levels should attempt to adhere to the SC planning guidance in Chapter 2 of this Order and demonstrate progress over time for the trained unit.

(5) USMC SFA is optimally employed when aligned to operational advising as opposed to senior-level or ministerial-level advising. USMC SC organizations and planners should seek to minimize train-and-equip requirements that would leverage non-FMF SME.

(6) Defense Institution Building (DIB) is a subset of SFA that focuses on developing the governmental institutions and supporting processes of a partner nation's foreign security force. USMC SC typically does not support DIB, as DIB does not align to USMC core competencies. If CCMDs or OSD request USMC support for DIB, MARFORs should work with CCMDs to ensure that SC activities fully exploit the Marine forces' inherent capabilities.

d. Relationships between Security Cooperation (SC), Security Assistance (SA), and Security Force Assistance (SFA). 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.

(1) SC includes both SA and SFA. SC includes all DoD interactions, programs, and activities conducted with allies, partners, and friendly nations to build relationships that promote U.S. defense objectives.

(2) A subset of SC, SA refers to a group of programs funded by either the Department of State, the PN, or other grant funds. SA authorities authorize a range of equipping and major training programs to facilitate SC activities, including SFA.

(3) Also a subset of SC, SFA activities are specifically designed to build the security capability and capacity of an FSF and its supporting institutions. SC activities that only serve to provide U.S. forces with access, or influence other actions that do not enhance the FSF capacity or capabilities, or that are outside the security sector, fall outside the scope of SFA. (See reference (l))

(4) Figure 1.2 is excerpted from joint doctrine and provides a graphic representation of SC and related terms.

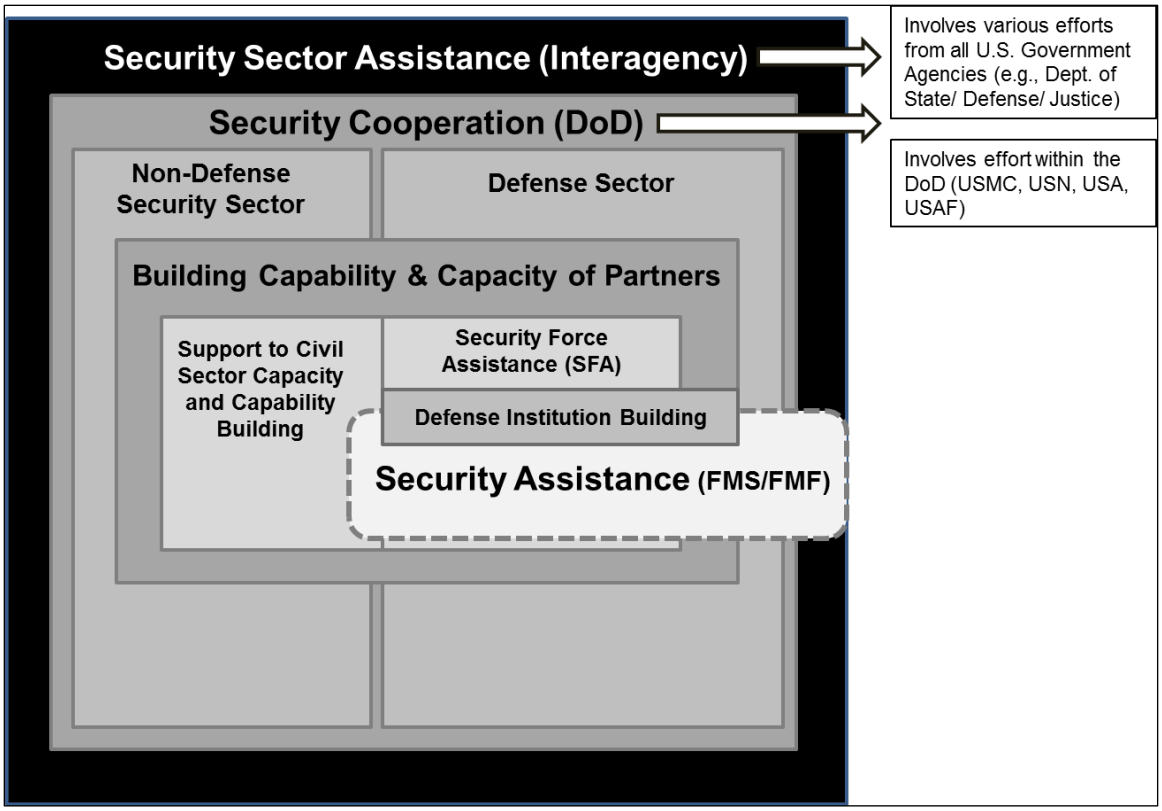

Figure 2.2.-- SC Terms

Chapter 2

Security Cooperation Planning

1. Background. Per SECDEF, CCDR, and Service direction and guidance, USMC shall plan, conduct, and align resources for SC as an integral tool of national security and foreign policy. SC is a way to support national security objectives; it is not an end unto itself.

a. The Service engages with allies and PNs IOT:

(1) Enable forces to gain and maintain access for campaigning and operations as part of the contact layer.

(2) Encourage and enable allies and PNs to contribute capable, complementary forces in support of or alongside the USMC as part of blunt layer forces during multinational operations.

(3) Support the development of integrated interoperability with select allies to improve lethality of and reduce global demand for USMC forces.

(4) Develop and employ training opportunities that increase Service readiness.

(5) Provide Joint Force Commanders options for deterrence, assurance, competition, and dynamic force employment.

(6) Reinforce U.S. messaging to allies, partners, and adversaries.

b. Optimal employment of FMF will preserve normal Service responsibilities and organizational integrity and focus on USMC core competencies to fully exploit inherent capabilities. USMC SC planners shall, to the maximum extent possible, develop, support, and implement SC plans and activities that fall under SC authorities and are informed by CMC strategic priorities (see references (a) and (b)).

c. SC planning is primarily conducted at the regional and country level. However, these plans are subordinate to the overarching Global Campaign Plans, approved by SECDEF, which drive campaign planning at the theater level to address global strategic challenges.

2. Security Cooperation Authorities

a. Security Cooperation Authorities. All USMC organizations planning or conducting SC must clearly understand and comply with the legal authorities under which they intend to operate or are operating. USMC organizations also must have affirmative legal authority for both the conduct and funding of any SC activities. The authority for USMC 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).

b. Permanent Authorities. The U.S.C. 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.C. 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.

(1) Title 10 U.S.C. – Armed Forces. Title 10 provides the basic legal authority for the operation and maintenance of the U.S. Armed Forces. Funds appropriated by Congress for the Operation and Maintenance (O&M) of USMC generally shall not be used to provide training and equipment to foreign military forces, or other forms of foreign assistance to foreign countries, unless directly authorized. However, Title 10 does expressly provide a few affirmative exceptions to this general rule. These exceptions are limited and narrow in scope, typically requiring CCMD endorsement and submission to OSD for approval.

(2) Title 14 U.S.C. – Coast Guard. Title 14 provides the basic legal authority for the operation and maintenance of the U.S. Coast Guard (USCG). Title 14 specifically addresses Coast Guard assistance to foreign governments and military authorities, including training, grants, cooperative agreements, and other duties.

(3) Title 22 U.S.C. – 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 programs, supervised by DoS but executed by DoD: FMS, FMFP, IMET, and other related programs.

(4) Title 32 U.S.C. – 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 their unit resides, the President of the United States and the United States Congress have increasingly called upon the National Guard for several federal missions. One of the most relevant authorities within this title is the State Partnership Program, which enables Guard members on active duty to engage with PNs.

(5) Title 50 U.S.C. - War and National Defense. Title 50 provides authorities related to specified intelligence and surveillance programs. It also includes sections on scholarships to international students, and programs related to assisting foreign nations with countering weapons of mass destruction.

c. Temporary Authorities. In addition to permanent authorities, from time to time Congress' 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 U.S.C.

d. Constraints. Title 10 or Title 22 U.S.C. 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:

(1) Title 10 U.S.C. appropriations may not be used to train foreign forces unless specifically authorized by Congress.

(2) All transfers of defense equipment or services must be conducted in compliance with reference (av) (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 U.S.C.-appropriated funds unless specifically authorized by Congress (e.g., the Afghan Security Forces Fund).

(3) The "Leahy Amendment" to the 1997 FOAA prohibits provision of Foreign Operations, Export Financing, and Related Programs Appropriations Act assistance to FSF 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.

(a) Reference (au) prohibits DoD from spending funds for any training, equipment, or other assistance for a unit of a FSF where there exists credible information that the unit has committed a gross violation of human rights.

(b) Per reference (l), individual FSF personnel must also be vetted prior to training to ensure no members of the training audience have committed gross violations of human rights. Once a unit or group of individuals has been identified to be trained, DoD must submit a request for human rights vetting to the appropriate U.S. Embassy.

(c) When conducting SC training or exercises with a FSF, should a Marine observe units or individuals of the FSF committing gross violations of human rights, they must immediately stop all SC activities and report those violations up the chain of command.

(d) Per reference (av), gross violations of human rights include torture or cruel, inhuman, or degrading treatment or punishment; prolonged detention without charges or trial; causing the disappearance of persons by abduction and clandestine detention; and other flagrant denial of the right to life, liberty, or the security of person (e.g., extrajudicial killing, rape).

3. Security Cooperation Policy Documents. Strategic documents with significant implications for SC span the national, departmental, and Service levels. As a maritime service, USMC follows guidance from the DON. USMC SC planners shall ensure all planned and conducted activities are consistent with national, departmental, and Service level guidance.

a. National guidance. National guidance for SC is primarily contained within the National Security Strategy (NSS) and Presidential Directives. These documents articulate the desired national security end states for the USG.

b. State Department guidance. Per reference (p), DoS is the lead USG agency for all USG Security Sector Assistance (SSA) activities, which includes SC, SA, and SFA (see Figure 1). Reference (p) establishes DoS as the supported executive branch agency, with DoD and other agencies in

support. As a result, DoS' national, regional, and country-level planning documents shall drive DoD planning. USMC SC planners should be aware of any DoS guidance for their AOR and ensure they are appropriately aligned. The principal guiding document for DoS SSA is the Integrated Country Strategy (ICS), written by each Embassy country team and approved by the Chief of Mission (COM). GCC inputs to the ICS should be coordinated through the SDO/DATT at each Embassy.

c. OSD guidance. The SECDEF, as head of the DoD, establishes overarching national defense objectives principally through the National Defense Strategy (reference (q)). The offices of the Secretary of Defense for Security Cooperation and the Undersecretary of Defense for Policy also articulate guidance for SC. This guidance can be directly aligned to specific SC authorities, processes, or individual programs. Other guidance is more overarching and may be an annex to, or a component of, SECDEF guidance.

d. CJCS guidance. CJCS, in his or her role as the ranking military member in the DoD, implements SECDEF's guidance and provides amplifying instruction to the military. This is done principally through the National Military Strategy (NMS) and the Joint Strategic Campaign Plan (JSCP). The JSCP, through the Global Campaign Plans, articulates campaign guidance for each of the GCCs that must be incorporated into their theater planning.

e. GCC guidance. GCCs articulate theater-level guidance and develop campaign plans to guide activities within their AOR. This guidance is applicable to the MARFOR component commands assigned to them, as well as to any forces operating in theater.

f. Department of the Navy guidance. As a part of the DON, USMC SC derives some policy guidance and direction from the Secretary of the Navy (SECNAV). USMC mission essential tasks for SC are approved at the DON-level. Additionally, Navy guidance on employment of naval aircraft and shipping with allies and PNs is applicable to USMC forces (per reference (r)). NIPO is the implementing agency for USMC, U.S. Navy (USN), and USCG SA. Additionally, Navy operating concepts and other strategic documents should drive USMC SC, as they articulate long-term naval force development priorities to support a future naval campaign.

g. Service guidance. USMC establishes overarching strategy, force development, and force management documents articulating USMC readiness goals, regional priorities, stressed USMC populations, desired mitigation measures, and focus areas. SC guidance is nested within these documents and recommends optimal employment of the force to address Service force development and management priorities, organization of the force given new concepts and strategic changes, and training and equipping requirements for SC.

h. Component Campaign Support Plans. MARFORs plan SC per CCDR and CMC guidance. Per references (f), (l), and (s), the MARFORs should advocate to their CCDRs for the best use of USMC forces (including allocation, deployment, and employment) via component support plans. These plans, to include SC plans, will incorporate guidance from the CCDR, MARFOR commander, and CMC.

4. Marine Corps Security Cooperation (SC) Planning. It is USMC policy that:

a. USMC SC should be conducted to enable potential future Major Combat Operations (MCO). USMC SC should simultaneously increase competitive space by deterring aggression, competing with adversaries short of armed conflict, and assuring our allies and PNs. SC planners should work closely with war planners to ensure planned activities enable USMC operations, to include readiness generation and/or sustainment activities for USMC forces, potential prepositioning and access, partner protection and cover, coalition partner interoperability, and deterrence through development of PN defensive capabilities.

b. Building a relationship with an ally or PN is not an end unto itself. Instead, it is a necessary way to support a strategic objective. Highly capable allies and PNs can fight alongside USMC forces and contribute to enhanced lethality, reduce the requirement for operational capabilities (e.g., munitions, fires), and provide enabling support (e.g., logistics, supply, protection). Relationships with strategically located allies and partners, whether highly capable or not, are required for forward USMC presence and can enable rapid transition to conflict readiness. USMC SC planning is intended to prioritize events, exercises, and activities based on intended outcomes and their relationship to priority CMC and CCDR defense objectives. USMC resources shall be provided to plans that focus on contributing to overall strategic objectives.

c. Planners shall seek opportunities to reduce unilateral activities in favor of bilateral, multilateral, and joint opportunities. Where possible, SC planners should seek opportunities to combine SC activities with USMC training and readiness generation for MCO.

d. Planning is resource-informed. Every plan should be informed by what activities and information are authorized by law and policy, along with what available forces and funds can support a given event. See Chapters 3 and 4 for additional information on SC sourcing and resourcing in support of SC activities, respectively.

e. Planners should utilize Marine Corps Task List (MCTL) tasks with attention to AM&E requirements for the Services. See Chapter 6 for additional information about Congressional and departmental AM&E requirements for the Services. Planners must remain cognizant of the status of Measures of Performance (MOPs) and Measures of Effectiveness (MOEs) by capturing indicators and costs in G-TSCMIS, and its follow-on system, as SC activities are executed.

f. Planners should be aware that the basis of capability development is standards. Much like the Systems Approach to Training Process (SAT-p) in the USMC, PN capabilities should be developed using PN, NATO, or other coalition standards. This will allow for PNs to sustain and replicate capabilities (see reference (t)). SC planners should not attempt to develop PN capabilities beyond these standards, particularly where additional resources would need to be expended.

g. Planners should be aware of all operations and contingency plans that may affect their region or allies and PNs within their region. To the maximum extent permitted by law and policy, SC planners should integrate allies and PNs into the planning process, with an emphasis on those allies and partners expected or desired to play a role in the execution of a war

plan. Integration will require early planning and coordination with foreign disclosure officers, the U.S. Embassy country team, and GCC staff to secure the requisite permissions for integrated planning.

h. Planners should be aware of planned, ongoing, and completed SC and SA activities within their AOR (e.g., training exercises, Staff Talks, KLEs, Air Shows, FMS cases, etc.). The more robust and complete this information, the more likely the USMC can identify synergies and reduce duplication of effort.

i. Planners should be aware of the highly capable allies and PNs within their AOR, to include their global and strategic interests, naval and amphibious capabilities (e.g., organic naval aviation, strategic lift, amphibious shipping), excess capacity, multi-year engagement plans (e.g., their conduct of SC in a third-party country), and ongoing operational requirements. SC planners should make this information available to the widest audience possible, to include Service SC planners, MEF planners, and country team members. Robust and complete information enables the USMC to identify and leverage opportunities to alleviate or reduce the need for USMC forces in favor of a capable ally. Alternatively, this information can also provide ways for the USMC to mitigate operational shortfalls posed by the Joint Force, such as shipping and lift capabilities.

j. Planners shall ensure planned SC activities develop unique USMC core competencies, support readiness, and do not duplicate or conflict with existing Joint or allied SC events. To the maximum extent possible, USMC SC planners should ensure USMC is working with the appropriate security force or forces within a given ally or PN based on their assigned roles or mission, which may contradict their given Service title (e.g., a partner Marine Corps conducts coastal patrols and fishery defense).

k. Planners shall seek opportunities to further integrate with the USN and avoid Joint or allied/partner misperception that the USMC is a substitute for U.S. Army SC.

l. Planners should work closely with Fleet Marine Officers, other USMC personnel assigned to Navy staffs, and Navy staff to collaborate on maritime SC planning. Although there are differences in the respective Services' approaches to SC, there are great efficiencies in force employment that can be achieved through greater collaboration with the USN on SC. Coordination could include but is not limited to Amphibious Ready Group/Marine Expeditionary Unit (ARG/MEU) SC plans, multinational exercise design, and interoperability plan development with capable allied and partner Navy/Marine Corps.

m. Planners should work closely with USMC and Naval attachés to align and maximize U.S. and Service authorities, and to collaborate at the country level on allied and PN capability, progress towards capability development and interoperability goals, and potential obstacles or barriers to success. Attachés are critical tools to gaining in-country insights on PN concerns, willingness, and capabilities. To the maximum extent possible, USMC and Naval attachés should be included in SC planning.

5. Capability Development and Access Guidance

a. SC should be a long-term investment in a given ally or PN. Given the long timelines associated with developing a sustainable capability,

capability development efforts should only be undertaken for those allies and PNs of long-term strategic importance to the USG.

b. SC planners shall utilize Service force development goals and emerging concepts to inform allied and partner capability development objectives. If a piece of equipment, tactic, or concept of employment is no longer survivable or relevant in the current operational environment for a USMC Force, USMC SC planners should consider whether that capability is appropriate for a partner. USMC should evaluate the utility of encouraging a partner to pursue an outdated or vulnerable capability if they are expected to operate within a contested environment.

(1) As the USMC increases its own capability and capacity in emerging warfighting areas and domains, USMC SC planners should develop appropriate SC plans and guidance that increase PN contributions to these same mission areas.

(2) Not all allies and PNs are willing or able to develop every desired capability. SC planners must recognize differences in partner willingness, absorptive capacity, and resources - and tailor expectations and SC objectives accordingly.

c. Planning shall take into consideration a given ally or PN's absorptive capacity, or the extent to which a PN can support, employ, and sustain a given capability independently. Per reference (l), a partner's absorptive capacity must be taken into consideration when determining the likelihood they can take on a particular security role. This may include, but is not limited to: allied or PN willingness, political stability, economic factors, and analysis of U.S. capacity and resources to undertake and sustain the necessary SC activities. If an ally or PN demonstrates poor ability to sustain SC outcomes, SC planners should undertake additional mitigation efforts to improve the likelihood of success, such as additional SME and train-the-trainer activities. However, low absorptive capacity over time is also an indication that the desired security role and SC objectives should be re-evaluated. USMC SC planners should attempt to re-scope any objective that is not making progress over time - if supportable by strategic priorities, political realities, international agreements, and/or operational conditions.

d. Assessments of allied or PN willingness, capability, interest, and absorptive capacity should occur up-front, prior to initiating an activity.

(1) These assessments should result in identification of capability gaps based on a desired objective. After completing an assessment, planners should develop a realistic, multi-year plan that includes measurable objectives for the PN or FSF.

(2) If a PN desires a specific capability, this should be communicated directly to the GCC. The GCC, ICW the MARFOR planner as required, should account for the Governance, Executive, and Generating (GEG) functions needed to sustain and replicate that operational capability. This process begins at the initial assessment and is carried out until the specific capability is obtained and that SC activity is closed.

e. USMC SC planners should avoid "mirroring" PN capability development exactly to USMC capabilities. SC planners should not assume USMC DOTMLPF-C are best practices for a given FSF. All USMC engagements should be informed

by realistic initial assessments of each PN FSF within the context of their own mission set, as well as geostrategic, political (domestic and international), and resourcing limitations. SC planners should leverage strategic guidance, intelligence reports and products, and U.S. Embassy country teams to assist in determining these PN missions and limitations.

f. Allies and PNs are key stakeholders in capability development and should be included in the process of planning to ensure synchronization of efforts and outcomes.

g. The SC Planning and Execution Cycle (SCPEC) articulated in reference (t) provides additional information on SC planning and best practices. The SCPEC includes up-front theater analysis, to include analysis of the desired PN end state upon completion of SC initiatives, an assessment of the PN's current capabilities, and their willingness to engage with the USG on common objectives. Additional information on assessments is included in Chapter 6.

6. Interoperability Guidance

a. Partner security forces may never have the same capabilities and capacity as the USMC, and that should not always be the objective. Interoperability with any ally or PN should be based on their anticipated role in multinational operations, absorptive capacity, alignment of interests with the USMC, and willingness. A lack of any of these aforementioned factors is sufficient reason to reconsider interoperability development or downgrade the level of desired interoperability (see 6.c. for an explanation of levels of interoperability).

b. The desired level of interoperability should drive appropriate planning and resourcing to support that objective. Similarly, all interoperability objectives shall be established for a specific functional area of expertise.

c. USMC SC Interoperability Definitions. The below definitions describe the levels of potential USMC interoperability with partner forces.

(1) Integrated. Forces able to merge seamlessly and are interchangeable. Other DOD Services will take the lead for their respective warfighting domains to develop integrated interoperability with potential coalition forces.

(a) USMC relies on Joint Force-led efforts to generate integrated interoperability for the majority of allies and PNs to ensure future Joint and multinational interoperability.

(b) USMC SC should include the export of unique and core USMC warfighting competencies to a small number of allies and PNs that are anticipated to contribute ready and capable offensive coalition forces to future MCO. These unique competencies are amphibious crisis response and amphibious forcible entry. Allies and PNs deemed unlikely to contribute capable, combat-credible forces for these types of offensive operations are not suitable for integrated interoperability with the USMC.

(c) Due to the complexity and difficulty associated with integrated interoperability, this level of interoperability should be reserved for the smallest number of allies and PNs. Integrated

interoperability is typically resource-intensive and requires sustained, long-term commitment over multiple years within the same domain.

(d) Some SC activities that support integrated interoperability include personnel exchange programs, liaison staff, combined planning conferences, and staff talks.

(2) Compatible. Forces able to interact with each other in the same geographical battlespace pursuing common goals.

(a) USMC should seek to develop compatible interoperability with allies or PNs with like-minded objectives and complementary capabilities. Typically, these types of allies or partners will include vulnerable, threatened littoral partners who need self-defense capabilities.

(b) Although less resource-intensive than integrated interoperability, compatible interoperability should receive adequate resourcing to ensure complementary capabilities. These capabilities are likely to be employed in operational contexts and must be trained, tested, and sustained over time.

(c) Some SC activities that support compatible interoperability include personnel exchange programs, liaison staff, combined planning conferences, multinational exercises, staff talks, SME exchanges, training teams, and advisor teams.

(3) Deconflicted. Multinational forces can coexist but not interact with each other. For the purposes of this definition, "interact" implies a combat relationship between forces, not routine interaction required for coordination.

(a) For the majority of allies and PNs, the Service should only seek to develop deconflicted capabilities. These are primarily points of access for transit, storage, and other types of non-combat functions.

(b) Prioritized locations for access do not necessarily correlate to highly capable, priority partners for capability development. In many cases, SC will be conducted with a partner only to gain strategic access.

(c) Deconflicted interoperability should expend minimal resources sufficient to meet the desired level of coordination.

(d) Some SC activities that support deconflicted interoperability include invitations to attend multilateral engagements, such as multinational exercises.

7. Differences between Joint and Combatant Commander (CCDR) priorities and Service priorities

a. All USMC SC activities shall support higher strategic guidance. As one of the five Military Services, the USMC distills Joint guidance based on Service core competencies and Service-specific OSD and Joint tasking.

b. MARFORs shall incorporate Service SC guidance into their Component Campaign Support Plans to maximize economy of effort and concurrently support CCDR and Service objectives in the same plans.

8. Other Planning Considerations

a. Foreign Disclosure. Foreign Disclosure is the sharing of either CMI or CUI in any form with representatives of foreign governments. Reference (k), in line with DON, DoD, and national-level policy, requires all CMI and CUI be approved by a command-appointed and properly trained Foreign Disclosure Officer (FDO) before it may be shared with any foreign country or representative. Creating a false impression regarding the willingness of the United States to make available information, technology, training, or education to foreign entities, prior to a full FDO review and release approval, is a violation of Nation Disclosure Policy. FDOs can be found at all MEFs and MARFORs, as well as most major subordinate commands, and should be consulted prior to any official interaction with PNs (e.g., official visits, staff talks, multinational exercises, training). It is imperative that units expecting to have any foreign interaction involve their FDO as early as possible to allow for proper planning and coordination.

b. Intelligence. Intelligence is a function of command, thus, USMC elements with a Counterintelligence (CI) mission and personnel are responsible to assist the supporting establishment, operating force, and installation commanders for the protection of personnel, systems, information, facilities, networks, and other critical infrastructure. Per reference (u), the USMC shall integrate CI activities into all operations, programs, systems, exercises, plans, doctrine, strategies, policies, and architectures to detect, identify, assess, exploit, and deny Foreign Intelligence Entities (FIE) and their insiders targeting or exploiting DON information, personnel, operations and other activities.

c. Operations in the Information Environment (OIE). USMC SC planners should work closely with Information Operations (IO) and Civil Military Operations (CMO) planners to determine the operational or strategic impact their planned or previously conducted SC event is anticipated to achieve. IO and CMO planners enable SC planning by providing insights into the degree to which a given SC event, or the aggregate of multiple SC events, has competed with an adversary or assured an ally or PN. IO planners can also provide insights and recommendations on how SC events can be timed or adjusted in scale, scope, or composition to maximize strategic effect on an adversary’s decision calculus. Through IO planners, various OIE capabilities can be leveraged in SC events, either in support of a combined force or in cooperation with corresponding capabilities. These OIE capability areas include cyberspace operations, electromagnetic spectrum operations, space operations, inform operations, influence operations, and deception operations.

Chapter 3

Security Cooperation Sourcing

1. Background. This Chapter codifies the process for requesting, sourcing, and assessing SC events and activities. USMC capabilities are highly desired for accomplishing SC objectives worldwide. Allies and PNs recognize that capitalizing on USMC 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. USMC utilizes the Global Force Management (GFM) process as articulated in reference (v) to identify force sourcing recommendations for submission to the JS and OSD. DC PP&O submits all force sourcing on behalf of CMC to the JS.

a. Global Force Management (GFM). GFM allows SECDEF to strategically manage the employment of the force among CCMDs. It aligns force assignment, allocation, and apportionment methodologies in support of reference (q) 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, USMC issues force sourcing guidance IOT synchronize force generation and subsequent sustainment actions. CMC has designated DC PP&O as the USMC Global Force Manager, and COMMARFORCOM as the USMC coordinating authority and conventional Force Provider.

(1) Within this authority, COMMARFORCOM develops force sourcing recommendations for DC PP&O IOT 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 USMC SC efforts and makes the final recommendation to CMC on the deployment and augmentation of any USMC forces.

(3) MARFOR planners should ensure that the capability requested succinctly matches the SC activity. All SC missions requiring USMC capabilities will be sourced per reference (v), except as noted below.

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

(b) Assessment Requests. Per reference (g), MARFORs must obtain assessments of PN FSFs before allocating resources in support of significant SC initiatives. These assessments should analyze the operational environment in theater, review existing strategic guidance, and determine the desired security role for the FSF based on USG objectives, PN priorities, and FSF absorptive capacity. Informal coordination between a MARFOR and the supporting assessment teams may commence at any time. Teams will travel on service TAD orders only; no deployment orders will be published.

1. CCDR requests that include USMC personnel as part of a Joint assessment team require registration and sourcing through the GFM process. The GFM process shall be used for all Joint assessment requests, to include providing HQMC or supporting establishment SME.

2. MARFORCOM (MCSCG) maintains the capability to conduct or support FSF assessments. MARFOR requests for MARFORCOM (MCSCG) assistance/support with FSF assessments are internally sourced by the USMC. Formal coordination begins with a FOS submission to DC PP&O (PL), copy to MARFORCOM.

a. MARFOR requests for FSF assessment support should be initiated by submitting a FOS request no less than 180 days prior to the planned assessment trip to DC PP&O (PL), copy to MARFORCOM. FOS request will include the PN, linkage to CCDR and/or CMC priorities, desired partner role, and requested capabilities, as available.

b. DC PP&O (PL) will review FOS requests to validate the requirement per references (a) and (b) and OSD AM&E guidance. DC PP&O (PL) will then forward requests to MARFORCOM G3/5/7 for sourcing review.

c. After sourcing and requirement review, COMMARFORCOM will forward sourcing recommendation to DC PP&O (POC).

d. After force management review and sourcing approval, DC PP&O (POC) Operations Division, Current Operations Branch will release a tasking message to supporting organizations, usually MARFORCOM (MCSCG). The tasking message will also include planning relationships, as required, to conduct the FSF assessment.

3. Responsibility for travel costs associated with conducting an assessment depends upon the requestor. If the MARFOR Commander requests an assessment to support CCMD objectives, it is the MARFOR's responsibility to obtain the required funding. If the Service requests an assessment from the MARFOR to support Service objectives, it is the Service's responsibility to obtain the required funding. Funding sources are defined in Chapter 4 of this Order. If a PN requests an assessment of their own security forces, then the assessment must be PN-funded via the FMS process. MARFORs have the responsibility to coordinate with the SCO, located in the PN, and MCSC-IP or MCSCG SA Branch, as appropriate, to ensure the assessment requirement is identified in the FMS case.

(c) Security Cooperation (SC) Training Requests. Requests from PNs for training teams under Title 22 U.S.C. authorities normally originate from the SCO in the country where the team will operate. SCOs should forward PN training requests to the regional MARFOR. MARFORs will validate requests for pol-mil acceptability and suitability IOT ensure the request aligns with GCC and regional MARFOR objectives. Additionally, for requests which could be enduring or require significant USMC resources, MARFORs will initiate a FOS submission. This process is applicable to training associated with both new FMS cases and ongoing FMS cases requiring additional support.

1. Regional MARFORs, at least 180 days prior to proposed execution, submit a FOS request for sourcing to DC PP&O (POC), info to COMMARFORCOM G-3/5/7, TECOM, MCSC-IP, and MARFORCOM (MCSCG). The FOS request will include the funding source and appropriate points of contact. Upon review to source, DC PP&O (POC) will forward down to MARFORCOM G-3/5/7 for sourcing analysis.

2. MARFORCOM G-3/5/7, ICW MARFORCOM (MCSCG), will review the MARFOR request and the FMS case requirements.

3. After requirement review, COMMARFORCOM will forward the recommended sourcing solution to DC PP&O (POC) for consideration, info to the relevant regional MARFOR, DC PP&O (PL), TECOM, MCSC-IP, and MARFORCOM (MCSCG).

4. Once the sourcing solution is approved by Director of Operations (DIROPS), DC PP&O (POC) will release a Report for Planning message to the supporting unit(s)/personnel, indicating PP&O direction to support the FMS case and to establish planning relationships with the regional MARFOR, TECOM, MCSC-IP, and MARFORCOM (MCSCG).

5. Unit(s)/personnel supporting the FMS case will deploy on Service Temporary Additional Duty (TAD) orders or Permanent Change of Station (PCS) orders. Any USMC personnel deploying via PCS orders requires approved Total Force Structure Division (TFSD) structure or an approved overstaff request. All costs incurred by USMC to execute the FMS case will be paid by case funding provided by the PN. This includes personnel salaries, travel, and transportation expenses (including TAD, PCS, and TEMINS).

a. For cases less than 30 days, USMC personnel will be issued TAD orders from their parent organization. Administrative Control (ADCON) remains with the parent organization.

b. For cases lasting between 30 and 179 days inclusive, USMC personnel 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 (PL) 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.

(d) Marine Forces (MARFOR)- Naval Forces (NAVFOR) Coordination. With the concurrence of the GCC, regional MARFORs should coordinate with regional NAVFORs for employment of in-theater MEUs and Fleet Antiterrorism Security teams in support of SC engagements.

b. Marine Corps Force Synchronization Conference. Recurring Force Synchronization Conferences are primary tools for MARFORCOM and DC PP&O to develop force sourcing recommendations. These conferences allow force providers, the FMF, 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.

(1) To support force sourcing of SC, DC PP&O (PL) provides prioritization recommendations to Force Synchronization Conference participants based on pol-mil considerations.

(2) Regardless of the requirement purpose or origin, it must be registered in the USMC Force Synchronization Playbook. This essential step provides senior leaders, HQMC, and MARFORCOM visibility of these events. This includes requirements to embark USMC forces aboard allied or partner flagged vessels to support SC or an operation, which should be planned and executed per reference (w).

c. Marine Corps Force Management Summit. The USMC Force Management Summit (formerly Operations Summit) is the primary O-6 level forum to inform and position senior USMC leaders to effectively respond to JS and Global Force Management Board inquiries regarding the use of USMC forces and capabilities. Co-hosted periodically by DC PP&O (PL) and Operations Division (PO), the USMC Force Management Summit seeks to identify key issues and decision points relevant to USMC training, operations, global posture, resourcing, and reconstitution. See reference (v) for more information on the USMC Force Management Summit.

d. Policy for Force Sourcing in Support of Theater Security Cooperation.

(1) The Force Synchronization conference evaluates and determines feasibility of sourcing requirements at least one fiscal year in advance of execution. Emergent SC activities or events, to include modifications to multinational exercises, within the year of execution may not receive USMC forces. Additionally, SC events that request high demand, low density military occupational specialties or equipment may not receive the full sourcing.

(2) Successful requests for forces to conduct SC will identify opportunities to develop unit, battalion, or MAGTF readiness per their training plans during available white space. USMC SC planners should identify SC events located in countries with developed and permissive training ranges and advertise these opportunities to sending units, such as the MEFs. SC events should concurrently support a CCDR SC requirement while developing readiness for the sending force.

Chapter 4

Security Cooperation Resourcing

1. Background. Per reference (au), all DoD components, must demonstrate how and where the Service spent its resources for SC. Changes to reference (au), via the National Defense Authorization Acts for FY17 and FY19, require increased oversight of SC activities by OSD, including AM&E of Significant SC Initiatives. DoD is also required to submit a consolidated SC budget on behalf of the entire Department to Congress.

2. Overview. The POM process is the DoD's internal methodology for allocating resources to capabilities deemed necessary to accomplish the Department's missions. The USMC POM submission informs the Department's PPBEA process. One common output of which is the funding proposal to be included in the President's budget submission to Congress.

a. The POM process is calendar-driven. It is appropriate to view those required actions, events, and decisions along a timeline. Because some DoD appropriations are active over several fiscal years, the timeline must be able to accommodate both multiple fiscal years as well as multiple events and activities that occur across those years.

b. The timely and detailed flow of budget quality information throughout the PPBEA process is essential to the success of a proposed/planned program.

c. USMC SC programs, activities, and initiatives will be resourced through a combination of funding sources. Funding may come from Service O&M, both appropriated and non-appropriated (e.g., overseas contingency operations (OCO)); other USG agency appropriations (e.g., State Department); or funding secured through SC-related authorities and controlled by OSD or the JS. Some SC activities, such as FMS, are paid for directly by PNs. Only USMC O&M dollars are resourced through the USMC POM process.

d. As the primary arbiters and executors of USMC SC, the MARFORs play a critical role in requesting, justifying, and executing USMC O&M funds for SC activities. The MARFORS are the primary source of budget-level information required by DC P&R to represent the USMC in the POM process. Additionally, the MARFORs must justify all requests for SC-related resources by reconciling them to strategic guidance and appropriate CCMD, MARFOR, and 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).

e. DC PP&O (PO) is a voting member on the PWG, all PEBs, and co-chairs the FMF Readiness PEB. MARFORs may advocate for funding of specific SC programs through these representatives.

f. For other appropriated funds separate from O&M, MARFORs must develop and submit proposals, sometimes multiple years in advance. Often these appropriated funds are designated for particular AORs (e.g., Indo-Pacific Maritime Security Initiative); successful proposals are aligned to strategic objectives articulated by the CCDR or OSD, based on the specific authority or fund. See Chapter 2 of this Order and/or the Defense Institute of Security Cooperation Studies (DISCS) Security Cooperation Programs Handbook for a list

of appropriated funding lines for conducting SC activities: http://www.discs.dsca.mil/_pages/resources/default.aspx?section=publications&type=course_pubs

3. Tracking Security Cooperation (SC) Spending

a. Congressional requirements necessitate changes to the way USMC captures and reports financial data. MARFOR SC Planners and Comptrollers shall work together to establish financial codes in SABRS to track financial costs associated with SC events and activities. USMC comptrollers shall assist SC planners in gaining systems access to pull fiscal execution reports so these organizations can oversee the correct allocation of resources. The full list of SC activities is included in Chapter 5 of this Order.

b. As required and per DC P&R guidance, USMC comptrollers should establish local standard operating procedures governing how they report SC funds.

c. SC funds must distinguish between funds expended for the benefit of the PN or the benefit of USMC. These funds must further distinguish the category of money, what activity or funding line, and for what purpose (e.g., travel, incidentals, and per diem).

d. In addition to tracking financial data via SABRS, MARFOR SC Planners shall upload spending totals to their SC event G-TSCMIS entries per reference (d). G-TSCMIS, and its follow-on system, will consolidate financial data with MARFOR-provided qualitative data, including: summary of activities; activity purpose and duration; metrics for AM&E; and non-financial resources expended, including personnel.

e. DC P&R, ICW DC PP&O (PL), will develop processes and procedures for reporting USMC SC spending to OSD CAPE.

4. Consolidated Security Cooperation (SC) Budget. Per reference (x), starting in FY19 DoD has been required to submit a consolidated budget request to Congress. This submission is intended to improve transparency and oversight of SC resources. DC P&R is responsible for submitting the USMC SC budget request on behalf of USMC.

5. Security Assistance (SA) Budgeting. Budget and reimbursement for Title 22 and some Title 10 U.S.C. activities should be considered early in the planning process. Reference (y) provides detailed SA financial guidance. See Chapter 10 of this Order for additional information on SA programs.

6. International Cooperative Administrative Support Services (ICASS)

a. The ICASS system is the principal means through which the USG provides and shares the cost of common administrative support at its more than 250 diplomatic and consular posts abroad. DoS is the primary service provider and it offers these administrative support services to all USG agencies with personnel deployed overseas. DoD representatives at embassies throughout the world make agreements with DoS to provide a variety of services, to include: security services, health services, information management technical support, financial management, and general services (e.g., vehicles, shipping, customs).

b. Temporary duty personnel or those participating in exercises in a foreign country are not accounted and paid for under ICASS continuing agreements. ICASS costs are typically considerable and may be a limiting factor for USMC personnel receiving services at U.S. Embassies. SC planners who anticipate needing any of the above services shall include ICASS costs when planning SC events as the additional costs are not captured in standard DoD ICASS bills.

(1) ICASS Agreements are different at each U.S. Embassy. SC planners should contact the relevant SDO/DATT for further information.

(2) SC planners must coordinate with DC PP&O (PLU) prior to establishing any new ICASS Agreements, or adding USMC billets to existing ICASS Agreements. DC PP&O may request reimbursement from organizations to offset any unexpected ICASS bills received from DoS.

c. Personnel assigned to Marine Security Guard duty, to include the Regional Headquarters, are counted in the same category as DoS employees and are not subject to any ICASS fees.

7. Other Security Cooperation (SC) Resources. There are many additional resources available to support USMC SC activities. As described in Chapter 10, ACSAs can also be utilized to offset the cost of logistics support, supplies, and services associated with multinational exercises, training, and deployments.

8. Key Considerations

a. SC planners must coordinate with MARFOR comptrollers to track their usage of SC funds per implementing guidance from DC P&R. This data will be passed to DC P&R for use in the consolidated SC budget submission for DoD.

b. SC planners should justify their SC plans and resourcing requests by aligning the plan to the CCDR's objectives and end states, as well as CMC's institutional objectives outlined in references (a) and (b).

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

Chapter 5

Security Cooperation Activities

1. Overview. USMC has a broad range of SC programs and activities that support the achievement of global and theater objectives.

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

b. Combined Education. Activities involving the education of foreign defense personnel by U.S. institutions and programs, both CONUS and overseas. In some cases, the supported CCMD or Service has direct control over the allocation of education quotas. In other cases, the CCMD recommends the allocation of spaces and decisions are ultimately made during the development of the U.S. SA program or by the supporting Service. Examples of this second category include IMET, formal flight training, or formal technical training.

c. Multinational Exercises. This category includes Service and CCMD sponsored exercises, as well as bilateral and multilateral exercises conducted by the forces of the Service components with forces of PNs.

(1) USMC SC planners shall include allied and partner willingness, capability, and capacity in exercise design and execution.

(2) Multinational mission rehearsal exercises should integrate allies and PNs to the maximum extent permitted by foreign disclosure requirements to demonstrate and develop credible ability to execute warfighting plans.

(3) Annual or biennial multinational exercises should identify ways to incrementally increase or adjust the scope and complexity of allied or partner contributions to more robustly develop their capability or interoperability with U.S. forces.

(4) Not all multinational exercises are purposed to achieve interoperability with an ally or PN. Multinational exercises can occur IOT rehearse a warfighting plan; conduct operational preparation of the environment; demonstrate access to critical, contested, or competitive territory or infrastructure; test or evaluate new warfighting concepts or equipment; develop USMC major contingency or unit readiness; or develop an allied or partner's capability. Capability is not synonymous with interoperability. See Chapter 2 on planning for more guidance on interoperability.

d. Combined Training. This category includes scheduled unit/collective training and individual training activities with forces of allies or PNs. 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 individual Marine, focusing on mastering the skills that support the unit's METL.

(1) Ideally, SC training events, activities, and exercises should result in improved readiness for USMC forces. If this is not possible, training for the benefit of the allied or PN force must not degrade readiness for USMC forces.

(2) Training for the benefit of USMC forces alongside allied or PN forces can sometimes be funded by SC authorities. Activities such as these can demonstrate alignment to CCDR campaign plan objectives while supporting CMC readiness goals.

e. 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 a joint warfighting concept, doctrinal innovations, and mature technologies to achieve significant advances in speed of reaction, decision making, and mission accomplishment for joint and multinational operations. These events are distinguished by: participation in exercises, facilitation of advanced concept technology demonstrations, and support towards transformation or revolution in military affairs.

(1) USMC SC planners should seek opportunities to conduct combined experimentation with those allies and PNs that are located in areas of strategic importance for the CMC or CCDR. Combined experimentation can enable competition with an adversary by demonstrating new competencies that could complicate planning.

(2) Highly capable allies and PNs are good candidates for combined experimentation as the results may produce or change allied or coalition warfighting doctrine.

(3) MARFOR SC planners may coordinate with Marine Corps Warfighting Laboratory (MCWL), Experiment Division to plan wargames inclusive of allies and PNs. MARFOR SC planners may also organize and conduct their own wargames with allies and PNs per references (k), (z), and (aa).

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

g. Counternarcotics Assistance. This category refers to the authorities and funds for equipment, training, infrastructure, intelligence, and logistics that provide additional tools to fight narco-terrorism. Counternarcotics assistance may include formal training or multinational 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 U.S. military personnel and their associated equipment and provided by the CCMD

from forces assigned or attached to them or made available to them by the military departments for this purpose.

(1) Per reference (au), the Deputy Assistant Secretary of Defense for Counternarcotics and Global Threats directs, plans, programs, and budgets for DoD's Drug Interdiction and Counterdrug activities. These funds are made available directly to CCMDs.

(2) Counternarcotics and counterdrug operations are not core competencies of USMC. As a result, USMC SC planners should conserve USMC resources by leveraging Counternarcotics mission sets to support USMC training and readiness.

h. 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.

i. Facilities/Infrastructure Support Projects. Activities that support PN efforts to build or restore their facilities and infrastructure projects IOT 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.

j. Humanitarian Assistance. Activities for which allocated humanitarian assistance funds are requested and planned. They are primarily humanitarian and civil 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 GCC and U.S. 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.

k. Information Sharing/Intelligence Cooperation. SC activities aimed at encouraging information or intelligence cooperation with allies and PNs to support multinational operations or interests. These activities may also be focused on building the intelligence gathering or analyzing capacity of allies and PNs in the interest of multinational operations or interests.

l. International Armaments Cooperation (IAC). Includes cooperative Research, Development, Test and Evaluation (RDT&E) 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 IAC activities or comparative testing programs, to include the Foreign Comparative Testing (FCT) program. IAC activities aim to enhance cooperation between the United States and highly capable allies in the field of defense technologies, systems, or equipment. FCT includes events or activities that provide PNs and the U.S. opportunities to compare armaments and/or defense technologies in the interests of mutual capacity building and awareness.

(1) USMC SC and SA planners will coordinate with PP&O (PLU) to identify opportunities to co-develop or conduct cooperative RDT&E and/or acquisition with like-minded allies to mitigate identified USMC operational

shortfalls. PP&O (PLU) will coordinate with the Department of the Navy and NIPO per reference (ab).

(2) As available, USMC SC and SA planners should identify opportunities for cost-savings for USMC by leveraging foreign materiel or technologies.

(a) The Coalition Warfare Program (CWP) leverages U.S. and foreign investments to conduct cooperative research and development projects with foreign PNs. OSD offers partial funding to the Services, through CWP, to offset the costs of U.S. participation in collaborative RDT&E efforts addressing strategic technology gaps for current and future missions, developing interoperability solutions for coalition operations, and strengthening current defense partnerships and developing new relationships.

(b) The FCT program, administered by the OSD Comparative Technology Office, funds U.S. test and evaluation of defense items and technology developed by allied and other friendly foreign countries to determine whether these items can satisfy DoD requirements or address mission area shortcomings.

(3) The USMC lead for the CWP and FCT program is MCSC-IP.

m. Security Assistance (SA). Due to the complexity of this group of programs, see Chapter 10 for a detailed explanation of SA programs and applicability within USMC.

n. 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 other events/programs as appropriate.

(1) Staff Talks. 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 U.S.C. responsibilities.

(a) USMC-level Service staff talks are important activities to improve interoperability and operational effectiveness.

(b) Service-level and MARFOR-level staff talks should only occur with allies and PNs with similar long-term institutional and/or operational interests to the United States. Service-level staff talks should occur for those allies and partners with enduring interests aligned to the USMC, global engagement activities, or significant planned operational integration.

(c) The USMC conducts Service-level staff talks IOT: assist allies and PNs in building institutional and operational capabilities and capacity that align to shared interests; encourage more developed allies and partners to export SC to other nations; influence PN leaders to improve partners' willingness to participate in operations and provide access for USMC forces to training opportunities; and enhance USMC and allied or PN integrated or compatible interoperability (for selected countries only).

(d) Staff talks provide opportunities to: discuss shared interests in weapons systems, programs, training, personnel, information, strategy, and solutions to common maritime problems; influence PN military leadership on issues of specific USMC interest; review current personnel exchange/liaison assignments; exchange information on development and synchronization of future training opportunities both in AOR and CONUS; provide opportunity for MARFOR engagement with PN; exchange ideas on how to better organize, train, and equip operational forces; develop plans to improve interoperability and operational effectiveness; and review current FMS cases.

(e) IOT be successful, staff talks require significant pre-talk coordination and a reciprocal investment of time and resources from the PN (e.g., PNs who have invested LNOs to the USMC and who have engaged attachés receive the most substantive results from staff talks). As a result, the Service is limited in the number of staff talks that can be conducted based on the amount of time, resources, and staff work required for successful execution.

(f) Service-level staff talk coordination shall include appropriate classification of information and foreign disclosure review and release prior to any sharing of information.

(g) For Service-level staff talks, the Service should coordinate with the MARFORs at all stages of planning. Properly planned, organized, and executed Service-to-Service staff talks are led by the Service headquarters, ICW the regional MARFOR in whose area the PN resides, enabled by the rest of HQMC and the Supporting Establishment, and conducted with the awareness of the GCC with cognizance over the PN AOR.

(h) MARFORs, alone or in partnership with NAVFORs, can conduct their own talks with PNs. HQMC can be invited to MARFOR talks to address issues that are not under the purview or authority of the Service component or GCC. For example, MARFORs cannot commit Service-retained resources, conclude international agreements, or obligate Service programs (e.g., Foreign Military Sales, Technology Transfers).

(i) Staff talks should have overarching strategic roadmaps or framework documents that articulate desired end states, mutual objectives, lines of effort or operation, with time-bound intermediate milestones (e.g., staff talk dates). These frameworks can be developed and approved at the MARFOR or Service-level. Signature authority shall be coordinated with DC PP&O prior to establishment of any framework.

2. Military-To-Military (M2M) visits to Marine Corps Organizations, Facilities, and Installations. Engagements involving allies and PNs are significant tools used to further the objectives of DoD, CCMD, and USMC SC. Organizations that initiate M2M visits to USMC organizations, facilities, and installations include SCOs, regional MARFORs, supporting establishment organizations, and foreign defense attachés in the United States. Criteria, processes, and roles and responsibilities associated with implementing M2M visits to USMC organizations, facilities, or installations, either within the United States or overseas, are outlined in Appendix C.

Chapter 6

Assessment, Monitoring, and Evaluation of Security Cooperation

1. Background. NDAA for FY17 (reference (x)) enacted significant reforms to DoD SC authorities, including directing the creation of a new AM&E program for SC.

a. Current statutes and DoD guidance mandate that the Department plan, execute, resource, assess, monitor, and evaluate SC. Fundamentally, AM&E measures return on investment and allows policymakers to identify and improve or eliminate ineffective initiatives. See reference (g).

b. OSD, the JS, and CCMDs continue to update requirements and methodologies for conducting AM&E. USMC SC stakeholders should expect additional Department-level guidance on implementation and reporting of AM&E to be forthcoming.

2. Definitions. Per reference (f), DoD will maintain a robust AM&E program of SC activities to provide policymakers, planners, program managers, and implementers the information necessary to evaluate outcomes, identify challenges, make appropriate corrections, and maximize effectiveness of future SC. See Appendix B: Glossary for specific, contextual definitions of AM&E. Reference (l) defines the following key terms:

a. Assessments serve at least two critical functions: providing relevant information to inform the design of SC activities, programs, or initiatives; and providing baseline information to enable accurate measurement of progress as an activity, program, or initiative progresses.

b. Monitoring aims to track implementation of milestones and provide regular feedback on the extent to which expected objectives of an SC activity, program, or initiative are being achieved.

c. Evaluations may be conducted at the tactical, operational, or strategic level, and should focus on documenting the achievement of objectives, the attainment of end states, and in some cases the value of continuing a SC investment.

3. Marine Corps Assessment, Monitoring, and Evaluation (AM&E) Requirements

a. Per references (f) and (g), USMC forces may be required to support CCMDs or OSD in fulfilling their AM&E mission. To assist MARFOR/MEF SC and exercise planners in accomplishing required tasks, the USMC SCPEC, as articulated in reference (t), outlines USMC doctrine on how to plan, assess, and monitor SC activities over time to determine whether desired outcomes and outputs have been achieved.

b. Per references (g) and (l), prior to the start of any SC activity, the USMC planner should determine the issue, problem, or challenge the activity seeks to address and objectives the activity plans to achieve. These objectives provide the reasons for implementing a SC initiative and may be derived from CCDR strategy, policy, or guidance at the national, departmental, or Service-levels (or a combination of the above). See Chapter 2 of this Order for more information on SC Planning.

(1) SC objectives articulated in SC plans should be SMART to ensure that they can be effectively monitored and evaluated.

(2) Undefined, unclear, conflicting, or unmeasurable objectives inhibit the ability of OSD, CCMDs, HQMC, and MARFORs to determine progress towards national defense objectives.

c. Per references (g) and (l), once initial problem framing has occurred, the SC planner should conduct an assessment or leverage existing assessments of the PN, FSF, and/or Unit. Up-front assessments provide an understanding of the context, conditions, PN capacity, capabilities, and willingness, PN gaps, and required actions necessary for implementing SC initiatives.

(1) Assessments are the responsibility of GCC SC Planners and may require assistance from MARFOR SC Planners. These assessments may be augmented by SME, from MARFORCOM (MCSCG), HQMC, or the SE. MARFORs are encouraged to utilize the expertise resident within MCSCG. See Chapter 3 of this Order for the FOS process to request assessment support from MCSCG or other elements of USMC. MARFORs should also leverage organic intelligence capabilities to inform FSF assessments.

(2) Assessments should be conducted prior to initiating any SC initiative or expending large amounts of resources.

(3) Regional MARFORs may be tasked to assist GCCs with Initial Assessments of PNs prior to implementation of SSCI. Per reference (g), SSCI are initiatives involving the application of multiple SC tools and programs, over multiple years, which may be overseen and managed by various DoD Components and the Department of State.

(4) If a PN requests an assessment of their own security forces, then the assessment must be PN-funded via the FMS process. For details, contact MCSC-IP or MCSCG SA Branch as appropriate.

d. Per references (g) and (l), after conducting or leveraging an assessment of the PN, FSF and/or Unit, the MARFOR SC planner should develop MOPs and MOEs to monitor the progress of an SC plan, engagement, or activity. These terms are defined in reference (ac) as:

(1) MOP: criteria to measure task accomplishment. Used to assess a friendly action.

(2) MOE: criteria to assess changes in system behavior, capability, or operational environment tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect.

(3) See Chapter 2 Planning for additional guidance on planning a desired security role for a PN or FSF.

e. Per references (g) and (l), monitoring should occur at all levels, to include the MARFOR and any executing forces (e.g., SPMAGTF, rotational forces, SC teams). Monitoring includes determination of whether:

(1) USMC successfully completed the intended tasks for SC events using planned resources. This is captured via MOPs.

(2) SC events are relevant to USG national security objectives (at both CCMD and Service levels).

(3) PNs and/or FSFs are progressing (whether in capability, interoperability, or provision of access) against objectives. This is captured via MOEs.

(4) SC events pose risks to future events or the operational environment poses risks to execution of SC events.

f. Per references (f) and (g), results from monitoring SC activities and programs should be entered into G-TSCMIS, and its follow-on system. FMF, including CCMDs and Component Commands, as well as HQMC and SE organizations are responsible for ensuring appropriate SC data is entered into G-TSCMIS. See reference (d) for more information about using G-TSCMIS.

g. Per reference (g), SSCIs will be evaluated to determine the holistic effectiveness, value, sustainability, and impact of the activities. For DoD, the evaluation of SSCIs will be centralized at the OSD level. As a result, USMC will not play a primary role in this process but may be tasked to support.

(1) The OSD-led evaluation could consider: increase in PN willingness to act unilaterally or as part of a coalition in support of shared security interests; specific PN actions in support of desired end states, such as leadership at a multinational forum or additional PN participation in a key multinational exercise; additional access to training ranges; or increased USMC access, presence, or posture.

(2) USMC support to OSD could include providing data, interviews, and analysis to support an evaluation of a USMC activity or a Joint initiative to which USMC provided forces or resources.

(3) OSD requests for USMC evaluation support will come either through the GCCs to the MARFORs, or directly to the Service. DC PP&O will be the primary conduit for USMC input to DoD evaluations of SC. All HQMC and SE input shall be coordinated with DC PP&O (PL) prior to submission to OSD.

h. Completed evaluations of SSCIs should inform HQMC, SE, and MARFOR/MEF SC planners in the adjustment of SC engagement plans, MARFOR campaign support plans, campaign plans, and Service-level policies, initiatives, and activities to achieve stated objective(s).

4. Marine Corps Assessment, Monitoring, and Evaluation (AM&E) Roles and Responsibilities

a. Per reference (au), PL is the lead on behalf of DC PP&O for developing, implementing, managing, and acting as the proponent for USMC SC programs and policy.

(1) On behalf of DC PP&O, Strategy and Plans Division is the lead conduit between USMC and OSD, DSCA, and the JS on AM&E issues.

(2) DC PP&O (PL) incorporates DoD-wide policies on AM&E into USMC plans, policies, and guidance.

(3) DC PP&O (PL) establishes training requirements to enable uniformed and civilian personnel serving in USMC SC billets/positions to implement AM&E of SC. See Chapter 8 of this Order for SC training requirements.

(4) Per reference (l), DC PP&O (PL) develops overarching G-TSCMIS Business Rules for USMC (see reference (d)) and ensures all SC activities conducted by USMC forces are entered into G-TSCMIS, and its follow-on system.

(a) DC PP&O (PL) organizes a G-TSCMIS Community of Interest (COI) to further enable G-TSCMIS POC throughout USMC to ensure Authoritative Data Source (ADS) utilization and quality assurance of entries at every command and subordinate command. The COI also serves to smooth the USMC's transition from G-TSCMIS to its follow-on system.

(b) DC PP&O (PL) approves account access requests for HQMC Sub-Organizational SC Data Managers (who may be identified by organizations which conduct over 50 SC events annually) or HQMC Event Owners (when a user organization does not have a Sub-Organizational SC Data Manager).

(c) DC PP&O (PL) is responsible for Organizational Data Management for HQMC event entries and Sub-Organizational Data Management for PP&O (PL) event entries.

(5) DC PP&O (PL) monitors HQMC, SE, and MARFOR progress against Service-level institutional SC objectives, as articulated in reference (b), through the quarterly USMC SC Community of Interest SVTC (see Chapter 9) and may evaluate the relevance of USMC SC activities to institutional SC objectives through G-TSCMIS data analysis.

(6) DC PP&O (PL) delivers an annual report to DC PP&O on USMC SC activities using data entered into G-TSCMIS, and its follow-on system, including an evaluation of relevance to Service-level SC objectives as outlined in references (a) and (b).

(7) DC PP&O (PL) will utilize USMC and OSD/DSCA evaluations of SC activities to identify USMC-specific DOTMLPF-C capability gaps related to SC.

b. The following USMC organizations must enter their SC activities (e.g., KLEs, cooperative agreements, SME exchanges) into G-TSCMIS, and its follow-on system: DC AVN, DC CD&I; DC I; DC I&L; DC PP&O; MCSC-IP; and Marine Corps University (MCU).

(1) Each of the above organizations must identify a G-TSCMIS POC who is responsible for ensuring all SC events within their organization are entered into the ADS per reference (d).

(2) For those USMC Organizations which conduct over 50 SC events annually, the G-TSCMIS POC should have Sub-Organizational SC Data Manager access to G-TSCMIS.

(3) In the event a USMC organization contains subordinate commands which also conduct SC, they may appoint subordinate POCs.

c. Marine Forces Command (MARFORCOM)

(1) ICW DC PP&O (PL) and CG TECOM, MARFORCOM (MCSCG) shall update USMC SC doctrine (reference (t)) and the SCPC curriculum to include AM&E of SC.

(2) MARFORCOM (MCSCG) shall review, update, and manage USMC SC AM&E Training Standards through reference (ae).

(3) In support of MARFOR AM&E, MARFORCOM (MCSCG) shall provide operational support, as approved through the global force management process and endorsed by DC PP&O per Chapter 3 of this Order. Support may include planning augmentation, staff assist visits, train-the-trainer programs, assistance for assessments, and monitoring PN progress against established objectives through mobile training teams, multinational exercises, certification exercises, or other SC events.

(4) MARFORCOM is responsible for identifying a G-TSCMIS POC who is responsible for ensuring that all of the command's events are entered into the ADS per reference (d), to include COMMARFORCOM engagements, II MEF, and MCSCG.

d. Regional Marine Component Commands

(1) Regional MARFORs shall establish an AM&E program and designate a G-TSCMIS lead (with Sub-Organizational SC Data Manager Access).

(2) Regional MARFORs shall conduct assessments of desired PN FSFs and Units, as required. MARFORs should conduct or leverage assessments in advance of all SC initiatives.

(3) Regional MARFORs shall plan SC initiatives in alignment with CCMD campaign plans and, when aligned, in pursuit of Service-level SC objectives.

(4) Regional MARFORs shall monitor progress against CCDR and Service-level SC objectives. MARFORs should determine what outcomes and outputs are being achieved, how they are measured via MOPs and MOEs, identify obstacles in executing the desired objective, and inform objective realignment.

(5) Regional MARFORs ensure SC events are entered into G-TSCMIS, and its follow-on system, per references (d) and (f) (in the absence of CCMD G-TSCMIS guidance) to enable monitoring. Entries shall include linkage to higher strategic objectives (e.g., CCDR or Service) and anticipated resources (e.g., personnel, funds, and authorities).

(6) MARFORs must ensure that subordinate units or executing forces conducting SC on behalf of MARFOR requirements monitor progress against event or activity objectives and that associated information is captured in G-TSCMIS per reference (d) and local G-TSCMIS Business Rules. As appropriate, G-TSCMIS entries may be completed by the regional MARFOR on behalf of the subordinate units or executing forces, or the MARFOR may delegate this task to MEF, MEB, and MEU SC and IO planners.

(7) MARFORs shall ensure that subordinate units or executing forces conducting SC on behalf of MARFOR requirements are informed of higher level event or activity objectives prior to execution to inform assessment and

monitoring. This could consist of an event card linking the activity to the desired outcomes and outputs (see reference (t)).

(8) After completing SC events, MARFORs ensure pertinent G-TSCMIS entries are updated to include final resourcing data and After Action Reports (AARs). AARs should also be forwarded to MCCLL.

(9) MARFORs should implement AM&E processes that include input/support from subordinate units/commands (e.g., MEFs, SPMAGTFs), as appropriate.

(10) When tasked by DC PP&O, the MARFORs shall report progress against Service-level institutional objectives or other strategic objectives for conducted SC events. These submissions shall include conducted events with a given FSF or Unit; resources expended (e.g., forces, funds, authority); length of time, objective for the conducted event; a summary of whether the event was successful in achieving, or made progress against, the event's objectives; and overall progress against the Service objective.

Chapter 7

Security Cooperation Workforce and Practitioners

1. Background. National Defense Authorization Act for FY17 directed DoD to establish a SCWDP, inclusive of training and certification requirements, to ensure professionalization and capability development across Department SC/SA positions and billets. Subsequent OSD and DSCA guidance defines the SCW and sets parameters for implementation of Congressional requirements. The SCW is a DSCA designation, not a USMC doctrinal term.

2. Definitions. All USMC civilians and uniformed personnel who conduct SC, either as their primary function or as a collateral duty, are considered SC Practitioners by USMC. However, per reference (e), USMC defines the DSCA Workforce only as those USMC civilians serving in permanent SC positions and uniformed personnel temporarily assigned to permanent billets who conduct SC as their primary function. These individuals comprise the entire DSCA Workforce for the purposes of USMC implementation of reference (x) and SCWDP. See Table 7.1.

	DSCA Security Cooperation Workforce	USMC Security Cooperation Practitioners
Civilian Personnel	▪ DC PP&O PLU personnel ▪ Marine Corps Systems Command-International Programs personnel ▪ Marine Corps Security Cooperation Group, SA Branch personnel ▪ MARFOR personnel	USMC Civilian personnel who temporarily conduct SC as part of their collateral duties
Uniformed Personnel	USMC Uniformed personnel are temporarily considered part of the DSCA Workforce only while assigned to these billets: ▪ DC PP&O PLU Desk Officers, SC Section Head & International Affairs Program Section Head ▪ MCSCG RS Officers, Regional Planners ▪ MARFOR SC Planners, Exercise Planners, Exchange Officers & Desk Officers ▪ MEF SC Planners & Exercise Planners ▪ Marines in Joint SC billets ▪ Personnel Exchange Program personnel	USMC Uniformed personnel who temporarily conduct SC as part of their collateral duties: ▪ Marine SC Advisors ▪ International Affairs Program personnel (not including PEPs) ▪ Marines temporarily or sporadically conducting SC activities, including while serving with Special Purpose Marine Air-Ground Task Forces (SPMAGTFs), MEFs, and/or MEUs

Table 7.1.-- Security Cooperation Workforce vs. Practitioners

3. Defense Security Cooperation Agency (DSCA)-designated Civilian Security Cooperation Workforce (SCW) Positions

a. Within PP&O (PL), International Affairs Branch civilian members of the SCW include select personnel from the International Affairs Branch who

develop and recommend USMC positions related to SC in support of processes internal and external to USMC. Also select Financial Management personnel within PP&O (PL) support the proper execution of funds for key SC programs, to include the Foreign Area Officer Program.

b. Within MCSC-IP, civilian members of the SCW advise Commander MCSC on all USMC international programs. Personnel include specialists in contracts, foreign affairs, financial management, international program management, and logistics. They plan, coordinate, implement, and execute all USMC-related SA acquisition and logistics matters.

c. Within MARFORCOM (MCSCG), SA Branch, civilian members of the SCW manage International Military Education and Training program funds and coordinate training quotas for IMS attendance at USMC training and education courses.

d. Civilian members of the SCW also support MARFORs, filling roles including Branch Heads, SC Planners, and Exercise Planners.

4. Defense Security Cooperation Agency (DSCA)-designated Uniformed Workforce Billets

a. DC PP&O (PL/PLU) Desk Officers develop and coordinate USMC positions in response to pol-mil initiatives and tasks from OSD, the JS, SECNAV Staff, DSCA, Combatant Command staffs, and various sections and/or leadership within HQMC.

b. MARFORCOM (MCSCG) billets include select USMC personnel serving in the Regional Sections (RS), as well as the Instructor Group (IS). Personnel in the RS assist regional MARFORs with coordinating, planning, and executing SC events. IS personnel provide SC related training to active duty and reserve USMC forces assigned to participate in SPMAGTFs and other missions. This training is tailored to the region and anticipated SC mission.

c. MARFOR SC Planners and Exercise Planners are the primary SC planners in USMC.

d. MEF SC Planners and Engagement Planners may coordinate and execute USMC SC activities, exercises, and initiatives. They should be able to identify applicable national, departmental, and/or Service-level objectives for all planned SC activities, and explain how the activities support the MARFOR's SCEP.

e. Externally assigned USMC personnel in Joint/Other SC Billets may be assigned to:

(1) Security Cooperation Organizations (SCO). SCOs comprise all DoD elements located in a foreign country with assigned responsibilities for carrying out SC and SA management 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, to include SA programs, and for facilitating cooperation in research, development, and acquisition with the PN. The SCO office may also be called: Military Assistance Advisory Group/ Joint U.S. Military Advisory Group (e.g. JUSMAG-Korea); Military Group (USMILGP); Military Missions and Group; Office of

Defense and Military Cooperation; Military Liaison Group; and Liaison Office. In some countries, the Defense Attaché Office coordinates SC.

(2) Senior Defense Official/Defense Attaché (SDO/DATT). The SDO/DATT is the principal DoD official at 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.

(3) Combatant or Joint Command Staffs. USMC personnel assigned to Joint Commands may fill a variety of billets focused on SC activities. Typically, Joint SC billets are found within the Combatant or Joint Commands Strategic Planning and Policy Directorates (J5) as country, regional, or functional desk officers. Assigned Marine personnel should expect to play a critical role in efforts like developing the Commander's SC objectives; a country, regional, or functional SC plan; or developing exercises and training programs to provide venues for evaluating SC efforts.

f. Personnel Exchange Program (PEP). USMC personnel assigned to PEP billets embed with allied and partner units. Per reference (af), PEP billets represent dedicated, long term USMC engagement with allies and partners. The goal of a PEP assignment is to improve interoperability, build partnership capacity, and enhance relationships with partners that last beyond the assignment and throughout a Marine's career.

5. Marine Corps Security Cooperation (SC) Practitioners

a. Marine Corps Foreign Security Forces (FSF) Advisors. USMC forces from all MOSs may be assigned to conduct FSF advising across the conflict continuum, from peacetime to war. They are organized and trained to work alongside designated FSFs so that working together, USG, Service, and FSF objectives can be achieved. Trained USMC FSF Advisors understand advisor techniques and can develop and influence a FSF. USMC FSF Advisors are, at the very least, proficient in their primary MOS and familiar with LREC and can analyze and apply operational culture and build and maintain relationships and rapport with FSF counterparts.

(1) The USMC has established two FSF Advisor Free Military Occupational Specialties (FMOS), 0570 and 0571. USMC forces of all occupational specialties in grades Sgt-Col, who successfully complete the Marine Advisor Course (MAC) (N03KYK) at the formal USMC schoolhouse and have completed the first block of the Regional, Culture, and Language (RCLF) PME, are assigned FMOS 0570 (FSF Advisor). The latest guidance on the 0570 and 0571 MOSs and how to receive them is contained within the MOS manual, updated annually.

(2) USMC personnel in grades Sgt-Col with the FMOS 0570 may apply for the FMOS 0571 (Advanced FSF Advisor). Advanced FSF Advisors have extensive knowledge and experience in their primary MOS and can translate expertise and experiences into useful advice to foreign counterparts IOT develop and influence FSF throughout the phases of military operations and across the range of military operations. They are familiar with LREC, can analyze and apply operational culture, and are capable of building relationships, improving and sustaining rapport with FSF counterparts to further mission objectives. Advanced FSF Advisors can also recognize and mitigate cultural

stress; develop and implement training plans and events to build FSF capacity; participate in SC planning; and understand USG and Service objectives and plans for an assigned region or country. Advanced Advisors provide expert opinion, advice, or counsel by focusing on both FSF personal development (interpersonal and communication skills) and professional development (technical and tactical knowledge) to develop mutual trust and respect.

(3) DC PP&O (PL) serves as the FSF Advisor MOS Occupational Field Manager and MOS Specialist.

b. International Affairs Program (IAP) personnel. Reference (af) establishes the USMC IAP to identify, select, and educate USMC personnel with LREC capabilities in support of Service planning, operational requirements, and MAGTF capabilities above and beyond those baseline skills inherent in the General Purpose Force.

(1) Per reference (af), the USMC establishes policy and procedures for six programs, managed collectively as the International Affairs Program. They include: Foreign Area Officer (FAO) program; Regional Affairs Officer (RAO) program; Foreign Area Senior Non-commissioned Officers (SNCO) (FAS) program; Regional Affairs SNCO (RAS) program; and Afghanistan Pakistan Hands (APH) program.

(2) USMC IAP personnel are SC Practitioners, not part of the defined DSCA SCW, and are not subject to SCWDP training and certification requirements unless they are in a SC billet designated in the SCW section of this Chapter. Training requirements for USMC RAO, FAO, RAS, and FAS are defined in reference (af). Training requirements for USMC APH personnel are defined in reference (ag).

c. Fleet Marine Force (FMF). As part of the FMF, USMC personnel may engage in SC activities as part of daily operations and duties – during conflict and in execution of stabilization, exercises, and training. However, SC is not their primary function and they are not considered part of the SCW as defined by OSD and DSCA and per reference (e).

6. Security Cooperation Workforce Development Program (SCWDP). Each Service is responsible for coordinating and tracking Service personnel progress towards SCWPD training certifications. DSCA Workforce requirements are set by DSCA and executed by DISCS.

a. SCWD-D is a shared-management system between DISCS and the Services. It tracks members of the DSCA Workforce DoD-wide, their progress toward certification, and remaining training requirements. DISCS utilizes system data to plan their annual academic program, ensuring sufficient access to DISCS training opportunities.

b. SCWD-D relies on accurate data inputs from Service and Component-level Sub-organizational Data Managers. The database is hosted on the Security Assistance Network (SAN). Sub-organizational Data Managers will require a SAN account.

c. PP&O PL shall manage USMC SCWDP implementation, and shall:

(1) Maintain awareness of SCWDP training and certification requirements, and develop desktop procedures for tracking personnel progress towards meeting them.

(2) Update SCWD-D with workforce training and certification data quarterly per reference (e).

(3) Set policy guidance for USMC SE and FMF inputs to SCWD-D, per OSD and DSCA program requirements.

(4) Maintain a list of appointed SCWD-D Sub-organizational Data Managers across USMC.

(5) Track completion of SCWDP training requirements for all USMC personnel assigned to the Personnel Exchange Program.

d. Marine Corps Systems Command – International Programs (MCSC-IP) shall:

(1) Maintain awareness of SCWDP training and certification requirements (including remediation of uncertified personnel), and develop desktop procedures for tracking personnel progress towards meeting them.

(2) Appoint, copy PP&O PL, a Sub-organizational Data Manager responsible for updating SCWD-D quarterly per reference (e).

e. Marine Forces Command (MARFORCOM) shall:

(1) Maintain awareness of SCWDP training and certification requirements (including remediation of uncertified personnel), and develop desktop procedures for tracking personnel progress towards meeting them.

(2) Appoint, copy PP&O PL, a Sub-organizational Data Manager responsible for updating SCWD-D quarterly per reference (e).

(3) Coordinate, via MCSCG, USMC personnel attendance at DISCS courses.

f. Regional Marine Component Commands shall:

(1) Maintain awareness of SCWDP training and certification requirements (including remediation of uncertified personnel), and develop desktop procedures for tracking personnel progress towards meeting them.

(2) Appoint, copy PP&O PL, a Sub-organizational Data Manager responsible for updating SCWD-D quarterly per reference (e).

Chapter 8

Security Cooperation Training and Education

1. Overview. USMC is responsible for ensuring all uniformed and civilian personnel assigned to SC billets and positions are adequately trained to execute their assigned functions and tasks.

2. Available Marine Corps Security Cooperation (SC) Training and Education:

a. Security Cooperation Planners Course

b. Marine Corps Advisor Course

c. Basic Engagement Skills Training

d. Defense Institute for Security Cooperation Studies courses

e. MCSC-IP Personnel Training and Education Program

3. Minimum Security Cooperation (SC) Training Requirements

a. Per reference (e) and workforce definitions in Chapter 7 of this Order, USMC SCW personnel have minimum training, certification, and tracking requirements to align to the SCWDP.

b. ICW CG TECOM, DC PP&O establishes additional USMC-specific minimum training requirements for USMC SCW personnel and SC Practitioners. For most USMC personnel, training standards are established based on assignment to a SC billet and do not need to be maintained once they rotate out of or departs the SC billet.

c. DC PP&O, IOT implement Congressional and OSD requirements to maintain a professionalized SC workforce, establishes the following training requirements:

(1) All MARFOR and MEF SC and Exercise Planners must attend MCSCG SCPC within 90 days of assuming a SC role, per the table below and the SCWD-D. MARFORs and MEFs with sufficient justification of undue hardship or command impact may submit a request to attend an equivalent SC course, in lieu of SCPC, to DC PP&O by standard naval message NLT 60 days after assumption of duties.

(2) All other Marine personnel assigned to MEB/MEU/SPMAGTF SC billets, or externally assigned to Joint/Other SC billets, must attend SCPC within 90 days of assuming a SC role, subject to the requirements of their Commanding Officer.

(3) Uniformed and civilian personnel in SC billets/positions have the following training requirements:

SC Billets/ Positions	Required SC Training	Required Training Timeline	Recommended Training
HQMC PP&O SC Planner	▪ Security Cooperation Planners Course (SCPC/SCM-P3)	NLT 90 days after check-in	

(PLU Desk Officers, SC & IAP Section Heads)	▪ DISCS Security Cooperation Familiarization Course (SC-FAM-OL) ▪ G-TSCMIS Event Owner User Module 2 Training (JKO/J3OP-US1275) ▪ SCWDP requirements		
Security Assistance Program Managers (MCSC-IP, MCSCG SA Branch, USMC LNO to NIPO)	▪ SCPC/SCM-P3 ▪ SC-FAM-OL ▪ JKO/J3OP-US1275 ▪ MCSC-IP Personnel requirements ▪ Security Assistance Program requirements ▪ SCWDP requirements	NLT 90 days after check-in	
Marine Corps Security Cooperation Group (S3, Training, Academics, Policy)	▪ SCPC/SCM-P3 ▪ SC-FAM-OL ▪ JKO/J3OP-US1275 ▪ SCWDP requirements	NLT 90 days after check-in	▪ Civil Affairs Integration Course (CAIC) ▪ Civil-Military Operations Planner (CMOP) Course
Marine Corps Security Cooperation Group (Regional Sections)	▪ SCPC/SCM-P3 ▪ Marine Advisor Course (N03KYK) ▪ SC-FAM-OL ▪ JKO/J3OP-US1275 ▪ SCWDP requirements	NLT 90 days after check-in	▪ CAIC ▪ CMOP Course
Marine Corps Security Cooperation Group (all others)	▪ SCPC/SCM-P3 ▪ SC-FAM-OL	NLT 120 days after check-in	▪ CAIC ▪ CMOP Course
MARFOR and MEF SC and Exercise Planners	▪ SCPC/SCM-P3 ▪ SC-FAM-OL ▪ JKO/J3OP-US1275 ▪ SCWDP requirements	NLT 90 days after assumption of an SC role (Preferred: PCS with TEMINS)	
MEB/MEU/SPMAGTF SC or Engagement Planner			▪ SCPC/SCM-P3 ▪ SC-FAM-OL ▪ JKO/J3OP-US1275 ▪ CAIC ▪ CMOP Course
MEB/MEU/SPMAGTF Exercise Planner			▪ SCPC/SCM-P3 ▪ SC-FAM-OL ▪ JKO/J3OP-US1275
Joint/Combined Multilateral Exercise Planner			▪ SCPC/SCM-P3 ▪ SC-FAM-OL ▪ JKO/J3OP-US1275

(e.g., NATO Exercise Planner)			
Senior Defense Official/Defense Attaché	▪ DISCS SC Management Overseas Course (SCM-351) ▪ SCWDP requirements		▪ SCPC/SCM-P3 ▪ SC-FAM-OL
Security Cooperation Officer	▪ SCM-351 ▪ SCWDP requirements	NLT 90 days after check-in (Preferred: PCS with TEMINS)	▪ SCPC/SCM-P3 ▪ SC-FAM-OL
Personnel Exchange Program	▪ IAP training per reference (af) ▪ SCPC/SCM-P3		
All RAO/FAO/RAS/FAS (Both Study and Experience Track)	▪ IAP training per reference (af) ▪ SCPC/SCM-P3		▪ SC-FAM-OL
Marine Attaché			▪ SCPC/SCM-P3 ▪ SC-FAM-OL
Liaison Officer with Ally or PN	▪ N03KYK		▪ SC-FAM-OL
Combat/ Operational Advisor	▪ N03KYK		▪ SCPC/SCM-P3 ▪ SC-FAM-OL
Senior Advisor (GEG – Governance, Executive or Generating)	▪ N03KYK ▪ Ministry of Defense Advisor (MoDA) Joint training requirements		▪ SCPC/SCM-P3 ▪ SC-FAM-OL

4. Guidance for Foreign Professional Military Education (FPME). USMC participation in FPME programs is a significant and often low-cost engagement tool. This category of SC activities primarily includes all short-term education exchanges and uniformed personnel participating in academic programs in foreign education institutions. Due to the low-cost and potential high-return on investment for USMC, professional military education is a significant mechanism in SC.

a. Marine Corps Attendance in Foreign Professional Military Education (FPME)

(1) Objectives. USMC uniformed personnel attend FPME to broaden an individual Marine's understanding of foreign militaries, meet Joint education requirements for their grade, and strengthen progress against a priority national defense objective with that country. USMC participation in FPME should not come at the expense of an individual Marine's career track.

(2) Prioritization. DC PP&O, ICW CG MCCDC, should establish a prioritized list of FPME for USMC attendance. This list does not supersede the monitor's prerogative to ensure an individual Marine is eligible for promotion or command screening.

(a) CG MCCDC, assisted by CG TECOM, shall develop recommendations for a 5-year prioritized plan for desired USMC participation in foreign PME engagement based on alignment to CMC and DC PP&O SC priorities and per references (a) and (b). The plan will include annual command and staff invitations, short-term courses, academic programs, etc. The plan will also include determination of the academic rigor and suitability for USMC participation based on USMC PME standards. CG, TECOM via EDCOM/MCU can determine equivalency of FPME institutions for credit. Determination of PME acceptability may include but is not limited to whether the education exchange request can be applied to PME, joint, or partial credit.

(b) CG MCCDC will forward recommended foreign PME priorities to DC PP&O (PL) for endorsement and approval, which will include the prioritization list and PME suitability for each proposed location. PP&O will validate the CD&I prioritization list to ensure locations are synchronized with the Service's strategic priorities.

(c) PP&O will staff the CD&I prioritization list through all regional MARFORs at the O6-level. Regional MARFORs to consider desired effects to be achieved by FPME attendance. DC PP&O will adjudicate comments from stakeholders and develop a finalized 5-year prioritization plan.

(d) After approval by DC PP&O, MCCDC (TECOM) is responsible for implementing and maintaining the 5-year FPME plan.

(e) Annually, DC PP&O and DC CD&I determine whether the 5-year plan needs to be updated or validated as current. Updates can include new PN engagement opportunities for the upcoming Fiscal/ Academic Year.

b. Foreign Education Exchanges. Foreign education exchanges are covered within the Foreign Assistance Act, which states that the President may provide for the attendance of foreign military personnel at a PME institution within the United States (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 a particular PN and the United States. USMC is not authorized to establish a reciprocal education exchange agreement without an umbrella exchange agreement being already in place and established by DSCA. If a Service-level agreement is generated, this exchange agreement would be subordinate to the DSCA agreement and be between USMC and PN FSFs.

(1) This section outlines the approval process for new reciprocal agreements. If an umbrella agreement does not exist, DC PP&O is responsible for coordinating with DSCA IOT ensure the appropriate legal permissions are in place for a reciprocal agreement.

(2) Requests for new reciprocal education exchanges with USMC can be initiated by various parties, including PN embassies, SCOs, Regional MARFORs, DSCA, TECOM, or others.

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

(a) Phase 1: Strategic validation and approval phase. A request for USMC to enter into a reciprocal education exchange with a foreign partner will first be routed to DC PP&O (PL). PLU will: (1) determine the pol-mil acceptability of the proposed exchange; (2) validate the strategic importance of the exchange based on current national and CMC strategic guidance; and (3) confirm the existence of an "umbrella agreement" between the DoD and the PN in question.

1. If PLU determines that the requested agreement does not meet all three qualifiers, the PN will be notified by the regional MARFOR ICW the U.S. Embassy country team. USMC and PN students are still permitted to attend each other's schools; however, this attendance will not be on a "no-cost" basis.

2. If PLU determines the request meets all three qualifiers, the request will be routed to DC M&RA, HQ TECOM, HQMC Judge Advocate Division, International and Operational Law Branch (JAO), and the cognizant regional MARFOR for review and comment.

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

4. JAO will perform a legal review to determine whether the education exchange request exceeds any legal restrictions on behalf of the Service.

5. 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 USMC and its Title 10 U.S.C. 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.

(b) 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 DSCA MOU.

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

2. Following internal USMC staffing, PLU will coordinate final language with the PN. This coordination will take place via the SCO, Washington DC-based Embassy, or Regional MARFOR.

3. JAO will perform a final legal review of the proposed appendix with PN input.

(c) 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 USMC.

(d) Throughout the approval process, DC PP&O will coordinate the review of new foreign education exchange agreements with external

stakeholders, such as OSD, DSCA, the Office of the Secretary of the Navy, Navy IPO, and the foreign partner.

c. Partner Nation (PN) Attendance at Marine Corps Schools. Many allies and PNs want to attend USMC schools. Allies and partners can attend and pay through a variety of mechanisms outlined in Chapter 10 or on a no-cost basis due to a reciprocal agreement.

Chapter 9

Security Cooperation Governance

1. Background. Per reference (ad), Deputy Commandants may provide subject matter expertise, ICW DC CD&I and the MARFOR commanders, to identify and recommend priorities for USMC capability development. PL, on behalf of DC PP&O, supports CMC by executing essential tasks including implementation and management of SC programs and policy, per reference (au). PLU retains SC subject matter experts who collectively identify and recommend priorities for USMC capabilities to be developed; actions to be taken that address institutional deficiencies; and, policies that guide the total force in the planning for and execution of SC activities through established processes. Specific organizational and functional areas affected by the recommendations made will be determined through the MROC decision-making process per reference (ah).

2. Marine Corps Security Cooperation (SC)

a. Per reference (au), PL is the lead on behalf of DC PP&O for developing, implementing, managing, and acting as the proponent for USMC SC programs and policy.

b. Per reference (ad), Deputy Commandants may organize operational advisory groups and working groups to coordinate with USMC stakeholders (e.g., supporting establishment, MARFOR and MEF SC Planners) to obtain their inputs and recommendations, and to ensure unified action in a specific organizational or functional area.

c. USMC SC stakeholders comprise the Security Cooperation Community of Interest (SC COI). Member organizations support, plan, and/or conduct SC. They include:

(1) DC PP&O (PL)

(2) DC AVN

(3) DC I

(4) DC I&L

(5) DC M&RA

(6) DC P&R

(7) DC CD&I

(8) CG MCCDC (TECOM)

(9) MCSC-IP

(10) MARFORCOM (MCSCG)

(11) Regional MARFORs

(12) MARFORRES

(13) MEFs

3. Marine Corps Security Cooperation (SC) Organizations. Dedicated SC organizations are those organizations whose mission, roles, and responsibilities are focused primarily on supporting the USMC and CCMD through SC programs and activities. 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 allies and PNs in execution of their primary duties.

a. Dedicated Security Cooperation (SC) Organizations

(1) Deputy Commandant, Plans, Policies and Operations (DC PP&O), Strategy and Plans Division (PL). Primary SC Role: Establishes USMC SC policy and guidance IOT effectively organize, train, and equip USMC forces to conduct SC. Maintains cognizance of Congressional authorizations and appropriations for SC. Represents USMC equities in OSD and JS SC forums, events, and working groups. Informs development of and maintains cognizance over OSD and JS SC policies and plans.

(2) Marine Forces Command (MARFORCOM), Marine Corps Security Cooperation Group (MCSCG). Primary SC Role: Executes and enables SC programs, training, planning, and lines of operation IOT ensure unity of effort in support of USMC and MARFOR objectives.

(3) Marine Corps Systems Command – International Programs (MCSC-IP). Primary SC Role: Leads SA case management for all USMC Defense Articles (except for aviation and related articles), technology transfer and foreign disclosure reviews, IAC, and coordinates with regional MARFORs IOT facilitate SC desired capabilities and capacity for PNs.

(4) Regional Marine Component Commands. Primary SC Role: Conduct joint, component, and combined contingency, crisis action, and exercise planning to support CCDR-assigned missions. Conduct SC planning and execution in support of CCDR requirements, per reference (s), and coordinate with Service headquarters, USSOCOM, and the GCC headquarters to identify and consolidate Service and special operations resource requirements needed to execute campaign plans. Use G-TSCMIS to plan and account for SC activities per reference (ai).

b. Enabling Security Cooperation (SC) Organizations

(1) Deputy Commandant, Aviation (DC A). Primary SC Role: The Aviation Plans, Programs, Joint/Congressional Matters, Doctrine and Budget Branch (APP-1B) establishes international plans and policies for aviation assets and aviation expeditionary enablers (e.g., aviation command and control, aviation-ground support).

(2) Deputy Commandant, Information (DC I). Primary SC Role: DC I establishes and executes policies for sharing USMC intelligence with allies and PNs, and for Operations in the Information Environment.

(a) Primary SC Role: Marine Corps Information Operations Center (MCIOC) is the executive agent for the USMC IO Program and is responsible for implementing and evaluating USMC IO education, training, and programs IOT

support institutional USMC and MARFOR IO-related partnership building efforts. MCIOC supports DC I as the OIE proponent and DC CD&I in the development of OIE capabilities.

(b) Primary SC Role: DIRINT serves as the Service Intelligence Chief for joint intelligence matters, and formulates policy for intelligence, counterintelligence, and electronic warfare. DIRINT provides tailored intelligence based on expeditionary mission profiles to HQMC, MARFORs, other branches of Service, U.S. Intelligence Community, and coalition partners.

(3) Deputy Commandant, Installations and Logistics (DC I&L). Primary SC Role: On behalf of CMC, DC I&L drives logistics plans, policies, and initiatives to increase the capability, endurance and reach of the Marine Air Ground Task Force. The Logistics Vision & Strategy Branch (LPV-1) develops logistics policy and processes to support naval and combined logistics interoperability.

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

(a) Primary SC Role: The Capability Development Directorate (CDD) leads USMC capability development and DOTMLPF-C integration of efforts related to SC.

(b) Primary SC Role: MCWL conducts 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. MCWL works closely with naval and other Service laboratories, experiment organizations, and when feasible with coalition partners.

(5) Commanding General, Marine Corps Combat Development Command (CG MCCDC), Training and Education Command (TECOM)

(a) Primary SC Role: TECOM is the provider of training and education to USMC, to include PME and Military Occupational Specialty (MOS) training. In addition to USMC personnel, students from other Services, government and civilian agencies, and the international military community attend TECOM schools and training programs. TECOM's five Major Subordinate Commands (MSCs) include: Training Command, Education Command, MAGTF Training Command, MCRD San Diego, and MCRD Parris Island.

(b) Primary SC Role: The MCU Center for Regional and Security Studies (CRSS) is a subordinate directorate of Vice President for Academic Affairs under EDCOM/MCU, which is itself an MSC of TECOM. CRSS performs four core functions for the execution of SC missions and others that span the range of military operations: integration of regional and cultural education across the PME spectrum, LREC training, operational support, and wargaming support.

4. Security Cooperation (SC) Governance Functions

a. Community of Interest (COI) Meeting. DC PP&O (PL) hosts an AO-level SC COI SVTC to share the latest updates in OSD, CJCS, and USMC SC policy and guidance; track upcoming SC initiatives (e.g., staff talks, multinational exercises); discuss any challenges or issues faced by members; and maintain oversight of USMC SC activities.

(1) The COI Meeting is the primary method by which PP&O (PL) tracks SC issues. As appropriate, it may include updates from select members of the COI on ongoing initiatives, such as Integrated Planning Teams (IPTs) or working group agreed-to-actions.

(2) The COI Meeting includes all USMC stakeholder organizations per reference (h). However, it may include additional members (e.g., from the Navy or Coast Guard) as observers or on an issue-by-issue basis.

(3) The COI Meeting is the primary way by which members of the SC COI provide information to DC PP&O (PL) on gaps, challenges, and requests for assistance.

b. Annual Working Group. The USMC Security Cooperation Working Group (SC WG) is an annual, AO-level forum coordinated by DC PP&O (PL), bringing together USMC SC stakeholders. SC WG participants discuss implementation of OSD and JS SC policy, guidance, and doctrine, highlight recent or upcoming USMC SC initiatives, and identify gaps and propose solutions for any capability deficiencies. Outputs from the SC WG inform the annual Security Cooperation Operational Advisory Group (SC OAG). As appropriate, the SC WG may be conducted alongside maritime counterparts from the U.S. Navy and U.S. Coast Guard to facilitate naval integration and coordination.

c. Operational Advisory Group (OAG). The SC OAG is the principal USMC senior forum to discuss SC programs and activities, and serves in an advisory capacity to DC PP&O on SC-related force development and resourcing decisions. Outputs of the SC OAG shall inform DC PP&O (PL) of SC capabilities and deficiencies prior to the USMC Capabilities Based Assessment (CBA) and POM development process.

(1) The SC OAG is a chartered O6-level forum. Participants represent USMC SC stakeholders per reference (h), and may be voting or non-voting members.

(2) The SC OAG shall convene annually per reference (h), with additional sessions as required.

5. Roles and Responsibilities

a. DC PP&O is responsible for:

(1) Developing and recommending USMC positions related to SC in support of processes internal and external to USMC.

(2) Coordinating the SC COI SVTC, SC WG, and SC OAG per reference (h).

(3) Consolidating and prioritizing capability and gap lists from across the SC COI.

(4) Coordinating with the SC COI to identify and recommend changes to USMC force structure per reference (ad).

(5) Serving as the approval authority for the applicable SC core and core plus Mission Essential Tasks (MET) per reference (aj).

(6) Providing formal feedback to FMF commanders (e.g., MARFORs and MEFs) on their recommendations and proposals.

(7) Supporting the Capability Portfolio Review Board with joint capability area and cross-functional capability (training, installations, and sustainment) subject matter expertise.

b. Other members of the USMC SC COI are responsible for participating in the SC COI SVTC, SC WG, and SC OAG per reference (h).

Chapter 10

Security Assistance

1. Background. SA is the umbrella term for a group of programs authorized under reference (av) and its underlying authorities; the Foreign Assistance Act (FAA), codified as 22 U.S.C. 2151, et seq.; the Arms Export Control Act (AECA), codified as 22 U.S.C. 2751, et seq., and other related statutes. DoS has oversight for all SA programs. DoD shares administration responsibilities with DoS for a number of major SA programs, to include: FMS, FMFP, Leases, Excess Defense Articles (EDA), and IMET.

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. All SA programs fall under the supervision and general direction of DoS. The Secretary of State ultimately determines whether there shall be an SA program, and whether there should be sales, leases, or financing for a country.

b. SECDEF is responsible for establishing SA policy, and for administering and executing SA programs under the guidelines established by the Secretary of State. Each year DSCA, DoD's SC/SA administering office, solicits inputs from the Military Departments (MILDEPs), other defense agencies, and CCMDs, through the CJCS, regarding the upcoming year's SA legislative initiatives.

c. The objective of both DoS and DoD is to ensure SA programs support U.S. foreign policy and national security objectives.

d. SA programs administered by DoD are a subset of SC. Therefore, to the maximum extent practical, SA requirements shall be informed by and integrated with other DoD SC initiatives.

2. Marine Corps Security Assistance (SA) Overview

a. Sanctioned by Title 22 authorities, 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 tools in each of the CCDR's campaign plans and help to achieve strategic goals and objectives. These programs support international engagement by establishing potential coalition partners, assisting nation building efforts of current or potential allies or PNs, enhancing U.S. national security interests, and developing regional expertise for U.S. military personnel. Sale of USMC unique equipment, the provision of USMC training and education, the deployment of training and education assistance teams, and the provision of combat development support to PNs enhances interoperability, increases cultural awareness and language proficiency, and offers opportunities for theater engagement. As such, USMC supports SA requirements consistent with the NSS, NMS, CCDR campaign plans, and the MARFOR campaign support plans.

c. To the maximum extent possible, USMC shall ensure its SA programs support national defense objectives and align to USMC capability development priorities. All capability development, to include acquisition, and

training, shall consider the PN's absorptive capacity. Planning should include realistic assessments of PN political, financial, educational, and doctrinal resources required to purchase, maintain, employ, and sustain a capability per its intended end use. See Chapter 2 for additional information on SC planning and PN capability development.

d. USMC SC and SA planners should be cautious when identifying capabilities and opportunities for SA to avoid giving a PN the false impression of a guarantee of sale of equipment and/or support.

e. The existence of USMC FMS, or other SA programs, does not compel enduring engagement between USMC forces and the FSF of a PN. Some SA is conducted for the exclusive purpose of maintaining open supply lines for USMC materiel.

f. USMC SA should conduct periodic substantive defense portfolio optimizations to increase targeted PN capability, help avoid misplaced investment, and prevent the acquisition of duplicative, symbolic, or unsustainable capabilities.

3. Primary Marine Corps Security Assistance (SA) Organizations

a. MCSC-IP is the USMC lead for the sale, lease, or transfer of ground defense articles and services; equipment sustainment(e.g. spares, repair, follow-on support); PN military exercise logistics support at USMC installations; new ground equipment user training provided as part of the FMS Total Package Approach; and addressing future challenges or solutions to operational needs through evaluation of developmental and operational prototypes performing qualification tests of foreign technology for potential integration into acquisition programs or direct fielding. (See Glossary for definition of Total Package Approach.)

b. DC AVN coordinates USMC implementation of aviation related-SA activities. NAVAIR is the Department of the Navy lead for SA of USMC aviation equipment and activities. NAVAIR, ICW DC AVN, approves PN requests for sale, lease, or transfer of aviation equipment; equipment sustainment and user training; and PN military exercise support.

c. MCSCG, SA Branch is the USMC lead for coordinating SA education and training for PN personnel under the IMET program. In support of the IMET program, MCSCG SA Branch represents USMC to GCCs and SCOs seeking to place PN military personnel at USMC schools, and oversees implementation of the USMC IMSO program ICW TECOM.

d. Other HQMC organizations, including DC PP&O and DC I&L, provide enabling support to USMC SA as outlined further in this Chapter.

4. Major Security Assistance (SA) Programs. The following SA programs are frequently incorporated into USMC planning:

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 USG. The purchasing government pays all costs associated with a sale. There is a signed government-to government agreement, documented on a Letter of Offer and Acceptance (LOA) between the USG and the PN. Signed LOAs, and their subsequent amendments and

modifications, are commonly referred to as "FMS cases" and are assigned unique case designators for accounting purposes.

(1) MCSP-IP executes FMS cases for USMC ground defense articles and services. NAVAIR coordinates and DC AVN executes FMS cases for USMC aviation equipment and services.

(2) MCSCG SA Branch coordinates training provided under FMS cases. This may include education or training in U.S. formal schools (PME and technical skills training) or deployed training assistance such as that provided by mobile training teams.

(3) FMS should build on and contribute to USMC programs of record. In addition to building PN capacity, these SA programs can effectively reduce weapon systems development, production, and sustainment costs by expanding the user base. Execution of these programs should not require support from USMC forces, nor put a strain on training capacity in USMC schools. To the maximum extent possible, FMS cases should utilize contract support solutions.

(4) FMS processes and infrastructure are used to implement several other SA programs (e.g., FMFP, EDA, PKO). An overview of the FMS process can be found in Section 6 of this Chapter. Additional details are contained in reference (ak).

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). The FMFP is authorized under the provisions of Section 23, AECA, (22 U.S.C. §2763) and may be provided on either a grant (non-repayable) or direct loan basis. A combination of FMS and FMFP funding can be used to execute a transfer of USMC managed defense equipment and services using the SA/FMS infrastructure (see Section 6 of this Chapter).

c. Leases. Under Section 61 of the AECA (22 U.S.C. §2796), the President may lease defense articles to PNs 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 United States retains the right to terminate the lease at any time. Leases are executed through a lease agreement, with an associated FMS case (see Section 6 of this Chapter) to cover repair, training, supply support, and/or transportation, if required.

(1) 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.

(2) Should USMC determine that a no-cost lease is necessary to support PN participation in U.S. territory-based bilateral or multilateral exercises, a lease agreement may be instituted per Appendix D of this Order.

d. Excess Defense Articles (EDA). EDA identified by a MILDEP or DoD agency are authorized for sale using the FMS authority in Section 21, AECA (22 U.S.C. §2761), and FMS processes identified within reference (ak) for

property belonging to the USG (see Section 6 of this Chapter). 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.

e. International Military Education and Training (IMET) Program. IMET provides grant financial assistance for education and training in the United States and, in some cases, in appropriate overseas facilities to selected foreign military and civilian personnel. Funding is congressionally appropriated, based on Congressional guidance and DoS approved country allocations. DSCA manages and issues IMET funds to the MILDEPs, which disburse the funds to individual countries and/or courses. Country allocations are documented in the Congressional Budget Justification (CBJ) Foreign Operations. DSCA also authorizes IMET program implementation and the movement of students to training facilities and activities. Education and training are 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. Additional information on implementing IMET can be found in Section 8 of this Chapter.

5. Other Security Assistance (SA) Programs. The following SA programs are equally relevant and valuable to SC planners. They are very much related to the duties of the SA community, both in the United States and the PN.

a. 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. MCSC-IP execute PKO funded programs using SA/FMS infrastructure and procedures (i.e., pseudo cases) (see Section 6 of this Chapter).

b. The International Narcotics Control and Law Enforcement (INCLE). The INCLE program is an appropriated grant program administered by DoS and authorized by Section 481, FAA (22 U.S.C. §2291), to suppress the worldwide illicit manufacture and trafficking of narcotic and psychotropic drugs, money laundering, precursor chemical diversion, and the progressive elimination of the illicit cultivation of the applicable crops. MILDEPs execute INCLE funds using the SA/FMS infrastructure and procedures (i.e., pseudo cases).

c. Nonproliferation, Antiterrorism, Demining, and Related programs (NADR). NADR is an appropriated grant program administered by DoS. It is authorized by Part II, Chapters 8 and 9 of the FAA, and Section 504 of the FREEDOM Support Act. 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. MILDEPs execute NADR funds using the SA/FMS infrastructure (i.e., pseudo cases).

d. Drawdowns. During a crisis, Section 506, FAA (22 U.S.C. §2318), 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, counter-narcotics, 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 (22 U.S.C. §2348a), 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. These non-appropriated authorities are administered by DSCA when defense articles, services, or education and training from DoD are to be drawn down.

e. Direct Commercial Sales (DCS). DCS are commercial exports of defense articles, services, and training licensed under the authority of Section 38, AECA (22 U.S.C. §2778), 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 Department of 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]).

6. Security Assistance (SA)/Foreign Military Sales (FMS) Equipment Process. FMS is a multi-step, multi-organizational process, requiring coordination between DC PP&O, DC AVN, DC I&L, MCSC-IP, MARCORLOGCOM, and the Department of the Navy stakeholders to achieve the timely and effective delivery of USMC-controlled equipment to PNs. For FMS cases involving international students attending training, additional coordination is required with MARFORCOM (MCSCG) and TECOM.

a. The FMS process begins when an eligible foreign country or international organization requests information on defense articles or services, including training, being considered for purchase. PNs are strongly encouraged to work with their SCOs to develop Letters of Request (LOR) per reference (ak). Based on the defense article or service being considered, the LOR must be submitted to the appropriate recipients, including the appropriate DSCA Directorate and DoD Component.

b. Per reference (ak), the U.S. Embassy Country Team will provide a Country Team Assessment along with the LOR to explain: why the purchaser desires the defense articles or services and how the country plans to use them; impact of the proposed sale on the military capabilities of the proposed recipient, including the ability of the proposed recipient to effectively field, support, and employ the articles; and how the articles or services would contribute to both U.S. and the recipient's defense/security goals.

c. MILDEPs evaluate PN LORs through the FMS Case Quicklook process. A "Quicklook" refers to an internal USG process designed to secure MILDEP level review and approval to proceed with LOR processing. Formal responses to LORs may include informal Price and Availability (P&A) data for planning purposes, formal Letters of Offer and Acceptance (LOA), and other appropriate actions that respond to purchasers' requests for defense articles and/or services through the FMS process.

d. The purpose of an FMS Case Quicklook is to conduct a preliminary assessment (within 7 working days of receipt of the official request) of

whether or not the United States can provide an article through FMS and has enough information to develop P&A data, an LOA, or a modification/amendment to an existing FMS case. Quiklooks for USMC managed equipment, training and services are initiated by NIPO, which is the Navy Implementing Agency (IA). Per reference (ak), if the Quicklook's response recommends the disapproval of the PN's request IA must notify DSCA for coordination of a negative response to the PN. (See Glossary for the official definition of "Implementing Agency")

e. The purpose of the P&A data (to be provided within 45 days of the official request for most FMS cases) is to respond to a PN's request for preliminary data for the possible purchase of a defense article or service. Per reference (ak), P&A data are rough estimates of cost and availability of defense articles or services. These estimates are sufficiently accurate for rough-order planning purposes, but should not be used for budget purposes and are not commitments to sell.

f. Per reference (ak), LOAs are legal documents used by the USG to sell defense articles and services.

(1) The time required to prepare LOAs varies with the complexity of the sale. USG personnel coordinating with PNs should emphasize the importance of long lead times in planning.

(2) Congressional notification of a PN's desire to purchase defense articles and services may be required prior to offering an LOA. If Congress objects to the proposed sale, the LOA must not be offered to the prospective purchaser. Requirements for congressional notification can be found in reference (ak).

g. Per reference (ak), DoD Components and implementing agencies take action to implement an FMS case once the PN has signed the LOA and provided the USG with any required initial deposit.

h. DSCA's online Security Assistance Management Manual (SAMM)(reference (ak)) outlines each type of FMS case as well as the necessary steps and timelines to coordinate and implement a case. SAMM can be found here: http://www.samm.dsca.mil/

7. Foreign Exercises. Exercises involving FSF or international organizations (e.g., NATO, UN) are significant tools used to further the objectives of DoD, CCMD, and USMC SC strategies. FSFs participating in bilateral, multilateral, or unilateral exercises at U.S. installations or facilities, should be encouraged to provide their own Logistical Support, Supplies, and Services (LSSS) for the exercise. If necessary, USMC may support FSF or international organization participation in multinational or unilateral exercises within resource limitations.

a. Foreign Military Sales (FMS) Exercises. SA programs, including FMS, may be used to support FSF participation in bilateral, multilateral, or unilateral exercises. The term "FMS exercise" is used to describe any unilateral foreign exercise involving USMC installations, facilities, or personnel where the costs are funded via the FMS process. The term "FMS supplemented exercise" is used to describe any multinational exercise involving USMC installations, facilities, or personnel where some but not all costs are funded via the FMS process.

(1) Organizations that initiate FMS and FMS supplemented exercises include SCOs, regional MARFORs, foreign defense attachés in the United States, and others.

(2) Commands conducting FMS or FMS supplemented exercises should engage MCSC-IP as early in the planning process as possible per Appendix E of this Order.

b. Acquisition and Cross-Servicing Agreements (ACSA). CCMDs may utilize ACSAs instead of the FMS process to provide some defense articles and services in support of foreign exercises under 10 U.S.C. §2342 and per reference (al). ACSAs enable U.S. CCMDs and Component Commands to acquire and/or provide LSSS directly to or from a FSF or international organization. Per reference (al), individual ACSAs are negotiated, concluded, and owned by the CJCS or a designated CCMD.

(1) A FSF sends requests for assistance per ACSA agreements to MARFORs and/or other USMC facilities or installations. IOT utilize an ACSA to fulfill requests for mutual exchange of LSSS, regional MARFORs must follow their CCMD's guidance. If a USMC installation or command receives an ACSA request directly from a PN, the request should be redirected to the relevant MARFOR for submission through the CCMD.

(2) Per reference (al), individual ACSAs are managed by either CJCS or a designated CCMD. The acquisition and transfer of LSSS shall be accomplished as required by the terms of individual cross-servicing agreements.

(3) The list of current and available ACSAs can be found at the JS, J4, ACSA intelink: https://intellipedia.intelink.gov/wiki/Acquisition_and_Cross-Servicing_Agreements_(ACSA)

c. Small Arms. In the event that PNs participating in U.S. territory-based bilateral or multilateral exercises are unable to bring their own small arms due to PN financial constraints, U.S. import/export shipping lead-time, and/or the control requirements governing import and export of PN weapons in and out of the U.S. borders, then regional MARFORs may leverage existing authorities and appropriations, such as Section 321 (Title 10 U.S.C.) and FMF, which are available to provide eligible PNs with USG funds to pay for the incremental expenses incurred as a direct result of the PN participation in bilateral or multilateral exercises.

d. If all other funding options have been exhausted, regional MARFORs may establish a short-term, no-cost lease with a PN for USMC Small Arms to support partner participation in foreign exercises.

(1) No-Cost Leases of small arms to PNs in support of bilateral or multilateral exercises is appropriate only in cases where PN participation in the exercise is of significant benefit to USMC.

(2) Per reference (ak), DSCA has final approval over Service implementation of No-Cost Leases. DC PP&O and DC I&L have go or no-go authority.

(3) For a step-by-step review of the USMC process to implement No-Cost Leases see Appendix D of this Order.

8. Training and Education of International Military Students (IMS). Many allies and partners attend USMC schools IOT generate greater familiarity with USMC tactics, techniques, and procedures; professionalize priority allied and partner security forces through introduction to USMC ethos and culture; and provide low-cost opportunities for engagement without the use of allocated forces.

a. All allied and partner requests for SA education and training must be made by the SCO at each Embassy, per reference (ak). These requests will identify an appropriate authority/source for funding. MARFORs shall make recommendations to SCOs on USMC education and training, and to their GCC on which countries would most benefit the USMC if selected to attend schoolhouses or other educational institutions. MARFORs shall base their recommendations on Department-level strategic guidance and references (a) and (b).

b. SCOs, ICW PN counterparts, incorporate education and training 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's input to the planning process (e.g., Mission Strategic Plan (MSP), Theater Security Cooperation Plan (TSCP)). The CETPPs are approved by the GCC prior to the annual Security Cooperation Education Training Working Groups (SCETWGs).

c. PNs can pay for participation in USMC education and training through a variety of mechanisms. Attendance can be funded by PN funds (e.g., FMS case), USG appropriated funds (e.g., IMET program or Title 10 U.S.C. train-and-equip funds), USG grant money (e.g., FMFP), or on a no-cost basis due to a reciprocal agreement (see Chapter 8 of this Order).

d. MCSCG SA Branch is the USMC lead for coordinating education and training provided via SA programs. Country requirements are submitted to the appropriate MCSCG Program Manager prior to the annual SCETWGs sponsored by the GCCs. Changes to a country program that occur after a SCETWG are addressed directly with the appropriate MCSCG Program Manager.

e. Security Cooperation Education and Training Working Groups (SCETWG). Each GCC 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 GCC, SCOs, the Services, DSCA, and DoS, 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.

(1) Security Cooperation Education and Training Working Group (SCETWG) Agendas

(a) International education and training programs including IMET, FMS/FMFP, Combating Terrorism Fellowship Program, 1206 and other SC formal training programs.

(b) Review and coordination of the CETPP.

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

(d) 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). The line by line review at the SCETWG is conducted and approved by DSCA and DoS.

(e) Specialized instruction for SCOs, as needed.

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

(2) Security Cooperation Education and Training Working Group (SCETWG) Attendance

(a) 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 GCC determines that attendance is critical to the presentation and review of the programs.

(b) MCSCG SA Branch is the primary USMC Service representative at SCETWGs. If supportable, MCSCG SA Branch will send two personnel.

f. School Selection and Prioritization. SCOs can influence and inform allies and partners on available USMC schools. Shaping for international student attendance at USMC schools typically should occur at least two years in advance of the expected start date.

(1) When determining which USMC school a given ally or partner should attend, appropriate consideration should be given to the level of education and leadership experience found in a partner security force. For example, if a squad leader (or equivalent billet) is an E8 in the FSF, then the appropriate student for the USMC Sergeants Course (USMC E4/E5) is FSF E7/8. Similarly, if a PN does not play a large role in international security or if its military has little influence in national affairs, it should not be prioritized for a seat at USMC War College, which takes a global strategic view of current challenges across all instruments of national power. DoD personnel from country teams (attachés and DSCA personnel) should be leveraged to determine the appropriate level of PME for the PN.

(2) Not all schools are open to foreign attendees due to foreign disclosure and physical safety concerns. MCSCG SA Branch maintains the most current list of available courses for foreign attendance.

(3) Many USMC schools do not have quotas or require prioritization in order for allies and partners to attend. For lower priority countries, SCOs and MARFORs should consider recommending attendance at these school.

(4) Projected requirements for international student quotas are submitted at the annual Training Input Plan Conference and integrated into the USMC internal quota management process. Quotas for most of the USMC courses are allocated and managed using the USMC Training Information Management System. Unused quotas are either reallocated to another country or returned to USMC for use. For those courses where requirements exceed

quota allocation, country prioritization is coordinated with the respective MARFOR and then prioritized at PP&O PL.

(a) In support of CMC Service priorities, and due to a high demand signal from PNs, MARFORCOM (MCSCG) and TECOM manage PN participation in quota-constrained USMC PME: USMC War College; Command and Staff College; and Expeditionary Warfare School.

(b) DC PP&O receives the allied and PN school seat requests via the GCCs. The GCCs prioritize their AOR requests based on their Theater Campaign Plans, guidance from CJCS, and guidance from SECDEF. DC PP&O then establishes a primary and alternate list of school seats for international students.

(c) DC PP&O shall use the following criteria to develop a primary and alternate list of selections for USMC War College, Command and Staff College, and Expeditionary Warfare School:

1. OSD guidance.

2. CJCS guidance through the annual Country Prioritization letter, along with guidance from the DSCA-led working group, is utilized to de-conflict and synchronize efforts of the four Military Services.

3. CMC and DC PP&O SC guidance, including references (a) and (b).

4. GCC priorities.

5. PN ability to contribute to course.

6. Schoolhouse capacity at TECOM.

7. Reciprocal agreements with PNs for attendance at Command & Staff College.

(d) DC PP&O submits the approved primary and alternate lists to MCSCG SA Branch 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.

1. If a quota or invitation is accepted, MCSCG shall work with the SCO and Naval Education and Training Security Assistance Field Activity (NETSAFA) to coordinate funding.

2. If a quota or invitation is declined, MCSCG shall notify PP&O PL to verify the next country to receive the quota or invitation on the alternate list.

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

g. International Military Student Officers (IMSO). IMSOs serve as the primary point of contact for foreign students in U.S. military schools and

are critical facilitators of their training and education. To support IMSOs in the performance of their duties, TECOM and MCSCG SA Branch shall publish an updated IMSO Desktop Guide. The current IMSO Desktop Guide can be found on the DISCS website: http://www.discs.dsca.mil/documents/itm/imso/usmc/usmc_imso_desktop_guide_16-NOV-2012.pdf

(1) It is extremely important that IMS are received and treated with the proper consideration during their time at USMC schools and training facilities. IMSOs shall be designated in writing by the commander, or delegated authority, during any period a USMC school or installation is engaged in training IMS with Invitational Travel Orders (ITOs). IMSO POC information and designation letters shall be forwarded to TECOM and MCSCG SA Branch as a historical record of their appointment.

(2) TECOM shall set standard qualifications for IMSO selection and, ICW MCSCG SA Branch, outline training requirements in the IMSO Desktop Guide. Proof of training completion should be forwarded to TECOM and MCSCG SA Branch.

h. Disenrollment of International Military Students (IMS). IMSOs support IMS throughout their training, to include preparing required progress reports. Should it become necessary, IMSOs may need to recommend and document counseling and/or disciplinary actions taken against IMS implicated for disciplinary infractions, academic deficiency, safety violations, sub-standard performance, attendance, and other issues which would jeopardize the IMS ability to successfully complete a course.

(1) Per reference (am), CG TECOM shall establish Standard Operating Procedures (SOP) for all USMC schoolhouses and IMSOs to counsel and document IMS infractions resulting in disciplinary action.

(2) Subsequent to counselling and per the established SOP, TECOM should afford the IMS sufficient time and assistance to make corrections.

(3) For situations in which the IMS does not make sufficient progress after counseling, TECOM shall notify COMMARFORCOM via MCSCG SA Branch, and make a recommendation for action to DC PP&O via PL. Official notification will be made at the O6-level.

(4) If CG TECOM recommends disenrollment of an IMS, DC PP&O PL shall coordinate with the appropriate MARFOR, U.S. Embassy Country Team within the IMS country, the JS, and OSD to determine the potential political-military impact should the student be disenrolled and returned to their country.

(5) MCSCG SA Branch shall notify the U.S. Embassy Country Team of the IMS deficiencies and potential for disenrollment.

(6) DC PP&O PL shall provide approval/disapproval to disenroll the IMS to CG TECOM, copy MCSCG SA Branch and the regional MARFOR. Approval/disapproval will be made at the O6-level and elevated as appropriate.

(7) Upon disenrollement of the IMS, CG TECOM shall prepare the formal disenrollment letter and notify the IMS. MCSCG SA Branch shall coordinate with the U.S. Embassy Country Team for the return of the IMS to their country.

i. Training and Education Alumni Outreach Program. USMC seeks to maintain the USG's investment in training and education of FSF personnel, and expand networks of like-minded professionals dedicated to maintaining accountable security institutions, regional and global stability, and international SC focused on major collective security challenges.

(1) CG TECOM shall develop an Alumni Outreach Program to improve USMC communication with USMC PME alumni.

(2) CG TECOM shall identify specific well-placed, highly-capable alumni from countries of strategic importance to the USMC to include in DSCA's designated tracking system.

APPENDIX A

Glossary of Acronyms and Abbreviations

ACSA	Acquisition and Cross-Servicing Agreement(s)
ADS	Authoritative Data Source
AECA	Arms Export Control Act
AM&E	Assessment, Monitoring, and Evaluation
APH	Afghanistan Pakistan Hands
ARG/MEU	Amphibious Ready Group/ Marine Expeditionary Unit
BPC	Building Partner Capacity
C4	Command, Control, Communications and Computers
CAPE	Cost Assessment and Program Evaluation (within OSD)
CBA	Capabilities Based Assessment
CDD	Capability Development Directorate (within DC CD&I)
CETPP	Combined Education and Training Program Plan
CI	Counterintelligence
CMI	Classified Military Information
COI	Community of interest
COM	Chief of Mission
COMMARFOR	Commander, Marine Forces
CRSS	Center for Regional and Security Studies
CUI	Controlled Unclassified Information
CWP	Coalition Warfare Program
DAA	Defense Appropriation Act
DATT	Senior Defense Attaché
DC AVN	Deputy Commandant, Aviation
DC CD&I/MCCDC	Deputy Commandant, Combat Development and Integration/ Marine Corps Combat Development Command
DC I	Deputy Commandant, Information
DC I&L	Deputy Commandant, Installations and Logistics
DC M&RA	Deputy Commandant, Manpower and Reserve Affairs
DC PP&O	Deputy Commandant, Plans, Policies and Operations
DC P&R	Deputy Commandant, Programs and Resources
DCS	Direct Commercial Sales
DIB	Defense Institution Building
DIRINT	Director for Intelligence (within DC I)
DIRLAUTH	Direct Liaison Authorization
DIROPS	Director of Operations
DISCS	Defense Institute of Security Cooperation Studies
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DOTMLPF-C	Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities - Costing
DSCA	Defense Security Cooperation Agency
EC	Exercise Comptroller
EDA	Excess Defense Articles
EO	Exercise Officer
FAA	Foreign Assistance Act
FAO	Foreign Area Officer
FAS	Foreign Area Senior Non-Commissioned Officer
FCT	Foreign Comparative Testing
FDO	Foreign Disclosure Office(r)
FIE	Foreign Intelligence Entities

FMF	Fleet Marine Force
FMFP	Foreign Military Financing Program
FMF Readiness PEB	Fleet Marine Force Readiness Program Evaluations Board
FMS	Foreign Military Sales
FOAA	State, Foreign Operations, and Related Programs Appropriation Act
FOS	Feasibility of Support
FPME	Foreign Professional Military Education
FMOS	Free Military Occupational Specialties
FSF	Foreign Security Force(s)
FSP	Field Studies Program
FVR	Foreign Visit Request
FVS	Foreign Visit System
GEG	Governance, Executive and Generating
GFM	Global Force Manager/Management
G-TSCMIS	Global - Theater Security Cooperation Management Information Systems
IA	Implementing Agency
IAC	International Armaments Cooperation
IAP	International Affairs Program
ICASS	International Cooperative Administrative Support Services
ICS	Integrated Country Strategy
IMET	International Military Education and Training
IMS	International Military Student
IMSO	International Military Student Officer
INCLE	International Narcotics Control and Law Enforcement
IOE	Information Environment
IPT	Integrated Planning Teams
IS	Instructor Section
ITO	Invitational Travel Orders
JAO	Judge Advocate Division, International and Operational Law Branch
JSCP	Joint Strategic Campaign Plan
KLE	Key Leader Engagement
LNO	Liaison Officers
LOA	Letter of Offer and Acceptance
LOR	Letters of Request
LP	Logistics Plans, Policies, and Strategic Mobility Division (within DC I&L)
LREC	Language, Regional Expertise and Culture
LSSS	Logistical Support, Supplies and Services
M2M	Military-to-Military
MAC	Marine Advisor Course
MAGTF	Marine Air-Ground Task Forces
MARCENT	Marine Forces Central Command
MARCORLOGCOM	Marine Corps Logistics Command
MARFOR	Marine Forces
MARFORCOM	Marine Forces Command
MARFOREUR/AF	Marine Corps Forces Europe and Africa
MARFORNORTH	Marine Forces Northern Command
MARFORPAC	Marine Corps Forces Pacific
MARFORRES	Marine Forces Reserve
MARFORSOUTH	Marine Corps Forces South

MCCLL	Marine Corps Center for Lessons Learned
MCICOM	Marine Corps Installations Command
MCIOC	Marine Corps Information Operations Center (within DC CD&I)
MCO (1)	Marine Corps Order
MCO (2)	Major Contingency Operation
MCU	Marine Corps University
MCSC	Marine Corps Systems Command
MCSC – IP	Marine Corps Systems Command – International Programs
MCSCG	Marine Corps Security Cooperation Group (under MARFORCOM)
MCTL	Marine Corps Task List
MCTP	Marine Corps Tactical Publication
MCWL	Marine Corps Warfighting Laboratory
MCWP	Marine Corps Warfighting Publication
MEF	Marine Expeditionary Force
MET	Mission Essential Task
METL	Mission Essential Task List
MILDEP	Military Department
MOE	Measure(s) of Effectiveness
MOP	Measure(s) of Performance
MROC	Marine Requirements Oversight Council
NADR	Nonproliferation, Antiterrorism, Demining, and Related programs
NATO	North Atlantic Treaty Organization
NATOPS	Naval Air Training and Operating Procedures Standardization
NAVAIR	Naval Air Systems Command
NAVCOMPT	Navy Comptroller
NDAA	National Defense Authorization Act
NDS	National Defense Strategy
NETSAFA	Naval Education and Training Security Assistance Field Activity
NIPO	Navy International Programs Office
NMS	National Military Strategy
NSS	National Security Strategy
O&M	Operations and Maintenance (referring to funds)
OCO	Overseas Contingency Operations (referring to funds)
OPLAN	Operation Plan
OPNAV	Chief of Naval Operations
OPNAVINST	Chief of Naval Operations Instruction
OSD	Office of Secretary of Defense
OSD-C	Office of Secretary of Defense-Comptroller
P&A	Price and Availability
PB	President’s Budget
PCS	Permanent Change of Station
PEB	Program Evaluations Board(s)
PEP	Personnel Exchange Program
PBIS	Program Budget Information System
PKO	Peacekeeping Operations
PL	Strategy and Plans Division (within DC PP&O)
PL/PLU	International Affairs Branch (within DC PP&O/PL)
PME	Professional Military Education
PMOS	Primary Military Occupational Specialties
PN	Partner Nation(s)
PO	Operations Division (within DC PP&O)
PO/POC	Current Operations Branch (within PP&O/PO)

Pol-mil	Political-military
POM	Program Objective Memorandum
PPBEA	Planning, Programming, Budgeting, Execution, and Audit
PWG	POM Working Group
RAO	Regional Affairs Officer
RAS	Regional Affairs Senior Non-Commissioned Officer
RCLF	Regional, Culture and Language Familiarization
RDT&E	Research, Development, Test and Evaluation
RS	Regional Section
SA	Security Assistance
SABRS	Standard Accounting, Budgeting and Reporting System
SAMM	Security Assistance Management Manual
SAN	Security Assistance Network
SC	Security Cooperation
SCEP	Security Cooperation Engagement Plan
SCETWG	Security Cooperation Education Training Working Group
SCO	Security Cooperation Organization(s)
SC OAG	Security Cooperation Operational Advisory Group
SCPC	Security Cooperation Planners Course
SCPEC	Security Cooperation Planning and Execution Cycle
SCWDP	Security Cooperation Workforce Development Program
SC WG	Security Cooperation Working Group
SDO	Senior Defense Official
SE	Supporting Establishment
SFA	Security Force Assistance
SMART	Specific, measureable, achievable, relevant/results-oriented, and time-bound
SME	Subject Matter Expert
SMEE	Subject Matter Expert Exchange
SOP	Standard Operating Procedures
SPMAGTF	Special Purpose Marine Air-Ground Task Forces
SSA	Security Sector Assistance
SSCI	Significant Security Cooperation Initiatives
S&T	Science and Technology
TAD	Temporary Additional Duty
TECOM	Training and Education Command
TEMINS	Temporary Duty Under Instruction
TFSD	Total Force Structure Division (within DC CD&I)
TSC	Theater Security Cooperation
U.S.C.	United States Code
WMD	Weapons of Mass Destruction

APPENDIX B

Definitions

These definitions are for USMC use only. They are not intended to contradict existing policy or doctrinal definitions.

Absorptive capacity	The extent to which a PN can support, employ, and sustain a given capability or piece of equipment independently.
Advise Missions	SC missions more limited in scope, as the "advise role is viewed as the least permissive and generally allows US forces to only train and advise at FSF training locations but not go with the FSF during operations. The advise role normally restricts US integration during FSF operations and involves training only, training and equipping, or training and advising." (See JP 3-22, Foreign Internal Defense)
Assist Missions	SC missions are more permissive. A US role for assist missions "can allow US integration during FSF operations with caveats that may restrict US forces from physically going with the FSF through their final assault. The assist role can permit US forces and assets supporting FSF operations during enemy engagement and attempts to provide US capability support to the trained FSF (i.e., US intelligence support, air support, medical support)." (See JP 3-22, Foreign Internal Defense)
Compatible Interoperability	The second highest level of interoperability; Foreign forces are able to interact with USMC forces in the same geographic battlespace pursuing common goals.
Deconflicted Interoperability	The lowest level of interoperability; Foreign forces can coexist in the same geographic battlespace, but not necessarily engage in combat together.
Defense Institution Building	SC activities that empower PN defense institutions to establish or re-orient their policies and structures to make their defense sector more transparent, accountable, effective, affordable, and responsive to civilian control. (See DoD Directive 5205.82)
Direct Commercial Sales	A sale of defense articles or defense services made under a Department of State issued license by U.S. industry directly to a foreign buyer, and which is not administered by DoD through FMS procedures. (See reference (ak))
Excess Defense Articles	Defense articles owned by the USG which are neither procured in anticipation of military assistance or sales requirements, nor procured pursuant to a military assistance or sales order. EDA are items (except construction equipment) that are in excess of the

	Approved Force Acquisition Objective and Approved Force Retention Stock of all DoD components at the time such articles are dropped from inventory by the supplying agency for delivery to countries or international organizations. (See reference (ak))
False Impressions	National Disclosure Policy specifically requires avoidance of creating false impressions to foreign countries about potential purchases or SC opportunities (e.g., KLEs, multinational military exercises). USG personnel must consider releasability, disclosure, sanctions, and all required coordination before indicating that a sale or agreement from the USG is possible. (See references (k) and (aj))
Field Studies Program	Each international military student attending a formal U.S. course must participate in the Foreign Studies Program. The objective is to provide a view of U.S. society and institutions outside the classroom. Topics of instruction include: Human Rights with a focus on Diversity and American Life; USG Institutions; Political Processes; the Judicial System; Free Market Capitalism; Media; International Peace and Security; and Law of War. (See reference (ak))
Foreign Military Sales	A non-appropriated program through which eligible foreign governments purchase defense articles, services, education, and training from the USG. (See reference (ak))
Foreign Military Sales Case	A U.S. LOA, and any subsequent Amendments or Modifications, which has been accepted by a foreign country. (See reference (ak))
Foreign Military Financing Program	Congressionally appropriated grants and loans which enable eligible foreign governments to purchase U.S. defense articles, services, and training through either foreign military sales or direct commercial sales. (See reference (ak))
Implementing Agency	Organizations authorized to receive FMS Letters of Request and responsible for preparing and processing Letters of Offer and Acceptance per reference (ak) are known as IAs.
Integrated Interoperability	The highest level of interoperability; Foreign forces are able to merge seamlessly with USMC forces and are interchangeable.
International Military Education and Training Program	Program authorizing grant financial assistance for selected foreign military and civilian personnel to receive education and/or training in the United States, or in appropriate overseas facilities. (See reference (ak))

International Military Student Officer	U.S. military or civilian personnel, designated in writing by a commander or delegated authority, and charged with overseeing the care and wellbeing of IMS while in USMC education courses. (See reference (ak))
Letter of Offer and Acceptance	U.S. DoD letter by which the USG offers to sell to a foreign government or international organization U.S. defense articles and defense services pursuant to the Arms Export Control Act. The LOA lists the items and/or services, estimated costs, and the terms and conditions of sale; it also provides for the signature of an appropriate foreign government official to indicate acceptance. (See reference (ak))
Letter of Request	The term used to identify a request from an eligible FMS participant country for the purchase of U.S. defense articles and services. The request may be in message or letter format. (See reference (ak))
Planning, Programming, Budgeting, Execution, and Audit	The PPBE process determines resource allocation for the Department of Defense over a five-year cycle. The five phases of the PPBE are: Planning, Programming, Budgeting, Execution, and Audit.
Program Objective Memorandum	The final product of the Programming phase of the PPBEA process. A Component's POM displays the resource allocation decisions of the Military Department or Defense Agency to meet requirements spelled out in higher-level strategic guidance.
Measures of Effectiveness	MOEs may be used to determine effects created by SC activities, programs, and initiatives, objectives achieved, and progress toward stated ends goals. MOEs answer the questions: "are we doing the right things?" and "are we making progress against our objectives?" (See reference (l))
Measures of Performance	MOPs may be used to determine progress relative to accomplishment of tasks. MOPs answer the questions: "was the task completed?" and "was it completed to standard?" (See reference (l))
Security Assistance	Group of programs authorized by the Foreign Assistance Act of 1961 and the Arms Export Control Act of 1976 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; funded and authorized by the Department of State and administered by the DSCA. (See reference f)
Security Cooperation	SC encompasses all DoD interactions, programs, and activities with FSFs and their institutions, to build relationships that help promote U.S. access to territory, infrastructure, information, and resources;

	and/or to build and apply their capacity and capabilities consistent with U.S. defense objectives. (See reference (l))
Security Cooperation Office/Officer	DoD persons/organizations permanently located in foreign countries and assigned responsibilities for carrying out SC management functions; may include military assistance advisory groups, military missions and groups, and Offices of Defense and Military Cooperation, designated to perform SC functions. (See reference f)
Security Force Assistance	DoD activities – conducted under various programs to organize, train, equip, rebuild/build, and advise - that develop the capacity and capability of FSFs and their supporting institutions. (See reference (ak))
Security Sector Assistance	Whole of government approach to building the capacity and capability of a PN's security sector in order to achieve U.S. national security objectives; led by Department of State and supported by DoD, Department of the Treasury, Department of Justice, Department of Homeland Security, and USAID.
Senior Defense Official/Defense Attaché	Principal military advisor at an U.S. embassy on defense and national security issues, or the senior diplomatically accredited DoD military point of contact for all DoD matters involving an U.S. embassy. (See reference f)
Significant Security Cooperation Initiatives	Significant Security Cooperation Initiatives involve the application of multiple SC tools and programs, which may be overseen and managed by various DoD Components and the Department of State, over multiple years to realize a country- or region-specific objective or functional objective. (See reference g)
Total Package Approach	The Total Package Approach ensures that FMS purchasers can obtain support articles and services required to introduce and sustain equipment. In addition to the system itself, other items to consider in a total package include: training, technical assistance, initial support, ammunition, and follow-on support. (See reference (al))

APPENDIX C

Military-to-Military Visits to Marine Corps Organizations, Facilities, or Installations

1. Background. To improve Service coordination of M2M visits and provide supporting units adequate time to plan and higher headquarters and other interested organizations an opportunity to influence or capitalize on the visits, M2M visits will be conducted per the timelines and procedures outlined in this Appendix.

2. Criteria

a. Outlined timelines and procedures apply when M2M visits reach the following thresholds, due to level or type of visit:

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

(2) M2M visits exceeding five days or involving visits to more than two organizations, facilities, or installations.

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

(4) M2M visits with countries of a politically sensitive nature.

(5) M2M visits that are not habitually carried out through the Foreign Visit System (FVS).

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

b. 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 PN team to Camp Smith, HI (short visit within a MARFOR AOR, covered by a foreign visit request).

3. Execution. To the greatest extent possible, HQMC, supporting establishment, and FMF 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.

a. Military-To-Military (M2M) visits to Marine Corps organizations, facilities, or installations in the continental United States.

(1) Ninety days prior to the arrival of foreign visitors, the sponsoring organization or PN will request a visit via the Regional MARFOR and DC PP&O (PL) via AMHS. This request will be addressed to the major command to be visited.

(2) 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).

(3) 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 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.

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

(a) 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 may be sent directly from the originator to the PN in a manner comparable to the request (e.g., via FVS, formal letter from PLU, etc.). Within this confirmation, the PN's Embassy in Washington, DC will be notified to initiate the Foreign Visit Request (FVR) via the FVS NLT 30 days prior to arrival, if not already submitted.

(b) 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.

(5) 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.

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

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

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

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

(b) 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 per paragraph 3a(4)(a) of this Appendix.

(7) 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.

b. Military-To-Military (M2M) visits aboard Marine Corps installations overseas

(1) 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, per paragraph 3a(4)(a) above.

(2) 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.

(a) 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.

(b) 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.

(3) 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.

(4) In the event of a short-suspense request (i.e., less than 120 days for third-party visits 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.

c. Costs associated with M2M contacts are the responsibility of the sponsoring command, the PN, 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. SC planners should seek advice from their command's G4, G5, and G8, when necessary.

d. PLU will be notified when M2M visits with USMC take place aboard USN vessels. Requests for M2M that take place aboard USN vessels should be submitted 180 days prior.

4. Roles and Responsibilities

a. Regional Marine Component Commanders

(1) Receive or originate requests for M2M visits with PN, and:

(a) Forward favorable requests (with CCDR objective and pol-mil validation) via message to PLU with info copy to the intended hosting command(s).

(b) Decline requests that cannot achieve desirable effects.

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

(3) Receive and deliver confirmations or regrets to the PN or sponsoring command in a manner comparable to the initial request.

(4) 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.

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

(6) 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.

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

(8) Adhere to HHQ guidance with regards to the entry of M2M visits in G-TSCMIS, and its follow-on system. When necessary, refer to HQMC guidance governing the use of the G-TSCMIS, outlined within this Order. G-TSCMIS M2M entries should be provided NLT 30 days after the completion of the engagement and include AARs.

b. Deputy Commandant, Plans, Policies and Operations (DC PP&O) Strategy and Plans Division (PL)

(1) Receive PN requests for M2M contacts via foreign embassies in Washington, DC, HQMC, and supporting establishment organizations.

(2) Provide pol-mil and (when required) service objective validation prior to issuing a FOS message. Obtain CCDR objective validation from cognizant regional MARFOR.

(3) Receive and deliver confirmations or regrets to the PN or sponsoring command in a manner comparable to the initial request.

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

(5) 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.

(6) Adhere to and, when necessary, provide guidance with regards to the entry of M2M visits within G-TSCMIS, and its follow-on system, as outlined within this Order. G-TSCMIS entries should be provided NLT 30 days after the completion of the engagement and include AARs.

c. Sponsoring Command

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

(2) Provide or arrange funding source(s).

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

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

(5) Adhere to guidance with regards to the entry of M2M visits in G-TSCMIS, and its follow-on system (see reference (d)). G-TSCMIS entries should be provided NLT 30 days after the completion of the engagement and include AARs.

d. Hosting Command

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

(2) 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.

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

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

(5) Ensure any CUI and CMI to be disclosed during a M2M visit is reviewed by the command designated disclosure authority (DDA), also known as the 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.

e. Marine Corps Installations Command (COMMCICOM)

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

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

f. Commanding General, Training and Education Command (CG TECOM). Validate M2M for feasibility and supportability aboard facilities under TECOM cognizance.

g. Deputy Commandant, Information (DC I), Director, Intelligence (DIRINT). Provide FVR support via FVS for all emergency, one-time, and recurring visit requests.

5. After Action Reports. AARs 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 USMC. NLT 30 days following the completion of a M2M visit, AARs will be included in the visit G-TSCMIS entry.

APPENDIX D

No-Cost Lease Process

1. Background. In support of PN participation in U.S. territory-based bilateral or multilateral exercises with USMC forces, USMC may provide No-Cost Lease agreements of USMC small arms to PNs. Per Chapter 10 of this Order, the preferred method for PNs to participate in bilateral or multilateral exercises, is for PNs to be responsible for planning and coordinating all logistics and funding requirements, to include transportation of their small arms to the United States. There are instances, however, where PNs cannot bring their own small arms. As a result of these challenges, regional MARFORs may establish a no-cost short-term lease with a PN for USMC small arms if all other options have been exhausted.

2. Authority. A lease agreement constitutes an official government-to-government agreement and includes standard terms and conditions dictated by U.S. Law. No Cost Leases are implemented per references (y), (ak) and (av).

3. Criteria

a. No-Cost Leases may be applied to multinational military exercises. They are not applicable to Title 10 U.S.C. training activities.

b. The process described in this Appendix applies only to exercises held within U.S. territory, including aboard ships in U.S. territorial waters. Application of this Order outside of the United States or its territories will require a specific request via message traffic through DC PP&O, via Strategy and Plans Division and DC I&L, via Logistics Plans, Policies, and Strategic Mobility Division (LP). Decision to proceed with a No-Cost Lease agreement with a PN outside of U.S. territory will be made at the O-6 level or higher, as appropriate.

c. USMC small arms (e.g., M16s/M4s/M9s/M203s) eligible for provision through No-Cost Lease are as defined in reference (an). Small arms may only be leased to a country or international organization if that country and/or organization is eligible for FMS purchases per reference (ak). Leases of small arms are subject to the limitations of national disclosure policies.

d. No-cost lease agreements shall be limited to PNs that cannot fund a traditional lease with national funds or other appropriate USG funds and whose participation in the exercise is of significant benefit to the USMC.

4. No-Cost Lease Approval and Development

a. Regional MARFORs shall determine whether participating PNs will require or request the use of USMC small arms at no cost as early as possible in the planning cycle. MARFORs will submit a request for no-cost lease waiver approval NLT 180 days prior to the commencement of the exercise.

(1) If the MARFOR can source the small arms in support of the exercise internally, then the MARFOR will submit a naval message request seeking no-cost lease waiver approval with supporting justification through the appropriate regional desk officer at PP&O (PL) with an information copy to MCSC-IP and I&L (LP).

(2) If the MARFOR cannot source the items internally, they will submit the naval message request seeking no-cost lease waiver approval in addition to a FOS request with supporting justification through PP&O (PL) with an information copy to MCSC-IP and I&L (LP). If the lease request includes bulk arms and ammunition as defined in reference (an) (i.e., 16 small arms or more), the MARFOR FOS request will highlight this requirement to ensure appropriate coordination with I&L (LP) and PP&O (PS) for more specific guidance.

(3) The naval message requesting a no-cost lease waiver should include, at a minimum: the PN(s) requiring the no-cost lease agreement; MARFOR exercise points of contact; justification that PN participation in the exercise is of significant benefit to the USMC per OSD, JS, Department of the Navy, and/or Service-level guidance; make, model, and proposed quantities of small arms requested; and proposed duration of the no-cost lease agreement.

b. PP&O (PL) and I&L (LP) will review the MARFOR naval message NLT 120 days prior to the commencement of the exercise.

(1) The PP&O (PL) regional desk officer will validate that PN participation in the exercise is of significant benefit to the USMC per OSD, JS, Department of the Navy, and/or Service-level guidance.

(2) I&L (LP), ICW MARCORLOGCOM, will determine property availability and provide a recommended sourcing solution to lease USMC small arms to PN personnel in support of bilateral and/or multilateral exercises.

c. PP&O (PL), ICW LP, will release a coordinated approval message to NIPO, MCSC-IP, and the appropriate MARFOR.

d. NIPO will coordinate with Director, DSCA to ensure approval of no-cost lease waiver requests, as required by reference (ak). DSCA will also coordinate the lease agreement with Department of State.

e. NIPO and MCSC-IP will ensure that the No-Cost Lease and associated letter(s) of offer and acceptance are tasked via the Defense Security Assistance Management System (DSAMS) for development.

f. Once tasked in DSAMS, MCSC-IP will develop the lease agreement per references (ai) and (ak). Regional MARFORs should coordinate with MCSC-IP during the development of the No-Cost Lease agreement to ensure the lease meets the specific requirements of the exercise.

g. A lease support LOA will likely be required alongside a lease agreement. Any additional costs incurred in lease execution of the small arms (e.g., restoration, maintenance, transportation, accessorial costs, or other support costs incurred in connection with the lease) must be considered, priced, and included as a separate support case with the appropriate funding authority identified prior to the commencement of the exercise per reference (ak). These costs may be considered as part of the no-cost waiver per reference (av) or planned for through other appropriate USG authorities and appropriations (e.g., FMF, ACSA).

h. Lease agreements and LOAs must be written for not less than a 30-day period per reference (ak). PN lessees can return the leased small arms upon completion of the exercise, even if that period is shorter than 30 days.

Further, all lease agreements shall state that the USG may terminate the lease at any time, even if less than a 30-day period per reference (ak).

5. Execution. The lease agreement of defense articles to PNs will be executed per references (y), (ak), and (an).

a. DC I&L (LP) shall develop a logistics execution message for the MARFOR and/or supporting units executing the exercise. The execution message will contain guidance on, but not limited to, required reports, accountability requirements, return of small arms, etc. and will undergo legal review as part of the coordination effort per reference (ai).

b. USMC personnel executing bilateral or multilateral exercises shall ensure PNs adhere to USMC weapons management policies and guidance and amplifying guidance provided by HQMC.

c. Prior to the release of the small arms to the PN under the lease agreement, commanders shall provide small arms orientation or familiarization by a designated USMC instructor appropriate to the expected use of weapons prior to use (e.g., preventive maintenance, familiarization fire). No instruction beyond familiarization is approved unless there is both the appropriate authority and funding to conduct that training or activity per reference (ak).

(1) No-Cost Lease agreements incorporate lessee agreement to abide by such weapons handling and storage policies and procedures as directed by the unit issuing the small arms.

(2) Per reference (ak), lessees must agree to pay the costs of restoration or replacement if the articles are lost, damaged, or destroyed while leased. In the event a leased small arm is damaged beyond repair, not returned, etc., actions must be taken to report missing, lost, stolen, recovered (MLSR) weapons, as directed in reference (an) and the replacement cost must be collected via the associated support LOA.

d. Only U.S.-procured or -approved ammunition is authorized to be fired from USMC small arms leased to PNs. Ammunition to support leased PN small arms will be planned for and coordinated through the supporting MARFOR/MEF via the appropriate funding and authority to fund the ammunition.

e. The hosting unit commander is responsible to mitigate risk associated with PN possession of small arms and ammunition outside of U.S. installations when transporting small arms off and between installations and vessels during an exercise.

(1) PN personnel should not be permitted to remove USMC small arms off U.S. installations.

(2) Small arms provided pursuant to No-Cost Leases should only be transported in conveyances (i.e., vehicles, vessels, aircraft) owned or leased by the USG or National Guard.

(3) Small arms shall be under the control of the USG in the event of transportation between installations and vessels for purposes of the exercise per references (an) and (ao).

f. PN personnel will be required to perform routine weapons care IOT return small arms in operable, clean, and complete condition.

APPENDIX E

Foreign Military Sales Support to Exercises

1. Background. The FMS process may be employed in support of FSF participation in bilateral, multilateral, or unilateral exercises at U.S. installations or facilities. The term "FMS exercise" is used to describe any unilateral foreign exercise involving USMC installations, facilities, or personnel where the costs are funded via the FMS process. The term "FMS supplemented exercise" is used to describe any multinational exercise involving USMC installations, facilities, or personnel where some but not all costs are funded via the FMS process.

2. Execution

a. USMC forces conducting FMS or FMS supplemented exercises are encouraged to include MCSC-IP in all planning conferences IOT facilitate coordination of the intricacies and requirements associated with FMS or FMS supplemented exercises. 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) 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).

(3) NLT 160 days prior to the start of the exercise, DC PP&O (PL) 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) their assessment and response to the FOS.

(5) NLT 135 days prior to the start of the exercise, DC PP&O (PL) will approve or disapprove the exercise request based on supportability, pol-mil acceptability, and compliance with current DoD guidance. DC PP&O (PL) 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 NIPO the letter of request for the FMS exercise.

(9) NLT 60 days prior to the start of the exercise, the SCO, ICW the regional MARFOR, will work to ensure the exercising country returns the signed 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.

b. ITOs are required for every exercise participant if those participants are the recipients of USMC-provided training, funded in part or in full via the FMS process. ITOs are issued by the SCO and are at no cost to the USG. PNs 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. NATO travel orders cannot be used in lieu of ITOs.

c. 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, interoperability, and/or familiarization orientation type briefings, ITOs are not required.

d. If an exercise force does not require an ITO, they will still require an approved FVR in 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, DC to HQMC. Reference (k) details USMC policies and procedures for FVR and FVS.

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