



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

MCO 5710.6E
PPO (PLU)
15 Oct 2025

MARINE CORPS ORDER 5710.6E

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS SECURITY COOPERATION

Ref: See enclosure (1)

Encl: (1) References
(2) Reports Required
(3) Marine Corps Security Cooperation

1. Situation. The United States cannot achieve acceptable and sustainable strategic objectives on its own. Allies and partners are central to how the Joint Force and the United States Marine Corps (USMC) operate and compete globally. As the Joint Force's strategic center of gravity and as an asymmetric advantage, the United States network of alliances and partnerships underpins the U.S. defense strategy by enhancing power projection, improving deterrent capability, expanding access, complicating adversary decision calculus, and enabling coalitions to share the burden of our collective defense. Forces conducting Security Cooperation (SC) are integral to campaigning and enable stand-in forces to compete and facilitate the transition to conflict, if required, as part of multinational operations. SC is a common activity occurring across all communities and warfighting functions in the USMC, and it is an essential enabler for USMC operating concepts such as Expeditionary Advanced Base Operations and stand-in forces. 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 military and security capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access, basing, and overflight. SC supports Service Chief priorities and is a critical enabler for the Secretary of Defense (SecDef), Chairman of the Joint Chiefs of Staff (CJCS), and Combatant Commanders (CCDRs) to achieve operational objectives. SC supports allied and partner nation security objectives that align with U.S. regional security interests. Executing campaign plans is a way to achieve desired ends, and SC activities are supporting means rather than ends unto themselves. This Order promulgates USMC policies and procedures for SC, which also includes Security Assistance (SA) and Security Force Assistance (SFA). SC and its included elements are critical enablers for USMC contributions to strategic competition and crisis response.

2. Cancellation. MCO 5710.6D

3. Mission. Per the references, the USMC plans and executes SA programs and generates forces to support the planning, coordination, execution, assessment, monitoring, evaluation, and reporting of SC activities to achieve

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

SecDef, CJCS, and CCDR objectives and end-states while aligning with Service priorities.

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 Service-level policies and procedures to facilitate the planning and execution of SC by constituent stakeholders.

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

(2) Concept of Operations

(a) USMC SC engagements and programs enable USMC operations by coordinating access, basing, and overflight for USMC forces and materiel; developing interoperability with highly capable allies and partners; and contributing to deterrence through combat-credible USMC, Joint, combined, allied, and partner nation capabilities.

(b) USMC SC engagements and programs contribute to the operational capabilities of the 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.

(d) USMC will maximize economy of force efforts and support implementation of CCDR and Commandant of the Marine Corps (CMC) strategies.

(e) The USMC coordinates with the U.S. Navy and U.S. Coast Guard on SC plans and programs as outlined in reference (b) to identify innovative force packages for SC that reduce the burden on individual services and meet national and theater strategic objectives. The USMC also coordinates with services and interagency elements that hold geographic or domain responsibilities for specific SC plans and programs.

(f) HQMC provides guidance on the best usage and employment of USMC forces based on the Service's responsibilities to organize, train, and equip, per Title 10 U.S. Code. HQMC coordinates with multiple Service stakeholders to facilitate the planning and execution of SC activities that support unity of effort between CCDR SC requirements, CMC priorities, and broader DoD strategy. HQMC SC activities routinely include military engagements and developmental activities (organize, train, equip, advise).

(g) The USMC conducts SC with Fleet Marine Forces (FMFs), task-organized and trained for SC, as determined by Marine Corps Component Commands (MARFORs), in accordance with USMC capabilities. HQMC and its supporting establishment conduct SC and manage SC programs that pertain to Service resources.

1. The FMF (teams, detachments, and task forces) - including Marine Expeditionary Units (MEU) and other Marine Air-Ground Task Forces (MAGTF) - execute USMC and CCDR SC activities.

2. The FMF conducting SC provides 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. The FMF, task-organized to conduct SC activities, trains appropriate to the Area of Responsibility (AOR) to which it deploys and shall include functional expertise, advisor skills, language abilities, cultural understanding, and force protection. Additionally, Marines receive SC-related training via core military skills and professional military education (PME) throughout their careers. Advisor, language, and cultural skills are key to understanding the operating environment and enable effective multinational operations critical to mission success.

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

b. Tasks

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

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

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

(c) Represent the USMC in the preparation of Joint and DoD 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 in coordination with the Deputy Undersecretary of the Navy for Policy office (DUSN(P)), Office of the Chief of Naval Operations for Operations, Plans, and Strategy (OPNAV N3/N5), and Coast Guard Deputy Commandant for Operations - International Affairs (DCO-1-2), to achieve greater coordination and integration of maritime SC efforts.

(e) In coordination with the Inspector General of the Marine Corps, develop and maintain an Inspector General (IG) functional area checklist for SC.

(f) Per Title 10 U.S. Code, coordinate the provision of organized, trained, and equipped forces to plan, conduct, and assess SC activities.

(g) As the CMC-designated lead for Global Force Management (GFM), assess and articulate the risk to the Service associated with proposed SC activities/events, prioritize Joint Staff-validated CCDR requests for forces to conduct SC activities, and serve as the approval authority for force allocation and individual sourcing recommendations to conduct SC activities.

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

(i) As the FMF Enterprise Program Team, lead Service efforts to validate and prioritize SC requirements, resourcing, and risk based on reference (a), while balancing CCDR requests with emerging requirements.

(j) Monitor and evaluate USMC SC activities via DoD systems of record in accordance with references (c) and (l). Make recommendations for changes to resource allocation (forces and funds) and/or direct changes, as required.

(k) Support SECNAV and CMC international engagements and travel, to include recommendations for events and ally and partner visits, and preparation for the events (e.g., background materials and talking points).

(l) In coordination with USMC SC stakeholders, conduct Service-level staff talks with military services from select allies and partners based on CMC SC priorities articulated in reference (a). DC PP&O shall serve as the USMC head of delegation for Service-level staff talks.

(m) Coordinate with Deputy Commandant for Information (DC I), the review and approval of self-invited visits from senior foreign military and defense officials.

(n) Coordinate with Communication Directorate (CD) and MARFORs to ensure SC activities and corresponding messaging is synchronized with United States Government (USG) strategic communication objectives.

(o) Utilizing various systems, maintain awareness of Service resources expended on SC, analyze lessons learned, and advise USMC stakeholders on potential SC efficiencies through changes to doctrine, organization, training, materiel, leadership, personnel, facilities, or policy.

(p) Serve as the functional sponsor for Socium (the DoD program for planning, assessing, monitoring, and evaluating SC activities and events). Lead USMC coordination with the Defense Security Cooperation Agency (DSCA) and Joint Staff to identify USMC Socium requirements, enhancement of user interface and workflows, data sharing with other systems (e.g., Command and Control of the Information Environment), and develop the USMC Socium Guidebook (reference (c)).

(q) Per reference (d), designate dedicated USMC Security Cooperation Workforce (SCW) personnel, including key SC billets, for inclusion in the DSCA-defined Security Cooperation Workforce Development

Program (SCWDP). Provide recommendations for SCWDP standards to OSD and DSCA.

(r) Ensure personnel assigned to SCW-designated billets in PP&O are trained and certified to SCWDP requirements outlined in reference (d).

(s) Track the training and certification of Service-designated SCW personnel across the Service to SCWDP requirements per Chapter 3 of this Order.

(t) Serve as the HQMC sponsor for policy and oversight of the Advisor (0570), Operational Advisor (0571), and SC Planner (0560) free military occupational specialties (FMOSs).

(u) Establish minimum training and education standards for USMC SC billets and SC mission essential tasks (METs), to include required planning, assessment, monitoring and evaluation skills, based on OSD, Joint, 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.

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

(x) In coordination with Commanding General, Training and Education Command (CG TECOM), 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 1 of this Order, to ensure implementation of reference (e).

(aa) Review USMC SA programs and, in coordination with the respective MARFOR Commander and Supporting Establishment stakeholders, determine availability of equipment and personnel to support a full-service approach to SA training, maintenance, sustainment, etc. Assess risk of conducting SA programs to current and future USMC operations.

(ab) Coordinate with Marine Corps Systems Command - International Programs (MCSC-IP) and TECOM, as required, to support the preparation and consolidation of USMC Foreign Military Sales (FMS) and Foreign Military Financing administrative budgets.

(ac) In coordination with Deputy Commandant, Installations and Logistics (DC I&L), Logistics Division (LP), and MCSC-IP, reserve USMC equipment inventory designated for SA programs (listed in Chapter 1 of this Order).

(ad) Validate SA-related mil-mil contacts and multinational training and exercises with FSFs involving continental United States (CONUS)

based (or non-deployed) Marine Forces, and installations and facilities per Appendix F of this Order.

(ae) Prioritize, allocate, and coordinate USMC PME quotas for international military students (IMS) according to Service priorities and pass approved list of allocations to TECOM for execution.

(af) Ensure SC activities conducted or supported by the FMF are prioritized and synchronized during GFM internal sourcing processes and within Program Objective Memorandum (POM) submission deadlines, such as USMC Force Management Summits and Force Synchronization Conferences.

(ag) Using the GFM process, approve and source individual augments, teams, and detachments to support the assessment, monitoring, and evaluation (AM&E) efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

(ah) In coordination with TECOM, conduct manager and author responsibilities in support of the development of Service SC training publications in accordance with TECOM doctrine management process.

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

(a) In coordination with DC PP&O, lead SC-related structure analysis and capability development through the USMC Force Development System.

(b) Support the development of Service capabilities that enhance coalition interoperability with select FSF per reference (a).

(c) Represent the USMC in the preparation of Joint studies and reports pertaining to SC as required. Coordinate with DC PP&O and utilize the Marine Corps Center for Lessons Learned and the Joint Lessons Learned Info System, as appropriate.

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

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

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

(g) Integrate SC into Service wargames, as requested by DC PP&O, to evaluate SC focus areas, as outlined in reference (a).

(h) Identify and invite priority allies to participate in Service wargames per reference (a), to the extent practicable.

(i) Form research, analysis, and gaming partnerships with war colleges or similar institutions in select nations in support of reference (a).

(j) Support TECOM in the analysis, design, development, implementation, and evaluation of SC training and education, as defined in Chapter 3 of this Order.

(k) Implement HQMC resource decisions (e.g., Marine Requirements Oversight Council) to ensure FMF are 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) Identify to International Affairs Branch (PP&O) Socium POC responsible for ensuring all applicable DC CD&I SC activities are entered into Socium per reference (c).

(m) Coordinate all GFM/force structure requirements; Planning, Programming, Budgeting, Execution, and Audit (PPBEA); and capability portfolio management for Joint capability area requirements.

(n) Incorporate SC activities, authorities, and planning into concept-based experiments and wargames where applicable in coordination with SC stakeholders and regional MARFORs.

(o) Participate in SC governance initiatives per Chapter 1 of this Order and reference (e).

(p) As approved through the GFM process, support the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

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

(a) Coordinate with OSD's Cost Assessment and Program Evaluation Office, OSD-Comptroller, DON, Office of Management and Budget, DSCA, and DC PP&O (PLU) to ensure Service SC costing data and guidance reflect best practices.

(b) Develop policies and standard operating procedures (SOP), in coordination with DC PP&O, for USMC comptrollers to capture and track the cost of SC activities using Defense Agencies Initiative.

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

(d) Lead cost analysis and assessment efforts, as required.

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

(f) Conduct KLEs with FSF counterparts, as appropriate, in coordination with DC PP&O, DC I, CD, and the applicable regional MARFOR.

(g) Participate in SC governance initiatives per Chapter 1 of this Order and reference (e).

(h) As approved through the GFM process, support the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

(i) In coordination with DC I&L, establish Service-level policy for the payment process of Acquisition and Cross-Servicing Agreements (ACSAs) in accordance with reference (h) and appoint a Service-level senior official to be responsible for the implementation of the ACSA financial management responsibilities.

(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 include Marines with advisor skills) to FMF units and regional MARFORs.

(b) In collaboration with DC PP&O (PLU), Deputy Commandant for Aviation (DC AVN), and DC I, ensure the assignment of Marines to SCO, Marine Attaché, and PEP personnel support 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 3 of this Order.

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

(e) As approved through the GFM process, support the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

(f) Participate in SC governance initiatives per Chapter 1 of this Order and reference (e).

(g) In coordination with DC PP&O (PLU) and Marine Corps Forces Reserve coordinate and oversee exchanges under the DoD Military Reserves Exchange Program.

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

(a) Support the development of capabilities that enhance interoperability, as defined in Chapter 1 of this Order, with select allies and partners per reference (a) and I&L 2030 lines of effort.

(b) In coordination with MCSC and assisted by the Commanding General, Marine Corps Logistics Command (MARCORLOGCOM), and the Commander, Marine Corps Installations Command (MCICOM), review ground equipment-related SA matters to certify the availability/non-availability of assets in support of SA programs.

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

(d) Establish Service policy for the use of ACSAs in accordance with reference (h). Appoint a Service-level ACSA manager to provide guidance to MARFORs and Marine Expeditionary Forces (MEFs); administer and provide oversight of Service-level utilization of ACSAs as per reference (h). Participate in SecDef and Joint Staff-level meetings and working groups for the ACSA program.

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

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

(g) Identify to DC PP&O (PLU) Socium POC responsible for ensuring all applicable DC I&L SC activities are entered into Socium per reference (c).

(h) Coordinate SC activities with appropriate regional MARFORs in accordance with your organization's area of competency.

(i) Participate in SC governance initiatives per Chapter 1 of this Order and reference (e).

(j) As approved through the GFM process, support the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

(6) Deputy Commandant, Aviation (DC AVN)

(a) Support the development of capabilities that enhance interoperability, as defined in Chapter 1 of this Order, with select allies and partners per reference (a), to include pursuit of aviation acquisition programs.

(b) In coordination with DC PP&O, Naval Air Systems Command (NAVAIR), Navy International Programs Office (NIPO), TECOM G3, and the applicable Joint Program Office, provide Service-level guidance regarding USMC aviation participation (e.g., airshows, static displays, etc.) to support FMS and follow-on aviation training.

(c) In coordination with DC PP&O, DC M&RA, and the applicable regional MARFOR, provide Service-level process and guidance for decision-making regarding USMC aviation participation in foreign exchanges (including PEP placement), courses, and exercises, including use of facilities and other resources.

(d) In coordination with the applicable regional MARFOR, DC M&RA, and DC PP&O, coordinate and validate staff liaison and exchange programs between the USMC and allied and partner nation aviation personnel.

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

(f) Conduct KLEs with FSF counterparts, as appropriate, in coordination with DC PP&O, DC I, CD, and the applicable regional MARFOR.

(g) Identify to DC PP&O (PLU) Socium POC responsible for ensuring all applicable DC AVN SC activities are entered into Socium per reference (c).

(h) Coordinate SC activities with appropriate regional MARFORs in accordance with your organization's area of competency.

(i) Participate in SC governance initiatives per Chapter 1 of this Order and reference (e).

(j) As approved through the GFM process, support the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

(7) Deputy Commandant, Information (DC I)

(a) In coordination with or in support of national and CCDR intelligence directorates, develop intelligence and information-sharing agreements with key allies and partners per CMC priorities outlined in reference (a), as required.

(b) Shape engagement with allies and partners in activities related to information and Command, Control, Communications and Computers (C4) programs and policies to improve collective and individual situational awareness and enhance regional maritime security.

(c) In coordination with DC PP&O and regional MARFORs, conduct intelligence cooperation talks with designated CMC priority allies and partners per reference (a).

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

(e) In coordination with the Defense Intelligence Agency, coordinate foreign attaché affairs related to diplomatic and intelligence issues.

(f) In coordination with DC PP&O and the regional MARFORs, provide recommendations to DC M&RA and DC CD&I on assignment of Marines to externally assigned SC billets to include Senior Defense Officials/Defense Attachés, Marine Attachés, and intelligence PEP personnel.

(g) Coordinate and validate staff liaison and exchange programs between the USMC and allied and partner nation intelligence, C4, and information personnel. Coordinate with DC M&RA and DC PP&O as appropriate.

(h) As the Senior Language Authority, per reference (i), support USMC SC via policies and programs that enable the creation and maintenance of language capabilities. Coordinate with DC M&RA and DC PP&O as appropriate.

(i) Monitor SC activities for counterintelligence concerns related to counterterrorism and force protection when requested by activity planners or implementers, in accordance with reference (j).

(j) Review intelligence-related and information SC matters.

(k) Assist the MARFORs in developing and executing information operations and intelligence training for allied and partner nation FSF, as requested.

(l) Participate in Service-level and MARFOR staff talks with military services from select allies and partners, as identified by DC PP&O.

(m) Conduct KLEs with FSF counterparts, as appropriate, in coordination with DC PP&O, CD, and the applicable regional MARFOR.

(n) As approved through the GFM process, support the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

(o) Identify to DC PP&O (PLU) Socium POC responsible for ensuring all applicable DC I SC activities are entered into Socium per reference (c).

(p) Participate in SC governance initiatives per Chapter 1 of this Order and reference (e).

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

(a) In coordination with DC PP&O (PLU), develop and support communication plans and campaigns for DC PP&O SC priorities and key activities.

(b) Lead communication synchronization efforts between DC PP&O, DC I, and the relevant MARFOR to ensure messaging related to the corresponding SC activities is aligned with USG strategic communication objectives.

(c) In coordination with PLU, develop communication plans and facilitate engagement with key audiences to increase their understanding of USMC support to SC activities and Service SC objectives.

(d) Assist the MARFORs in developing and executing public affairs, combat camera, and visual information training for allied and partner nation FSF, as requested.

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

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

(g) Coordinate SC activities with appropriate regional MARFORs in accordance with your organization's area of competency.

(h) As approved through the GFM process, support the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

(9) Counsel for the Commandant of the Marine Corps and Staff Judge Advocate to Commandant of the Marine Corps

(a) Provide legal advice to HQMC consistent with references (bd) and (be).

(b) Participate in Service-level staff talks with military services from select allies and partners, as identified by DC PP&O.

(c) As approved through the GFM process, support the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

(10) Commanding General, Training and Education Command (CG TECOM)

(a) In coordination with DC CD&I and DC PP&O, support the development of Service SC doctrine and support the development and review of Joint and intergovernmental SC-related doctrine.

(b) Maintain a formal school to train USMC SC planners and advisors and to award military occupational specialties, in support of operational requirements as defined in Chapter 3 of this Order.

(c) In coordination with DC PP&O (PLU), develop, refine, implement, and resource SC training to ensure the force possesses the requisite knowledge, skills, and abilities to plan, execute, and assess SC activities.

(d) Support, coordinate, manage, and execute SA education and training programs for IMS, including the field studies program; International Military Education and Training (IMET) program; and the Foreign Military Financing Program (FMFP), in accordance with the USMC SC guidance, CCDR recommendations, and foreign disclosure requirements.

(e) In coordination with DC PP&O (PLU), review IMS school quota prioritization and confirm the number of allocations.

(f) Provide oversight of the international military student officer (IMSO) workforce and training in accordance with references (k), (l), and Chapter 3 of this Order.

(g) Facilitate training conducted during exercises involving FSF on USMC facilities and installations per Chapter 3 of this Order.

(h) Designate a Field Studies Program Manager to consolidate, approve, and submit the annual USMC Field Studies Program's plan and budget.

(i) Review and manage USMC SC training standards via reference (m).

(j) In coordination with DC CD&I and DC PP&O, integrate relevant SC knowledge, skills, and abilities into formal PME curriculums.

(k) In coordination with DC PP&O (PLU) and other higher headquarters initiatives, establish an alumni program for all USMC resident PME programs with IMS. The alumni program shall include tracking IMS who attain positions of prominence in their parent nations (e.g., general or flag officer, Minister of Defense, etc.). Encourage previous, current, and future students/alumni to participate in the alumni program.

(l) In coordination with DC PP&O (PLU), develop and maintain a five-year FPME plan for desired USMC participation based on alignment to reference (a).

(m) Provide advisor-specific and engagement skills pre-deployment training for units with SFA and SC mission sets.

(n) Ensure personnel assigned to SCW-designated billets in TECOM are trained and certified to SCWDP requirements outlined in reference (d).

(o) Identify to DC PP&O (PLU) an SCWDP POC responsible for tracking the training and certification of TECOM personnel to SCWDP requirements per Chapter 3 of this Order.

(p) Participate in SC governance initiatives per Chapter 1 of this Order and reference (e).

(q) As approved through the GFM process support the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

(11) Commander, Marine Corps Systems Command - International Programs (MCSC-IP)

(a) Serve as the MCSC SC Office per reference (n).

(b) Plan, coordinate, implement, and execute all USMC SA acquisition and logistics related to ground equipment and exercises. This includes the sale of, or lease and transfer of all USMC defense articles (except for aviation and related articles), services, and associated support to allies and partners.

(c) 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.

(d) In coordination with DC PP&O (PLU), support the development and review of Service, Joint, and intergovernmental SA-related doctrine, policies, authorities, and initiatives.

(e) Manage and facilitate USMC SA-related international agreements and comparative testing programs, to include disclosure review of requests for classified information, technology transfer, procedures, instructions, and technical data packages.

(f) Provide Foreign Disclosure guidance for National Disclosure Policy Category 2, Category 3 and Category 4 for all USMC ground systems. Provide export control guidance for USMC-related export licenses and manage the End User Certificate process for all USMC ground equipment and aviation ground support items.

(g) Ensure mutual understanding of allied and partner nation capability gaps, potential acquisitions, and on-going FMS cases to inform key leader engagement (KLE) talking points and coordinated approaches to allied and partner nation acquisitions and capability integration.

(h) As approved through the GFM process, support the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

(i) Ensure personnel assigned to SCW-designated billets in MCSC SCO are trained and certified to SCWDP requirement outlined in reference (d).

(j) Identify to DC PP&O (PLU) an SCWDP POC responsible for tracking the training and certification of MCSC personnel to SCWDP requirements per Chapter 3 of this Order.

(k) In coordination with DC PP&O (PLU) and regional MARFORs, participate in the bi-annual NIPO-sponsored Capability Development Board and Interoperability Requirements Board.

(l) Participate in Service-level and MARFOR staff talks with military services from select allies and partners, as identified by DC PP&O.

(m) Conduct KLEs with FSF counterparts, as appropriate, in coordination with DC PP&O, DC I, CD, and the applicable regional MARFOR.

(n) Identify to DC PP&O (PLU) Socium POC responsible for ensuring all applicable MCSC-IP conducted SC activities are entered into Socium per reference (c).

(o) Coordinate SC activities with appropriate regional MARFORs in accordance with your organization's area of competency.

(p) Participate in SC governance initiatives per Chapter 1 of this Order and reference (e).

(12) Commander, Marine Corps Forces Command (MARFORCOM)

(a) Organize, train, equip, certify, and deploy (applies to activated reservists upon transfer of command as an Intermediate Location (ILOC)) Service-retained units and personnel to conduct SC in support of combatant command (CCMD) requirements, as approved by DC PP&O and in accordance with CJCS GFM force allocation guidance and Service SC objectives outlined in reference (a).

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

(c) Conduct KLEs with FSF counterparts, as appropriate, in coordination with DC PP&O, DC I, CD, and the applicable regional MARFOR.

(d) Identify to DC PP&O (PLU) Socium POC responsible for ensuring all applicable MARFORCOM and II MEF SC activities are entered into Socium (c).

(e) Participate in SC governance initiatives per Chapter 1 of this Order and reference (e).

(f) Upon receipt of SC-related feasibility of support (FOS) messages via DC PP&O from the MARFORs or allies and partners for Service-retained forces, assess FOS and provide recommendations and response per Service guidance and per Chapter 2 and Appendix C of this Order.

(g) As approved through the GFM process, provide individuals, units, and teams to support the AM&E efforts of SC activities per Chapter 2 of this Order.

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

(a) Promote the inclusion of CMC SC priorities, as outlined in reference (a), in CCMD campaign plans and activities to inform best use of USMC forces in CCMD planning, as appropriate.

(b) In order to inform HQMC support, report on accomplishment of goals outlined in reference (a).

(c) Provide DC PP&O (PLU) a final version of the MARFOR component support plan to CCMD campaign plans, as well as a copy of any USMC SC proposals submitted to the CCMD (e.g., train-and-equip proposals).

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

(e) Ensure personnel planning and/or executing campaigning, multinational, and coalition activities and operations are appropriately trained and educated per SC training and education requirements outlined in Chapter 3 of this Order.

(f) Provide CG TECOM accurate Training Input Plan projections yearly for production of 0560, 0570, 0571 FMOSs.

(g) Ensure personnel assigned to SCW-designated billets in the regional MARFORs are trained and certified to SCWDP requirements outlined in reference (d).

(h) Identify to DC PP&O (PLU) an SCWDP POC responsible for tracking the training and certification of SCWDP requirements for MARFOR personnel stationed within the AOR per Chapter 3 of this Order.

(i) In coordination with DC PP&O (PLU), DC I&L, and MCSC-IP, facilitate exercises with foreign forces on USMC installations and facilities.

(j) In coordination with DC PP&O and DC P&R, facilitate risk-informed programmatic decisions, to include providing authoritative documents, identifying full operational requirements and historical resourcing, and analyzing associated risks.

(k) Per DC P&R SC budgeting and costing guidance, accurately track SC expenditures in authoritative data systems (e.g., Defense Agencies Initiative, Program Budget Information System).

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

(m) In coordination with DC AVN, MCSC, and NIPO, where feasible, demonstrate relevant weapons systems, equipment, and aircraft to support potential allied and partner nation FMS procurement per USG and USMC interests (e.g., exercises, air shows, exhibitions, and KLEs).

(n) As approved through the GFM process, provide support to the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

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

(p) Conduct assessments of FSF and develop multi-year engagement plans, as required by the CCMD.

(q) Provide all assessments of FSFs, and/or FSF units; SC plans; and AARs to the Marine Corps Center for Lessons Learned for inclusion in the SC repository.

(r) Monitor and evaluate 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.

(s) 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.

(t) Share Socium best practices with DC PP&O (PLU) for inclusion into reference (c).

(u) Identify to DC PP&O (PLU) Socium POC responsible for ensuring all applicable MARFOR and MEF conducted SC activities are entered into Socium, per reference (c).

(v) Participate in Service-level staff talks with military services from select allies and partners, as identified by DC PP&O.

(w) In support of CCMD Campaign Plans and Service-level SC priorities as specified in reference (a), conduct KLEs with FSF counterparts, as appropriate. In coordination with DC PP&O, DC I, and CD, and support relevant Service-level KLEs with FSF counterparts. Facilitate alignment of KLE talking points across the Service for the MARFOR's respective AOR.

(x) Participate in SC governance initiatives per Chapter 1 of this Order and reference (e).

(y) Upon receipt of SC-related FOS messages via DC PP&O, per Chapter 2 of this Order, assess FOS and provide recommendations and response per Joint Staff and Service guidance.

(14) Commanders, Marine Corps Forces Cyberspace Command

(a) Promote the inclusion of CMC SC priorities, as outlined in reference (a), in appropriate campaign plans and activities to inform best use of USMC forces for U.S. Cyber Command (USCYBERCOM) / U.S. Space Command (USSPACECOM) planning, as appropriate.

(b) Coordinate with USCYBERCOM/USSPACECOM and MARFORs to synchronize SC activities by facilitating communication regarding resources and effects throughout the cyber and space domains.

(c) Ensure personnel conducting campaigning, multinational, and coalition activities, exercises, and operations are appropriately trained and educated per SC training and education requirements outlined in Chapter 3 of this Order.

(d) In coordination with DC PP&O (PLU), DC I&L, and MCSC-IP, perform functions to facilitate exercises with foreign forces on USMC installations and facilities.

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

(f) Conduct KLEs with FSF counterparts, as appropriate, in coordination with DC PP&O, DC I, CD, the applicable regional MARFOR, and the respective functional CCMD.

(g) Conduct assessments of the FSF and develop multi-year engagement plans, as required.

(h) Provide all assessments of FSFs, and/or FSF units; SC plans; and AARs to the Marine Corps Center for Lessons Learned for inclusion in the SC repository.

(i) Monitor and evaluate 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.

(j) Identify to DC PP&O (PLU) Socium POC responsible for ensuring all applicable MARFORCYBER/MARFORSPACE SC activities are entered into Socium per reference (c).

(k) Participate in SC governance initiatives per Chapter 1 of this Order and reference (e).

(l) Upon receipt of SC-related FOS messages via DC PP&O, per Chapter 2 of this Order, assess FOS and provide recommendations and response per Joint Staff and Service guidance.

(m) As approved through the GFM process, support the AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

(n) Provide CG TECOM accurate Training Input Plan yearly projections for production of 0560, 0570, 0571 FMOSs.

(15) Commander, Marine Corps Information Command (MCIC)

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

(b) Enable Marine Corps Information Operations Center (MCIOC) to provide military information support operations (MISO) to SC activities.

(c) Review information SA matters, as required, to support integration of information-related capabilities.

(d) In accordance with relevant Marine Corps Tasks, conduct and participate in multinational information operations training activities.

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

(f) Conduct KLEs with FSF counterparts, as appropriate, in coordination with DC PP&O, DC I, CD, and the applicable regional MARFOR.

(16) Commander, Marine Forces Special Operations Command (MARFORSOC)

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

(b) When appropriate, participate in Service-level and MARFOR staff talks with military services from select allies and partners, as identified by DC PP&O.

(c) Conduct KLEs with FSF counterparts, as appropriate, in coordination with DC PP&O, DC I, CD, and the applicable regional MARFOR.

(d) Coordinate with the Regional MARFORs to maintain an understanding of priority partnerships when operating in their AORs.

(e) Coordinate with the Regional MARFOR if planning to engage with a priority partner as tasked by CDRUSSOCOM. Provide post-engagement after action report to the applicable MARFOR upon completion of the event.

(f) As requested, participate in SC governance initiatives per Chapter 1 of this Order.

(17) Commander, Marine Corps Forces Reserve (MARFORRES)

(a) Upon receipt of SC-related FOS messages via DC PP&O, per Chapter 2 of this Order, assess FOS and provide recommendations and response per Joint Staff and Service guidance.

(b) Ensure all units conducting multinational and coalition operations and exercises are assigned appropriate SC METs. Coordinate with the gaining MARFORs to ensure all units conducting multinational and coalition operations and exercises are assigned appropriate SC METs.

(c) In coordination with the regional MARFORs and TECOM, ensure all Reserve forces deployed to support SC activities receive required training prior to deployment and within legally mandated timeframes for mobilization, per Chapter 3 of this Order.

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

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

(f) Coordinate SC activities with appropriate regional MARFORs in accordance with your organization's area of competency.

(g) Participate in SC governance initiatives per Chapter 1 of this Order and reference (e).

(h) As approved through the GFM process, provide individual augments, teams, and detachments to support the AM&E efforts of SC activities per Chapter 2 of this Order.

(i) In coordination with M&RA and DC PP&O (PLU) support reserve personnel participation in DoD's Military Reserve Exchange Program, per reference (an).

(18) Commanding Generals, I Marine Expeditionary Force (I MEF), II Marine Expeditionary Force (II MEF), and III Marine Expeditionary Force (III MEF)

(a) Ensure all units conducting multinational and coalition operations and exercises are assigned appropriate SC METs.

(b) Ensure all forces deployed to support SC activities receive required training prior to deployment, per Chapter 3 of this Order.

(c) Provide TECOM accurate Training Input Plan projections yearly for production of 0560, 0570, and 0571 FMOs.

(d) Coordinate SC activities with appropriate regional MARFOR and ensure those activities are nested with objectives in the regional MARFOR's Campaign Support Plan.

(e) Coordinate KLEs with FSF counterparts, as appropriate, in coordination with DC PP&O, DC I, CD, and the applicable regional MARFOR.

(f) As approved through the GFM process, support AM&E efforts of SC activities, to include supporting FSF assessments per Chapter 2 of this Order.

(g) In coordination with MARFOR Communications Strategy sections, recommend consistent messaging themes with corresponding SC activities.

(h) In coordination with regional MARFORs, ensure all applicable MEF SC activities are reported in Socium per reference (c).

(i) Participate in SC governance initiatives per Chapter 1 of this Order and reference (e).

(j) Monitor and evaluate 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.

c. Coordinating Instructions

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

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

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

(4) For all foreign visits to DoD facilities, a visit request must be received through the Foreign Visits System as outlined in reference (o) and Appendix B of this Order.

5. Administration and Logistics

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

b. Records Management. Records created as a result of this Directive shall be managed according to National Archives and Records Administration (NARA)-approved dispositions in reference (ay), to ensure proper maintenance, use, accessibility, and preservation, regardless of format or medium. Records disposition schedules are located on the Department of the 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 (ba), 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 (ba)] and implemented per reference (bb).()

6. Command and Signal

- a. Command. This Order is applicable to the USMC Total Force.
- b. Signal. This Order is effective the date signed.

A handwritten signature in black ink, appearing to read "JMBARGERON", is positioned above the printed name and title.

J. M. BARGERON
Deputy Commandant for
Plans, Policies, and Operations

DISTRIBUTION: PCN 10255323301

TABLE OF CONTENTS

<u>IDENTIFICATION</u>	<u>TITLE</u>	<u>PAGE</u>
References	1-1
Chapter 1	GENERAL OVERVIEW AND TERMINOLOGY.....	1-1
1.	Background.....	1-1
2.	Terms and Descriptions.....	1-1
3.	Objectives and Interoperability Guidance.....	1-5
4.	Authorities.....	1-6
5.	Policy Documents.....	1-8
6.	Security Cooperation Activities.....	1-9
7.	Security Assistance Programs.....	1-14
8.	Security Cooperation Organizational Roles.....	1-18
9.	Security Cooperation Governance.....	1-20
Chapter 2	PLANNING, SOURCING, ASSESSMENT, AND RESOURCING.....	2-1
1.	Background.....	2-1
2.	Planning Overview.....	2-1
3.	Capability Development Guidance.....	2-4
4.	Assessment, Monitoring, and Evaluation.....	2-5
5.	Sourcing.....	2-8
6.	Resourcing.....	2-11
Chapter 3	MARINE CORPS SECURITY COOPERATION TRAINING.....	3-1
1.	Background.....	3-1
2.	Security Cooperation Workforce Development Program.....	3-1
3.	Service-Designated Security Cooperation Workforce....	3-1
4.	Service Training Requirements.....	3-4
5.	Security Cooperation-Related Military Occupational Specialties.....	3-7
Chapter 4	FOREIGN EDUCATION AND TRAINING.....	4-1
1.	Background.....	4-1
2.	International Military Students.....	4-1
3.	Security Cooperation Education and Training Working Groups.....	4-1
4.	Security Cooperation Education Teams.....	4-2
5.	Education Exchange Agreements.....	4-3
6.	School Selection and Prioritization.....	4-4
7.	International Military Student Officers.....	4-5
8.	Disenrollment of International Military Students....	4-6
9.	Education Alumni Program.....	4-6
10.	Marine Corps Attendance in Foreign Professional Military Education.....	4-6
APPENDIX A	Glossary of Acronyms and Abbreviations.....	A-1
APPENDIX B	Military-To-Military Visits to Marine Corps Organizations, Facilities, and Installations.....	B-1

1.	Background.....	B-1
2.	Execution.....	B-2
3.	After Action Reports.....	B-4
4.	Roles and Responsibilities.....	B-5
APPENDIX C	Small Arms No-Cost Lease Process.....	C-1
1.	Background.....	C-1
2.	Authority.....	C-1
3.	Criteria.....	C-1
4.	No-Cost Lease Approval and Development.....	C-1
5.	Execution.....	C-3
APPENDIX D	Foreign Military Sales Case Development Process.....	D-1
APPENDIX E	Foreign Military Sales Support to Exercises.....	E-1
1.	Background.....	E-1
2.	Execution.....	E-1
APPENDIX F	Sale or Provision of Equipment and Arms from Marine Corps Inventories.....	F-1
1.	Purpose.....	F-1
2.	Organizational Leads and Roles.....	F-1
3.	Process Overview.....	F-1
APPENDIX G	Foreign Education Exchange Agreements Approval Process.....	G-1
1.	Purpose.....	G-1
2.	Process Overview.....	G-1

REFERENCES

- (a) USMC SC Strategy
- (b) Advantage at Sea
- (c) Socium Guidebook
- (d) DoDI 5132.15 Implementation of the Security Cooperation Workforce Certification Program
- (e) SC OAG Charter
- (f) DoDD 5132.03 Security Cooperation
- (g) DoDI 5132.14 Assessment, Monitoring, a Evaluation Policy for the Security Cooperation Enterprise
- (h) DoDD 2010.09 Acquisitions and Cross-Servicing Agreements
- (i) MCO 1550.25A
- (j) DoDI 5240.22 Counterintelligence Support to Counterterrorism and Force Protection
- (k) Joint Security Cooperation Education and Training (JSCET)
- (l) Security Assistance Management Manual (SAMM)
- (m) NAVMC 3500.108B
- (n) Responsibilities of the Systems Command Security Cooperation Office
- (o) MCO 5510.20C
- (p) Joint Concept for Competing
- (q) JP 3-20 Security Cooperation
- (r) JDN 1-19 Competition Continuum
- (s) DoDI 5000.68 Security Force Assistance
- (t) JP 1-0, Vol 1 Joint Warfighting
- (u) United States European Command Instruction 2701.01
- (v) Presidential Policy Directive-23
- (w) OPNAVINST 3500.45A
- (x) MCWP 7-10
- (y) DoDD 5230.11 Disclosure of Classified Military Information to Foreign Governments and International Organizations
- (z) DoDD 5230.20 Visits and Assignments of Foreign Nationals
- (aa) SECNAVINST 5710.32
- (ab) DoD WPS Strategic Framework and Implementation Plan
- (ac) MCTP 3-03D
- (ad) DoDD 5000.71 Rapid Fulfillment of Combatant Commander Urgent Operational Needs and Other Quick Action Requirements
- (ae) CJCSI 5132.01I Charter of the Joint Requirements Oversight Council and Implementation of the Joint Capabilities Integration and Development System
- (af) PP&O Mission Statement
- (ag) SECNAVINST 3850.2E
- (ah) MARADMIN 259/21
- (ai) Global Force Management Implementation Guidance
- (aj) CJCSM 3130.06 Global Force Management Allocation Policies and Procedures
- (ak) MCO 3120.12A
- (al) MCO 3061.1
- (am) MCO 5710.07 PEP
- (an) DoDI 1215.15 Military Reserve Exchange Program
- (ao) NAVMC 3500.18C
- (ap) NAVMC 3500.116
- (aq) MCO 1540.33G
- (ar) NAVMC 1200.1J
- (as) MARADMIN 522/20
- (at) SECNAVINST 4950.4B(au) DoD 7000.14-R Department of Defense Financial Management Regulation, Reporting Policy, Administrative Control of Funds and Antideficiency Act Violations, Security Cooperation Policy
- (av) MCO 5530.14A

MCO 5710.6E
15 Oct 2025

(aw) MCO 4400.201
(ax) CJCSI 3150.25F Joint Lessons Learned Program
(ay) SECNAV M-5210.1 w/CH-1
(az) MCO 5210.11F
(ba) 5 U.S.C. 552a
(bb) MCO 5211.5
(bc) 22 U.S.C. 2152

Reports Required

- (1) Marine Expeditionary Force Security Cooperation Activities Report, Pg. 20, Para 4.b.(18)(h), (reference c)
- (2) Women, Peace, and Security Implementation Annual Data Call , Pg. 1-13, Para. 4.j..
- (3) After Action Reports, Pg. B-4, Para. 3.
- (4) Budget Execution Reports, Pg. 2-14, Para. 6.j. (reference av)
- (5) International Military Student Academic Reports, Pg. 4-6, Para.8. (reference au)
- (6) Status of Funds Report, Pg. E-2, Para 2.c.(12). (reference av)

Marine Corps Security Cooperation

Chapter 1

General Overview and Terminology

1. Background. The term "Security Cooperation" (SC) refers to all DoD interactions with foreign security establishments that aim to build security relationships that promote specific U.S. security interests; develop allied and partner nation military and security capabilities for self-defense and multinational operations; and provide U.S. forces with peacetime and contingency access to allies and partners. The USMC has conducted SC events, often by other names, since its inception. The definition of SC is broad and encompasses several types of activities, including SA and SFA. The foundation of Joint Force strategic competition is SC and other activities that strengthen the U.S. network of allies and partners and foster their ability to protect their own interests (reference (p)). SC associated with Service operating concepts shape the competitive space to avoid armed conflict, contribute to integrated deterrence, and set favorable conditions to prepare for armed conflict should deterrence fail.

2. Terms and Descriptions

a. Security Cooperation (SC). The scope of SC encompasses all DoD interactions with foreign defense and security establishments, including military engagements, bilateral or multinational exercises, DoD-administered SA programs, International Armaments Cooperation, and information sharing and collaboration. Title 10 U.S. Code enables USMC SC activities such as military-to-military (M2M) programs and comparable operational activities, and Title 22 U.S. Code enables USMC SC activities such as M2M education and training, sales of defense articles and SA services, and peacekeeping operations. See reference (q).

(1) Although SC is a DoD term referring specifically to DoD activities, Joint policy and doctrine require interagency participation in the planning of SC activities. Details regarding whole-of-government participation in security sector reform can be found in reference (q).

(2) SC is leveraged across the competition continuum (see Figure 1.1). The competition continuum describes a world of enduring competition from cooperation to conflict. In all cases and at all points along the competition continuum, the USMC and the Joint Force depend on allies and partners to apply capabilities to address shared threats, provide access, or promote other security interests. The competition continuum underscores the importance of integrated and adaptive campaigning to achieve and sustain strategic objectives. See reference (r).

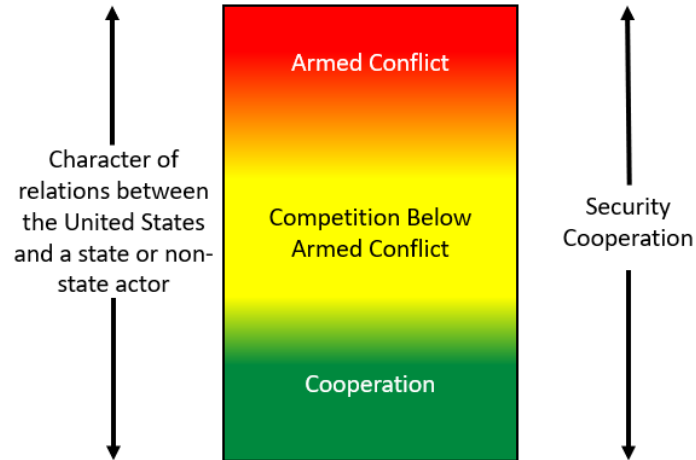


Figure 1.1 -- Notional Operations across the Competition Continuum

b. Security Assistance (SA). SA is the umbrella term for a group of programs authorized under Title 22 U.S. Code and its underlying authorities; the Foreign Assistance Act (FAA) of 1961, as amended; the Arms Export Control Act of 1976, as amended; or other related statutes by which the U.S. 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. SA programs are funded and authorized by the DOS and administered by DoD/DSCA. SA programs are considered part of SC. See reference (q).

(1) SA programs are key tools in the CCDRs' campaign plans and help to achieve strategic goals and objectives.

(2) While SA programs are funded and authorized by the DOS, to the extent practical, they should be informed by and integrated with other DoD requirements and implemented through the same DoD systems, facilities, and procedures as other SC activities.

(3) USMC planners should be cautious when identifying capabilities and opportunities for SA to avoid giving allies and partners the false impression of a guarantee of sale of equipment and/or support. Additionally, planners should avoid misplaced investments and prevent the acquisition of duplicative, symbolic/prestige, or unsustainable capabilities.

(4) USMC SA should be executed to support national, CCDR, and CMC objectives, as well as align to USMC capability development priorities.

c. Security Force Assistance (SFA). SFA is a subset of SC which includes all DoD activities conducted under various programs to organize, train, equip, build, and advise FSFs and their supporting institutions, including during periods of armed conflict, from tactical to ministerial levels. SFA should be conducted to meet national and CCDR objectives.

(1) Per reference (s), SFA activities must support the professionalization and sustainable development of the capability and/or capacity of the FSFs and supporting institutions of host countries. SFA activities may be conducted across the competition continuum during all phases of military operations.

(a) Capability. The ability to complete a task or execute a course of action under specified conditions and level of performance.

(b) Capacity. The extent (scale, scope, and duration parameters) to which a task can be performed. Capacity quantifies the measurable aspects of a capability.

(2) SFA activities contribute to the DoD role in USG security sector assistance. 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, paramilitary forces, etc.). Per reference (q), SFA provides the Joint Force with a way of operating across the competition continuum by cooperating with FSF to develop the capability and capacity to address shared challenges and combat mutual threats.

(3) USMC SFA typically consists of train-and-equip activities and advising missions, which may occur during combat conditions. Marines conducting SFA at the operational level will frequently identify the governance, executive, and generating functions required to sustain the operating function of an FSF. Governance, executive, and generation functions that impact FSF operations should be communicated among advisors at each level and be communicated to relevant higher headquarters organizations to include the CCMD, relevant Service component command, or Service headquarters. The Joint Force recognizes these combined functions of an FSF as the Governance-Executive, Generating, and Operating (G-EGO) model. Combat USMC SFA missions can transition from advising to assist missions based on changes in operational requirements. SFA may be conducted as part of current operations or to enable a future campaign.

(4) Per reference (q), institutional capacity building (also known as defense institution building) is a subset of SFA that focuses on improving security sector governance and management and enabling effective and responsible achievement of shared security objectives. Institutional capacity building activities provide advice, education, training, conference, and other needed support to develop the institutional policies, processes, and decision-making systems required to plan, develop, resource, acquire, oversee, staff, employ, and sustain the capabilities needed to face shared security challenges. Institutional capacity building takes place at the ministerial, general staff, or Service staff levels, but it can also include activities at the executive, interagency, legislative, and operational staff levels when appropriate. Institutional capacity building activities must be mutually supporting across the G-EGO model of an FSF. Establishing relationships and sharing information with advisors across the G-EGO model, as well as with the CCMD and Service, is critical to nesting objectives and creating sustainable outcomes. If CCMDs or OSD request USMC support for institutional capacity building, MARFORs should work with CCMDs to ensure that the proposed activities are a match for USMC core competencies (e.g., Service-level equities) and at an echelon where those capabilities are relevant.

d. Irregular Warfare (IW). Per reference (t), IW is a struggle among state or non-state actors to influence populations and affect legitimacy across the competition continuum. Oftentimes state and non-state actors campaign to assure or coerce states or other groups through indirect, non-attributable, or asymmetric approaches (e.g., disinformation campaigns, deception, sabotage, and economic coercion), although they may employ the

full range of military capabilities and other capacities via proxy fighters or covert operations. The FMF must counter and conduct irregular activities in the execution and planning of a maritime campaign across the competition continuum. Countering and conducting irregular activities support the naval force in executing expeditionary advanced base operations and maritime reconnaissance and counter-reconnaissance. Non-state actors, and increasingly state actors in competition with the United States, leverage IW to pursue national objectives frequently below the level of armed conflict.

e. Foreign Disclosure. Foreign Disclosure is the sharing of classified military information (CMI) or controlled unclassified information (CUI) in any form with representatives of foreign governments. Reference (o), 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 National 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 allies and partners (e.g., official visits, staff talks, multinational exercises, training, etc.). 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. SC, SA, SFA, and IW activities should not occur without proper FDO review and coordination.

Foreign Disclosure Request Contents
<ul style="list-style-type: none">• Classification. Identify highest level of classification required to be disclosed.• Disclosure or release methods. Disclosure methods should be identified whether oral, visual, documentary, or materiel.• NDP-1 categories, if known. Categories of information are specific categories of CMI to be disclosed as outlined in reference (o).• Product Type (e.g., briefing, manual, video, etc.).• Subject country (i.e., the intended recipient).• Justification (i.e., justify the disclosure or release).• Benefit to the United States.• Originator of the information/source document.• Limitations (What is known that cannot be disclosed).

f. Relationship between Security Sector Assistance, Security Cooperation (SC), Security Assistance (SA), Security Force Assistance (SFA), Traditional Warfare, and Irregular Warfare (IW). Security Sector Assistance is an integral component of U.S. national security strategy and a crucial foreign policy tool enabling foreign partners to advance U.S. national security goals; promote human rights and long-term relationship building; enhance regional security and interoperability with U.S. forces; and strengthen the professionalism of the armed forces and law enforcement agencies of allies and partners. The DOS supervises and directs USG security sector assistance programs, in consultation and coordination with the DoD, the Department of Justice, and other interagency partners. The activities and programs associated with these terms relate in a functional sense and should not be viewed as hierarchical. SC exists within Security Sector Assistance,

includes both SA and SFA, and can be funded by Title 10, Title 22, or country national funds (e.g., funds paid by allies or foreign partners in exchange for U.S. defense articles or training). Within SC, SFA activities are tied directly to building the security capability and capacity of an FSF. SA programs must be authorized by the DOS and funded either by U.S. Title 22 funds or by an ally or partner's national funds. SC, SA, and SFA activities can occur within or outside IW depending on the context surrounding their implementation. SC, SA, and SFA activities can support traditional warfare or IW lines of effort.

3. Security Cooperation (SC) Objectives and Interoperability Guidance

a. Objectives. SC activities facilitate DoD's efforts to strengthen alliances and attract new partnerships. SC supports allies and partners in building and applying their capabilities and capacity consistent with U.S. defense objectives and helps the U.S. build relationships with allies and partners that promote access to territory, infrastructure, information, and resources. Additionally, SC maintains key U.S. long-term strategic advantages, reinforces the rules-based international order, deters armed aggression by competitors, enhances allied and partner nation defensive capabilities, strengthens U.S. ability to defeat adversaries, and protects the homeland. Specifically, the Service and its components engage with allies and partners in order to:

(1) Enable forces to gain and maintain access for the Joint Force campaigning and operating in the contact layer, setting conditions for blunt and surge forces.

(2) Encourage and enable allies and partners to contribute capable, complementary forces in support of or alongside the Joint Force across the competition continuum.

(3) Support the development of integrated, compatible, and deconflicted interoperability to improve lethality and focus demand for Marine Forces by sharing objectives with allies and partners capable of exporting security.

(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) Facilitate enduring USMC FMF engagement with an FSF and maintain open supply lines for USMC materiel.

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

b. Interoperability Guidance. An FSF may never have the same capabilities and capacity as the USMC, and that should not always be the objective. Interoperability with any ally or partner FSF should be based on their anticipated role in multinational operations across the competition continuum, absorptive capacity, alignment of interests with the USG, willingness, and relevance to shared security challenges. Interoperability must be considered across domains, levels of war, echelons, warfighting functions, and human, procedural, and technical dimensions (reference (u)). The aforementioned factors must be considered when assessing the level of

desired interoperability with an ally or partner FSF. The below definitions describe the levels of potential USMC interoperability with FSFs.

(1) Integrated. Forces able to merge seamlessly and interchangeably. Other DoD services will take the lead for their respective warfighting domains to develop integrated interoperability with potential coalition forces. The USMC relies on Joint Force-led efforts to generate integrated interoperability for most allies and partners. USMC SC should include the export of unique and core USMC warfighting competencies to a small number of allies and partners that are anticipated to contribute coalition forces to operate across the competition continuum. Integrated interoperability is typically resource-intensive and a long-term commitment over multiple years within the same domain. Some SC activities that support integrated interoperability include PEPs, 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. The USMC should seek to develop compatible interoperability with allies or partners with like-minded objectives and complementary capabilities. Some SC activities that support compatible interoperability include PEPs, 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. For many allies and partners, 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. Some SC activities that support deconflicted interoperability include invitations to attend multilateral engagements, such as multinational exercises.

4. Security Cooperation (SC) 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. The authority for the USMC to administer and execute SC activities is codified in the United States Code and enacted through annual legislation, including the National Defense Authorization Act (NDAA); the Defense Appropriation Act; and the State, Foreign Operations, and Related Programs Appropriations Act. Additional information on SC-related authorities can be found in reference (q) and Title 10 U.S. Code and Title 22 U.S. Code.

a. Permanent Authorities. The U.S. Code contains those sections of U.S. public law intended to provide enduring or permanent authorization or prohibition of activities. The U.S. Code categorizes these sections of public law into titles based on subject area. The sections addressing Service-relevant SC activities are generally found in Title 10 and Title 22.

Title	Title Name	Applicable Chapters	Administration	Referred As
Title 10, U.S. Code	"Armed Forces"	Chapter 16: Security Cooperation	Department of Defense	Security Cooperation
Title 22, U.S. Code	"Foreign Relations and Intercourse"	Chapter 32: Foreign Assistance Chapter 35: Arms Control and Disarmament	Department of State	Security Assistance

(1) Title 10 U.S. Code - Armed Forces. Title 10 provides the basic legal authority for the operation and maintenance (O&M) of the U.S. Armed Forces. USMC and other DoD O&M funds, 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. CCDR and Service O&M funds and expenditures must support specific programs, as authorized by Title 10 U.S. Code. Each O&M funded program will have its own rules and procedures for proper use.

(2) Title 22 U.S. Code - 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 the DoD: FMS, FMFP, IMET, and other related programs.

b. Temporary Authorities. In addition to permanent authorities, annual authorization and appropriation acts may contain sections providing DoD temporary authority to conduct certain kinds of SC activities. Accordingly, these sections are not codified into the respective titles within the U.S. Code.

c. Constraints. Title 10 or Title 22 U.S. Code 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. Code 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 Title 22 U.S. Code (i.e., the Foreign Assistance Act and the Arms Export Control Act) unless otherwise authorized by Congress. Accordingly, the DoD may not transfer equipment or provide services to a foreign military using Title 10 U.S. Code-appropriated funds unless specifically authorized by Congress.

(3) The "Leahy Amendment" to the 1997 State, Foreign Operations, and Related Programs Appropriations Act prohibits provision of 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 that use funds through this Act. Additionally, recurring

language in the annual NDAA applies Leahy requirements to NDAA-funded training.

(a) Title 10 U.S. Code prohibits DoD from spending funds for any training, equipment, or other assistance for a unit of an FSF where there exists credible information that the unit has committed a gross violation of human rights.

(b) Per reference (q), 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. DoD must submit a request for human rights vetting to the appropriate U.S. Embassy.

(c) When conducting SC training or exercises with an 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 via the appropriate MARFOR.

(d) Per Title 22 U.S. Code, reference (bc), 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., rape, extrajudicial killing, etc.).

5. Security Cooperation (SC) Policy Documents. Guiding documents with significant implications for SC span the national, departmental, theater, and Service levels. 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 and Presidential Directives. These documents articulate the desired national security end states for the USG.

b. State Department Guidance. Per reference (v), the DOS is the lead USG agency for all USG Security Sector Assistance activities, which includes SC (e.g., SA and SFA). Reference (v) 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 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 Security Sector Assistance is the Integrated Country Strategy, written by each Embassy country team and approved by the Chief of Mission. CCMD inputs to the Integrated Country Strategy should be coordinated through the Senior Defense Official/Defense Attaché at each Embassy.

c. Department of Defense (DoD) Guidance. The SecDef, as head of the DoD, establishes overarching national defense objectives principally through the National Defense Strategy. The Office of the Under Secretary of Defense for Policy oversees the Department's SC enterprise, aligning SC programs, activities, and resources with defense strategy and priorities.

d. Chairman of the Joint Chiefs (CJCS) Guidance. CJCS, as the ranking military member in the DoD, implements the SecDef's guidance and provides amplifying instruction to the military. This is done principally through the

National Military Strategy and the Joint Strategic Campaign Plan. The Joint Strategic Campaign Plan, through the global campaign plans, articulates campaign guidance for each of the CCMDs that must be incorporated into their theater planning.

e. Combatant Command (CCMD) Guidance. CCMDs articulate domain-specific and/or 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 (DON) Guidance. As a part of the DON, USMC SC derives some policy guidance and direction from the Secretary of the Navy (SECNAV). USMC METs for SC are approved at the DON-level. Additionally, Navy guidance on employment of naval aircraft and shipping with allies and partners is applicable to USMC forces (per reference w). NIPO is the implementing agency for the USMC, U.S. Navy (USN), and U.S. Coast Guard SA. Additionally, Navy operating concepts and other strategic documents should drive USMC SC considerations, as they articulate long-term naval force development priorities to support a future naval campaign.

g. Service Guidance. While Marine forces assigned or allocated to the CCMDs primarily accomplish that CCDR's operational SC objectives, the USMC establishes overarching Service strategy, force development, and force management documents articulating USMC readiness goals, regional priorities, stressed USMC populations (i.e., high-demand, low-density MOSs), desired mitigation measures, and focus areas. SC guidance is nested within these documents and recommends employment of the force in accordance with 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 and their assigned forces operate within Service and operational chains of command. As such, MARFORs plan SC per CCDR and CMC guidance. Per references (f), (q), and (x), 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, CMC, and MARFOR commander.

6. Security Cooperation (SC) Activities. The USMC has a broad range of SC programs and activities, including M2M engagements, which support the achievement of national security objectives. SC occurs across warfighting functions and domains, including logistics, aviation, civil affairs, cyber, space, etc. Additional information on SC-related activities is contained in reference (q). Planners may leverage a broad range of resources to reach desired end states and must prudently apply activities and authorities not directly linked to USMC core competencies.

a. Operational Activities. Routine and continuing activities conducted in conjunction with, or as a part of, ongoing operations have significant engagement value and support the CCDR theater strategy. Such activities do not include crisis response missions (e.g., missions using forces present overseas such as peacekeeping, sanctions enforcement, and SFA activities).

b. Combined Education. These are 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 allies and partners.

(1) Multinational mission rehearsal exercises integrate allies and partners in accordance with foreign disclosure requirements to demonstrate and develop credible ability to execute war plans.

(2) Annual or biennial multinational exercises should identify ways to incrementally increase or adjust the scope and complexity of ally or partner contributions in accordance with desired or anticipated ally and partner security roles.

(3) Not all multinational exercises are purposed to achieve interoperability with an ally or partner. Multinational exercises can occur to 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 ally or partner's capability.

d. Combined Training. This category includes scheduled unit/collective training and individual training activities with FSFs. 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 Mission Essential Task List (METL). Combined training events should improve readiness for USMC forces.

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.

(1) USMC SC planners should seek opportunities to conduct combined experimentation with those allies and partners located in areas of strategic importance for the CMC or the CCDR. Combined experimentation can enable competition with an adversary by demonstrating new competencies that complicate an adversary's decision-making. Highly capable allies and partners are good candidates for combined experimentation, as the results may produce or change allied or coalition warfighting doctrine.

(2) MARFOR SC planners may coordinate with Marine Corps Warfighting Laboratory (MCWL) G-3 to request wargames inclusive of allies and partners.

MARFOR SC planners may also organize and conduct their own wargames with allies and partners per references (o), (y), and (z).

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

g. Military Contacts. This category includes senior defense official and senior officer visits, counterpart visits, ship port visits, defense cooperation working groups, military-technical working groups, participation in defense shows and demonstrations, regional conferences, personnel and unit exchange programs, formal military contact programs, Partnership for Peace, and other similar events/programs.

h. Bilateral and Multilateral Staff Talks. Service-level staff talks are focused 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. Code responsibilities. The USMC conducts Service-level staff talks to assist allies and partners 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 willingness to participate in operations and provide access for USMC and Joint forces through training opportunities, and enhance USMC and allied and partner nation integrated or compatible interoperability (for selected countries only).

(1) Service-level and MARFOR-level staff talks provide opportunities to discuss shared interests in weapons systems, programs, training, personnel, information, strategy, and solutions to common maritime problems; influence allied and partner nation 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 an opportunity for MARFOR engagement with the ally or partner; exchange ideas on how to better organize, train, and equip operational forces; develop plans to improve interoperability and operational effectiveness; review current FMS cases; explore research and development cooperation opportunities; and/or discuss CCDR strategic objectives.

(2) Service-level and MARFOR-level staff talks should only occur with allies and partners 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.

(3) To be successful, staff talks require significant pre-talk coordination and a reciprocal investment of time and resources from the ally or partner. The Service is limited in the number of staff talks that it can conduct based on the amount of time, resources, and staff work required for successful execution. Allies and partners that have engaged attachés and LNOs in the USMC tend to receive the most substantive results from staff talks.

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

(5) For Service-level staff talks, HQMC will coordinate with the MARFORs at all stages of planning. Properly planned, organized, and executed Service-to-Service staff talks are led by HQMC in coordination with the relevant regional MARFOR and enabled by the rest of the Supporting Establishment. Service-level staff talks are conducted with the awareness of the geographic CCMD with cognizance over the ally or partner's AOR and are informed by elements of the FMF that have close and continuing relationships with the relevant allies and partners (e.g., III MEF and the Japan Ground Self Defense Force).

(6) MARFORs, alone or in partnership with NAVFORs, can conduct their own talks with allies and partners. HQMC can be invited to MARFOR talks to address issues that are not under the purview or authority of the Service component command or CCMD. For example, MARFORs cannot commit Service-retained resources, conclude international agreements, or obligate Service programs (e.g., FMS, technology transfers, etc.).

(7) Staff talks should have overarching strategic roadmaps or framework documents that articulate desired end states, mutual objectives, and 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.

i. International Armaments Cooperation. These activities aim to enhance cooperation between the United States and highly capable allies in the field of defense technologies, systems, or equipment. Such activities include cooperative Research, Development, Testing 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 International Armaments Cooperation activities or comparative testing programs.

(1) The Coalition Warfare Program, under the authority of the Office of the Under Secretary of Defense for Acquisition and Sustainment, promotes cooperative RDT&E projects with allied and partner nation governments. OSD offers partial funding to the military services, through the Coalition Warfare Program, 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. The USMC lead for this program is MCSC-IP.

(2) The Foreign Comparative Testing program, administered by DoD's Research and Engineering International Prototypes and Experiments Office, funds U.S. testing and evaluation of defense items and technology developed by allied and partner nation industries to determine whether these items can satisfy DoD requirements and address mission area shortcomings. Foreign Comparative Testing includes events or activities that provide the United States and its allies and partners opportunities to compare armaments and/or defense technologies in the interests of mutual capacity building and awareness. The USMC lead for the Foreign Comparative Testing program is MCSC-IP.

(3) The International Cooperative Engagement Program for Polar Research Memorandum of Understanding enables collaboration across basic RDT&E to improve participating allied and partner nation capabilities to operate in the polar regions. MCSC-IP is the USMC lead for this program.

(4) The IW Technical Support Directorate within Assistant Secretary of Defense for Special Operations and Low Intensity Conflict hosts key functional working groups to identify and develop capabilities for the DoD to conduct IW against U.S. adversaries and to deliver those capabilities to DoD components and interagency partners through rapid RDT&E, advanced studies, and technical innovation.

(5) USMC SC and SA planners will coordinate with DC 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. DC PP&O (PLU) will coordinate with the DON and NIPO per reference (aa). As available, USMC SC and SA planners should identify opportunities for cost-savings for the USMC by leveraging foreign materiel or technologies.

j. Women, Peace, and Security (WPS). In support of the U.S. WPS Act of 2017 and reference (ab), this category refers to SC activities that promote the meaningful participation of women in peace and security processes and decision-making institutions. WPS is a cross-functional initiative; stakeholders include manpower, force development, training/education, SC, operations, etc. Each year OSD publishes a progress report on departmental WPS implementation as required by Title 22 U.S.C.. In support of this report, the DON and the Naval services are responsible for tracking WPS metrics identified by OSD and reporting them in the WPS Implementation Annual Data Call. SC planners can leverage a partner nation's WPS National Action Plan to identify and develop SC engagement opportunities related to WPS. WPS SC activities may include but are not limited to IMET, key leader engagements, and SME exchanges. Additional information on the intersection of SC and WPS can be found in reference (q).

l. Counter- and Non-Proliferation. This category refers to SC 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 the Cooperative Defense Program, Cooperative Threat Reduction, International Counter Proliferation Program, Proliferation Security Initiative, Missile Technology Control List, and Missile Technology Control Regime Reviews.

m. 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 with counterdrug responsibilities. SC planners should consider the USMC's law enforcement capabilities when planning for these types of missions. Counterdrug Operational Support funding includes associated support expenses for trainees and the provision of materials necessary to conduct training. Funding also includes support to law enforcement agencies involving U.S. military personnel and their associated equipment.

n. Defense Support to Public Diplomacy. Activities that support USG public diplomacy efforts by engaging key foreign audiences to advance USG interests (e.g., air and defense trade shows).

o. Facilities/Infrastructure Support Projects. These activities support allied and partner nation efforts to build or restore their facilities and infrastructure projects to advance their interoperability with U.S. forces. 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 contracts, or a combination of these methods. SC Planners should consider the USMC's civil affairs capabilities when infrastructure support projects have a civil component.

p. Humanitarian Assistance. These are activities for which allocated humanitarian assistance funds are requested and planned. These activities occur primarily in the form of humanitarian and civil assistance in conjunction with military operations and exercises, the transportation of humanitarian relief, and the provision of excess non-lethal supplies for humanitarian assistance purposes. Additionally, humanitarian projects allow the CCDRs 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. SC planners should consider the USMC's civil affairs capabilities when planning for civil assistance activities.

7. Security Assistance (SA) Programs. The USMC has a broad range of SA programs and activities which support the achievement of national security objectives.

a. Foreign Military Sales (FMS). This 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 ally or partner. 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) FMS builds on and contributes to USMC programs of record, as well as non-programs of record for material/service solutions. In addition to building allied and partner nation capability and capacity, these SA programs can effectively reduce costs associated with weapon systems development, production, and sustainment by expanding the user base.

(2) FMS provides a "total package approach" to ensure allies and partners have the associated materiel and services necessary for introduction and sustainment.

(3) FMS processes and infrastructure are used to implement several other SA programs (i.e., FMFP, Excess Defense Articles (EDA), and Peacekeeping Operations). An overview of the FMS case development process can be found in Appendix E. Additional details are contained in reference (1).

b. Foreign Military Financing Program. This program 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, Arms Export Control Act (22 U.S. Code §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 Appendix E).

c. International Military Education and Training (IMET) Program. The IMET program provides grant financial assistance for Title 22 education and training in the United States and, in some cases, in appropriate overseas facilities for 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 military departments (MILDEPs), which disburse the funds to individual countries and/or courses. Country allocations are documented in the Congressional Budget Justification for 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 (see Chapter 4).

d. Leases. Under Section 61, Arms Export Control Act (22 U.S. Code §2796), the President may lease defense articles to allies and partners 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. 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. 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 Appendix E) to cover restoration, replacement, repair, training, supply support and/or transportation, if required.

e. Acquisition and Cross-Servicing Agreements (ACSA). Under Title 10 U.S. Code §2342 and per reference (h), CCMDs may utilize ACSAs instead of the FMS process to provide some defense articles and services in support of operations, combined exercises, training, deployments, and/or humanitarian assistance and disaster relief operations. ACSAs enable U.S. CCMDs and Component Commands to acquire and/or provide Logistical Support, Supplies, and Services (LSSS) directly to or from an FSF or international organization. Per reference (h), individual ACSAs are negotiated, concluded, and managed by the CJCS or a designated CCMD.

(1) Per reference (ac), ACSAs must primarily benefit the interest of DoD forward-deployed forces; they are not a grant program. Acquisitions or transfers must be either in cash, replacement-in-kind, or exchange of supplies or services of equal value in support of the operational needs of U.S. forces. ACSAs should not be used to increase inventories, nor can the DoD use them when the desired materiel or service is reasonably available from U.S. commercial sources. Most importantly, DoD acquisition personnel must ensure ACSAs are not used as a routine source of supply for allies and partners.

(2) The acquisition and transfer of LSSS shall be accomplished as required by the terms of individual cross-servicing agreements.

(3) An FSF sends requests for assistance per ACSA agreements to MARFORs and/or other USMC facilities or installations. To 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 an ally or partner, the request should be redirected to the relevant MARFOR for submission through the CCMD.

(4) The list of current and available ACSAs can be found at the Joint Staff's J4, ACSA Intelink:
[https://intellipedia.intelink.gov/wiki/Acquisition_and_Cross-Servicing_Agreements_\(ACSA\)](https://intellipedia.intelink.gov/wiki/Acquisition_and_Cross-Servicing_Agreements_(ACSA))

f. Exercises Supported by Foreign Military Sales (FMS) or No-Cost Leases. Combined exercises involving FSFs 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 LSSS for the exercise. If necessary, the USMC may support FSF or international organization participation in multinational or unilateral exercises, within resource limitations, through FMS or a no-cost lease.

(1) Foreign Military Sales (FMS) Exercises. 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. Information on FMS support to exercises can be found in Appendix F.

(2) No-Cost Leases for Small Arms. While allies and partners are responsible for planning and coordinating all logistics and funding requirements for participation in U.S. territory-based bilateral or multilateral exercises with USMC forces, there are instances where allies and partners cannot bring their own small arms. As a result of these challenges, regional MARFORs may establish a no-cost, short-term lease with an ally or partner for USMC small arms if all other options have been exhausted. Such an agreement is appropriate only in cases where allied or partner nation participation in the exercise is of significant benefit to the USMC. An overview of the process for securing no-cost leases for small arms can be found in Appendix D.

g. Sale or Provision of Equipment and Arms from Service Inventories. In addition to FMS, the USMC may sell and/or provide equipment and arms to allies and partners through a variety of SA mechanisms. Refer to Appendix G for additional details on the USMC organizations and processes involved.

(1) Excess Defense Articles (EDA). EDA identified by a MILDEP or DoD agency are authorized for sale using the FMS authority in Section 21 of the Arms Export Control Act (also 22 U.S. Code §2761), and FMS processes identified within reference (1) for property belonging to the USG. Prices

range from 5 to 50 percent of original acquisition value, depending on the condition of the article. While EDA can be transferred at no-cost, the recipient is responsible for any transportation or repair charges. Under certain circumstances, transportation charges may be waived, with the cost absorbed by DoD appropriated funds. Not all articles in stock above requirements are EDA. This designation is only assigned when sale from stock is no longer an option.

(2) Joint Operational Needs. Per references (ad) and (ae), the USMC may be directed to provide gapped capability requirements identified by a CCMD or the Joint Staff to an ongoing or anticipated contingency operation. If left unfulfilled, urgent, or emergent operational needs result in capability gaps potentially resulting in loss of life or critical mission failure. The USMC has validation authority for capability requirements unique to the Service.

(3) Presidential Drawdowns. During a crisis, Title 22 U.S. Code 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 fiscal year on articles, services, and education and training provided for military purposes. There is a separate fiscal year ceiling of \$200 million for articles, services, and training required for non-military purposes, such as disaster relief, antiterrorism, nonproliferation, counter-narcotics, refugee assistance, and Vietnam War-era Missing in Action/Prisoners of War location and repatriation. When emergency support for Peacekeeping Operations is required, Title 22 U.S. Code separately authorizes the President to drawdown up to \$25 million per fiscal year 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 the DD are to be drawn down.

h. Authorities in support of Peacekeeping Operations. Several authorities can support United Nations Peacekeeping Operations. These 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 can execute programs funded by these authorities using SA/FMS infrastructure and procedures (called pseudo or Building Partner Capacity cases).

i. The International Narcotic and Law Enforcement Program. This program is an appropriated grant program administered by the DOS and authorized by Section 481, FAA (22 U.S. Code §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 these funds using the SA/FMS infrastructure and procedures (i.e., pseudo or Building Partner Capacity cases).

j. Nonproliferation, Antiterrorism, Demining, and Related programs. This is an appropriated grant program administered by the DOS. It is authorized by Part II, Chapters 8 and 9 of the FAA, and Section 504 of the FREEDOM Support Act. This program 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 these funds using the SA/FMS infrastructure (i.e., pseudo or Building Partner Capacity

cases).

k. Direct Commercial Sales (DCS). DCS are commercial exports of defense articles, services, and training licensed under Title 22 U.S. Code made by the U.S. defense industry directly to a foreign government. Unlike the procedures employed for FMS, DCS transactions are not administered by the 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 in the DOS. The day-to-day rules and procedures for these types of sales are contained in the International Traffic in Arms Regulations (ITAR [22 Code of Federal Regulations 120-130]).

8. Service Security Cooperation (SC) Organizational Roles

a. Deputy Commandant, Plans, Policies, and Operations (DC PP&O), Strategy and Plans Division (PL). Establishes USMC SC policy and guidance to effectively organize, train, and equip USMC forces to conduct SC. Maintains cognizance of congressional authorizations and appropriations for SC. Represents USMC equities in DON, OSD, DSCA, and Joint Staff SC forums, events, and working groups. Informs development of and maintains cognizance over DON, OSD, and Joint SC policies and plans.

b. Marine Corps Systems Command - International Programs (MCSC-IP). In support of NIPO, MARCORSYSCOM performs Systems Command Security Cooperation Office duties for the USMC (reference (n)). These functions include all USMC defense articles and services (except for aviation and related articles), including equipment sustainment (e.g., spares, repair, follow-on support, etc.); allied or partner nation military exercise logistics support at USMC installations; new ground equipment user training. Oversees technology transfer and foreign disclosure reviews, oversees International Armaments Cooperation, and coordinates with regional MARFORs to facilitate SC desired capabilities and capacity for allies and partners.

c. Regional Marine Component Commands (MARFORs). 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 references (x), (q), and (ac). Coordinate with Service headquarters, USSOCOM, and the CCMD headquarters to identify and consolidate Service and special operations resource requirements needed to execute campaign plans. Use Socium to plan and account for SC activities per reference (f).

d. Marine Forces Command (MARFORCOM). Commander, MARFORCOM, commands Service-retained forces (active component and activated reserve component) and provides forces in support of Joint, Naval, and Service requirements.

e. Marine Corps Information Command (MCIC). MCIC is a Service-retained two-star command that is the primary integrator of information-related capabilities including the MCIOC. MCIOC is the executive agent for the USMC Information Operations (IO) Program and is responsible for implementing and evaluating USMC information operations (IO) education, training, and programs to support institutional USMC and MARFOR IO-related partnership building efforts. MCIOC supports the Marine Corps Information Command as the information operations proponent and DC CD&I in the development of information operations capabilities.

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

(1) The Capability Development Directorate (CDD) leads USMC capability development and integration of efforts related to SC.

(2) MCWL conducts concept-based experiments and war-gaming to develop and evaluate tactics, techniques, procedures, and technologies utilizing FMF support and, where possible, in conjunction with scheduled exercises. MCWL works closely with naval and other Service laboratories, experiment organizations, and coalition partners when feasible.

g. Training and Education Command (TECOM). TECOM provides training and education to the USMC, to include PME and MOS training. This includes training USMC forces to advise foreign counterparts and to develop SC engagement plans.

(1) TECOM's Security Cooperation Training Detachment (SCTD) trains USMC advisors (FMOS 0570) and SC planners (FMOS 0560).

(2) TECOM (SA Branch) is the USMC lead for coordinating SA education and training for allied and partner nation personnel and represents the USMC to CCMDs and SCOs seeking to place allied and partner nation military personnel at USMC schools. TECOM (SA Branch) also oversees implementation of the USMC IMSO program.

h. Deputy Commandant, Aviation (DC AVN)

(1) DC AVN coordinates USMC implementation of aviation related-SA activities. NAVAIR is the DON lead for SA of USMC aviation equipment and activities. NAVAIR, in coordination with DC AVN, approves allied and partner nation requests for sale, lease, or transfer of aviation equipment; equipment sustainment and user training; and allied and partner nation military exercise support.

(2) The Plans, Programs, Joint/Congressional Matters, Doctrine and Budget Branch establishes international plans and policies for aviation assets and aviation expeditionary enablers (e.g., aviation command and control, aviation-ground support, etc.).

i. Deputy Commandant for Information (DC I). Establishes and executes policies for sharing USMC information and intelligence with allies and partners. Serves as the Service Intelligence Chief, or Director of Intelligence (DIRINT), for Joint intelligence matters, and formulates policy for intelligence, counterintelligence, and electronic warfare. The DIRINT provides tailored intelligence based on expeditionary mission profiles to HQMC, MARFORs, other services, the U.S. Intelligence Community, and coalition partners.

j. Deputy Commandant, Installations and Logistics (DC I&L). Drives logistics plans, policies, and initiatives to increase the capability, endurance, and reach of the MAGTF. The Futures Branch develops logistics policy and processes to support naval and combined logistics interoperability.

9. Service Security Cooperation (SC) Governance. Per references (e), (f), and (af), DC PP&O is the USMC lead for SC. DC PP&O (PL) retains SC SME 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. DC PP&O (PL) is the lead for

developing, implementing, managing, and acting as the proponent for USMC SC programs and policy.

a. USMC SC stakeholders comprise the SC Community of Interest. Member organizations support, plan, and/or conduct SC. They include:

(1) PP&O*	(9) TECOM*
(2) AVN*	(10) Regional MARFORs*
(3) CD&I*	(11) MARFORCOM*
(4) I*	(12) MARFORRES*
(5) I&L*	(13) MARFORCYBER/SPACE
(6) M&RA	(14) MARFORSOC
(7) P&R	(15) MEFs*
(8) MCSC-IP	(16) MCACs

(* Indicates a voting member of the SC OAG)

b. Members of the USMC SC Community of Interest are responsible for participating in the following governance activities: Community of Interest meetings, working groups, and operational advisory groups. These forums may be conducted alongside maritime counterparts from the U.S. Navy and U.S. Coast Guard to facilitate maritime integration and coordination, as appropriate. These forums serve as the primary method by which members of the SC Community of Interest provide information to DC PP&O (PLU) on SC-related gaps, challenges, and requests for assistance.

(1) Community of Interest Meeting. DC PP&O (PLU) hosts AO-level SC Community of Interest meetings 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. As appropriate, it may include updates on ongoing initiatives, such as Integrated Planning Teams (IPTs) or working group agreed-to-actions.

(2) Working Group. The USMC SC Working Group is an AO-level forum coordinated by DC PP&O (PLU). Participants discuss implementation of OSD and Joint SC policy, guidance, and doctrine; highlight recent or upcoming USMC SC initiatives; and identify gaps and propose solutions for any capability deficiencies. Outputs inform the SC Operational Advisory Group (OAG).

(3) Operational Advisory Group. The SC OAG is a chartered O6-level forum and the principal USMC senior forum to discuss SC programs and activities. The SC OAG serves in an advisory capacity to DC PP&O on SC-related force development and resourcing decisions. Outputs of the SC OAG inform DC PP&O of SC capabilities and deficiencies prior to the USMC Capabilities Based Assessment and POM development process. SC OAG participants represent USMC SC stakeholders and may be voting or non-voting members. The SC OAG shall convene as required. Current procedures related to the SC OAG are outlined in reference (e).

CHAPTER 2

PLANNING, SOURCING, ASSESSMENT, AND RESOURCING

1. Background. Per SecDef, CCDR, and Service direction and guidance, and in accordance with reference (ac), USMC forces plan, conduct, and apply resources to SC as an integral tool of national security and foreign policy. Planners should nest SC activities within their respective campaign plans in support of national security objectives outlined in the National Security Strategy, National Defense Strategy, and National Military Strategy. SC planning is primarily conducted at the regional and country level. These plans are subordinate to the overarching Global Campaign Plans, approved by the SecDef, which drive campaign planning at the theater level to address global strategic challenges.

a. All USMC SC activities shall support and nest within higher strategic guidance. Regional MARFOR and MEF SC planners shall incorporate Service SC guidance into their Component Campaign Support Plans while supporting CCDR objectives. Regional MARFOR SC plans can come in several forms, including, but not limited to Component Command-level multi-year engagement plans and CCMD-level SSCIs.

(1) Per reference (ac), multi-year SC plans are resource-derived, comprehensive plans that incorporate strategy, methodology, and timelines to conduct SC activities that close capability gaps and enable the FSF to fulfill a desired security role. The multi-year, SC engagement plan is a "living" plan that must remain flexible based on priorities, resource availability, and changing conditions in the operating environment. While reference (ac) outlines a specific format for SCEPs, they can take many different forms.

(2) Per reference (ac), SSCIs are CCMD-level initiatives involving the application of multiple SC tools and programs, over multiple years, to achieve a single desired outcome or a set of related outcomes.

b. Employment of the FMF in accordance with Service responsibilities and unit organizational integrity will set conditions for the realization of the future force in accordance with Force Design 2030.

2. Service Security Cooperation (SC) Planning Overview

a. USMC SC planners prioritize events that set conditions for force employment across the competition continuum, deter aggression, compete with adversaries short of armed conflict, and assure allies and partners in accordance with CCDR objectives and CMC guidance. SC planners should work closely with war planners to ensure planned SC activities:

(1) Enable USMC operations to include readiness generation and/or sustainment activities for USMC forces.

(2) Support prepositioning and access.

(3) Enhance partner protection and cover.

(4) Improve coalition partner interoperability.

(5) Deter through development of FSF defensive capabilities.

b. USMC relationships with allies and partners are necessary to support CCDR objectives while aligning with CMC guidance. Highly capable allies and partners can fight alongside USMC forces and contribute to enhanced lethality, reduce the USMC's requirement for operational capabilities, and provide enabling support (e.g., munitions, fires, logistics, supply, protection). Forward USMC presence depends on relationships with strategically located allies and partners and can enable a rapid transition to conflict.

c. SC planning is informed by strategy and availability of resources. Every plan should be informed by which activities are authorized by law and policy, along with which available forces and funds can support a given event.

d. USMC SC planners shall use Socium, when applicable, and CCMD authoritative data systems to assess, plan, track, monitor, and evaluate SC activities. With attention to AM&E requirements, planners should use USMC standards when assessing allies and partners. Additionally, USMC planners shall input AARs and lessons learned into the Marine Corps Center for Lessons Learned to build a repository of information that will inform future SC planning and mitigate institutional inefficiencies.

e. Planners should design SC activities along USMC core competencies to support readiness. USMC SC planners should ensure the USMC is working with the appropriate FSF within a given ally or partner nation based on its assigned roles or mission, which may not always align to the partner nation Service's official title. SC activities shall not duplicate nor conflict with existing Joint, allied, or partner nation SC events.

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

g. The USMC will use forces with appropriate training and experience to accomplish SC activities. To the extent possible, the USMC will employ existing or task-organized units to conduct SC. Deploying forces must have the necessary skills to succeed in all tasked operational endeavors. Refer to Chapter 3 of this Order, as well as the individual and collective tasks within reference (m) for additional details relevant to SC training.

h. Per reference (q), when determining the likely role of a partner FSF, SC planners shall assess a given ally or partner's absorptive capacity, or the extent to which the ally or partner can support, employ, and sustain a given capability independently.

(1) This may include but is not limited to:

(a) Allied and partner nation willingness.

(b) Political stability.

(c) Economic factors.

(d) Analysis of U.S. capacity and resources to undertake and sustain the necessary SC activities.

(2) If an ally or partner demonstrates poor ability to sustain SC outcomes, SC planners should undertake additional mitigation efforts to improve the likelihood of success. SC planners should attempt to re-scope any objective that is not making progress over time. When re-scoping objectives, SC planners should consider the strategic priorities, political realities, international agreements, and/or operational conditions. However, low absorptive capacity over time is also an indication that the desired security role and SC objectives should be re-evaluated.

i. SC planners should understand and consider the ally or partner's culture and associated values, societal norms, political environment, and roles and relationships in the region to better understand the operating environment.

j. 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.) to identify synergies and reduce duplication of effort. Where applicable and permitted by law and policy, SC planners should integrate allies and partners into the SC planning process. Integration requires early planning and coordination with applicable CCMD Staffs, U.S. Embassy country teams, and FDOs.

k. Planners should be aware of the highly capable allies and partners within their AOR, as well as outside-of-AOR allies and partners with interests or the ability to project power into the AOR. SC planners should make the following information available to the widest audience possible, to enable the USMC to identify and leverage opportunities to share objectives and outcomes, achieve unity of effort, and mitigate Joint Force operational shortfalls:

(1) Ally and partner strategic interests

(2) Naval and amphibious capabilities (e.g., organic naval aviation, strategic lift, and amphibious shipping)

(3) Excess capacity

(4) Multi-year engagement plans (e.g., their SC activities with third-party countries)

(5) Ongoing operational requirements

l. Planners should work closely with Fleet Marine Officers, as well as other USMC personnel assigned to Navy staffs, U.S. Navy and U.S. Coast Guard staffs to support maritime integration in strategic, operational, and SC event planning processes. Planners should synchronize efforts, share best practices, and maximize use of authorities to achieve U.S. objectives. Although there are differences in the respective services' approaches to SC, force employment efficiencies are achieved through closer collaboration among maritime services. Coordination should include, but is not limited to, Amphibious Ready Group/Marine Expeditionary Unit SC plans, maritime security, maritime domain awareness, multinational exercise design, and interoperability development with capable FSFs.

m. Planners should work closely with USMC and Naval attachés and U.S. Embassy SCO to collaborate at the country level on allied and partner nation capabilities to include interoperability goals and potential barriers to

success. Attachés provide critical insights on allied and partner nation concerns, willingness, and capabilities. As feasible, SC planning should include USMC and Naval attachés.

n. The SC Planning and Execution Cycle articulated in reference (ac) provides additional information on SC planning and best practices, including tactical guidance on how to assess, plan, monitor, execute, and evaluate SC activities to determine whether desired outcomes and outputs have been achieved.

o. Additional Planning Considerations

(1) Foreign Disclosure. As outlined in Chapter 1 and in reference (o), it is imperative that units expecting to have any foreign interaction involve their FDOs as early as possible to allow for proper planning and coordination.

(2) Intelligence. Per reference (ag), the USMC shall integrate counterintelligence activities into all operations, programs, systems, exercises, plans, doctrine, strategies, policies, and architectures to detect, identify, assess, exploit, and deny foreign intelligence entities and their insiders targeting or exploiting DON information, personnel, operations, and other activities.

(3) Information. USMC SC planners should work closely with IO and Civil Military Operations (CMO) planners to determine the operational or strategic impact their planned or previously conducted SC events are anticipated to achieve. IO and CMO planners enable SC planning by providing insight 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 partner nation. IO planners can also provide insight 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 information capabilities can be leveraged in SC events, either in support of a combined force or in cooperation with corresponding capabilities (e.g., space and cyberspace operations, electromagnetic spectrum operations, inform operations, influence operations, and deception operations).

3. Capability Development Guidance

a. SC is a long-term investment in each ally or partner nation, and developing a sustainable capability requires long timelines. Therefore, the USMC should only undertake capability development efforts for those allies and partners of long-term strategic importance to the USG.

b. SC planners shall use Service force development and design goals and operating 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 the FMF, USMC SC planners should recognize that the capability may not be appropriate for the partner. The USMC should refrain from encouraging a partner to pursue an outdated or vulnerable capability if they are expected to operate within a contested environment, and instead encourage the partner to pursue capabilities that offer greater survivability.

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

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

c. The basis of capability development is standards. Allied and partner nation capabilities should be developed using their own standards (or NATO/coalition standards as appropriate). This will allow for allies and partners to sustain and replicate capabilities (see reference (ac)). SC planners must understand allied or partner nation standards, absorptive capacity, and force generation models when considering capability development as an objective for SC activities.

d. USMC SC planners should avoid "mirroring" FSF capability development exactly to USMC capabilities. SC planners should not assume the USMC's Doctrine, Organization, Training, Materiel, Leadership and education, Personnel, Facilities, and Policy (DOTMLPF-P) practices are the best fit for a given FSF. All USMC engagements should be informed by realistic initial assessments of each FSF within the context of its 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 understanding FSF missions and limitations.

e. Allied or partner nation desires for a specific capability are communicated directly to the CCMD. The CCMD, in coordination with the MARFOR planner as required, should account for the G-EGO 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 has concluded.

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

4. Assessment of Marine Corps Security Cooperation (SC)

a. Service Assessment, Monitoring, and Evaluation (AM&E) Requirements

(1) Per reference (g), DoD must plan, execute, resource, assess, monitor, and evaluate SC activities. AM&E measures return on investment of SC activities and allows policymakers to identify and improve or eliminate ineffective initiatives.

(2) Per reference (f), the DoD AM&E program is intended to provide policymakers, planners, program managers, and implementers with the information necessary to evaluate outcomes, identify challenges, make appropriate corrections, and maximize the effectiveness of future SC.

(3) The regional MARFORs are responsible for supporting AM&E at the tactical and operational level but may request augmentation from Service-retained forces (active and reserve).

(4) Per reference (ah), AM&E products for SC activities must be tracked within Socium, and users are encouraged to take Socium-related training provided by DSCU. Products generated through the AM&E process can be found in reference (ac).

b. Assessment. Per reference (q), assessment activities include monitoring, evaluating, recommending, and directing. Assessment serves at least two critical functions: providing relevant information to inform the design of SC plans, including multi-year engagement plans and SSCIs, and providing baseline information to enable an accurate measurement of progress. Assessments are generally conducted in advance of SC activities; follow-on assessments occur to provide updated analyses and identify mid-course corrections. Figure 2.1 outlines some of the different types of assessments used in SC planning.

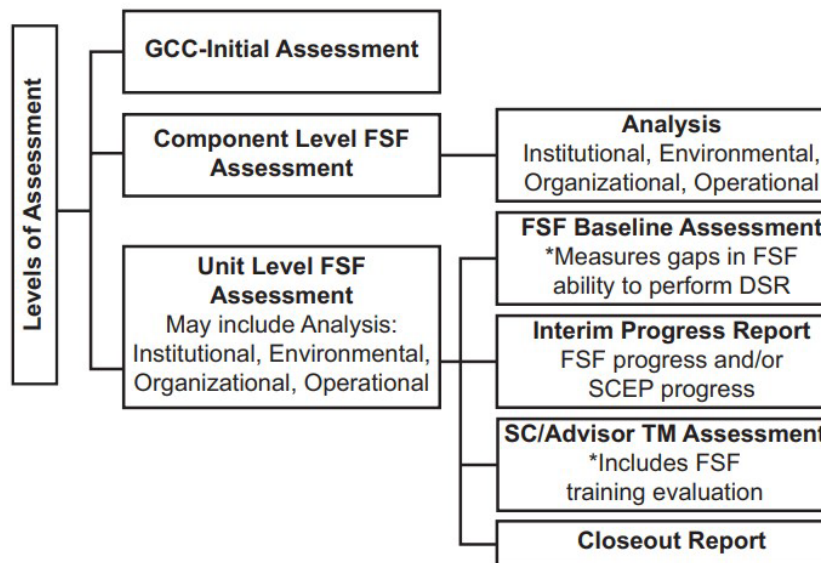


Figure 2.1 -- Assessments throughout the SC Planning and Execution Cycle

(1) At the outset of the SC planning and AM&E process, USMC SC planners should determine or understand the issue, problem, or challenge the SC activity seeks to address as well as the objectives it seeks to achieve.

(2) Once the challenge and/or objectives have been defined, SC planners can conduct an assessment or leverage existing assessments of the ally or partner, FSF, and/or unit to identify relevant capability gaps related to the objectives of the SC activity. Assessments of allied or partner nation willingness, capability, interest, and absorptive capacity should occur prior to initiating an activity or committing resources.

(a) Assessments may be augmented by SMEs from HQMC, the supporting establishment, or the Service-retained force (to include units with a core competency of conducting assessments, if available). USMC SC planners can also leverage their organic intelligence capabilities to inform assessments.

(b) Any FSF assessment should be tied to a CCMD campaign plan, SSCI, or other multi-year effort to build an ally or partner's capability and/or capacity.

(3) After completing an assessment, planners should develop a realistic, multi-year plan that includes measurable objectives for the FSF. SC objectives articulated in SC plans should be Specific, Measurable, Attainable, Realistic, and Time-bound (SMART) to ensure that they can be effectively monitored and evaluated; this facilitates the ability of OSD, CCMDs, HQMC, and MARFORs to determine progress towards national defense objectives.

(4) Per references (q) and (ac), USMC forces may be tasked to support CCMDs or OSD in fulfilling their AM&E mission for all SC activities, including SSCIs. Additionally, although the initial assessments for SSCIs are the responsibility of CCMD SC planners, regional MARFORs may be tasked to assist the CCMDs.

c. Monitoring. Per reference (q), monitoring aims to track implementation of milestones and provide regular feedback on the extent to which expected objectives of an activity are being achieved.

(1) Per references (q) and (ac), as part of an assessment of the ally or partner, FSF, and/or unit, the MARFOR SC planner should develop the Measures of Performance (MOP) and Measure of Effectiveness (MOE) to monitor the progress of an SC plan. Figure 2.2 outlines some examples of MOPs and MOEs.

(a) MOPs. Criteria to measure task accomplishment; used to assess friendly (e.g., partner nation or multinational) actions. MOPs commonly reside in task execution matrices and confirm or deny proper task performance.

(b) MOEs. Criteria to assess changes in system behavior, capabilities, or operational environment; tied to measuring the attainment of an end-state, achievement of an objective, or creation of an effect.

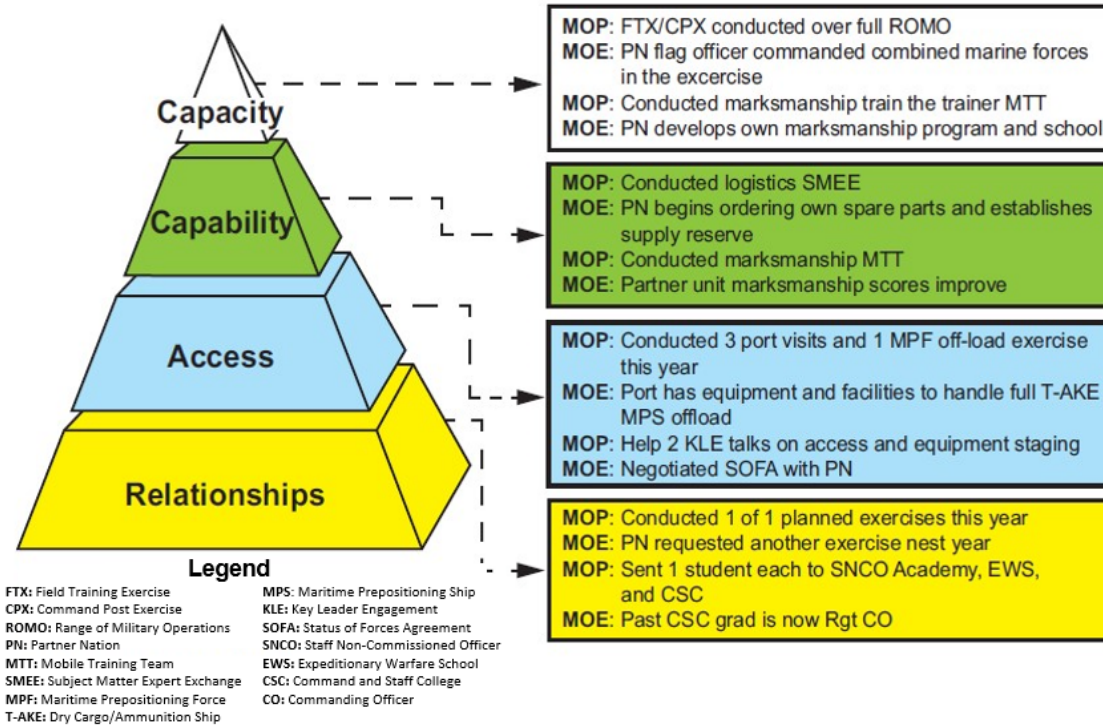


Figure 2.2 -- "SC Pyramid" MOP and MOE Examples

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

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

(b) Whether the FSF successfully completed the intended tasks for SC events using planned resources as measured via MOPs.

(c) Whether the FSF is progressing (in capability, interoperability, or provision of access) against defined objectives as measured via MOEs.

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

(3) Per references (q) and (ah), information related to monitoring SC activities should be captured in relevant information systems such as Socium. SC planners in HQMC, the supporting establishment, and MARFORs are responsible for ensuring appropriate SC information is entered into Socium throughout the SC Planning and Execution Cycle.

d. Evaluation. Per reference (q), evaluation is principally a commander function and routinely occurs at the tactical, operational, or strategic levels. Evaluation should focus on judging and documenting the achievement of objectives, the attainment of end states, and in some cases, making decisions as to the value of continuing an SC investment.

(1) Per reference (ac), SC activities will be evaluated to determine the holistic effectiveness, value, sustainability, and impact of the activities.

(2) Evaluations could consider the following:

(a) Whether there was an increase in allied or partner nation willingness to act unilaterally or as part of a coalition in support of shared security interests

(b) Whether the ally or partner took specific actions in support of desired end states, such as leadership at a multinational forum or increased participation in a key multinational exercise

(c) Whether the Service obtained increased access to training ranges

(d) Whether the SC activity strengthened USMC access, presence, or posture

(3) Completed evaluations of SC activities should inform HQMC, supporting establishments, and MARFOR/MEF SC planners in the adjustment of multi-year engagement plans, SSCIs, MARFOR campaign support plans, theater campaign plans, and Service-level policies to achieve stated objectives.

(4) For the DoD, the strategic evaluation of SSCIs will be centralized at the OSD level. As a result, the USMC does not play a primary role in this process but may be tasked to support.

(a) OSD requests for USMC evaluation support will come either through the CCMDS to the MARFORs, or directly to HQMC.

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

(c) DC PP&O (PLU) will be the primary conduit for USMC input to DoD evaluations of SSCIs. All HQMC and supporting establishment input shall be coordinated with DC PP&O (PLU) prior to submission to OSD.

e. Recommend and/or Direct. Per reference (q), MARFORs use the results of their monitoring and evaluation activities to inform policy decisions, share lessons learned across MARFORs, inform ongoing advising activities within an FSF, and take actions that bring about change to any USMC SC plan or activity, when necessary.

5. Security Cooperation (SC) Sourcing. This section outlines the process and guidance for assigning forces to SC activities.

a. In accordance with references (ai) and (aj), the USMC utilizes the GFM process as articulated in reference (ak) to identify force sourcing recommendations for submission to the Joint Staff and OSD. DC PP&O submits all force sourcing on behalf of the CMC to the Joint Staff.

(1) To address global challenges, the SecDef employs the Joint GFM process to assign (inclusive of Service-retained forces), apportion, and allocate Service-generated forces (units and individuals) to CCDRs for

employment. The GFM process enables the SecDef to make proactive, risk-informed decisions to align forces against known CCDR requirements in advance of planning and deployment preparation timelines.

(a) Assigned forces are USMC forces assigned under a CCMD authority and may be used to conduct SC events as individuals, teams, detachments, or units.

(b) Apportioned forces are resources for planning purposes only.

(c) Allocated forces are transferred from one CCDR or Service to another CCDR for operations/missions. The supported commander exercises operational control over allocated forces, unless otherwise approved in the GFM Allocation Plan or in a separate SecDef approved order.

(2) USMC Force Synchronization Conferences facilitate the Service's participation in GFM while concurrently enabling force generation and sustainment planning and execution. Under the authority of the SECNAV, the CMC supports GFM by nominating available USMC units, personnel, equipment, and other resources for employment via respective CCDRs. CMC also approves the allocation of USMC forces in support of Title 10 U.S. Code and other institutional responsibilities (e.g., exercises, SC events, training, wargames, RDT&E initiatives, and experimentation). In accordance with GFM policies, CMC recommends to SecDef the assignment, apportionment, and allocation of USMC forces (units and individuals) from both the FMF and the supporting establishment to fulfill Joint and Service requirements. In execution of these responsibilities, CMC directs and employs the USMC Force Synchronization Conferences and Operations Senates to develop informed force allocation recommendations and/or decisions.

b. Marine Corps Security Cooperation (SC) Sourcing Policy. SC events should support a CCDR SC requirement while enhancing USMC readiness. MARFOR and MEF planners are directed to coordinate with and work through their respective GFM and reserve integration officers to develop requirements in support of MARFOR or CCDR objectives. Before submitting requests for USMC forces to support SC activities, SC planners shall work with their GFM and reserve integration officers to understand available SC funding authorities and develop a holistic perspective on capabilities resident in the active component and MARFORRES. Additionally, assigned Marine forces under CCMD authority may be directed to conduct SC events without additional GFM coordination.

(1) Planners must understand how the proposed event fits within the broader context of the organization's operations, and articulate capability-based requests based on mission requirements. Planners should articulate specific capabilities that an event requires rather than a specific unit with a known skill.

(2) Planners must inform their MEF and regional MARFOR GFM officers (as well as the MARFORRES GFM officer and reserve integration officers, as applicable) of all informal coordination conducted with potential sourcing solutions in advance of formal requests.

(3) Where possible, SC objectives and outcomes should be deconflicted or coordinated with other maritime services. In support of SC engagements and with the concurrence of the CCDR, regional MARFORs should coordinate with

regional NAVFORs for FMF employment, primarily in-theater MEUs and Fleet Antiterrorism Security teams.

c. Marine Corps Sourcing Roles and Responsibilities

(1) DC PP&O is the USMC Global Force Manager.

(2) Commanders, MARFORPAC; MARFORCOM; MARFORRES; MCICOM; and commanders in the supporting establishments are force providers.

(a) MARFORPAC has a dual role as a force employer and force provider in the GFM/force synchronization process.

1. MARFORPAC is a force employer in support of tasks from U.S. Indo-Pacific Command (USINDOPACOM). MARFORPAC coordinates these requirements through the USINDOPACOM chain of command and informs the Service. MARFORPAC is also a force provider for requirements registered by other CCDRs.

2. Like other regional MARFORs, MARFORPAC may have requirements that its assigned forces (i.e., I MEF and III MEF) cannot fulfill. Requirements assigned outside of the USINDOPACOM chain of command (i.e., an external CCDR or Service requirement) are sourced and coordinated through the GFM and force synchronization process per this Order.

(b) Regional MARFORs are force employers. Regional MARFORs support their respective CCDRs and advise DC PP&O of potential requirements for USMC forces.

d. Marine Corps Sourcing Process. The USMC force synchronization process is directly linked to the Joint GFM cycle. The process begins approximately 18 months prior to the fiscal year of focus. In any given fiscal year, CCDRs, the Joint Staff, Service components, and services develop rotational requirements for two fiscal years ahead (e.g., fiscal year 2027 requirements are developed and submitted during fiscal year 2025). The Joint Staff convenes the GFM Board to determine ongoing and future demand and validates CCDR requirements. Sourcing any requirement – whether CCDR or Service, annual or emergent – involves four phases:

(1) Requirement Identification. This involves determining the forces and/or capabilities required to carry out the mission or task.

(2) Requirement Submission and Validation. Includes submitting force requests in accordance with references (ai), (aj), and (ak) via CCDR/Service channels and determining whether requests support established objectives.

(3) Sourcing Solution Development. This involves conducting detailed analysis of inventory, commitment, institutional risks, and capacity to fulfill force requests and nomination of specified forces and capabilities to support given requirements. Sourcing solution development involves identifying the right force to meet a given requirement. Tasks and missions associated with a given requirement drive the type of force to be used.

(4) Sourcing Solution Approval and Implementation. This includes securing Service headquarters and SecDef approval of sourcing recommendations and release of orders/directives to deploy forces/capabilities, and formal

transfer of forces from the supporting command to the supported CCDR for employment.

e. Reserve Capabilities. MARFORs and MEFs shall work through their respective reserve integration officers and execute the reserve activation process outlined in reference (a1) to leverage reserve force capabilities that are either not available or considered low-density/high demand in the active component. Advisor, civil affairs, and supporting arms liaison capabilities are ideal complements to active-duty forces working with FSF in the contact layer. SC planners can leverage a few authorities to use MARFORRES capabilities.

(1) Active-Duty Operational Support (ADOS), Title 10 U.S. Code §12301(d). ADOS is voluntary activation and can be used alongside involuntary activation authorities. In addition to travel and per diem costs, the supported MARFOR is also required to cover pay and allowances for ADOS.

(2) Annual Training (AT), Title 10 U.S. Code §12301(b). Involuntary activation can be used for short-term activation if the Marines have not conducted AT in a given fiscal year. The maximum length of involuntary AT is 15 days, and the maximum length of voluntary AT is 29 days, inclusive of travel. For each day beyond the 15th day, planners must also consider funding requirements for pay and allowances. For AT travel and per diem costs, planners should coordinate with their reserve integration and GFM officers.

(3) Pre-Planned and Budgeted Mission Support, Title 10 U.S. Code §12304(b). Typically used for GFM planned operational augmentation of Active Component Forces.

6. Security Cooperation (SC) Resourcing. Title 10 U.S. Code §381(a) requires a consolidated budget of SC programs and activities for the DoD to include annually along with the President's Budget request to Congress. The consolidated budget display is intended to enhance planning and oversight of SC programs and related activities across the DoD. The POM process is the DoD's internal methodology for allocating resources to capabilities deemed necessary to accomplish its missions. The USMC POM submission informs the DoD's PPBEA process.

a. The POM process is calendar driven. It is appropriate to view 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 multiple fiscal years as well as multiple events 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 and activities will be resourced through a combination of funding sources, to include funding secured through the International SC Programs account managed by DSCA or other USG agency appropriations (e.g., DOS). Some SC activities, such as FMS, are paid for directly by allies and partners. Funding may also come from Service O&M, both appropriated and non-appropriated, and CCDR O&M, both appropriated and non-appropriated. CCDR and Service O&M funds and expenditures must support specific programs, as authorized by Title 10 U.S. Code. Each O&M funded

program will have its own rules and procedures. 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 for 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 aligning them to Service-level guidance and appropriate CCMD and MARFOR SC objectives. The MARFORs may also indirectly influence O&M allocations through the deliberations of the Program Evaluations Boards and the POM Working Group.

e. DC PP&O (PO) is a voting member on the POM Working Group and all Program Evaluations Boards, and co-chairs the FMF Program Evaluations Boards. MARFORs may advocate for funding of specific SC programs through these representatives.

f. For other appropriated funds, separate from O&M, the 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 a specific authority or fund. See the DSCU SC Programs Handbook at www.dscu.edu for a list of appropriated funding lines for conducting SC activities.

g. International Cooperative Administrative Support Services (ICASS). 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. The 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, including security services, health services, information management technical support, financial management, and general services (e.g., vehicles, shipping, and customs).

(1) Temporary additional duty (TAD) personnel or those participating in exercises in a foreign country are not accounted and paid for under ICASS continuing agreements. ICASS costs 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.

(2) ICASS Agreements are different at each U.S. Embassy. SC planners should contact the relevant Senior Defense Official/Defense Attaché for further information.

(3) 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 (PLU) may request reimbursement from organizations to offset any unexpected ICASS bills received from the DOS.

(4) Personnel assigned to Marine Security Guard duty, to include the Regional Headquarters, are accounted for separately.

h. Other Security Cooperation (SC) Resources. There are many additional resources available to support USMC SC activities. As described in

Chapter 1, ACSAs can also be used to obtain logistics support, supplies, and services associated with multinational exercises, training, and deployments.

i. Funding Execution. Commanders and planners shall not begin execution of SC activities until the request is approved and funding is allocated.

j. Tracking Security Cooperation (SC) Spending. Congressional requirements necessitate changes to the way the USMC captures and reports financial data. MARFOR SC planners and comptrollers shall work together to track financial costs associated with SC activities. USMC comptrollers shall assist SC planners to have visibility on Budget Execution Reports, as required by reference (au), so these organizations can oversee the correct allocation of resources.

(1) As required and per DC P&R guidance, USMC comptrollers should establish local SOPs governing how they report funds expended on SC activities.

(2) SC funds must distinguish between funds expended for the benefit of the ally or partner or the benefit of the USMC. These funds must further distinguish the categories of money, activity or funding line, and purpose (e.g., travel, incidentals, per diem, etc.).

(3) In addition to tracking financial data, SC planners shall upload spending totals to their SC event in Socium entries per reference (c). Socium consolidates financial data with MARFOR-provided qualitative data, including:

- (a) A summary of the SC activity
- (b) The purpose and duration of the activity
- (c) Related metrics for AM&E
- (d) The non-financial resources used, including personnel.

(4) DC P&R, in coordination with DC PP&O (PLU), will develop processes and procedures for reporting USMC SC spending to OSD's Cost Assessment and Program Evaluation Office in accordance with reference (au).

Chapter 3

Marine Corps Security Cooperation Training

1. Background. The FMF is expected to be appropriately and adequately trained to conduct missions and activities alongside allies and partners. This chapter outlines DoD and USMC SC training requirements to support Joint and Service SC missions. HQMC ensures all uniformed and civilian personnel assigned to SC (which includes SA) billets and positions are adequately trained to execute their assigned functions and tasks in accordance with DoD and USMC requirements.

2. Security Cooperation Workforce Development Program (SCWDP). Title 10 U.S. Code §384 requires the DoD to oversee and manage a professional workforce supporting the Department's SC programs and activities. DSCA serves as the executive agent for the DoD SCWDP to ensure professionalization and capability development across DoD SC positions and billets. Reference (d) defines SCWDP certification requirements, and each Service is responsible for coordinating and tracking the training and certification of designated SCW personnel to the program's requirements. The SCW is a DSCA designation, not a USMC doctrinal term.

a. DoD-wide SCWDP requirements are managed in DSCU's designated SCWDP talent management system. DSCU utilizes an automated information system to plan their annual academic program, ensuring sufficient access to DSCU training opportunities. The automated information system relies on accurate personnel and positional data inputs from Service- and Component-level sub-organizational data managers.

b. DC PP&O (PLU), in coordination with the MARFORs, MCSC-IP, and TECOM, manages USMC SCWDP implementation and:

(1) Maintains awareness of SCWDP requirements and coordinates with sub-organizational data managers to ensure Service SCW personnel are trained and certified.

(2) Establishes Service SCWDP Business Rules outlining appointed sub-organizational data manager responsibilities and program procedures for SCWD personnel.

(3) Sets policy guidance for program implementation and for USMC supporting establishment and MARFOR inputs to DSCU's designated automated information system, per OSD and DSCA program requirements.

(4) Updates the automated information system as SCW personnel and positional changes occur.

c. Additional information regarding SCWDP requirements can be found at www.dscu.edu.

3. Service-Designated Security Cooperation Workforce (SCW). The USMC defines the Service-designated SCW only as those USMC civilians serving in permanent SC positions and those uniformed personnel temporarily assigned to permanent billets who conduct SC as their primary function. These individuals comprise the entire USMC SCW for the purposes of Service implementation of reference (d).

Marine Corps Security Cooperation Workforce	
Civilian Personnel	<ul style="list-style-type: none"> ▪ PP&O (PLU) personnel ▪ MCSC-IP personnel ▪ TECOM, SA Branch personnel ▪ TECOM, Security Cooperation Training Detachment personnel ▪ TECOM, International Military Student Officers ▪ Designated MARFOR G3, G5 personnel ▪ Designated USMC FDO personnel
Uniformed Personnel	<p>USMC uniformed personnel are temporarily considered part of the DSCA Workforce only while assigned to these billets:</p> <ul style="list-style-type: none"> ▪ PP&O (PLU) personnel ▪ TECOM, Security Cooperation Training Detachment personnel ▪ TECOM, International Military Student Officers ▪ MARFOR SC Planners, Exercise Planners, & Desk Officers ▪ MEF SC Planners & Exercise Planners ▪ PEP personnel ▪ Designated USMC FDOs

Figure 3.1 -- Marine Corps Civilian and Military SCW Personnel

a. Marine Corps Civilian Security Cooperation Workforce (SCW) Positions

(1) Within PP&O (PL), civilian members of the SCW include select personnel from PP&O's International Affairs Branch (PLU) who develop and recommend USMC positions related to SC and the USMC International Affairs Program (IAP) in support of processes internal and external to USMC. Also, civilian members of the SCW include select financial management personnel within PP&O (PL) that support the proper execution of funds for key SC programs.

(2) 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 foreign or partner nation-related SA acquisition and logistics matters for USMC specific programs.

(3) Within TECOM, the SA Branch employs civilian members of the SCW to coordinate and oversee IMS attendance at USMC training and education courses, as well as oversee the field studies program and IMSO program. Additionally, the SCTD is responsible for training the FMF to conduct SC (to include SFA) planning and advising missions via the SC Planners Course and the Marine Advisor Course.

(4) Within the MARFORs, civilian members of the SCW (e.g., branch heads, SC planners, and exercise planners) fill roles involving the planning and execution of SC activities.

(5) Per reference (d), USMC FDO civilian personnel for whom foreign disclosure is a primary duty or serve as the primary command FDO for Marine

Component Commands, regardless of duty type, play an essential role in enabling SC and partner engagement.

b. Marine Corps Uniformed Security Cooperation Workforce (SCW) Billets

(1) PP&O (PLU) desk officers develop and coordinate USMC positions in response to pol-mil initiatives and SC tasks from OSD, the Joint Staff, SECNAV Staff, DSCA, CCMD staffs, and various offices within HQMC.

(2) Within TECOM, the SCTD is responsible for training the FMF to conduct SC (to include SFA) planning and advising missions via the SC Planners Course and the Marine Advisor Course.

(3) MARFOR SC planners and exercise planners are the primary SC planners in the USMC, while MARFOR desk officers fill roles that involve regular coordination and engagement with USMC partners and allies.

(4) MEF SC planners and engagement planners may coordinate and execute USMC SC activities. 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 SC plan.

(5) Per reference (d), USMC FDOs for whom foreign disclosure is a primary duty or serve as the primary command FDO for Marine Component Commands regardless of duty type play an essential role in enabling SC and partner engagement.

(6) Personnel Exchange Program (PEP). USMC personnel assigned to PEP billets embed with allied and partner nation units, representing 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. Additional information relevant to PEP personnel can be found in reference (am).

(7) Military Reserve Exchange Program. In accordance with reference (an) the Office of the Secretary of Defense Military Reserve Exchange Program fosters greater understanding and cooperation between the reserve components of the U.S. military services and other countries. The period of the exchange is 2 weeks plus any necessary travel time.

(8) USMC Personnel in Joint/External Security Cooperation (SC) Billets. USMC personnel assigned to Joint or external SC billets are under the purview of their respective CCMD and should coordinate SCWDP certification requirements with the CCMD's designated lead manager.

(a) Security Cooperation Office (SCO) Personnel. SCOs comprise all DoD elements located in a foreign country with assigned responsibilities for carrying out SC 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 ally or partner. The SCO may also be called: Military Assistance Advisory Group / Joint U.S. Military Advisory Group (e.g., the Joint U.S. Military Affairs Group-Korea); Military Group; Military Missions

and Group; Office of Defense and Military Cooperation; Military Liaison Group; and Liaison Office.

(b) Senior Defense Official/Defense Attaché. Marines assigned as a Senior Defense Official/Defense Attaché serve as the principal DoD official at a U.S. Embassy and as 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.

(c) Joint and Combatant Command (CCMD) 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 CCMD's or Joint command's Strategic Planning and Policy Directorate (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; developing a country, regional, or functional SC plan; or developing exercises and training programs to provide venues for evaluating SC efforts.

4. Corps Security Cooperation (SC) Training Requirements. DC PP&O establishes the following Service-specific training requirements for select SC billets or units/detachments to ensure that Service personnel are appropriately trained to meet mission requirements and execute assigned functions and tasks:

SC Billets/ Positions	Required SC Training	Required Training Timeline	Recommended Training
PP&O PLU Personnel (Desk Officers, SC & IAP Section Heads, Policy Analysts) PP&O SC Financial Analysts	<ul style="list-style-type: none"> SC Planners Course Introduction to Socium (SOC-101) 	No later than (NLT) 180 days after check-in	<ul style="list-style-type: none"> Socium Roles and Rules for Managing SC Activities (SOC-102)
MARFOR and MEF SC and Exercise Planners	<ul style="list-style-type: none"> SC Planners Course SOC-101, SOC-102 	NLT 180 days after check-in (Preferred: permanent change of station (PCS) with temporary duty under instruction (TEMINS))	
MEB/MEU/SPMAGTF SC Engagement, or Exercise Planner	<ul style="list-style-type: none"> SC Planners Course 	NLT 180 days after check-in (Preferred: PCS with TEMINS)	<ul style="list-style-type: none"> SOC-101, SOC-102 Civil Affairs Integration Course Civil-Military Operations Planner Course

Joint/Combined Multilateral Exercise Planner (e.g., NATO Exercise Planner)			<ul style="list-style-type: none"> ▪ SC Planners Course ▪ SOC-101, SOC-102
Joint CCMD J5 Desk Officers			<ul style="list-style-type: none"> ▪ SC Planners Course
Senior Defense Official/Defense Attaché			<ul style="list-style-type: none"> ▪ SC Planners Course
Security Cooperation Officer			<ul style="list-style-type: none"> ▪ SC Planners Course
Marine Attaché			<ul style="list-style-type: none"> ▪ SC Planners Course
SCTD, TECOM	<ul style="list-style-type: none"> ▪ SOC-101, SOC-102 		
Liaison Officer with ally or partner nation	<ul style="list-style-type: none"> ▪ Refer to reference (aq) ▪ If selectee is not a FAO/RAO: Marine Advisor Course 	NLT 180 days after check-in (Preferred: PCS with TEMINS)	
Personnel Exchange Program Personnel	<ul style="list-style-type: none"> ▪ Refer to MCO 5710.07 (PEP) 		
International Military Student Officers (IMSOs)	<ul style="list-style-type: none"> ▪ DSCU IMSO Training Course 	NLT 180 days after check-in (Preferred: PCS with TEMINS)	
FMF Units or Detachments	<ul style="list-style-type: none"> ▪ Refer to NAVMC 3500.18, Training Event MCS-APES-2001 (Reference (ao)) 	Within the last 36 months	
FMF Units or Detachments with SFA Missions (Building Partner Capacity, FSF Training/Equipping, Operational/Combat Advising, etc.)	<ul style="list-style-type: none"> ▪ Marine Advisor Course OR ▪ Refer to NAVMC 3500.108B (Reference (m)) 		

Figure 3.2 -- Marine Corps SC Training Requirements

a. For most USMC personnel, SC training standards are established based on assignment to a SC billet and do not need to be maintained once they rotate out of or depart the SC billet.

b. Fleet Marine Force (FMF). The forward deployed FMF will likely engage in SC activities (to include SFA activities) as part of day-to-day campaigning throughout the competition continuum. Reference (ao) defines minimum training standards for engagement with allies and partners, and reference (m) establishes minimum training standards for Marines and assigned Navy personnel with SC/SFA missions.

(1) Security Cooperation (SC) Training. For FMF units or detachments that are tasked with an SC mission (e.g., bilateral and multilateral exercises, SME exchanges, mil-to-mil engagements, and etc.), unit commanders will ensure that Marines at the lowest point of intersection with allies and partners (squad, section, detachment, etc.) will receive training on Basic Engagement Skills (NAVMC 3500.18, Training Event MCS-APES-2001). Basic Engagement Skills courses introduce SC, provide a baseline understanding of foreign disclosure, and train Marines on cross-cultural communications skills.

(2) Marine Corps Tasks (MCT). Reference (ap) outlines the following MCTs for the various MAGTF organizations at the MEF, MEB, MEU, and Special Purpose MAGTF levels that require operating with allies and partners in support of SC/SFA missions. Marine units with the below listed MCTs shall refer to reference (ao) and reference (m) for SC-specific training guidance. Note: MCTs are subject to change over time through MET/METL reviews.

Command	MCTs
MARFORs have this operational task (OP) from the Universal Joint Task List	<ul style="list-style-type: none"> ▪ OP 5.7.11 Execute Security Cooperation
MEFs and MEF Headquarters' METs include the following MCTs:	<ul style="list-style-type: none"> ▪ MCT 1.10 Conduct Crisis Response ▪ MCT 1.14 Conduct Stability Operations ▪ MCT 1.15 Conduct Civil-Military Operations ▪ MCT 5.5 Conduct Joint and Combined Operations ▪ MCT 5.5.1 Conduct Interorganizational Cooperation (Formerly known as Integrate and Operate with Joint, Interagency, Intergovernmental and Multinational (JIIM) Organizations and includes working with allies and partners) ▪ MCT 5.7.4 Plan and Direct Stability Operations
MEBs and their Command Elements' METs include the following MCTs:	<ul style="list-style-type: none"> ▪ MCT 5.5.1 Conduct Interorganizational Cooperation (Formerly known as Integrate and Operate with JIIM Organizations and includes working with allies and partners) ▪ MCT 5.5.5.1 Conduct/Support Theater SC Activities ▪ MCT 5.7.4 Plan and Direct Stability Operations ▪ MCT 5.7.6 Plan and Direct Crisis Response Operations
MEUs and their Command Elements' METs	<ul style="list-style-type: none"> ▪ MCT 1.15.1.2 Facilitate Foreign Humanitarian Assistance

include the following MCTs:	<ul style="list-style-type: none"> ▪ MCT 5.5.1 Integrate and Operate with JIIM Organizations ▪ MCT 5.5.5.1 Conduct/Support Theater SC Activities
Special Purpose MAGTFs' METs include the following MCTs:	<ul style="list-style-type: none"> ▪ MCT 1.15.1.2 Coordinate Foreign Humanitarian Assistance ▪ MCT 1.17.3 Train Foreign Security Forces ▪ MCT 1.3.4 Conduct Assault Support Operations ▪ MCT 5.5.1 Integrate and Operate with JIIM Organizations ▪ MCT 5.5.5.1 Conduct/Support Theater SC Activities
Additional MCTs that include multinational or coalition operations or exercises:	<ul style="list-style-type: none"> ▪ MCT 1.12.8 Establish and Operate Expeditionary Advanced Bases ▪ MCT 5.5.1.1 Integrate and Coordinate Joint and Interagency Operations ▪ MCT 5.5.1.2 Conduct Joint and Interagency Operations ▪ MCT 5.5.4 Conduct Multinational Operations ▪ MCT 6.4.5.1 Provide Chemical, Biological, Radiological, and Nuclear Consequence Management Command and Control

Figure 3.3 -- Marine Corps SC-Related Tasks

(3) Security Force Assistance (SFA) Training

(a) For FMF units or detachments tasked with an SFA mission (e.g., operational/combat advising, partner capability/capacity building, etc.), Marines shall attend the Marine Advisor Course, or if Marine Advisor Course seats are limited, FMF commands are encouraged to locally train Marines using training standards outlined in reference (m).

(b) Based on the mission, commanders determine the appropriate rank, MOS, and billets of Marines who will receive advisor training. Although unit commanders have discretion on the total number of Marines who receive training, commanders will build redundancy of knowledge within their formation to include key staff members and their chiefs (e.g., S3, S4, etc.) and in organizations that routinely interact with allies and partners and/or are anticipated to execute SFA missions.

(c) The following planning guidance applies: Each FMF O-5 level command tasked with an SFA mission should have a minimum of 3% of its unit formally trained at TECOM's Marine Advisor Course. This captures the minimum number of required Marines at the critical point of interaction with allies and partners. For example, 3% of a battalion of 800 Marines equates to 24 Marines. See figure 3.1 for a notional example of a battalion of 800 Marines task organizing a company for an SFA mission.

(d) The commander has discretion to adjust the distribution of advisor-trained Marines throughout their unit, and this planning guidance can be adjusted upward based on the anticipated role of the unit with an ally or partner. For example, based on mission analysis, MEUs deploying to INDOPACOM are trained to more than the minimum by sending Marines to the Marine Advisor

Course and by running a local basic engagement stills course that teaches SFA skills.

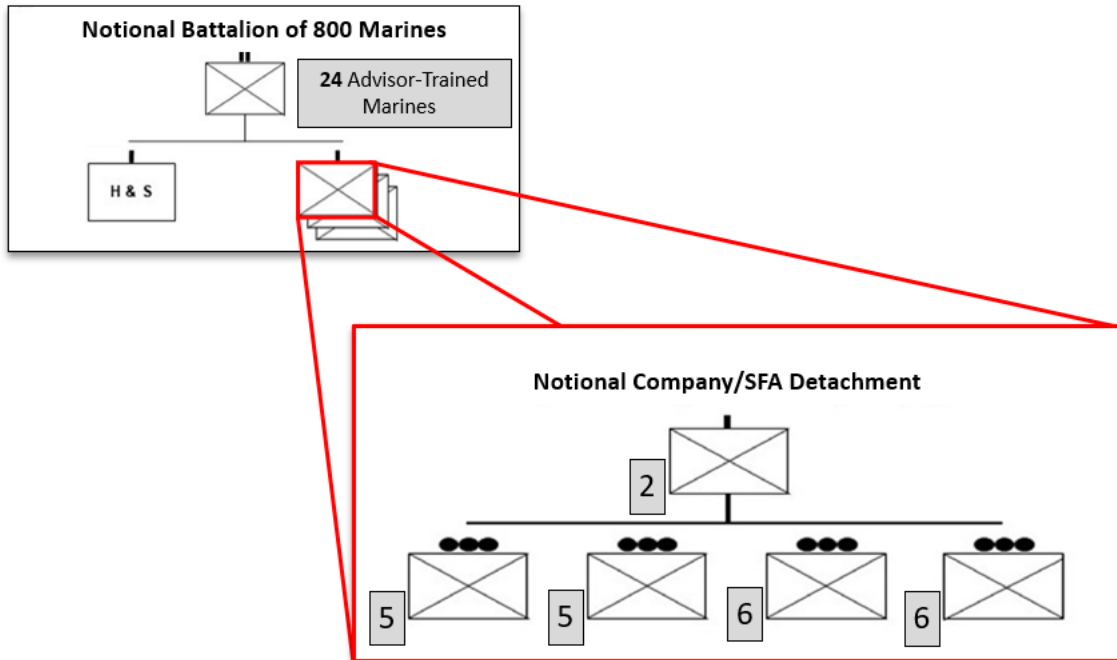


Figure 3.4 -- Notional Training Baseline for FMF Unit with SFA Mission

5. Marine Corps Security Cooperation (SC)-Related Military Occupational Specialties. HQMC maintains several Free MOSs (FMOS) to build a community of personnel with relevant SC skills and experiences.

a. International Affairs Program (IAP) Personnel. Per reference (aq), the USMC establishes policy and procedures for three International Affairs MOS programs, managed collectively as the IAP. They include the Foreign Area Officer (FAO) program; the Regional Affairs Officer (RAO) program; the Foreign Area Staff Non-commissioned Officers (FAS) program. IAP personnel employ language, regional, and cultural (LREC) capabilities in support of Service planning, operational requirements, and MAGTF capabilities beyond those baseline skills inherent in the General-Purpose Force. Training requirements for USMC FAO, RAO, and FAS are defined in reference (aq).

b. Advisors. USMC forces from all MOSs may be assigned to conduct FSF advising across the competition continuum. They are organized and trained to work alongside designated FSFs so that USG, Service, and FSF objectives can be achieved. The USMC has established the Advisor FMOS (0570) and the Operational Advisor FMOS (0571). The latest guidance on the 0570 and 0571 FMOSs and how to receive them is contained within references (as) and (ar), updated annually. DC PP&O (PLU) serves as the HQMC sponsor for policy and oversight of these FMOSs.

(1) USMC forces of all occupational specialties in grades of sergeant through colonel, who successfully complete the Marine Advisor Course at a formal USMC schoolhouse and have completed regional and cultural education are assigned FMOS 0570 (Advisor).

(a) In accordance with references (ar) and (as) installation personnel administration centers will run the additional FMOS 0570 unit diary entry in the Marine Corps Total Force System for Marines who meet perquisites and qualifications.

(b) Trained USMC Advisors understand advisor techniques and can develop and influence an FSF. USMC Advisors are proficient in their primary MOS and familiar with regional and cultural education. They can analyze the operational environment, understand the influence of culture, build, and maintain relationships and rapport with counterparts, and understand linkages to other USMC missions and concepts (e.g., stability operations, civil affairs, stand-in forces, etc.).

(2) USMC personnel in grades of sergeant through lieutenant colonel with the FMOS 0570 (Advisor) may apply for the FMOS 0571 (Operational Advisor).

(a) In accordance with references (ar) and (as), installation personnel administration centers will run the additional MOS 0571 unit diary entry for Marines who have been awarded the FSF Operational Advisor FMOS by their respective command authority. Commanding Officers at the O-5 level approve the 0571 FMOS for Marines who have met prerequisites and demonstrated extensive knowledge and expertise in advising in an on-the-job operational environment within the last 7 years, encompassing a period of no less than six months.

(b) Operational Advisors have extensive knowledge and experience in their primary MOS and can translate expertise and experiences into useful advice to foreign counterparts to develop and influence an FSF throughout the phases of military operations and across the range of military operations. They are familiar with LREC, they can analyze and apply operational culture, they are capable of building relationships, and they can sustain rapport with FSF counterparts to further mission objectives. Operational 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. Operational Advisors provide expert opinions, 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.

c. Marine Corps Security Cooperation (SC) Planners. USMC forces from all MOSs may be assigned to conduct SC or exercise planning. The USMC has established the SC Planner FMOS (0560). The latest guidance on the 0560 MOS and how to receive it is contained within reference (ar), updated annually. DC PP&O (PLU) serves as the HQMC sponsor for policy and oversight of these FMOSs.

(1) SC Planners are in high demand across the USMC with billets at the regional MARFOR and MEF levels. USMC forces of all occupational specialties in grades of sergeant through lieutenant colonel, who successfully complete the SC Planners Course at a formal USMC schoolhouse and have completed DoD SCWDP requirements are assigned FMOS 0560 (SC Planner).

(2) SC planners work closely with operational planners to ensure planned SC engagements enable USMC operations, to include readiness generation and/or sustainment activities for USMC forces, potential

prepositioning and access, coalition partner interoperability, and contribution to deterrence via the development of FSF capabilities. SC planners develop multi-year engagement plans in support of overarching global campaign plans, CCMD campaign plans, and other high-level strategic guidance. SC planners have a comprehensive understanding of the USMC SC planning and execution cycle.

Chapter 4

Foreign Education and Training

1. Background. The USMC facilitates the participation of ally and partner personnel in USMC PME and training, both CONUS and overseas, to strengthen bilateral ties and promote USMC principles and processes. This chapter outlines the various aspects of FSF education and training.

2. International Military Students (IMS). Allies and partners attend USMC schools to generate greater familiarity with USMC tactics, techniques, and procedures. For the USMC, IMS attendance at USMC schools serves to professionalize priority allied and partner nation security forces through introduction to USMC ethos and culture and to provide low-cost opportunities for engagement without the use of allocated forces.

a. All ally and partner requests for education and training must be made by the SCO at each Embassy, per reference (1). MARFORs shall make recommendations to SCOs on USMC education and training, and to their CCMD on which countries would most benefit the USMC if selected to attend USMC schools.

b. SCO personnel, in coordination with allies and partners, 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 it consolidates host country training needs from a Joint perspective. The CETPP is part of the SCO's input to the planning process. The CETPPs are approved by the CCMD prior to the annual Security Cooperation Education and Training Working Groups (SCETWGs).

c. Allies and partners can pay for participation in USMC education and training through a variety of funding authorities. Attendance can be funded by allies and partners (i.e., FMS case), USG-appropriated funds (e.g., IMET program, Title 10 U.S. Code train-and-equip funds, etc.), USG grant money (e.g., FMFP), or on a no-cost basis due to a reciprocal education exchange agreement.

d. Per reference (1), every IMS invited to participate in USMC PME and training, regardless of sponsoring program, funding source, or security classification, must satisfactorily complete the required security and medical screening requirements before a U.S. visa and/or invitational travel order can be issued to the IMS. Additionally, IMS participation in lethal training has extra vetting requirements through DOS and DSCA. TECOM (SA Branch) or the MARFORs shall submit requests for lethal training to DC PP&O (PLU) for endorsement and forwarding to NIPO for routing to DSCA and DOS for approval. When originated by the MARFORs, PP&O (PLU) shall notify TECOM (SA Branch) for situational awareness.

3. Security Cooperation Education and Training Working Groups (SCETWG). Each geographic CCMD 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 CCMD, SCOs, services, DSCA, and DOS, as appropriate. The SCETWG focuses on planning and policy issues. It reviews SCO requests for exceptions to policy, PME, expanded-IMET requirements, and other education and training requirements. This meeting is the primary place where Service resident PME requirements are discussed following the previous year's CETPP submission.

a. Agenda

(1) Review of international education and training programs including IMET, FMS/FMFP, Regional Defense Fellowship Program, Title 10 U.S. Code §333, and other SC formal training programs.

(2) Review and coordination of the CETPP.

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

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

(5) Specialized instruction for SCOs, as needed.

(6) SCO input to CCMDs for IMET end-of-year reallocation requirements to be programmed as 1st quarter (Oct, Nov, Dec) Priority B for prioritization by the CCMD.

b. Attendance

(1) SCO attendance is required for review of USG-funded training and normally limited to one representative per country. Allied or partner nation attendance is authorized only when the CCMD determines that attendance is critical to the presentation and review of the programs.

(2) TECOM (SA Branch) is the primary USMC Service representative at the SCETWGs.

4. Security Cooperation Education and Training (SCET) Teams. Per reference (1), allies and partners can request SCETs, including mobile training teams (MTTs), under various Title 10 U.S. Code and Title 22 U.S. Code authorities. SCETs consist of U.S. military, DoD civilian, and/or contractor personnel deployed to a foreign country on TAD or PCS status. These teams provide advice, training, technical assistance, or support to personnel of the host nation. This assistance is provided to meet specific objectives in connection with the development of a country's capabilities.

a. SCETs should be considered for any of the following situations:

(1) When training must be accomplished quickly in response to a threat or adverse condition affecting the security of the foreign country

(2) When training is of relatively short duration

(3) When training must reach many trainees

(4) When training can be conducted only on equipment or in facilities located in the foreign country.

b. Request Process. Per reference (1), whenever possible, the SCO should forecast requirements for SCETs multiple years in advance of the expected deployment date. SCO planning for SCETs should be included in the

CCMD out-year theater SC planning where they are ultimately integrated and synchronized with other SC activities in support of a larger strategic objective. The SCO will initiate coordination with TECOM, which will work with the Naval Education and Training Security Assistance Field Activity office to execute the SCET request. The CCCR can also task SCET deployments directly to a Service component command.

(1) The resourcing requirements differ based on the authority used. USMC SCETs deploying under Title 10 U.S. Code or Title 22 U.S. Code authorities must understand the appropriate rules of engagement or other constraints applicable to the particular section of the law that authorizes the deployment.

(2) Emergent requests not identified as part of the CETPP and submitted at the SCETWG or not submitted during other Title 10 planning and submission processes (such as annual SSCI submissions) are considered "out-of-cycle" and may have fewer sourcing and resourcing options to support training requirements. Additional information on the force sourcing process for emergent requirements can be found in Appendix C.

(3) All requests, whether through the CETPP or emergent, will be recorded by the initiator (PLU or the MARFOR) in the Force Management Tool.

c. Administrative Control Guidance for Title 10 and Title 22 Training

(1) For events lasting less than 30 days, USMC personnel will be issued TAD orders from their parent organization. Administrative control (ADCON) remains with the parent organization.

(2) 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.

(3) For events lasting 180 days or longer, DC PP&O (PLU) will determine policy on a case-by-case basis. For events lasting longer than one year, DC PP&O will coordinate with DC M&RA and DC CD&I for personnel sourcing solutions.

5. Education Exchange Agreements. 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 the 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 ally or partner and the United States.

a. The USMC is not authorized to establish a reciprocal education exchange agreement unless a national-level exchange agreement is already in place (national level exchange agreements are established by DSCA). If a Service-level agreement is generated, this exchange agreement is subordinate to the DSCA agreement. The Service-level agreement is between the USMC and a military Service of the ally or partner.

b. USMC education exchange agreements are focused on ally or partner nation personnel attendance at intermedial level schools. Additional information regarding the education exchange agreement approval process can be found in Appendix H.

6. School Selection and Prioritization. SCOs can inform allies and partners on available USMC schools. MARFORs can generate ally and partners interest in sending international students to USMC schools during staff talks and other routine KLEs. These shaping actions typically occur at least two years in advance of the expected course start date. DC PP&O prioritizes and makes the final allocation of invitations for quota constrained PME seats (i.e., the USMC War College, Command and Staff College, and Expeditionary Warfare School) after the CCMDs submit their PME prioritization lists at the end of the first quarter of the fiscal year.

a. 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 the FSF. 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/E8. Similarly, if an ally or partner 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 the USMC War College, which takes a global strategic view of current challenges across all instruments of national power. DoD personnel from country teams (i.e., SCOs, attachés, and DSCA personnel) should be leveraged to determine the appropriate level of PME for the ally or partner.

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

c. Many USMC schools are neither quota-constrained nor require prioritization for allies and partners to attend. Such schools provide a great opportunity for allies and partners. SCOs and MARFORs should consider recommending these schools to allies and partners.

d. TECOM (SA Branch) submits projected requirements for IMS quotas during the annual USMC Training Input Plan quota management process. Quotas for most of the USMC courses are allocated and managed using the Marine Corps Training Information Management System. Unused quotas are either reallocated to another country or returned to the USMC for use. For those courses where requirements exceed quota allocation, country prioritization is coordinated with the respective MARFOR and then prioritized by DC PP&O.

(1) In support of CMC Service priorities, and due to high demand from allies and partners, DC PP&O prioritizes the allocation of quota-constrained school seats for USMC invitational PME: the USMC War College, the Command and Staff College, the Expeditionary Warfare School, and The Basic School.

(2) In coordination with TECOM (SA Branch), DC PP&O (PLU) receives the ally and partner invitational PME school seat requests via the CCMDs. The CCMDs prioritize their AOR requests based on their theater campaign plans, guidance from the CJCS, and guidance from the SecDef. DC PP&O then establishes a primary and alternate list of school seats for allied and partner nation IMS.

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

- (a) OSD guidance
- (b) CJCS guidance through the annual Country Prioritization letter, along with guidance from the DSCA-led working group
- (c) CMC and DC PP&O SC guidance
- (d) CCMD and MARFOR priorities
- (e) Allies' and partners' abilities to contribute to the course
- (f) Schoolhouse capacity at TECOM
- (g) Reciprocal agreements with allies and partners for attendance at Command and Staff College

(4) DC PP&O (PLU) submits the approved primary and alternate lists to TECOM (SA Branch) which will confirm the quotas in the appropriate systems and will issue the invitations for those invitational courses. Invitations are directed to the SCO and will specify that the country must accept or decline through official correspondence.

(a) If a quota or invitation is accepted, TECOM will work with the SCO and the Naval Education and Training Security Assistance Field Activity office to coordinate funding, process invitational travel orders, conduct medical checks, schedule language testing and training, and other required screening to facilitate the IMS attendance at USMC schools.

(b) If a quota or invitation is declined, TECOM will notify PP&O (PLU) to confirm the next country to receive the quota or invitation.

(5) In the case of Command & Staff College and Expeditionary Warfare School, countries not on the primary list will be encouraged to participate in the blended seminar program, also known as the distance education program.

7. International Military Student Officers (IMSO). IMSOs serve as the primary administrative point of contact for IMS in U.S. military schools and are critical facilitators of their training and education.

a. 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. IMSO POC information and designation letters shall be forwarded to TECOM as a historical record of their appointment.

b. TECOM sets standard qualifications for IMSO selection and outlines additional training requirements beyond the XSPT-221 course.

c. International Military Student Officer (IMSO) of the Year. A USMC "IMSO of the Year" award is presented at the annual Maritime IMSO Conference. TECOM sets nomination parameters and conducts the selection process. All IMSOs are eligible for consideration. Nominee solicitation and further

information is provided through the Task Management System to the schoolhouses. Schoolhouse leadership personnel are highly encouraged to submit their IMSOs for consideration to officially recognize their IMSO's efforts.

8. Disenrollment of International Military Students (IMS). IMSOs support IMS throughout their training, to include preparing academic reports as required by reference (at). When necessary, IMSOs will recommend, document, and conduct other administrative actions related to IMS disciplinary infractions, academic deficiency, safety violations, sub-standard performance, attendance, and other issues which would jeopardize the IMS ability to successfully complete a course.

a. Per reference (at), CG TECOM shall establish SOPs for all USMC schoolhouses and IMSOs to counsel and document IMS infractions for referral to the IMS parent nation and their respective military service.

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

c. For situations in which the IMS does not make sufficient progress after counseling, TECOM shall make a recommendation for action to DC PP&O via PLU. Official notification will be made at the O6-level.

d. When a situation requires an IMS's disenrollment, the following actions must occur:

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

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

(3) DC PP&O (PLU) shall inform TECOM (SA Branch) of DC PP&O's decision on the request to disenroll the IMS and copy the regional MARFOR. Approval/disapproval notification will be made at the O6-level and elevated as appropriate. Depending on the political sensitivity, DC PP&O (PLU) may coordinate with the IMS's embassy in the United States.

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

9. Education Alumni Program. The USMC advocates for an IMS alumni program 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.

10. Marine Corps Attendance in 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

potentially high return on investment for the USMC, FPME is a significant mechanism in SC.

a. Objectives. USMC personnel attend FPME to broaden the individual Marine's understanding of foreign militaries, meet Joint education requirements for their grade, and strengthen progress toward national defense objectives with that country. USMC participation in FPME should not come at the expense of an individual Marine's career advancement.

b. Prioritization. DC PP&O, in coordination with CG TECOM, establishes a prioritized list of FPME for USMC attendance.

(1) CG TECOM shall develop recommendations for a 5-year FPME plan for desired USMC participation in FPME engagement based on alignment to CMC and DC PP&O strategic priorities. The plan will include annual invitations for FPME institutions to include short-term courses, academic programs, and etc. The plan will also include determination of the academic rigor and suitability for USMC participation based on USMC PME standards and Service training and readiness requirements. CG TECOM via Marine Corps University is the authority for determining equivalency of FPME institutions for credit. Determining PME acceptability may include, but is not limited to, whether the education exchange request can be applied to PME, Joint, or partial credit.

(2) CG TECOM will forward the FPME plan to DC PP&O (PLU) for review and comment, which will include a recommended prioritization list and PME suitability for each proposed institution. DC PP&O (PLU) will coordinate with regional MARFORs, validate the prioritization list to ensure locations are aligned with the Service's strategic priorities, and develop the final 5-year prioritized plan. DC PP&O (PLU) will staff the FPME plan through all regional MARFORs at the O6-level.

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

(4) Annually, DC PP&O and CG TECOM determine whether the 5-year plan needs to be updated or validated as current. Updates can include new allied or partner nation engagement opportunities for an upcoming academic year.

c. Execution. CG TECOM (MCU) oversees and manages the execution of the 5-year FPME plan.

APPENDIX A

Glossary of Acronyms and Abbreviations

AAR	After Action Report(s)
ACSA	Acquisition and Cross-Servicing Agreement(s)
ADCON	Administrative Control
ADOS	Active-Duty Operational Support
AECA	Arms Export Control Act
AIS	Automated Information System
AM&E	Assessment, Monitoring, and Evaluation
AMHS	Automated Message Handling System
AOR	Area of Responsibility
AT	Annual Training
BSP	Blended Seminar Program
C4	Command, Control, Communications and Computers
CBJ	Congressional Budget Justification
CCDR	Combatant Commander(s)
CCMD	Combatant Command(s)
CD	Communication Directorate
CDD	Capability Development Directorate (within DC CD&I)
CETPP	Combined Education and Training Program Plan
CG	Commanding General
CJCS	Chairman of the Joint Chiefs of Staff
CMC	Commandant of the Marine Corps
CMI	Classified Military Information
CMO	Civil Military Operations
COI	Community of Interest
COM	Chief of Mission
CUI	Controlled Unclassified Information
CWP	Coalition Warfare Program
DC AVN	Deputy Commandant, Aviation
DC CD&I	Deputy Commandant, Combat Development and Integration
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, Personnel and Readiness
DCS	Defense Commercial Sales
DEP	Distance Education Program
DIRINT	Director of Intelligence (DC I)
DIROPS	Director of Operations (within DC PP&O)
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DON	Department of the Navy
DOS	Department of State
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and education, Personnel, Facilities, and Policy
DSCA	Defense Security Cooperation Agency

EDA	Excess Defense Articles
FAA	Foreign Assistance Act
FAO	Foreign Area Officer
FAS	Foreign Area Staff Non-commissioned Officer
FD	Foreign Disclosure
FDO	Foreign Disclosure Officer
FMF	Fleet Marine Force
FMFP	Foreign Military Financing Program
FMOS	Free Military Occupational Specialty
FMS	Foreign Military Sales
FMT	Force Management Tool
FOS	Feasibility of Support
FPME	Foreign Professional Military Education
FSF	Foreign Security Force
FVR	Foreign Visit Request
FVS	Foreign Visit System
GFM	Global Force Management
HQMC	Headquarters, U.S. Marine Corps
IAP	International Affairs Program
ICASS	International Cooperative Administrative Support Services
ICS	Integrated Country Strategy
IG	Inspector General
IMET	International Military Education and Training
IMS	International Military Students
IMSO	International Military Student Officer
INL	International Narcotics and Law Enforcement
IO	Information Operations
IPT	Integrated Planning Team
ITO	International Travel Order(s)
IW	Irregular Warfare
JAO	Judge Advocate Division, International and Operational Law Branch
KLE	Key Leader Engagement
LOA	Letter of Offer and Acceptance
LOR	Letter of Request
LP	Logistics Division (within DC I&L)
LREC	Language, Regional, and Cultural
LSSS	Logistics Support, Supplies, and Services
M2M	Military-to-Military
MAGTFs	Marine Air-Ground Task Forces
MARCENT	Marine Corps Forces Central Command
MARCORLOGCOM	Marine Corps Logistics Command
MARFOR	Marine Forces Component Commands
MARFORCOM	Marine Corps Forces Command
MARFORCYBER	Marine Corps Forces Cyberspace Command
MARFOREUR/AF	Marine Corps Forces Europe and Africa
MARFORNORTH	Marine Corps Forces North
MARFORPAC	Marine Corps Forces Pacific
MARFORRES	Marine Corps Forces Reserve

MARFORSPACE	Marine Corps Forces Space Command
MARFORSOUTH	Marine Corps Forces South
MARFORSOC	Marine Corps Forces Special Operations Command
MCCLL	Marine Corps Center for Lessons Learned
MCIC	Marine Corps Information Command
MCICOM	Marine Corps Installations Command
MCIOC	Marine Corps Information Operations Center
MCO	Marine Corps Order
MCSC-IP	Marine Corps Systems Command - International Programs
MCT	Marine Corps Task(s)
MCTIMS	Marine Corps Training Information Management System
MCWL	Marine Corps Warfighting Lab
MEF	Marine Expeditionary Force(s)
MET	Mission Essential Task
MEU	Marine Expeditionary Unit(s)
MISO	Military Information Support Operations
MILDEP	Military Department
MOE	Measure of Effectiveness
MOP	Measure of Performance
MOS	Military Occupational Specialty
MTT	Mobile Training Team(s)
NADR	Nonproliferation, Antiterrorism, Demining and Related Programs
NAVAIR	Naval Air Systems Command
NDAA	National Defense Authorization Act
NIPO	Navy International Programs Office
O&M	Operation and Maintenance
OAG	Operational Advisory Group
OAI	Operations, Activities, and Investments
OPNAV	Office of the Chief of Naval Operations
OSD	Office of the Secretary of Defense
P&A	Price and Availability
PCS	Permanent Change of Station
PEP	Personnel Exchange Program
PICA	Primary Inventory Control Activity
PII	Personally Identifiable Information
PKO	Peacekeeping Operations
PL	Strategy and Plans Division (within DC PP&O)
PLU	International Affairs Branch (within DC PP&O)
PME	Professional Military Education
Pol-Mil	Political-Military
POM	Program Objective Memorandum
PPBEA	Planning, Programming, Budgeting, Execution, and Audit
RAO	Regional Affairs Officer
RDT&E	Research, Development, Test and Evaluation
SA	Security Assistance
SAMM	Security Assistance Management Manual
SC	Security Cooperation
SCET	Security Cooperation Education and Training Team(s)

SCETWG	Security Cooperation Education and Training Working Group(s)
SCO	Security Cooperation Officer
SCTD	Security Cooperation Training Detachment (within TECOM)
SCW	Security Cooperation Workforce
SCWDP	Security Cooperation Workforce Development Program
SDO/DATT	Senior Defense Official/Defense Attaché
SecDef	Secretary of Defense
SECNAV	Secretary of the Navy
SFA	Security Force Assistance
SMART	Specific, Measurable, Attainable, Realistic, Time-bound
SODM	Sub-organizational Data Manager
SOP	Standard Operating Procedures
SSA	Security Sector Assistance
SSCI	Significant Security Cooperation Initiative(s)
TAD	Temporary Additional Duty
TECOM	Training and Education Command
TEMINS	Temporary Duty Under Instruction
TFSD	Total Force Structure Division (within DC CD&I)
USCYBERCOM	United States Cyber Command
USG	United States Government
USMC	United States Marine Corps
USN	United States Navy
USSPACECOM	United States Space Command
WMD	Weapons of Mass Destruction
WPS	Women, Peace, and Security

Appendix B

Military-To-Military Visits to Continental United States Marine Corps
Organizations, Bases, Stations, Facilities, and Installations

1. Background. M2M engagements involving allies and partners are significant tools used to further the objectives of DoD, CCMD, and USMC SC. This appendix outlines the processes for organizations to coordinate allied and partner nation support requests involving CONUS USMC organizations, bases, stations, facilities, and installations. Organizations that initiate M2M visits to CONUS USMC organizations, bases, stations, facilities, and installations include SCOs, regional MARFORs, supporting establishment organizations, and foreign defense attachés in the United States. Originating organizations will submit a feasibility of support (FOS) message in either AMHS or the Enterprise Task Management Software Solution (ETMS2) in accordance with paragraph 2.a.(1).(a) below.

a. Criteria. Outlined timelines and procedures apply only when the originator and host are not the same and reach any of 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 CONUS USMC organizations, bases, stations, facilities, and 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 requiring the use of USMC training areas or equipment.
- (7) M2M visits requiring participation of USMC forces.
- (8) M2M visits under six days requiring substantial preparation or coordination by the hosting USMC command. For example, an in-depth SME engagement that requires numerous, detailed briefings and discussion sessions or other interaction with multiple USMC technical or functional experts.
- (9) Emergent M2M visits in support of approved Title 10 or Title 22 training cases that will involve USMC equipment or personnel.

b. M2M visits that do not meet the above criteria will be conducted within existing command visit procedures and the FVS. Examples 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); a short visit by a Pacific allied or partner nation team to Camp Smith, HI (short visit within a MARFOR AOR, covered by a foreign visit request); and short visits from host nation forces (e.g., Japan Self Defense Force visits to III MEF, Republic of Korea military visits to Marine Forces Korea, etc.), or visits associated operating in a combined or bilateral command structure (e.g. Combined Forces Command in Korea, or the Alliance Coordination Mechanism in Japan).

2. Execution. To improve Service coordination of M2M visits, provide supporting units adequate time to plan, and allow higher headquarters and other interested organizations an opportunity to influence or capitalize on the visits; HQMC, the supporting establishment, and the FMF shall follow the below processes and planning timelines to the greatest extent possible. However, mission requirements may dictate deviations in this process or compression of timelines on a case-by-case basis. These deviations will be kept to a minimum.

a. Military-to-Military Visits to Continental United States Marine Corps Organizations, Bases, Stations, Facilities, and Installations

(1) Ninety days prior to the arrival of foreign visitors, the originating organization will submit a formal request for the visit. The method of the request will vary, depending on the originating organization.

(a) Allied or partner nation organizations should generally submit an official letter to the regional MARFOR. The MARFOR will release a FOS message to the major commands to be visited and DC PP&O (PLU) (information addressees will include all impacted subordinate organizations), attaching the allied or partner nation request. This message will include pol-mil validation for the visit, identify the applicable CCDR objectives supported by the visit, and address the funding, classification, and escort plan for the visit.

(b) MARFORs originating requests will submit a FOS message per the guidelines in the previous paragraph.

(c) CONUS-based allied or partner nation representatives (e.g., attachés and liaison officers assigned within the NCR) often request M2M visits involving delegations from their parent services. DC PP&O (PLU) will coordinate with the allied or partner nation representative to obtain an official letter to initiate visit planning. When time permits, this official letter will be referred to the regional MARFOR responsible for the ally or partner for action per paragraph 2.a.(1)(a) above. In exceptional cases, DC PP&O (PLU) will release the FOS message.

(d) All confirmed visits will be entered into Force Management Tool by the originator of the request (e.g., PLU or the regional MARFOR).

(2) Eighty days prior to arrival, the MARFOR will provide CCDR objective and pol-mil validation for the M2M visit via ETMS2 or AMHS message addressed to DC PP&O (PLU). The intended hosting command(s) (and their chain of command) will be info addressees. If requests are submitted directly to DC PP&O (PLU), DC PP&O (PLU) will provide pol-mil validation, identify Service objectives, and obtain CCDR objective(s) validation from the cognizant regional MARFOR.

(3) Seventy days prior to arrival, DC PP&O (PLU) will issue an FOS message to provide HQMC validation of the proposed event and request formal determination of supportability from visited organizations. The message will be addressed to the same major commands as outlined in the original FOS request, as well as relevant subordinate organizations as the information addressees. The message will include the validation statements from the MARFOR or DC PP&O (PLU).

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

(a) If the M2M visit is supportable by the hosting command(s), the hosting command(s) shall respond directly to the originator, copying DC PP&O (PLU). Confirmation of the visit may be sent directly from the originator to the ally or partner in a manner comparable to the request (e.g., via FVS, formal letter from DC PP&O (PLU), etc.). Within this confirmation, the ally or partner'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. DC PP&O (PLU) will also enter the request into the Force Management Tool for tracking purposes.

(b) If the M2M event is not supportable by the hosting command, the originator may explore global sourcing options through PP&O Current Operations - South (POC-S) or alternate dates for the for the M2M event. If the M2M event is still unsupportable by global sourcing options, DC PP&O POC-S 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 the command that either requests the M2M visit or advocates for an allied or partner nation visit request that supports CCDR or Service objectives. The sponsoring command is normally the regional MARFOR.

(b) Identifying funding sources does not mean the sponsoring command must fund the event; it means that funding is available (often from allied or partner nation funds) and has been identified.

(6) In coordinating final arrangements, the host 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 FDO in all message traffic and coordination 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.

(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 DC PP&O (PLU) to assess the feasibility of completing all necessary steps within the requested timeframe. If PLU, the regional MARFOR, and the hosting organizations informally agree that the request is likely 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 visits aboard Marine Corps Organizations, Bases, Stations, Facilities, and 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 additional coordination requirements inherent in dealing with foreign entities. The FVS can be used for overseas visits.

(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, it is the responsibility of the visiting nation to obtain approval of the visited (host) nation. The visiting nation and the host nation governments will use their own diplomatic channels to coordinate approval for the visit to the host nation. The visiting nation must also secure approval from the USMC to visit the USMC facility using the FVS. A regional MARFOR, MEF, or other USMC organization cannot provide approval for a third-party nation to visit a host nation. The regional MARFOR must coordinate the arrival of the third-party with the U.S. Embassy, SCO, MCICOM, DC PP&O (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.

c. 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 DC PP&O (PLU) to assess the feasibility of completing all necessary steps within the requested timeframe. If all parties assess the request to be supportable within the shortened timeframe, all the above steps will be executed to support the overseas engagement.

d. Costs associated with M2M contacts are normally the responsibility of the ally or partner unless a special U.S. funding authority is available. Due to the fluctuating nature of cost and payment arrangements for M2M visits, the sponsoring command should 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, as needed, from their command's G4, G5, and G8.

e. DC PP&O (PLU) will be notified when M2M visits with the USMC take place aboard USN vessels. Requests for M2M visits that take place aboard USN vessels should be submitted 180 days prior to the visit.

3. After Action Reports (AARs). 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 the USMC. NLT 30 days following the completion of a M2M visit, AARs will be included in the visit's Socium entry.

4. Roles and Responsibilities

a. Regional Marine Component Commanders

(1) Receive or originate requests for M2M visits with the ally or partner, and:

(a) If the request is deemed appropriate, forward it to DC PP&O (PLU) via message 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 ally or partner (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. In particular, DoD regulations require that foreign visitors to U.S. installations be escorted by U.S. personnel. Except in the case of very short, simple visits, most visited installations do not generally have the capability to escort foreign visitors.

(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 DC PP&O (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 visits, release the FOS to the hosting command(s).

(8) Adhere to higher headquarters guidance regarding the entry of M2M visits in Socium. When necessary, refer to HQMC guidance governing the use of the Socium outlined within this Order. Socium 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 and pass on to the appropriate regional MARFOR allied and partner nation requests for M2M visits 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 the cognizant regional MARFOR.

(3) As appropriate, receive and deliver confirmations or regrets to the ally or partner (or sponsoring command) in a manner comparable to the initial request.

(4) Provide prioritization guidance for M2M visit 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 regarding the entry of M2M visits within Socium. Socium entries should be provided NLT 30 days after the completion of the engagement and include AARs.

c. Deputy Commandant, Plans, Policies, and Operations, (DC PP&O) Current Operations (POC-SOUTH)

(1) Where applicable, for emerging M2M visits associated with Title 10 or Title 22 training FMS cases, consider FOS requests and source supporting units or individuals.

d. Sponsoring Command

(1) Submit and advocate for M2M visit requests that support CCDR or Service objectives through the regional MARFOR or DC PP&O (PLU), as appropriate. Ensure M2M visits are entered into the Force Management Tool once they are confirmed as supportable.

(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 regarding the entry of M2M visits in Socium. Socium entries should be provided NLT 30 days after the completion of the engagement and include AARs.

e. Hosting Command

(1) Conduct feasibility and supportability assessments and notify DC PP&O (PLU) of the 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 FDO. This information must be provided to the 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.

f. Commander, Marine Corps Installations Command (MCICOM)

(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 responsibility or cognizance.

g. Commanding General, Training and Education Command (CG TECOM)

(1) Validate M2M visits for feasibility and supportability aboard facilities under TECOM cognizance.

(2) Review M2M visit requests associated with FMS cases in accordance with case requirements.

h. Deputy Commandant, Information (DC I), Director, Intelligence.
Provide FVR support via FVS for all emergency, one-time, and recurring visit requests.

Appendix C

Small Arms No-Cost Lease Process

1. Background. Allies and partners participating in U.S. territory-based bilateral or multilateral exercises may be unable to bring their own small arms due to financial constraints, U.S. import/export shipping lead-time, and/or the control requirements governing import and export of allied or partner nation weapons. After exhausting all other options, regional MARFORs may establish a short-term, no-cost lease with an ally or partner for USMC small arms to support their participation in bilateral or multilateral exercises. No-cost leases for USMC small arms exclusively apply to Service rifles and pistols. No-cost leases explicitly exclude crew-served weapons.

2. Authority. A lease 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 (1), (au), and Title 22 U.S. Code.

3. Criteria

a. No-cost leases may be applied to multinational military exercises. They are not applicable to Title 10 U.S. Code 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 PP&O (PLU) and I&L (LP). Decision to proceed with a no-cost lease with an ally or partner outside of U.S. territory will be made at the O-6 level or higher, as appropriate.

c. Only USMC Service rifles and pistols are eligible for provision through no-cost leases. 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 (1). Leases of small arms are subject to the limitations of national disclosure policies.

d. No-cost leases shall be limited to allies and partners that cannot bring their own small arms and whose participation in the exercise is of significant benefit to the USMC.

4. No-Cost Lease Approval and Development

a. In coordination with the relevant SCOs, regional MARFORs shall determine whether participating allies and partners will require or request the use of USMC small arms at no cost as early as possible in the planning cycle. The ally or partner nation will submit NLT 180 days prior to the commencement of the exercise a Letter of Request via the SCO to Navy IPO to request a No-Cost Lease.

(1) If the MARFOR can source the small arms in support of the exercise internally, then the MARFOR will submit a formal request seeking no-cost lease waiver approval with supporting justification through the appropriate regional desk officer at PP&O (PLU) with an information copy to MCSC-IP and I&L (LP).

(2) If the MARFOR cannot source the items internally, then the MARFOR will submit a request via AMHS or ETMS2 seeking no-cost lease waiver approval in addition to a FOS request with supporting justification through PP&O (PLU) with an information copy to MCSC-IP and I&L (LP). If the exercise request includes and ammunition as defined in reference (av), the MARFOR FOS request will highlight this requirement to ensure appropriate coordination with I&L (LP), PP&O (PLU), and MCSC-IP for more specific guidance. Ammunition must be obtained through FMS, never a no-cost lease.

(3) The request for a no-cost lease waiver, at a minimum, should include the following:

(a) Allies or partners requiring the no-cost lease.

(b) MARFOR exercise points of contact.

(c) Justification that allied or partner nation participation in the exercise is of significant benefit to the USMC per OSD, the Joint Staff, DON, and/or Service-level guidance.

(d) The make, model, and proposed quantities of small arms requested.

(e) Proposed duration of the no-cost lease with effective dates.

(f) Issuing unit or organization.

(g) Location of issue and return.

b. PP&O (PLU) and I&L (LP) will review the MARFOR request NLT 120 days prior to the commencement of the exercise.

(1) The PP&O (PLU) regional desk officer will validate that allied or partner nation participation in the exercise is of significant benefit to the USMC per OSD, the Joint Staff, DON, and/or Service-level guidance.

(2) I&L (LP), in coordination with MARCORLOGCOM, will determine property availability and provide a recommended sourcing solution to lease USMC small arms to allied or partner nation personnel in support of bilateral and/or multilateral exercises.

c. PP&O (PLU), in coordination with 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 (1). DSCA will also coordinate the lease agreement with the DOS.

e. NIPO will ensure that the no-cost lease and associated Letter(s) of Offer and Acceptance (LOA) are tasked via the Defense Security Assistance Management System to MCSC-IP for development.

f. Once tasked in the Defense Security Assistance Management System, MCSC-IP will develop the no-cost lease per references (aw) and (1). Regional MARFORs should coordinate with MCSC-IP during the development of the no-cost lease to ensure it meets the specific requirements of the exercise.

g. A separate lease support LOA may be required alongside the no-cost lease. Any additional costs incurred in lease execution of the small arms (e.g., replacement, restoration, maintenance, transportation, accessorial costs, or other support costs incurred in connection with the lease) must be considered, priced, and included in the separate lease support case with the appropriate funding authority identified prior to the commencement of the exercise per reference (1). Certain support costs, not including replacement or restoration of lost or damaged items, may be considered as part of the no-cost waiver per Title 22 U.S. Code or planned for through other appropriate USG authorities and appropriations (e.g., FMFP, ACSA, etc.).

h. Leases and LOAs must be written for not less than a 30-day period per reference (1). Ally and partner lessees can return the leased small arms upon completion of the exercise, even if that period is shorter than 30 days. Further, all leases shall state the USG may terminate the lease at any time, even if less than a 30-day period per reference (1).

5. Execution. The lease of defense articles to allies and partners will be executed per references (1), (au), and (av).
(aw)

a. USMC personnel executing bilateral or multilateral exercises shall ensure allies and partners adhere to USMC weapons management policies and guidance, as well as amplifying guidance provided by HQMC.

b. Prior to the release of the small arms to the allies or partners 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 (1).

(1) No-cost leases incorporate lessee agreements to abide by such weapons handling and storage policies and procedures as directed by the unit issuing the small arms.

(2) Per reference (1), 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 weapons, as directed in reference (av) and the replacement cost must be collected via the associated support LOA.

c. Only USG-procured or -approved ammunition is authorized to be fired from USMC small arms leased to allies and partners. Ammunition to support leased allied or partner nation small arms will be planned for and coordinated through the supporting MARFOR/MEF via the appropriate funding and authority to fund the ammunition.

d. The hosting unit commander is responsible to mitigate risk associated with allies or partners possessing small arms and ammunition outside of U.S. installations when transporting small arms off and between installations and vessels during an exercise.

(1) Allied or partner nation personnel will not be permitted to remove USMC small arms from U.S. installations.

(2) Small arms provided pursuant to no-cost leases should only be transported in conveyances (i.e., vehicles, vessels, or 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 (av) and (aw).

e. Allied or partner nation personnel will be required to perform routine weapons care to return small arms in an operable, clean, and complete condition.

Appendix D

Foreign Military Sales (FMS) Case Development Process

1. Background. FMS is a multi-step, multi-organizational process, requiring coordination between DC PP&O, DC AVN, DC I&L, MCSC-IP, MARCORLOGCOM, and DON stakeholders to achieve the timely and effective delivery of USMC-controlled equipment to allies and partners. For FMS cases involving international students attending training, additional coordination is required with TECOM (SA Branch). Additional information regarding the FMS case development process can be found on DSCA's online Security Assistance Management Manual (SAMM), reference (1), at <http://www.samm.dsca.mil/>.

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. Allies and partners are strongly encouraged to work with their SCOs to develop Letters of Request (LOR). Based on the defense article or service being considered, the LOR must be submitted to the appropriate recipients and must follow the LOR checklist outlined in reference (1).

b. The U.S. Embassy Country Team will, along with the LOR, provide a Country Team Assessment addressing the required elements listed in reference (1). This includes, but is not limited to, why the purchaser desires the defense articles or services and how the country plans to use them; the 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. Certain DoD Components are implementing agencies authorized to receive and respond to LORs; NIPO is the implementing agency for DON. Upon receipt of an LOR, NIPO will evaluate the LOR to determine if the requested equipment is USMC-owned and if the request submitted by the purchaser meets the LOR criteria as defined in reference (1). NIPO will then submit the LOR to the USMC via the FMS Case QuickLook process to evaluate the LOR for supportability and actionability.

(1) 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 the United States can provide the articles/services requested (i.e., if a potential FMS case is supportable) and the LOR has enough information to respond (i.e., if a potential FMS case is actionable).

(2) If the Quicklook assessment determines the LOR is not supportable, then the implementing agency must notify DSCA (Integrated Regional Teams) for coordination of a negative response to the ally or partner. Reference (1) provides a list of routine training disapproval actions that are exempt from this prior coordination requirement.

d. Formal responses to LORs may include Price and Availability data, Letter of Offer and Acceptance (LOA) (initial, modification, or amendment), leases, or other appropriate actions that respond to purchasers' requests for defense articles and/or services through the FMS process.

e. The purpose of the Price and Availability data (to be provided within 45 days of the official request for most FMS cases) is to respond to an ally

or partner's request for preliminary data for the possible purchase of a defense article or service. Price and Availability 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 (1), the LOA is the legal instrument used by the USG to sell defense articles, defense services including training, and design and construction services under authorities provided in the Arms Export Control Act. The LOA itemizes the defense articles and services offered and when implemented becomes an official tender by the USG.

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

(2) Under certain circumstances, congressional notification of an ally or partner'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 (1).

g. DoD Components and implementing agencies take action to implement an FMS case once the ally or partner has signed the LOA and has provided the USG with any required initial deposit.

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 exercises or FMS supplemented exercises should include MCSC-IP in all planning conferences to facilitate coordination of the intricacies and requirements associated with FMS exercises or FMS supplemented exercises. Any costs associated with supporting the planning of an exercise prior to the implementation of the FMS case will require alternate funding sources (e.g., O&M funds, FMS administrative funds, etc.).

b. Note that exercises typically follow a life cycle consisting of pre-planning meetings, concept development, site surveys, and initial, mid, and final planning conferences prior to their execution. Although the procedures below are focused on the execution phase of an exercise, planners must account for stakeholder participation, including the ally or partner, throughout the exercise lifecycle. This includes early notification and coordination with the stakeholders outlined in this process, as well as ensuring all materials and information shared with the ally or partner during planning are cleared by an FDO prior to release or disclosure.

c. FMS exercises 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 (PLU) for pol-mil validation of the upcoming exercise.

(2) NLT 170 days prior to the start of the exercise the regional MARFOR will validate the exercise requests from countries in their AOR and send validated requests via AMHS message or ETMS2 to DC PP&O (PLU).

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

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

(5) NLT 135 days prior to the start of the exercise, DC PP&O (PLU) will approve or disapprove the exercise request based on supportability, pol-mil acceptability, and compliance with current DoD guidance. DC PP&O (PLU)

will send a message addressed to the higher headquarters of the hosting USMC facility, installation, or FMF command and copy MCSC-IP. Appropriate organizations must forward the approval to hosting organization(s). If an FOS request is supportable, higher headquarters will normally authorize direct liaison between hosting organization and MCSC-IP.

(6) NLT 135 days prior to the start of the exercise the host facility or installation commander will designate the exercise officer and exercise comptroller 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 exercise officer is the primary contact to facilitate coordination between the exercising country, the host facility or installation being used, MCSC-IP, and the appropriate regional MARFOR.

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

(c) The exercise officer is responsible for ensuring all information and materials are reviewed and cleared by an FDO prior to release or disclosure to the ally or partner.

(7) NLT 130 days prior to the start of the exercise, and in coordination with the exercise officer, the exercise comptroller 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 direct liaison is authorized.

(8) NLT 120 days prior to the start of the exercise, the MARFOR and SCO, in concert with the exercise officer, 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, in coordination with 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 exercise comptroller must notify MCSC-IP of final funding requirements via higher headquarters unless direct liaison is authorized. MCSC-IP will issue appropriate funding documents to ensure all associated requirements and activities are executed at no cost to the USG.

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

(12) NLT 120 days following the exercise, the exercise comptroller will provide the final Status of Funds report in accordance with reference (au) on reimbursable orders and any other supporting documentation, as required, to MCSC-IP via higher headquarters unless direct liaison is authorized.

d. Exercise participants who require officially recognized USMC training are considered IMS and will be managed appropriately by the SCO and TECOM.

These students will travel on international travel orders (ITOs) at no cost to the USG. Allies and partners should expect to pay for all costs, to include the cost of training, travel, and per diem. The SCO must submit candidates for DoD Security Vetting via the SC-Training Management System per DSCA guidelines. NATO travel orders cannot be used in lieu of invitational travel orders.

e. 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, are not required.

f. If an exercise force does not require invitational travel orders, it 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 (o) details USMC policies and procedures for FVR and FVS.

Appendix F

Sale or Provision of Equipment and Arms from Marine Corps Inventories

1. Purpose. This appendix provides additional details on SA mechanisms through which the USMC may sell and/or provide equipment and arms from Service inventories to allies and partners and/or CCMDs. Such mechanisms include Coalition Operational Needs, Presidential Drawdown Authority (PDA), EDA, and FMS cases for inventory above the Service's authorized allowance.

2. Organizational Leads and Roles

a. DC PP&O (PO) is the organizational lead on the operational risk and strategic readiness impact assessment of the sale or provision of equipment and arms from Service inventories.

b. DC PP&O (PL) is the organizational lead on pol-mil validation and prioritization for allies and partners purchasing or requesting equipment and arms from Service inventories.

c. DC I&L, working alongside MARCORLOGCOM, is the organizational lead for determining the availability of equipment and arms from Service inventories for sale or provision to allies and partners.

d. DC P&R, working alongside MARCORSYSCOM, is the organizational lead for providing valuation data and an O&M budget impact assessment of the provision of equipment and arms from Service inventories during drawdown planning.

e. In each process, DC PP&O (PO), DC PP&O (PLU), and MARCORSYSCOM will coordinate on the fencing message to DC I&L. Fencing messages notify MARCORLOGCOM and DC I&L about the transfer and direct USMC entities in possession of the relevant arms and equipment to set those items aside for transfer. MARCORSYSCOM typically drafts fencing messages for release by DC PP&O (PL).

f. The Primary Inventory Control Activity (PICA) is the lead Service or agency responsible for materiel management of designated principal end-items and depot-level repairables in the DoD inventory. The PICA plays an important role in the determination of EDA and FMS cases involving the sale of Service inventories. While the USMC is the designated PICA for Service-specific equipment such as assault amphibious vehicles, other services could be the PICA for materiel in the USMC inventory. In those instances, the USMC assumes the role of Secondary Inventory Control Activity.

3. Process Overview. Each sale or provision of arms from USMC inventories listed below must be executed in a coordinated approach by DC PP&O (PO), DC PP&O (PLU), MARCORSYSCOM-IP and/or MARCORSYSCOM Operations, and DC I&L to assess and mitigate any operational or pol-mil risks associated with the Service transferring equipment or arms to the ally or partner.

a. Coalition Operational Needs. CCMDs may request equipment and/or arms for urgent or emergent operational requirements on behalf of a coalition partner. Requests are staffed to the services via the DSCA. DSCA provides the services with a list of operational requirements and USMC organizational leads determine what is feasible in accordance with the roles mentioned in paragraph 2.

b. Presidential Drawdown Authority. During a crisis, Title 22 U.S. Code authorizes the President to provide USG articles, services, education, and training to friendly countries and international organizations at no cost, to include free transportation. Requests associated with presidential drawdowns come to the services via DSCA.

(1) Valuation and availability data, a strategic readiness impact assessment, and an O&M budget impact assessment for the provision of equipment and arms from Service inventories shall be provided during drawdown planning in accordance with the procedures established in the DSCA SAMM chapter 11 appendix 8. This is done via a coordinated approach between DC PP&O (PO), DC PP&O (PLU), MARCORSYSCOM, and DC P&R.

c. FMS cases for inventory above authorized allowances. Prior to equipment or arms being declared EDA and sold at a reduced cost, the Service may prefer to sell inventory above its authorized allowance to allies and partners through FMS. In doing so, the Service may apply funds from that sale to the purchase of the replacement weapon or system for the purpose of inventory modernization. The USMC must coordinate with the relevant primary inventory control agency to ensure the agency approves of a sale of equipment or arms to an ally or partner.

d. Excess Defense Articles (EDA). EDA are DoD and United States Coast Guard-owned defense articles no longer needed and declared excess by the U.S. Armed Forces. This excess equipment is offered at reduced cost (prices range from 5 to 50 percent of original acquisition value, depending on the condition of the article) to eligible foreign recipients on an "as is, where is" basis. The EDA program works best in assisting partners and allies to augment current inventories of like items with a support structure already in place. EDAs identified by a MILDEP or DoD agency are authorized for sale using the FMS authority in Section 21 of the Arms Export Control Act (also 22 U.S. Code §2761), and FMS processes identified within reference (1) for property belonging to the USG.

Appendix G

Foreign Education Exchange Agreements Approval Process

1. Purpose. This section outlines the approval process for new reciprocal education exchange agreements at the Service-level. If a DSCA-established umbrella agreement does not exist, DC PP&O (PLU) is responsible for coordinating with DSCA to ensure the appropriate legal permissions are in place for a reciprocal agreement. Requests for new Service-level education exchanges can be initiated by various parties, including allied or partner nation embassies, SCOs, regional MARFORs, DSCA, PP&O, TECOM, or others.

2. Process Overview. The approval process for new foreign education exchanges will be executed in three phases: (1) strategic validation; (2) staffing and negotiation; and (3) signature.

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

(1) If PL determines that the request does not meet all three qualifiers, the foreign partner will be notified by the regional MARFOR in coordination with the U.S. Embassy country team. USMC and allied or partner nation students are still permitted to attend each other's schools; however, this attendance will not be on a "no cost" basis, participation must be funded via national funds or another SC/SA program, and seat selection will be prioritized in accordance with existing policy as outlined in Chapter Four of this Order.

(2) If DC PP&O (PLU) determines the request meets all three qualifiers, PL will develop an initial draft of a Service-level exchange agreement based on the template outlined in the DSCA umbrella agreement.

b. Phase 2: Staffing and Negotiation. DC PP&O (PLU) will staff the draft Service-level exchange agreement to obtain internal USMC input and concurrence prior to sending to the foreign partner for negotiation.

(1) Stakeholders to review the draft Service-level exchange agreement include: DC CD&I (TFSD); HQ TECOM; HQMC Judge Advocate Division, International and Operational Law Branch (JAO); and the cognizant regional MARFOR.

(a) TFSD will determine the USMC structure implications for establishing a new reciprocal exchange agreement, particularly if the requirement will be repeated annually.

(b) 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.

(c) JAO will perform a legal review to determine whether the education exchange request exceeds any legal restrictions on behalf of the Service and is compliant with existing law and policy.

(d) The regional MARFOR will review the draft agreement against CCDR objectives.

(e) TECOM will determine if the USMC already has ICASS services established with the respective Chief of Mission along with an approved and established NSDD-38 billet (or other arrangement such as applicability under a Status of Forces agreement) for USMC students to attend intermediate-level FPME programs. See Chapter 2 for additional information on ICASS.

(2) Based upon responses from TFSD, TECOM, JAO, and the regional MARFOR, PL will determine whether the Service can support the agreement as drafted. If there are discrepancies in validating the request among TECOM, JAO, the MARFORs, or TFSD, PL will coordinate and address adjudication on a case-by-case basis.

(3) Following internal USMC staffing, PL will negotiate final language on the exchange agreement with the foreign partner. This coordination will take place via the SCO, Washington DC-based Embassy, or regional MARFOR.

c. Phase 3: Signature

(1) Once the USMC and the ally/foreign partner have approved of the draft language, JAO will perform a final legal review of the proposed agreement.

(2) Following final legal review, the Service-level exchange agreement will be routed to CMC for signature. Unless otherwise delegated to TECOM, CMC will sign all reciprocal education exchange agreements on behalf of the USMC.

(3) Reciprocal signatures from the foreign partner will be obtained via the SCO, Washington DC-based Embassy, or regional MARFOR.

(4) DC PP&O (PLU) will send final signed copies of the Service-level exchange agreement to DSCA and JAO for tracking purposes.

d. Throughout the approval process, DC PP&O (PLU) 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, NIPO, and the foreign partner, as necessary.