

INTRODUCTION

The U.S. international military training program may be one of the most important security cooperation (SC) engagements the U.S. has with another country. Long after a country purchases, utilizes, and disposes of U.S. military equipment, what remains are the experiences the international military student (IMS) had during training. Through exposure to the American way of life and direct observation of U.S. commitment to universal human rights, the IMS comes to understand and appreciate American democratic ideals. The longest lasting and most valuable influence with a country is developed through the professional and personal relationships established by the IMS while training in the U.S.

There are many factors to consider in the U.S. international military training program. This chapter will examine several of them, including the following:

- Legal authorities and regulations
- Training management organizations
- Training program development and implementation
- Types and categories of training
- Financial considerations
- Student administration
- Training program automation

LEGAL AUTHORITIES AND REGULATIONS

Today, the U.S. international military training program consists of training under the security assistance (SA) program and an ever-increasing number of SC programs. All of this training must be authorized by federal law.

Security Assistance Training

SA training includes training of foreign personnel authorized under the Foreign Assistance Act (FAA) and the Arms Export Control Act (AECA). Some of the components of the SA training program are as follows:

International Military Education and Training

International Military Education and Training (IMET) is the cornerstone of SA training and is how most developing U.S. partners begin their cooperative relationship with the U.S. The IMET program is authorized by the FAA, and the military departments (MILDEPs) are reimbursed from the Department of State's (DOS) annual foreign operations appropriations. The IMET program aims to provide long-term strategic benefits to both the U.S. and international partners, particularly when the partner's limited defense funding would otherwise preclude training with the U.S. military. For many different reasons, IMET receives a significant amount of oversight from the U.S. Congress, resulting

in constraints and reports not required for other training programs. Because of these factors, the IMET program deserves special consideration in any text of SA.

International Military Education and Training Objectives. The Defense Security Cooperation Agency (DSCA) Manual 5105.38-M, *Security Assistance Management Manual (SAMM)*, Chapter 10, explains that the IMET program is a key component of SC, promoting regional stability and defense capabilities through professional military and technical courses and specialized instruction. Although limited technical and specialized training can be provided by IMET, DOS guidance dictates that IMET be used primarily for Professional Military Education and Expanded IMET (E-IMET) courses. IMET courses are provided primarily at military schoolhouses in the U.S., exposing the IMS to the U.S. culture, military students, practices, standards, and professionalism.

Objectives of the IMET program include the following:

- Encourage effective and mutually beneficial relations
- Increase understanding between the U.S. and foreign countries in furtherance of the goals of international peace and security
- Develop rapport, understanding, and communication links
- Develop international partner training self-sufficiency
- Improve international partners ability to manage its defense establishment
- Develop skills to operate and maintain U.S.-origin equipment

On a broader scope, the dual objectives of supporting U.S. regional security interests and the overall SC goal of supporting U.S. foreign policy are always a consideration. All of the objectives stated above should be pursued simultaneously, with emphasis shifting progressively from operations and maintenance, to the independent management of in-country capabilities, and finally to preserving military rapport and understanding of the U.S. This ultimate state should be pursued as rapidly as possible, consistent with the achievement of overall objectives. Complete guidance on developing an IMET program can be found in the Grant Military Assistance Guide (GMAG)-IMET published by the Department of State (DOS).

Expanded-International Military Education and Training Program. The Expanded-IMET (E-IMET) program began in 1990. It is not a separate program from the IMET program but a recognition that the IMET program needed to grow in response to a changing global political scene. Originally, the IMET program could only be used to train military/civilian personnel from a country's defense establishment. Through the E-IMET program, a broader eligibility of students may attend courses that qualify as meeting E-IMET objectives. Civilians who work in the country's non-defense ministries, legislators, and individuals who are not members of the government can attend courses that qualify as an E-IMET course, using IMET funds.

The objectives of E-IMET are the following:

- Contribute to responsible defense resource management
- Foster respect for and understanding of democracy and civilian rule of law, including the principle of civilian control of the military
- Contribute to cooperation between military and law enforcement personnel with respect to counternarcotics law enforcement efforts
- Improve military justice systems and promote an awareness and understanding of

internationally recognized human rights

Additionally, E-IMET training is authorized for the following:

- Defense civilians who teach, develop, or manage in-country English language training programs
- Defense civilians in counternarcotics-related areas
- Maritime law enforcement and other maritime skills training for personnel in non-defense or agencies which perform a maritime law enforcement mission

All courses taught under the E-IMET program will be held in U.S. military schools or will be conducted by Mobile Education Teams (METs). Many DOD education and training activities such as the Defense Resource Management Institute, the Defense Institute of International Legal Studies, and the Institute for Security Governance aggressively support the E-IMET program. In order to qualify as an E-IMET course, over 50 percent of the course's curriculum must cover one or more of the E-IMET objectives listed above. DSCA is the organization that determines whether a course qualifies as an E-IMET course or not.

International Military Education and Training Constraints. The SAMM, Section C10.6.3, provides information on the types of training that can be provided under the IMET program. The intent is to preserve the integrity of SA as a military program, realize the maximum return on IMET funds expended in terms of utility and retainability of students, and limit police and intelligence training to purely military applications consistent with human rights considerations. Some types of training require a waiver approved by both the combatant command (CCMD) and DSCA. Waiver requests must be formatted in accordance with the SAMM, C10.F4.

Certain types of training are prohibited under the IMET program such as sniper training and foreign language training. For a complete list of types of training not provided by IMET see SAMM C10.T5. In addition, the FAA, Section 660, and SAMM C10.6.4.4 prohibit using IMET to provide police training to military or civilian police if they perform a civilian law enforcement function. Military police training may be provided to military police and to non-police personnel, but this requires a certification by the country that the IMS will not be used in a civilian law enforcement role for a minimum of two years following completion of training. The security cooperation office (SCO) must retain this certification for a minimum of three years.

Foreign Military Sales

Training can also be purchased via a Foreign Military Sales (FMS) case, funded by either host nation funds or USG funds such as the Foreign Military Financing Program (FMFP).

Emergency Drawdown Authority

Training authorized by the FAA, Section 506, applies when equipment is taken out of U.S. stock and given to a country. This training includes how to operate and maintain the respective equipment.

Exchange Training

Exchange training is authorized either by the AECA, Section 30A, or the FAA, Section 544: "Security Cooperation Training Managed by Security Assistance Personnel." Under this authority, the President may provide for the attendance of foreign military personnel at professional military education (PME) institutions in the U.S. (other than Service academies) without charge, if such attendance is part of an international agreement. These international agreements provide for the exchange of students on a one-for-one reciprocal basis each fiscal year between the two military services participating in the exchange.

Security Cooperation Training Managed by Security Assistance Personnel

The U.S. military conducts a wide variety of other SC training programs, which are managed by the existing SA infrastructure. These programs are discussed more thoroughly in Chapter 1 of this text, titled “Introduction to Security Cooperation.” Other significant SC training could include (not all inclusive) the following:

- Foreign Security Forces: Authority to Build Capacity authorized by 10 U.S.C. 333 funded by DOD O&M funds
- Regional Defense Combating Terrorism and Irregular Warfare Fellowship Program (CTIWFP) training authorized by 10 U.S.C. 345 to be funded by subsequent annual DOD appropriations acts
- Aviation Leadership Program (ALP) training authorized by 10 U.S.C. 9381-9383 to be funded by the United States Air Force (USAF)
- Training authorized under various memoranda of understanding in effect with the United States Coast Guard (USCG)

Other Training Not Managed by Security Assistance Personnel

The U.S. military also conducts other types of international military training that are not managed by SCO personnel. The latter need to be aware of these other programs, although the details of these programs are outside the scope of this text:

- U.S. service academy international students
- Special Operations Forces training of international students primarily via 322, Special Operations Forces: Training with Friendly Foreign Forces
- Various U.S. government (USG) humanitarian assistance programs
- Caribbean support tender training programs conducted by the USCG

Regulations

In carrying out training management, the SAMM, specifically Chapter 10, is used for overall general guidance. Although references to international training management can be found throughout other chapters in the SAMM.

The Joint Security Cooperation Education and Training (JSCET) Regulation (AR 12-15; SECNAVINST 4950.4A; AFI 16-105), published jointly by the military services, provides further direction in carrying out policies identified in the SAMM. Each chapter of the JSCET begins with a DOD section followed by MILDEP-specific instructions.

TRAINING MANAGEMENT ORGANIZATIONS

Many organizations manage international training. These organizations are geographically distributed in a variety of locations from Washington DC to U.S. embassies around the world. Refer to Figure 14-1, which depicts the inter-relationships between many U.S. training management organizations.

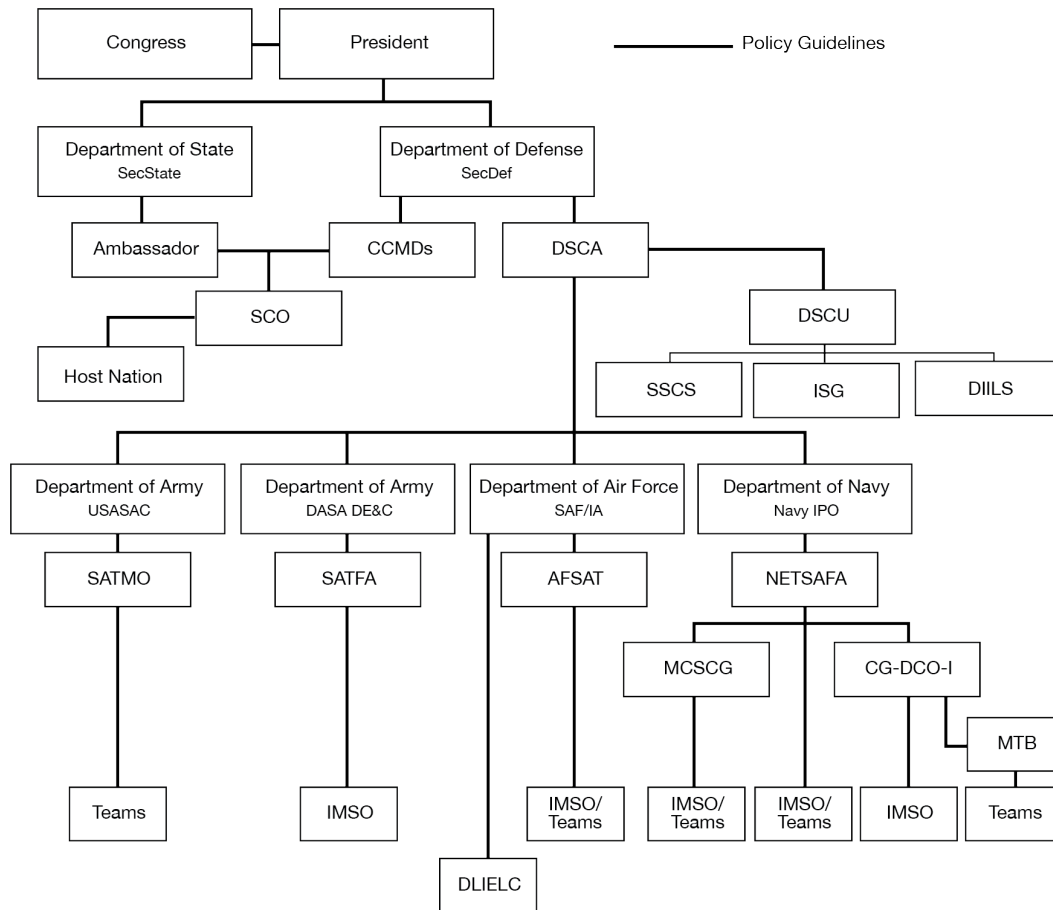
Training Policy

Training policy is guided by a small group of policy makers in the Washington DC area. This section describes the role and relationships among these policy makers.

Department of State

The role of the Department of State (DOS) in international training management is basically the same as for all other aspects of SA; they decide a specific country's eligibility for training and the size and type of program to be authorized. The decision reflects an analysis of the country's needs by the DOS in terms of U.S. foreign policy and national security objectives. The concurrence of Congress is obtained by its approval in applicable legislation. After the analysis, decision, review, and legislative process is complete, the resulting SA program is given to the DOD for implementation.

Figure 14-1
Training Management Organizations



Department of Defense

Defense Security Cooperation Agency. Within the DOD, the principal agency for implementation of the various international training programs is DSCA, which provides direction to the CCMDs and the MILDEPs. Policy coordination and support are provided by the Institutional Capacity Building (ICB) division of International Military Training and Education Branch, Enterprise Support Division, Defense Security Cooperation University in DSCA. This office formulates policy for the conduct of the SA and SC training program, issues IMET program guidance, and exercises oversight of the U.S. Field Studies Program (FSP). Matters involving conduct of the training program and approval authority for exceptions to policy rest with the office as well.

Military Departments

The MILDEPs, as designated Implementing Agencies (IAs), exercise execution oversight of

international training and education solutions to country requirements to include fiscal management responsibilities across the various SC authorities. In most cases the MILDEPs have delegated this responsibility to their respective training commands.

Department of the Air Force. Within the USAF, the Deputy Under Secretary of the Air Force for International Affairs (SAF/IA) is responsible for the policy direction, integration, guidance, management, and supervision of international programs and activities affiliated with the USAF.

As part of these general responsibilities for international training programs, SAF/IA functions include the following:

- Developing, coordinating, and issuing USAF-wide SA and SC training policy and procedures
- Acting as the USAF representative and focal point for training policy and procedural issues
- Preparing any memoranda of agreement/understanding required for international training
- Monitoring the execution of approved training programs
- Acting as executive agent and service program manager for the Defense Language Institute English Language Center (DLIELC)
- Acting as the USAF focal point for policy matters involving the Inter-American Air Force Academy (IAAFA)

Department of the Army. At the Department of the Army, the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA DE&C), within the Office of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA/ALT), exercises Army-wide oversight of all Army SA and SC requirements to include training. DASA (DE&C) performs SA and SC training policy and program guidance responsibilities through the Director, FMS Policy and Resources, to all Army agencies involved in the management and execution of Security Cooperation Education and Training Program (SCETP) requirements. DASA (DE&C)'s primary SCETP responsibilities include the following:

- AR 12-1, Security Assistance, Training, and Export Policy
- AR 12-15, Joint Security Cooperation Education and Training policy
- AR 12-7, Security Assistance Teams
- Coordinating with the Headquarters, Department of the Army (HQDA) G-3/5/7, and other HQDA offices as required on Chief of Staff, Army country/counterpart invitations for Army War College and Command and General Staff College attendance, Professional Military Education Exchanges (PMEX), and country requests for SA/SC Teams
- Specific SCETP policy and procedural actions related to the management of international military students (IMS)

Department of the Navy. The Navy International Programs Office (IPO) provides centralized management for the Secretary of the Navy (SECNAV) of technology transfer, disclosure, SA/SC, and international program policy. Navy IPO establishes policy, maintains oversight, deals with political issues, signs Letters of Offer and Acceptance (LOAs), monitors and tasks subordinate commands in implementing the training program, and is the principal point of contact for international partners. With respect to international training, policy and oversight responsibility resides at the SECNAV level while program execution is directed to the field level. Navy IPO also issues specific guidance on how

contractor-provided training is to be managed by the Navy.

Training Implementation

Approved training programs are implemented through SA/SC specialized organizations out to the core DOD training activities.

Military Services

The six military service training activities are as follows:

1. The Air Force Security Assistance Training (AFSAT) Squadron, Air Education and Training Command (AETC), at Joint Base San Antonio-Randolph, Texas
2. The Army Security Assistance Training Field Activity (SATFA), U.S. Army Training and Doctrine Command (TRADOC), at Fort Eustis, Virginia
3. The Security Assistance Training Management Organization (SATMO), U.S. Army Security Assistance Command (USASAC), at Fort Bragg, North Carolina
4. The Naval Education and Training Security Assistance Field Activity (NETSAFA), Naval Education and Training Command (NETC), at Pensacola Naval Air Station, Florida
5. The Marine Corps Security Cooperation Group (MCSCG), USMC Forces Command (MARFORCOM), Fort Story, Virginia
6. The Coast Guard Director of International Affairs & Foreign Policy (CG-DCO-I) in Washington, D.C.

Each of the training activities listed above is charged with planning and executing the SA and SC programs for its service. They manage all aspects of international training. Specifically, they program requested training, consolidate training requirements, and obtain and confirm course quotas. In addition, AFSAT, SATFA, and NETSAFA have been delegated MILDEP responsibilities for financial processes in funding training functions under SA and SC. NETSAFA performs this function for all maritime services (Navy, Marine Corps, and Coast Guard).

United States Air Force, Air Force Security Assistance Training Squadron. AFSAT, as a component of the Air Education and Training Command (AETC), is the USAF's executive agent for all USAF-sponsored international training. AFSAT is charged with the following:

- Implementing all approved and funded USAF CONUS international training
- Monitoring the progress of training and the welfare of all USAF-sponsored IMS
- Supervising IMS administration and movement
- Sourcing and managing USAF Mobile Training Teams (MTT) and Mobile Education Teams (MET) that provide OCONUS training as required by country needs/requests
- Administering and accounting for international training funds allocated for the training, administration, and support of IMS in CONUS and for MTTs furnished from USAF CONUS resources
- Providing guidance for the implementation of the Field Studies Program (FSP) for all USAF IMS in CONUS, approving fund estimates, and providing funds to support all USAF FSP activities

United States Army, Security Assistance Training Field Activity. SATFA, in the Deputy Chief of

Staff for Operations, Plans, and Training, G-3/5/7, at HQ, U.S. Army Training and Doctrine Command (TRADOC), is responsible for brokering U.S. Army-managed institutional training and PME solutions for country SCETP requirements across the various SC programs. This includes the central financial management and distribution of SC program funds to those Army CONUS activities executing training and PME for Army-sponsored IMS. SATFA's primary SCETP responsibilities include the following:

- Serves, in coordination with the Army Senior Security Assistance Training Specialist at DASA (DE&C), as the primary point of contact for all Army institutional training and Professional Military Education (PME) conducted under any SC authority
- Manages (programming through closure) valid country/program international training and PME requirements, by SC program, within U.S. Army CONUS institutional training requirements and resourcing processes
- Coordinates with U.S. Army training providers for the development of unique training to support the specific requirements of an FMS-purchased equipment/system that best meets the needs of the country
- Develops course costs annually for inclusion in the Army Training Military Articles and Services List (T-MASL)
- Provides guidance and direction to Army training activity International Military Student Offices (IMSO) and their leadership pertaining to any aspect of SCETP execution to include the U.S. Field Studies Program (FSP)
- Coordinates with DLIELC for validated language laboratory requirements funded by U.S. Grant Programs that will be executed by the U.S. Army Communications Electronics Command (CECOM)

SATFA coordinates training-related requirements with other Army major commands/activities to meet country-specific needs. SATFA also coordinates the programming, scheduling, implementation, and funding of training provided by other major commands. Broad responsibilities for training within the U.S. Army are as follows:

- TRADOC: All formal individual training
- Health Services Command: All medical training
- Army Materiel Command (AMC): Technical training within the functional areas of AMC major subordinate commands; OCONUS SA training
- U.S. Forces Command: Unit/collective training
- U.S. Army Acquisition Authority ASA/ALT: Program Executive Offices (PEO)/Project-Program Managers (PM)—New Equipment Training; some technical training

United States Army Security Assistance Training Management Organization (SATMO). SATMO, which falls under United States Army Security Assistance Command (USASAC), is the interface between the U.S. Army and the SCO for the conduct of overseas Army training supported by CONUS-based teams and the provision of training support and literature. SATMO's main functions include the following:

- Assisting SCOs in the development of in-country training programs
- Providing staff assistance to DASA (DE&C), USASAC, and SATFA in developing FMS training packages

- Coordinating the planning and deploying of SA/SC teams to include as follows:
 - ◊ MTTs
 - ◊ Technical assistance field teams (TAFTs)
 - ◊ Training assistance teams
 - ◊ Quality assurance teams. In conjunction with this, SATMO assists field agencies in structuring these teams to meet customer needs and follows up on team visits
- Coordinating the formation of TAFTs and field training services (FTS) in support of country requirements
- Processing requests from field agencies for training documents, literature, programs of instruction, and information on training aids
- Ensuring all selected team members receive antiterrorism training

United States Navy, Naval Education, and Training Security Assistance Field Activity. NETSAFA implements three separate but interrelated functions as the principal support and coordination activity for Navy training.

First, NETSAFA is the single point of contact between SCOs and USN training. In this role, NETSAFA has the lead in programming all USN-related training. It identifies available USN training programs to meet foreign training requirements, including reviewing Navy training plans, and maintaining an interface with the Deputy Chief of Naval Operations N1 (Manpower, Personnel, Training, and Education) Community Managers to obtain training quotas. It oversees the submission of Navy course classified data to Navy IPO for release authority.

Second, NETSAFA is the chief agent for Naval Education and Training Command (NETC) for SA/SC. In this role, NETSAFA is responsible for managing international shore-based education and training conducted at Navy Education and Training Command activities.

Finally, NETSAFA is the principal support agent for the entire Department of the Navy (DoN) international training program. In this role, NETSAFA prepares the following:

- Training “T” case LOAs
- Acts as “T” case manager or case administering officer for Navy, Marine Corps, and Coast Guard cases
- Coordinates pricing
- Computes travel and living allowance (TLA)
- Interfaces with DSCA for IMET, CTIWFP, 2282, 333, and other SC Training Programs
- Authorizes the issuance of Invitational Travel Orders (ITOs)
- Financially administers the training program
- Provides billing services (except for USCG and Navy fleet commands)

NETSAFA is responsible for providing information technology support in the form of management information systems for publishing training program related documents and for conducting the annual IMSO workshop.

Marine Corps Security Cooperation Group. Marine Corps Security Cooperation Group (MCSCG) executes and enables security cooperation (SC) programs, training, planning, and lines of effort in order to ensure unity of effort in support of USMC and regional service component (MARFOR) objectives.

United States Coast Guard, International Affairs and Foreign Policy. The USCG is also a major partner in the DoN international training programs. Policy, administration, and implementation of USCG training are led by the Coast Guard Director of International Affairs and Foreign Policy (CG-DCO-I). CG-DCO-I is responsible for training and education conducted at all USCG activities, coordinating USCG MTTs and extended training service specialists (ETSS) through its Mobile Training Branch (MTB), granting ECL and ranking waivers for USCG training, and coordinating USCG matters with other USN training activities. USCG training requirements are to be addressed to CG-DCO-I, with NETSAFA as an information addressee.

Combatant Commands

The CCMDs maintain directorates dedicated to SC functions, including international training. A list of the responsibilities of these directorates for international training is as follows:

- Provide training policy guidance
- Monitor, coordinate, and evaluate approved country training programs
- Assist the SCO
- Assist the defense attaché
- Assist embassy personnel in establishing and implementing country IMET, FMS, and other SC training programs
- Provide training data and other inputs to the Joint Staff and the secretary of defense on special actions and studies pertaining to international training programs
- Recommend allocations and monitor student quotas for those courses/schools, which MILDEPs designate as having limited quotas requiring CCMD determination of priorities
- Coordinate use of CCMD and service component assets in support of country training requirements
- Conduct SA/SC briefings/orientations for SCO personnel
- Plan, coordinate, and conduct annual Security Cooperation Education and Training Working Groups (SCETWGs)
- Coordinate and approve exceptions to policy requiring a waiver

In addition to the training provided from CONUS-based resources, the service components of the CCMDs are able to meet some international training requirements within their respective theaters. Nearly all types of training discussed later in this chapter may be requested through the CCMD:

- Formal school training
- On-the-job (OJT)/observer (OBS) training
- Ship crew training

Country requests for MTTs are frequently filled from CCMD resources. Service components may be required to provide escorts for orientation tours (OTs). Student processing for training from this source may be complicated by the fact the student will be transiting or residing in a third country while undergoing training (e.g., Germany in the European and Central Command areas). Procedures for meeting these additional theater-specific requirements are disseminated to the SCO.

Security Cooperation Office

Since the international training program (IMET, FMS, CTIWWP, etc.) is developed in country and IMSs scheduled for training come from the country, the SCO has an important role in managing international training for that country. The international training management functions are normally assigned to a training manager within the SCO. The SCO training manager is responsible for assisting the country in identifying, planning, and programming U.S. military training that will meet host country requirements and then conveying those requirements to the military service training activities. While in the planning phase, the SCO identifies the goals and objectives for the country, as far as training requirements are concerned, for the next two years in the Combined Education and Training Program Plan (CETPP). The CETPP is a very important document that is reviewed by CCMD, the DOS, DSCA, Military Services, and other organizations. The SCO must also convey the specific course requests to the appropriate military service training activities, usually via email. Upon relaying the training requests to the military service training activities, the SCO must monitor the Standardized Training List (STL) to ensure that it accurately reflects the training requirements. The SCO training manager must then accomplish all of the administrative tasks required to prepare and send the IMS and any authorized accompanying dependents to the U.S. for training or to bring that training to the country via a training team. One of the most important administrative functions, although not the only one for which the SCO training manager is responsible, is preparing and publishing the Invitational Travel Orders (ITOs) for the international military student (IMS). In short, the SCO training manager must effectively manage a dynamic SC program that provides both professional military training and training in support of materiel acquired from the U.S.

Defense Language Institute English Language Center

DLIELC has a unique place in the overall scheme of international military training. DLIELC, although operating under the command and control of AETC, is responsible to all military service training activities for implementation of DODD 5160.41E, Defense Language Program (DLP). This directive describes and defines the DLP, including all foreign language training plus English Language Training (ELT). Basically, DLIELC is responsible for the conduct, supervision, and control of all ELT for international and U.S. service personnel. DLIELC conducts General English Training (GET), Specialized English Training (SET) and Advanced English Training (AET) to prepare IMSs for follow-on-training (FOT) or to be English language instructors. In addition, DLIELC fields English language teams to meet in-country requirements.

DLIELC also manages the English Language Testing program, making available several types of English language tests which IMSs may be required to take, depending on the course they will be attending and provided an English language waiver has not been granted by DSCA. These tests include the English Comprehension Level (ECL) testing for listening and reading ability; the Oral Proficiency Interview (OPI) testing for listening and speaking ability; and the American Language Course Placement Test (ALCPT), which can be used by the U.S. or the host nation as a pre-screener for the ECL test (though it is not a replacement for the ECL test).

Defense Security Cooperation University

The Defense Security Cooperation University (DSCU) is responsible for providing SA/SC international training management instruction to individuals with training management responsibilities. U.S. personnel who attend DSCU perform international training management responsibilities in SCOs, military service training activities, DOD agencies, and military training facilities and schools. International partner training managers are also trained by DSCU. Requests for DSCU course quotas, from the international partner, must be directed through the in-country SCO training manager to AFSAT. Requests for DSCU MTTs must be identified by the SCO to the CCMD who will forward their recommendations to DSCU. Annually, DSCA will make the final determination

on which MTTs DSCU will support in the following fiscal year.

TRAINING PROGRAM DEVELOPMENT AND IMPLEMENTATION

Each CCMD annually hosts a Security Cooperation Education and Training Working Group (SCETWG), usually between the months of March and May, to project IMET requirements for the budget year (the next fiscal year) and the planning year (the fiscal year following the budget year). SCO training managers attending these reviews present all training program requirements on behalf of the host nation and must be prepared to justify all requests in accordance with the SAMM and DOS guidance. Representatives from agencies responsible for international training within the DOS, DSCA, and the military service training activities attend the SCETWG to review and approve country training program requests and to initiate programming and allocation actions for approved training courses. Projected FMS training is addressed as needed during the SCETWG, as well as other programs such as, CTIWFP and Regional Center events. In preparing for the SCETWG, the SCO puts together a Combined Education and Training Program Plan (CETPP) outlining the international military training goals, objectives, and justifications for requests for the next two years. The CETPP is reviewed initially by the CCMD and is reviewed again during the SCETWG.

Combined Education and Training Program Plan

After discussions with host nation personnel, but prior to the SCETWG, each SCO completes a Combined Education and Training Program Plan (CETPP), which must be approved by the CCMD. The CETPP contains the U.S. and host nation goals and objectives of the country's training program for the next two years. It also provides justifications for the training programs, which are intended to be executed within the next two years. The online Security Cooperation–Training Management System (SC–TMS), discussed in the training automation section of this chapter, is used to complete the CETPP in accordance with the preparation guidance found in the SAMM, C10.5.1.2. The DOS and other appropriate DOD organizations can access the CETPP to review each country's training goals and plans. This document provides vital information to ensure that military service training activities have all the information needed to plan and execute country-specific training programs as well as prepare U.S. senior leaders for discussions with international countries regarding their training programs. The CCMD will provide directions to the SCO as to when the CETPP must be updated and turned in. Normally, SCOs submit the updated CETPP to the CCMD training manager about 30 days prior to the beginning of the SCETWG.

Standardized Training List

The Standardized Training List (STL) is a list of all training that a country has requested and the status of that request. It also contains information such as training dates, locations, and prices. Training requests are entered into the Defense Security Assistance Management System-Training Module (DSAMS-TM) by AFSAT, NETSAFA, SATFA, USASAC, MCSCG, and CG-DCO-I. Once the training has been entered into DSAMS-TM, it will appear on the STL report in DSAMS, as well as in the Security Cooperation-Training Management System (SC-TMS) used by SCOs and IMSOs. Individual training tracks are identified on the STL by combining the two-character country code, one-character implementing agency code, three-character case ID, three-character case line, and four-character worksheet control number (WCN) (i.e., the training track identifier can be constructed as CC-IA-CaseIDCase Line-WCN. An example would be BN-B-22I001-2405). Sequential training programmed for the same IMS is indicated by adding an alphabetic suffix to the end of the WCN (such as A, B, C and so forth) and is commonly referred to as a training line. Therefore, a training track can consist of one or more training lines. The consolidation of all requested training is identified on the Standardized Training List (STL). See Attachment 14-1 for an example of an STL.

Each military service training activity then coordinates the training request to confirm quotas and schedule report start and end dates of the course(s). Training quotas are assumed to be accepted once

they have been confirmed on the STL for thirty days. Once quotas are confirmed, the actions described in the student administration section of this chapter can commence.

International Military Education and Training (IMET)

Each year's IMET program is identified on the STL by country code, implementing agency (IA) code, and FY followed by the letter "I," indicating the Program Type is IMET (i.e., BN-B-18I).

5th Quarter

Because the budget for the annually-funded IMET program is not normally signed until months after that fiscal year has started, a determination was made that, as long as IMET funds are obligated prior to the end of the fiscal year, they can be used for an IMS to start training prior to the end of the calendar year. Hence, the IMET fifth quarter is training in the first quarter of a fiscal year (1 October–31 December) funded with money from the previous fiscal year's IMET appropriation.

End-of-Year IMET Reallocation

For many reasons, a country may not be able to utilize its entire IMET allocation and have IMET funds left over at the end of the fiscal year. On the other hand, other countries may have additional training needs for which they do not have enough IMET funds. Or, there still may be unpaid medical bills for which the IMET program is responsible at the end of the fiscal year. An End of Year (EOY) IMET reallocation process has been developed to address these circumstances and reallocate IMET funds to countries that can use the leftover funds. The timeline and steps are spelled out in the SAMM, C10.T6. The reallocation of EOY IMET funds will only be used for "must pays" such as outstanding medical bills, invitational PME courses, E-IMET courses, and other PME courses. EOY IMET reallocation of funds will not be used to fund language labs, books/publications, English language instructor training, team training, or technical or operational training. Requests for IMET EOY allocations are initially programmed on the STL as Priority "B," and the training must start in the fifth quarter.

Priorities

Another unique programming aspect of the IMET program is the assignment of priority codes to training lines to quickly identify whether the training can be funded. A priority code of "A" is assigned to training lines in the STL when country IMET allocation is sufficient for covering the training. A priority code of "D" is assigned to other valid training lines in excess of the country allocation as a backup plan for which the country could provide an IMS if funds became available, such as the cancellation of training identified as Priority "A." Since Priority "D" is a backup plan, the military service training activities will not obtain course quotas for Priority "D" training requests. In order to get a quota, the SCO must inform the military service to change a Priority "D" request to a Priority "A." The total value of all priority "D" training should not exceed 20 percent of the country's IMET allocation for the fiscal year. A priority code of "B" is assigned to training lines in the current year for which IMET EOY funds are being requested.

IMET training lines are implemented once a quota is confirmed and funded by the MILDEPs. Once the MILDEP provides authorization for Training Track Identifiers via SC-TMS (and only upon receipt of this authorization), the SCO may prepare the Invitational Travel Order (ITO). A Travel and Living Allowance (TLA) may be paid from the country's IMET program or paid by the sponsoring country. IMET-recipient countries are encouraged to enter into cost-sharing agreements (also known as "burden sharing") by paying IMS travel and/or living allowances. This allows IMET dollars to most efficiently be expended against training tuition costs only, thus enabling more students to be trained. The cost of emergency medical care for an IMET IMS is funded by a medical line in the country's IMET program.

Foreign Military Sales, Host Nation-Funded Training

FMS training cases are developed between the MILDEPs and country representatives, with coordination by the SCO. If the training is in support of a materiel purchase, the materiel or systems command of the MILDEP providing the item may also be involved. No matter if the training on an FMS case is for training only or if it is in support of a materiel purchase, it is essential that the military service training activities be made aware of the training requirement so that it can be programmed into the Standardized Training List (STL) and accounted for.

Once defined, FMS-funded training requests are entered into the STL by the military service training activity. FMS training on the STL is identified by Country Code, FMS case identifier, case line number, and WCN (e.g., BN-D-YCY989-2004). The FMS implementation procedures are similar to those for IMET. FMS cases normally do not include Travel and Living Allowance (TLA), as those are the responsibility of the country and are provided to the IMS directly without U.S. involvement. FMS training cases may include a medical services line to cover medical costs incurred by the IMS. Alternatively, the country may decide to not include medical coverage in the FMS case and, instead, have the bills for such services sent to the country's embassy for payment, or the IMS may obtain health insurance. If the country wants the FMS case to pay for TLA or medical care, this must be annotated in the Letter of Request and subsequently written into the Letter of Offer and Acceptance with DSCA's approval. Arrangements must be made in advance to cover associated costs such as special clothing and personal equipment either by including such items in the FMS case or having the IMS or IMS's government pay for them upon issuance at the training installation.

Total Package Approach

Military training provided to countries through U.S. DOD resources is a vital element of SC programs. Countries that purchase or otherwise receive U.S. military equipment are encouraged to simultaneously consider the training requirements while planning for integrating the new equipment or weapons systems into their inventory. Failure to do so will result in needless delays in attaining and maintaining operational readiness once the new equipment arrives in-country. Thus, training should be viewed from the perspective of the total package approach (refer to Figure 14-2) and given due consideration in every materiel purchase case.

Planning and programming follow-on training support is an extremely important part of a viable training program. Those personnel involved in managing FMS programs should reevaluate training requirements any time the procurement plan changes and coordinate training requirements in advance.

FMS training is provided through the normal FMS process either through a blanket line on the FMS case in support of that system sale or through a separate blanket order training case. Training should not be requested as a defined line on an FMS case or as a defined order case, because changes are inevitable and would require case amendments or modifications. Blanket order cases provide much more flexibility, making them better suited to support a major weapon system purchase or an annual training program. The LOA process for training may require a lead time of six months or more from request through case implementation. Additional information on the LOA process for training is found in the JSCET, Chapter 3, and in this textbook, Chapter 5, "Foreign Military Sales Process."

U.S. Army Life-Cycle Management Commands. More and more training is being included or embedded in USA FMS materiel cases managed by the various life-cycle management commands of AMC. However, the training lines are still developed, managed, and implemented by SATFA.

U.S. Navy Systems Commands. The USN's three major systems commands, NAVSEA, NAVAIR, and SPAWAR have organic training managers who are responsible for training associated with that command's system sales. The NAVSEA, NAVAIR, and SPAWAR FMS case managers are responsible for the development of price and availability data for training provided by the FMS material prime

contractor. When training under an FMS case includes USN resident training or contractor training other than the FMS material prime contractor, the FMS case manager will coordinate cost and availability data with NETSAFA. FMS case managers will coordinate with NETSAFA to ensure all training associated with the FMS case is properly programmed into the STL to allow for Invitational Travel Order authorization.

**Figure 14-2
Total Package Approach**



U.S. Air Force Life Cycle Management and Sustainment Centers. The USAF also includes training in FMS materiel cases managed by its Air Force Life Cycle Management Center (AFLMC) and Air Force Sustainment Center (AFSC). These training lines are still developed, managed, and implemented by AFSAT.

Foreign Military Sales, Foreign Military Financing-Funded Training

Many SCO training managers and host nation personnel do not realize that a blanket order FMS training case can be funded with Foreign Military Financing (FMF) program funds. The value of this is that some of the constraints and restrictions placed on the IMET program do not apply under FMFP. For example, there would be no requirement to obtain a waiver for an MTT funded by FMFP. Most importantly, this additional source of funds can provide for training that exceeds the country’s IMET allocation. SCOs should attempt to influence the use of FMF funds to provide for support items (training, repair parts, etc.) as opposed to simply the acquisition of a new end-item with no support. Implementation of an FMF-funded case mirrors that of host nation-funded FMS cases except that USG funds are paying for the training. Sometimes, DSCA will approve payment of IMS TLA from the FMF-funded case.

Regional Defense Combating Terrorism and Irregular Warfare Fellowship Program

The CTIWFP is developed and implemented a little differently than other training programs. The Secretary of Defense has delegated policy oversight to OASD/SO-LIC with program oversight responsibility delegated to DSCA. Each year, the CTIWFP appropriation is divided into three “virtual”

funding pots of money:

1. Individual country allocations
2. Central allocations for invitational training issued by the CTIWFP office
3. CCMD allocations used to further CCMD interests through regional seminars and other activities

Each year's CTIWFP program is identified in the STL by country code, implementing agency code, and fiscal year followed by the Program Type letter "B" (i.e., BN-D-22B). SCOs are provided guidance by DSCA as to the amount of CTIWFP country funding they are receiving each year and what invitations the country may receive for additional training. Similar to IMET and FMS training programs, CTIWFP training is programmed and tracked in the STL.

Before sending a student to training funded by CTIWFP, the SCO must nominate a specific candidate by name for the training and justify how this candidate's attendance would benefit U.S. combating terrorism efforts. The nomination is submitted to the CCMD CTIWFP manager for approval and then forwarded to DSCA for final approval. The entire nomination process is done online via SC-TMS. Once approval is received, the course may be funded, and processing of the student can begin.

For additional guidance and policy regarding the CTIWFP, refer to DOD Instruction 2000.28, DOD Policy and Responsibilities Relating to the Regional Defense Combating Terrorism Fellowship Program (CTIWFP), and the Regional Defense Combating Terrorism and Irregular Warfare Fellowship Program Annual Guidance issued by OASD/SO-LIC.

Priorities

The CTIWFP also utilizes priority codes within its training lines identified on the STL. Priority codes definitions associated with CTIWFP are a little different than priority code definitions associated with an IMET program and are as described below:

- A CTIWFP priority code of "B" indicates the training was funded by CTIWFP and provided by a Regional Center
- A CTIWFP priority code of "A" indicates all other training, not occurring at a Regional Center, which is funded by CTIWFP

Other Security Cooperation Training

The SC training community is also responsible for managing training programs based on other legal authorities previously mentioned. While these other programs may change from year to year, the resulting training requirements are handled much like IMET and FMS training requirements. The existing SC training infrastructure is used to document, fund, and implement these training requirements. A pseudo LOA may be established to accomplish funded training. Thus, training can be identified by the SCO, formalized via the CCMD SCETWG process, entered into the STL by the military service training activities, and then implemented when the training quotas become available and funding is authorized.

Sanctions and Training Program Restrictions

Chapter 2 of this text, "Security Cooperation Legislation and Policy," provides information on sanction authorities and restrictions to providing assistance to countries. Political sanctions and Brooke Amendment economic sanctions result in IMET and FMF program suspensions. If a country falls under these sanctions, no new IMET-or FMF-funded IMS may travel to the U.S. or other locations to begin training. Normally, IMS who have already reported to training may continue their training for up

to six months in order to complete the courses authorized on their ITO, but training may not be added or changed. However, the DOS reserves the right to shorten or lengthen this time period depending on the situation at hand. If a country is sanctioned for non-repayment of debt under Section 620q, FAA, only the IMET program is affected.

In addition to sanctions authorities, Congress has legislated that 110 percent of the amount of a country's unpaid parking fines or property taxes in Washington DC and New York City be withheld from the country's IMET allocation until the bills are paid. [Section 643, P.L. 110-161] While not eliminating the ability of the country to send IMS to training, it does reduce the available funds.

The consequences of a country being under sanctions must be addressed by the SCO. A country whose IMET program has been suspended no longer qualifies for the FMS incremental rate (Rate C) for tuition. Thus, if it wishes to purchase training using its own host nation funds via an FMS case, the price of the training will be at the FMS full rate (Rate A). (See Tuition Pricing section later in this chapter for a discussion on the different tuition rates.) Cancellation penalties could be assessed against training for which the country had confirmed quotas but are now unable to utilize those quotas due to sanctions.

DSCA maintains an informal list of sanctioned or suspended countries, but it cannot be distributed externally. DSCA country desk officers may release information concerning a country's status, but only to U.S. citizen employees of the USG upon request.

Annual Foreign Military Training Report

The Foreign Military Training Report (FMTR) is established by Section 656, FAA, as an annual reporting requirement due to Congress by 31 January. The FMTR contains substantial detail on each training activity: foreign policy justification and purpose of the training, number of foreign military personnel provided the training and their unit of operation, location of the training, aggregate number of students trained for the country, the cost of the training, the operational benefits to U.S. forces, and the U.S. military units involved in the training. Through ITO issuance and MTT/MET after-action summaries, including names of students trained by the MTT/MET, in the Security Cooperation–Training Management System (SC–TMS), SCOs provide input to the FMTR. When directed by their CCMD and DSCA, the SCOs conduct a final review of the STL for completeness and accuracy. DSCA provides the data to the DOS who finalizes the report and submits it to Congress. Timelines for the report can be found in SAMM C10.T19. The unclassified portions of the report can be found at <https://www.state.gov/foreign-military-training-and-DOD-engagement-activities-of-interest/>.

TYPES AND CATEGORIES OF TRAINING

Given U.S. foreign policy, disclosure, technology transfer, and human rights considerations, international students are still allowed to participate in a wide range of courses available through the military services' training schoolhouses and DOD agencies. There are three broad categories of training that are offered to international countries and international organizations: English Language Training, Institutional Training, and Specialized Training. Each category is described below.

English Language Training

The language difficulties encountered by some IMSs continue to be a significant problem that hinders the effectiveness of training. It is imperative to recognize the need for an IMS to adequately understand English as most of the training that the U.S. provides is conducted in English. The exceptions to this are the Western Hemisphere Institute for Security Cooperation, Inter-American Air Forces Academy, and the Navy Small Craft Instruction and Technical Training School, which conduct training in Spanish. Students who have insufficient proficiency with English may attend the Defense Language Institute English Language Center (DLIELC) located at Joint Base San Antonio to improve it before continuing to their follow-on course(s). Prior to attending DLIELC, the student must score at

least a 55 on the English Comprehension Level (ECL) test unless a waiver has been granted by DSCA and DLIELC through the CCMD.

English Comprehension Level

The SCO training manager is responsible for ensuring that IMSs meet all course prerequisites, including English Comprehension Level (ECL) requirements. ECL minimum requirements for all courses are identified in the Training-Military Articles and Services Listing (T-MASL). Students who cannot meet the minimum ECL requirement for a course would have great difficulty in successfully completing that course due to inadequate English proficiency.

Prior to attending a U.S. school, IMSs must be tested both in-country by SCO personnel and at the first direct-entry training location by the IMSO to determine their ECL rating. IMS from various native English-speaking nations are exempt from both in-country and CONUS English language testing. The requirement for in-country testing has also been waived for a number of other countries, although they will still be tested by the first CONUS training installation. IMS ECL test scores are documented on the ITO. Whenever the situation warrants, the Defense Language Institute English Language Center (DLIELC) in coordination with DSCA, reviews the list of countries for which English language testing is waived and publishes an updated exemption message which can be found on the International Training Management website (<https://www.dscu.mil/pages/itm/>).

For in-country ECL testing, the SCO is responsible for appointing a Test Control Officer (TCO) to receive and safeguard the English language testing materials provided by DLIELC and to administer ECL tests to prospective IMSs. The TCO must be a U.S. citizen. In certain circumstances, a waiver to the ECL score may be granted if the prospective IMS is within a few points of the required ECL score and there is sufficient justification that the student really can comprehend English. These waivers are submitted by the SCO to the military service training activities, who will coordinate with the schoolhouse to determine if the waiver will be granted. Requests for waivers are discouraged, since some degradation of comprehension and retention is bound to occur.

Oral Proficiency Interview

An additional English language testing requirement has been established, primarily for flight training and public affairs courses among others, for an oral proficiency interview (OPI) to be conducted by DLIELC. This interview takes place via telephonic interview arranged by the SCO between the IMS and DLIELC. This interview is designed to determine the English speaking and comprehension ability of the prospective IMS. If applicable, the T-MASL will indicate the minimum OPI score required for a particular course. As in the case of ECL scores, OPI waivers can be requested but are discouraged.

General English Training

In those countries where little or no English language training is available, the SCO can program the IMS for General English Training (GET) at DLIELC prior to follow-on training (FOT). The duration of GET depends upon the current ECL score of the IMS and the minimum score required for the training. The primary purpose of GET is to raise the ECL of an IMS who has at least a minimum ECL of 55 to meet the minimum ECL requirement for the course he or she will be attending. DLIELC, on its website, provides a tool called the E-Wheel to help estimate the length of time a student will need at DLIELC in order to meet a specified ECL score. The E-Wheel can be found at <http://www.dlielc.edu/DLICourseEstimator/index.html>. Besides providing IMSs with GET, DLIELC also has the capability to train language instructors and to assist in developing an in-country English language program. Assistance in support of English language training in-country may be obtained by requesting a DLIELC survey team or language training detachment to assist the country's English language training staff and faculty. A survey team from DLIELC can help the SCO determine the status of a country's English language training program and capabilities and assist in determining English language requirements.

Specialized English Training

Although many IMSs achieve the ECL requirement specified in the T-MASL, some are unable to assimilate expeditiously due to unfamiliarity with specific terminology or jargon that is so prevalent in certain subjects such as medical, electronics, aviation, and others. To overcome this, DLIELC conducts nine-week Specialized English Training (SET) courses to familiarize the IMSs with key words, phrases, and terminology that they will encounter during their particular FOT. DLIELC has developed SET for over forty subject areas in consultation with FOT locations. An IMS can be programmed for both GET and SET but will have to meet the minimum ECL prior to starting SET. If the IMS already meets the ECL requirement, SET may be programmed alone prior to FOT. Course requirements are expressed in the T-MASL to reflect the required ECL and whether SET training is required (R) or advised (A).

Sponsoring countries, SCO personnel, and DLIELC must continue to work together to eliminate the major problems associated with the English language program. These recurring problems include inadequate language training in country, lack of familiarization with technical terminology, and significant differences between the in-country ECL test score and the ECL test score at the first training location. It is also important to realize that acquiring an English language laboratory without providing for trained instructors, lab managers, and updated English language materials will not help the country reach its ECL goals. SCOs should contact DLIELC for advice when planning an English language lab acquisition.

Institutional Training

Simply put, institutional training is standardized training, normally in a classroom-type setting. The training location has conducted careful assessments, determined training goals, established methods and materials designed to achieve these goals, implemented training, and carefully evaluated the course to ensure training is carried out effectively and training goals are attained. Institutional training is normally conducted at military educational and training facilities in the U.S. and overseas.

Professional Military Education

PME includes the war colleges and the command and staff level schools (which are by invitation only for IMSs) and other career development courses. For these types of courses, the host country is asked to provide only career personnel who meet the required rank/grade criteria.

Technical Proficiency Training

This category covers a wide range of courses including maintenance training, technical courses, and courses oriented toward developing a specific level of skill required to operate and/or maintain weapons systems or to perform required functions within a military occupational specialty. The country must have or intend to buy a particular system before technical training on the operation, maintenance, and repair of that system will be provided.

Flight Training

Flight training represents the highest cost training for international training programs and accounts for a large portion of USN, USAF, and USA training purchased by other countries. Because of the high costs associated with aircrew training, these courses can no longer be programmed under the IMET program; the bulk of such training is usually provided through FMS.

Specialized Training

Specialized training is tailored for the unique needs of the country. It can be a formal course that is modified to meet country requirements or something newly developed. The training can be provided in the U.S., overseas, or in the host country. Because specialized training is developed to meet the specific

needs of the country, it requires more thorough communication between the SCO and the training activity to determine whether and how the U.S. can meet those needs.

On-the-Job and Observer Training

Formal school training is sometimes followed by a period of on-the-job (OJT), or hands-on training, to allow the IMS to gain proficiency in newly acquired skills. Observer (OBS) training is provided when no formal course covering the desired training is available or when it is impractical or otherwise undesirable for an IMS to perform the tasks being demonstrated. An obvious example is medical training, where doctors and medical technicians who are not licensed to practice medicine in the U.S. can benefit from observing U.S. techniques and procedures. The SCO training manager must provide an OJT/OBS request, which furnishes detailed information on the duration of training desired and the objectives to be achieved. Before such training can be confirmed, the military service uses this information to ensure that the training matches the needs of the country and can be provided from U.S. resources. The availability of OJT/OBS training is limited due to the heavy commitments of today's active and reserve military components.

Orientation Tours

Orientation Tours (OTs) are provided to familiarize selected foreign officers with U.S. military doctrine, techniques, procedures, facilities, equipment, organization, management practices, and operations. In addition to the purely military objectives to be achieved through OTs, they are intended to enhance mutual understanding, cooperation, and friendship between U.S. forces and international partners. This category of training includes distinguished visitor OTs for personnel of the rank of chief of staff of their respective military service. All OTs are conducted by the National Defense University (NDU) as short-term orientations not to exceed 14 calendar days and require considerable detailed planning if they are to be effective.

An OT is programmed into the STL just like any other training, but there are requirements that must first be met. Prior to any proposal to country officials, which could be construed as an agreement to provide a tour, the SCO forwards the OT request to the CCMD, DSCA, National Defense University (NDU), and the MILDEPs with supporting rationale and justification for approval. An IMET-funded OT is programmed only after the SCO chief attests to its importance to the country's efforts. OT requests are also included in the Combined Education and Training Program Plan (CETPP) for a country. Escort officers are provided from CONUS resources, although SCOs may fill this role in extenuating circumstances. Associated expenses are programmed and charged against the FMS case or the country's IMET program. These and other requirements are specified in the SAMM, C10.6.3.5, C10.17.20.3, and the JSCET, Chapter 12.

Exported Training (Training Teams)

At times, it may be more expedient and cost effective to request that U.S. personnel conduct training in country (via a "team" of instructors) rather than sending a large number of IMSs to the U.S. or to a U.S. military installation overseas. Often, the cost of deploying a training team may be less than sending the students to the U.S. If there are limited or no seats available in a U.S. military school, it may be quicker to train a large number of students from the same country at once by means of a training team. SC training teams may be requested for a particular training task over a specific period of time. A few other advantages of exported training include the ability to tailor the training to fit the specific needs of a particular country as well as being able to train using the actual equipment that the country owns. Furthermore, it might be possible to use interpreters during training in country, at the country's expense. This can be beneficial if a large number of students cannot speak English and it is determined that it will take too long for them to learn English at the level needed. If country and U.S. personnel in country need help in identifying issues and developing training requirements and objectives, a survey team may be requested from the U.S. military service as the preliminary step

in the process. However, with or without a survey team, a request must be submitted which identifies such requirements as the training objective, the number of personnel to receive training, skill levels to be achieved in each specialty area, equipment required and/or available, and the desired length of training etc. To request a training team, the SCO, must submit a DD Form 2964, Security Cooperation Education and Training Team Request, to the CCMD, who will attempt to fulfill the requirements via its component commands. If this is not possible, the CCMD will then forward the DD Form 2964 to the appropriate military service training activity for support. All IMET-funded teams require a waiver approval from the CCMD and DSCA prior to programming unless the training has been E-IMET certified.

However, there might be disadvantages with team training that should be taken into account as well when requesting this type of training. A few disadvantages could include more distractions for the students while training near home or the office, students do not get the opportunity to experience the U.S. firsthand, it might take longer for students to learn English if they revert back to their native language when not in class, and equipment nonavailability to train on in country.

SCO training managers must make every effort to identify all training team requirements at the SCETWG, in the CETPP, and in the DD Form 2964.

Mobile Training Teams (MTTs) and Mobile Education Teams (METs). MTTs and METs consist of DOD military and civilian personnel on temporary duty to train international personnel in country. The team members may be from CONUS or overseas units/organizations, and the training may be conducted in the CONUS or overseas using equipment owned by or allocated for delivery to the purchaser and recipient country. MTTs and METs are authorized for specific in-country training requirements, training associated with equipment transfer, or to conduct surveys and assessments of training requirements. They may normally be programmed for periods up to 179 days, including travel time. IMET-sponsored MTTs must be programmed to terminate on or before 30 September of the fiscal year in which they perform their duties. FMS-funded teams may span fiscal years, if necessary.

Provisions must also be made in advance for purchasing associated tool sets, training aids, and other support items needed from the CONUS and having them in place in the country when the team arrives. Once in country, the team reports to and comes under supervision of the SCO chief.

Field Training Services (FTS). FTS is the generic term for Extended Training Service Specialists (ETSS) provided from DOD resources and for contract field services provided under MILDEP contract from U.S.-industry sources. These teams provide advice, instruction, and training in the installation, operation, and maintenance of weapons, equipment, and other systems. FTS teams are normally programmed for a period of up to one year. Military members may be transferred on permanent change of station (PCS) orders without a permanent change of assignment when participating on an ETSS team. Requests for FTS under IMET and requests for FTS extensions must be justified by the SCO and submitted to the CCMD for approval on a case-by-case basis.

Technical Assistance Field Teams (TAFT). TAFTs are DOD personnel deployed in a PCS status for the purpose of providing in-country technical or maintenance support to foreign personnel on specific equipment, technology, weapons, and supporting systems when MTTs and ETSSs are not appropriate for the purpose. Normally, TAFTs do not have training as a primary mission of the team. However, one must refer to the mission statement of the TAFT to see if the provision of training, formally or informally, is included. TAFTs may not be funded under the IMET program.

SAMM C10.22 provides additional information regarding the various types of training teams that exist.

Classified Training

Attendance in classified courses or blocks of instruction is on a need-to-know basis. Each classified

training request is subject to case-by-case approval based on National Disclosure Policy (NDP-1), MILDEP implementing regulations, and existing security agreements between the U.S. and the country. Refer to Chapter 7 of this textbook, “Technology Transfer, Export Controls, and International Programs Security,” for discussion of national disclosure policy and transfer of technology.

FINANCIAL CONSIDERATIONS

Tuition Pricing

The FAA and the AECA prescribe a multi-tier tuition pricing structure for training. The separate tuition rates for the same course differ because various cost elements have been authorized by law to be excluded or charged at an incremental rate based on various tuition rate categories. DOD policy describing the various tuition rate categories and for developing tuition prices for international students is contained in DOD 7000.14-R, *Financial Management Regulation*, Volume 15, Chapter 7, Section 0710. Additionally, SAMM Chapter 10.14 explains the five tuition rate categories as well, which are as follows:

Rate A (Formerly FMS Full Rate)

The tuition price charged countries not eligible for any of the other rate categories below. These are full-cost cash customers. This cost is about equal to what it costs the USG to send a U.S. student to the same course.

Rate B (Formerly FMS NATO Rate)

Countries with a ratified reciprocal training pricing agreement with the USG that are purchasing training via an FMS case are charged Rate B. SAMM C10.T15 and C10.T16 list the countries and effective dates of the reciprocal agreements. (Note that some of these countries are also eligible for Rate C.) Be aware, Rate B does not apply only to NATO countries, see SAMM references above.

Rate C (Formerly FMS Incremental Rate)

The tuition price charged to countries that are (1) currently authorized to receive IMET funds and will be using country funds to purchase the training or (2) designated as a high-income foreign country in accordance with the FAA (currently Austria, Finland, the Republic of Korea, Singapore, and Spain). If a country’s IMET program has been suspended by political or economic sanction, it is no longer eligible for this rate. Rather, Rate A (FMS Full) is charged.

Rate D

Training on a case financed with U.S.-appropriated funds receives Rate D. FMS cases funded by U.S.-appropriated funds include cases using Foreign Military Financing Program (FMFP) and Building Partner Capacity (BPC) program authorities. This tuition rate is identical to Rate E except that the FMS administrative surcharge will be applied to it.

Rate E (Formerly IMET Rate)

The tuition price charged to countries when IMET program funds or other grant training program funds such as CTIWFP are used.

Total Cost of Training

The total cost of training includes all associated costs to include the T-MASL tuition price, TLA paid to IMS, medical and dental costs, special clothing, and personal equipment items not included in the tuition, etc. Any of these articles and services to be furnished by the U.S. training facility, which are not included in the tuition price, must be identified and included as specific items to be funded in the FMS training case, or reimbursed in cash by the student or the participating government. Authorized

IMET expenditures include tuition, overseas and CONUS travel and baggage allowances, IMS living allowances while in training, and IMS emergency medical care. When specifically authorized by DSCA, on a case-by-case basis, these TLA costs can be included as a cost element on an FMS case funded by FMF grant funds. TLA costs are normally funded by the other DOD and DOS grant programs.

Cancellation Penalties

Because of the shortage of training quotas and the difficulty experienced by the military service training activities in adjusting to quota changes, the DOD has instituted a penalty charge for IMS no-shows and for late-notice cancellations. Normally, country training programs are subject to a penalty charge of 50 percent of the tuition price of canceled courses if notification is not received more than 60 days prior to confirmed course start dates. The penalty is applied based upon determination by the MILDEP that lack of timely cancellation was the fault of the country. A cancellation penalty of 100 percent of the tuition price may be assessed if the training is provided by a contractor or fifth quarter IMET training or if the course is dedicated to international students only. It is very important to review each of the military service's cancellation penalty policy messages that are updated each year. Some courses identified in the messages are assessed 100 percent penalties no matter when the course is cancelled once it has been on the STL in confirmed status for thirty days. The policy messages can be found on the International Training Management website (<https://www.dscu.mil/pages/itm/messages.aspx>).

STUDENT ADMINISTRATION

Student administration is very important aspect to a training program, which, when done appropriately, greatly enhances a student's overall training experience. This administrative process can be separated into three distinct phases: pre-training, during training, and post-training.

Pre-Training Phase

The pre-training phase is the responsibility of the overseas SCO training manager in conjunction with host country counterparts. It begins with the selection of a prospective IMS.

Student Selection Criteria

Synthesizing DOD guidance on the type of person to be given preference for training under SA/SC, one can construct a composite of student requirements:

- Leadership potential: Individuals who are in the future likely to occupy key positions of responsibility within the host nation's armed forces
- Retainability: Career personnel, in the case of professional-level schools
- Utility: Persons who will be employed in the skill for which they are trained for a sufficient period of time to warrant the training expense

To broaden the capability of the foreign military establishment, consideration should also be given to training persons with instructor ability, either as the prime reason for training, or as follow-on training to technical instruction. Thus, the train-the-trainer concept.

SCO personnel are instructed to follow the above guidance and emphasize these criteria when projecting country IMET program requirements. Countries requesting FMS training apply the same criteria for the same reasons, i.e., proper and effective utilization of human and materiel resources.

Other aspects of the pre-training phase include determining whether the IMS meets the physical and language prerequisites for the course, scheduling English language training if needed, ensuring medical and dental examinations are completed in accordance with policy, determining how medical costs will be paid, and verifying IMS has correct documentation to enter the U.S. Of particular

importance is the security screening of IMS candidates and authorized accompanying family members through processes such as:

- Local Security Screening for unfavorable criminal activities.
- Leahy Vetting for gross violations of human rights
- DOD Security Screening for authorization of unescorted access to DOD installations in the U.S.

These security screenings will be discussed in more detail below.

Local Security Screening

For all U.S.-sponsored training programs (regardless of funding), thorough and effective security screening must be conducted by the embassy country team for IMS candidates and their authorized accompanying family members to ensure they have no history of involvement in human rights abuses, drug trafficking, corruption, criminal conduct, and/or other activities that are inconsistent with U.S. foreign policy goals. This is known as Local Security Screening, or sometimes just Local Screening. It is up to each country team to determine how that screening process will be conducted and then document the process in local standard operating procedures (SOPs) and the CETPP. Normally, the following U.S. organizations in the embassy country team assist in the screening process: Human Rights Officer, Regional Security Officer (RSO), Drug Enforcement Agency (DEA), Consular Section, Pol-Mil, Defense Attaché Office (DAO), and other offices as appropriate. If an individual's reputable character cannot be validated, the individual will not be approved for training.

Leahy Vetting

In addition to Local Security Screening by the country team, increased congressional interest in human rights violations worldwide has resulted in more stringent statutory guidance and limitations on training, especially that which is funded with U.S.-appropriated dollars. The so-called Leahy Law or Leahy Amendment—named after Senator Patrick Leahy of Vermont—was first enacted in 1997 as part of the annual appropriations act for State Department (Title 22) managed programs, such as IMET. It prohibited use of appropriated funds for foreign security force units implicated in human rights violations unless the Secretary of State determined that the host nation was taking effective measures to bring those responsible to justice. Over the years, the Leahy Amendment has taken different forms and is now permanently in FAA Section 620M, which states that no assistance shall be furnished under the FAA or the AECA to any unit of the security forces of foreign country if the Secretary of State has credible information that such unit has committed a gross violation of human rights. Similar language exists for DOD-funded training in U.S. Code Title 10, Section 2249e, which states that, in general, of the amounts made available to the DOD, none may be used for any training, equipment, or other assistance for a unit of a foreign security force if the Secretary of Defense has credible information that the unit has committed a gross violation of human rights. The Secretary of Defense shall, in consultation with the Secretary of State, ensure that, prior to a decision to provide any training, equipment, or other assistance to a unit of a foreign security force, full consideration is given to any credible information available to the Department of State relating to human rights violations by such unit. Exception: The prohibition in subsection (a)(1) shall not apply if the Secretary of Defense, after consultation with the Secretary of State, determines that the government of such country has taken all necessary corrective steps, or if the equipment or other assistance is necessary to assist in disaster relief operations or other humanitarian or national security emergencies. Waiver: The Secretary of Defense, after consultation with the Secretary of State, may waive the prohibition if the Secretary determines that the waiver is required by extraordinary circumstances.

The purpose of the DOS and DOD Leahy Laws is threefold:

1. To ensure that FAA and AECA-funded assistance and DOD Annual Appropriations-funded training do not support units or individuals who have committed a gross violation of human rights
2. Encourage accountability and professionalism in foreign security forces
3. Protect the U.S. Government (USG) from accusations that the USG supports human rights abusers

Once the country team has accomplished its local screening to validate a student's reputable character, depending on certain requirements such as if DOS or DOD funds are being used to pay for the training, the country team then submits the student's name and unit name along with some additional student information via the International Vetting and Security Tracking (INVEST) system to the DOS in Washington DC to be Leahy vetted for gross violation of human rights. If all students are from the same unit when being trained by a "team" of instructors in country, the unit as a whole is Leahy vetted by submitting the unit name and unit commander's name via INVEST to the DOS in Washington DC. The DOS's vetting process usually takes a minimum of ten days, upon which the DOS will reply to the country team approving or rejecting the individual or unit to attend training. Additional information regarding human rights can be found in Chapter 16 of this textbook.

The DOS has implemented two policies in order to reduce the burden of work on the embassy country team and the SCO in regards to Leahy vetting. First, for certain "fast-track" countries, only local security screening described above is required for the SCO to continue processing the IMS. Second, the Leahy vetting performed by the DOS is good for a one-year period. So an IMS returning to the U.S. for training within a year of vetting does not have to be vetted again. Detailed IMS screening and Leahy vetting guidance and information, including the fast-track countries, can be found on the Security Assistance Network (SAN) under the training menu.

The embassy country team must document their process for local student screening and Leahy vetting in local standard operating procedures (SOPs) as well as the Combined Education and Training Program Plan (CETPP).

It is important that all DOD components be on the lookout for Gross Violations of Human Rights (GVHR) by units of foreign security forces and report any relevant information in their possession about a violation to OUSD(P) through the Joint Staff, as appropriate.

Once a unit is on the "tainted" list and not eligible to receive training due to Leahy vetting, the question often arises; is it ever possible to train that unit again under Security Cooperation? The answer is yes, provided approval is granted through the remediation process described below.

The Secretary of Defense published a memo dated 10 February 2015 titled "Additional Guidance on Implementation of Section 8057(b), DOD Appropriations Act, 2014 (Division C of Public Law 113-76) (the DOD Leahy law) and New or Fundamentally Different Units" which describes the steps required for a unit of the security forces of a foreign country that has been implicated in a Gross Violation of Human Rights (GVHR) to regain eligibility for DOD-funded and DOS-funded assistance. Furthermore, it addresses the assessments the Departments will undertake to determine whether an implicated unit remains ineligible or can again be deemed eligible for assistance.

In a nutshell, the following actions need to be documented and submitted for approval in accordance with the SecDef memo to resume SC training:

1. Impartial and thorough investigation
2. Credible judicial or administrative adjudication

3. Sentencing of comparable administrative action

DOD Security Vetting

DOD Security Vetting is a new vetting process conducted by the Defense Counterintelligence and Security Agency (DCSA) based on information provided by the SCO. This security vetting applies to IMSs and their adult Accompanying Family Members (AFM) when the training is in the U.S. and the IMS/AFM will require unescorted access to DOD facilities (known as Credentialed Recurring Access (CRA)). This vetting will determine whether unescorted access to a DOD installation should be approved. The vetting is designed to closely align with vetting requirements applicable to U.S. personnel who access the same DOD installations, and are designed to improve the safety for all personnel, programs and installations.

In order to determine whether or not CRA is needed, the SCO may access the “No CRA Required TMASLs” list located under the MASL tab in SC-TMS. If a course is not on this list, that means that CRA is needed and DOD Security Vetting will be required.

Information required for DOD Security Vetting submission are as follows:

1. Biographic Data Collection—collected by the SCO office and input into SC-TMS.
2. Biometrics and Photo Enrollment—This includes 10 fingerprints and facial photo of all IMS and AFMs 18 years of age or over, to be collected by a U.S. citizen (no LES) in country. The biometric collection device will generate a Transaction Control Number (TCN) which the SCO must enter into SC-TMS.
3. Visa Application—SCO office must verify and document in SC-TMS that online Visa application(s) has been submitted.

All three items are to be submitted by the SCO office at least 35 days prior to the IMS report date. When all information is collected and ready for submission, the SCO will click the “Ready to Vet” button in the Student Information section of SC-TMS. Students that require CRA must have an approved DOD Security Vetting status in SC-TMS before they can be issued an ITO.

For detailed implementation guidance for DOD Security Vetting, please see SAMM C10.8.3.2. Additional DOD Security Vetting Reference Documents can be located in SC-TMS under the DOD Security Vetting tab.

Consent Agreements

In order to mitigate insider threats, the IMS and AFMs must sign specified consent agreements prior to departure.

1. Prohibition on Privately-Owned Firearms and Ammunition (signed by the IMS and any adult AFMs).
2. Conduct Expectations Agreement. (signed only by the IMS).
3. Consent to Monitoring of Publicly Available Electronic Information (signed by the IMS and any adult AFMs).

The signed documents are collected and uploaded into SC-TMS by the SCO. All three of these are found in the Forms tab in SC-TMS, under the title “Consolidated Consent Agreement”

Medical Screening and Medical Coverage

The SCO must ensure that the student and any authorized accompanying dependents are medically

screened by a qualified physician and dentist to be sure they are physically fit to attend training and have no communicable diseases. The medical screening must be accomplished within three months of departure from home country to the first training location.

The SCO also must determine how medical coverage will be paid in the event the student and/or accompanying dependents get hurt or sick while in training. The five ways medical coverage can be paid are as follows:

1. Foreign Government Indemnification
2. FMS Case
3. Grant Program (covers the student only)
4. Reciprocal Health Care Agreement (RHCA) or NATO/Partnership for Peace (PfP) Status of Forces Agreement (SOFA) (RHCA and PfP SOFA cannot be the only means of coverage. One of the other options must be identified as well in order to cover expenses that are not covered by this option.)
5. Commercial Healthcare Insurance

The SCO will identify, on the student's Invitational Travel Order (ITO), the medical screening date as well as the means of medical coverage for the student and any authorized accompanying dependents.

For detailed guidance on medical screening and medical coverage requirements, refer to DSCA's guidance in the SAMM C10.8.5 and C10.9.

Student Pre-Departure Briefing

The JSCET requires the SCO to provide each IMS with a thorough pre-departure briefing that is appropriate to the needs of IMSs from that country. To assist in this effort, DSCU has prepared an online pre-departure briefing that discusses many of the topics that should be included in the pre-departure briefing. It makes use of internet-based materials and is available in English. The IMS pre-departure briefing is available via the International Training Management (ITM) website.

Arrival Message

It is absolutely essential that the SCO provides timely notification to the IMSO at the first training location as to when and where the IMS will arrive. This will enable the IMSO to meet students at the airport and get them successfully checked into billeting, thereby ensuring students begin their training with a positive experience. The JSCET requires that the training activity receives this notification at least two weeks before IMS arrival. If the IMS is to be accompanied by dependents, the notification must be received thirty days prior to IMS arrival. DSCA policy is that arrival messages will be provided via SC-TMS and appear on the SAN. Late or nonexistent arrival messages continue to be a serious problem for the IMSO. If there are last-minute changes, the SCO should make every effort to inform the IMSO of the change.

Invitational Travel Order

When authorized by the MILDEP, the SCO generates an Invitational Travel Order (ITO) using the Security Cooperation Training Management System (SC-TMS). The ITO identifies where and when the IMS is authorized to receive training, provides the accounting information to pay for TLA if needed, and provides guidance for determining the extent of funded support, student status, and entitlements that the IMS is authorized while attending DOD training. An ITO is required for all IMS who are to receive U.S. training. As it is the student's official proof of authorization for training, it is one of the most important document the IMS possesses. Attachment 14-2 is a sample ITO. DSCA has

made ITOs mandatory for all IMS, even if the training is at a contractor training facility. Other student-processing requirements are as specified in the JSCET, Chapter 10.

During Training Phase

While in training, IMSs should be treated the same as their U.S. military counterparts. In fact, although there are international-only courses, the majority of IMS are integrated directly into classes with U.S. students. Courses can be conducted in a formal classroom setting, at a functional job site through OJT/OBS, through self-paced computer-assisted training, and/or through OTs. IMS training can take place in almost any location where U.S. military personnel are based; nearly every DOD installation in the U.S. has hosted an IMS at one time or another.

Although IMSs are integrated into the U.S. military education and training system as fully as possible, they still have some unique requirements. To assist the IMS while in training at a schoolhouse, the military services have directed that each installation or training activity involved in international military training designate an individual to serve as its International Military Student Officer (IMSO).

International Military Student Officer

IMSOs play a key role in international training. They serve as the training installation point of contact for all international training issues. Thus, the IMSO is responsible for ensuring that adequate billeting, messing, and all other IMS-support requirements are satisfied. Most training activities with a large number of IMS have dedicated offices that handle IMS-support issues. For training activities with smaller throughput, the IMSO function may be assigned to an individual as an additional duty. The IMSO is truly responsible for the complete care, feeding, and well-being of the IMS while at the training activity. Included in these responsibilities is the important task of conducting the U.S. Field Studies Program (FSP).

United States Field Studies Program. In accordance with DODI 5410.17, *U.S. FSP for International Military and Civilian Students and Military-Sponsored Visitors*, commanders of DOD and military service training activities installations are responsible for establishing, operating, and administering a field studies program (FSP) for international students attending SC-sponsored training at their installations. The intent of FSP is to provide students with a balanced understanding of U.S. institutions, goals, and ideals and to increase their awareness of how these reflect the U.S. commitment to the basic principles of internationally recognized human rights. This is usually accomplished by taking international military students on field trips and other events that cover specific facets of the American democratic way of life identified in DODI 5410.17. Costs associated with the implementation of the FSP shall be included in the course tuition.

Country Liaison Officers

Country Liaison Officers (CLOs) are assigned by the host country to be responsible for their IMSs administration and discipline during training. CLOs are not normally in training themselves. They may accompany a particular group of students for a specified course of training or they may be assigned on a more permanent basis with responsibility for all of their countrymen in training at that location. If no CLO is assigned for a particular country, that country's senior student at each training installation is assumed to be in charge of his country's personnel in training for required administrative or disciplinary actions. The next level of command is assumed to be the country's defense, military, Army, Navy, or Air Force attaché or ambassador assigned to the U.S. If student disposition is in question, U.S. channels of communication go from the IMSO at the schoolhouse, through the military service training activity, and then to the SCO for resolution of problems and/or clarification of the sponsoring country's desires.

Post-Training Phase

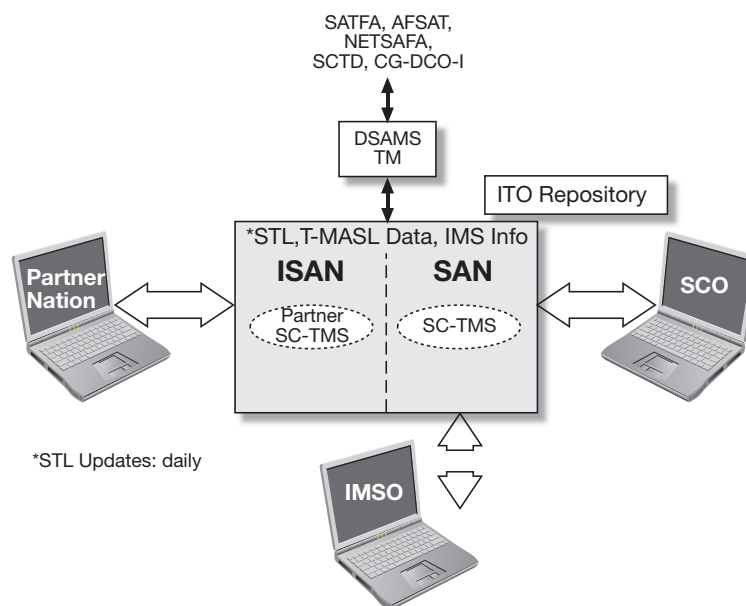
To close the loop, the SCO training manager or representative should debrief the IMS when they

return from training, thus performing a quality assurance check on the IMS's training experience. The retainable instructional material (RIM), consisting of course material such as notes, books, etc., that is issued to the IMS will be shipped from the training activity to the SCO. SCOs are advised to keep a log of when RIM is turned over to the country to be provided in turn to the IMS. Likewise, the IMS academic report should be uploaded into SC-TMS by the IMSO for viewing by the SCO who will provide it to the country and student according to locally established procedures. The SCO is responsible for monitoring the utilization of an IMS upon return to country, especially if the IMS was trained under the IMET program.

TRAINING PROGRAM AUTOMATION

U.S. SC training managers use multiple automation systems for the successful management of training programs. These tools include the International Training Management (ITM) website, the Security Assistance Network (SAN), and the Security Cooperation–Training Management System (SC-TMS). Additionally, international partners use the ITM website, the International-Security Assistance Network (ISAN), and Partner SC-TMS (P SC-TMS) to manage their training program. Military Service Training Activity program managers primarily use the Defense Security Assistance Management System–Training Module (DSAMS-TM) but may have access to the SAN and SC-TMS as well. Figure 14-3 illustrates the automation tools available and who uses them.

Figure 14-3
Training Program Automation



International Training Management Website

The DSCU–hosted ITM website is available at <https://www.dscu.edu/pages/itm/itmhome.aspx>. It is an invaluable tool for those involved in international training, providing one-stop access to a large collection of SA/SC training related materials such as current and relevant references, policies, messages, guides, and other helpful publications. The intended users are SCOs, IMSOs, DOD/MILDEP/military service training managers, IMSs, and international training managers.

Security Assistance Network

The SAN is an internet-based, controlled access system used by SCOs, IMSOs, and other members of the DOD SC training community worldwide. The SAN is a portal used to access SC-TMS. Rosters for CCMD, military service training activities, DSCA, and DLIELC points of contact are available via

the SAN training menu. SCO support on the SAN is provided by the CCMD user group administrator, but requests for assistance can also be directed to DSCU. See Appendix 1 of this textbook, “Security Cooperation Automation,” for further information on the SAN.

SC–TMS for IMSOs

IMSOs have access to certain functions within the Security Cooperation–Training Management System (SC–TMS) based on the IMSO role type. IMSOs are able to see and manage training as well as IMSs at their schoolhouse. Functions available to the IMSO within SC–TMS include the following:

- Review course data and course descriptions contained in the Training—Military Articles and Services List (T-MASL)
- Input information about their schoolhouses (location information)
- Input specific information about their courses that are important for IMSs (international notes)
- Input specific information on individual IMSs including travel and training status
- Submit IMS arrival/enrollment and completion/departure reports and other progress messages
- Maintain point of contact and detailed training location information

SC–TMS for SCOs

SC–TMS for SCOs provides SCOs a way to manage their country’s SC training program. Functions available to the SCO through SC–TMS include the following:

- Access Standardized Training List (STL)
- View course information via the T-MASL
- View remarks entered by IMSOs and MILDEPs
- View current status of IMS
- Enter student biographical information
- Create Invitational Travel Orders (ITO) and ITO Amendments
- IMS arrival information
- SCO POC information
- Access IMSO point of contact (POC) and location information
- Access Military Service Training Activity Country Program Manager POC information
- Submit the CTIWFP IMS nomination form
- Prepare and submit the CETPP

I-SAN and Partner SC-TMS

The I-SAN and Partner SC-TMS (P SC-TMS) provide training program information to international partner training counterparts, giving them access to some of the same country training data to which the SCO has access (such as the STL and T-MASL). In order for the host nation to gain access to the

I-SAN and P SC-TMS, the SCO training manager must submit a request through the SAN to DSCU providing justification on why the host nation needs access to the I-SAN and Partner SC-TMS.

Defense Security Assistance Management System Training Module

DSAMS-TM is the DOD joint SA/SC training management system for use by military service organizations. T-MASL information is loaded into DSAMS and made available on the SAN. Training requests by the SCO training manager are also programmed into DSAMS-TM and then passed to the SAN in the STL. Once course quotas are confirmed, ITO authorizations are passed via DSAMS to SC-TMS. The SCO training manager can then view and act upon the information in SC-TMS.

SUMMARY

Training has been called the “people side” of SA/SC. People fly airplanes, drive tanks, and command ships. People install, test, calibrate, and repair equipment. People manage information systems, fill requisitions, devise force postures, and implement operational plans and strategies. As long as people engage in all these activities, individual training will remain a long-lasting and indispensable part of U.S. SA and SC efforts.

REFERENCES

- AFSAT, *USAF International Military Student Officer Handbook*.
- AR 12-15; SECNAVINST 4950.4A; AFJI 16-105, *Joint Security Cooperation Education and Training Regulation*.
- DLIELC, *Catalog of Materials, Courses, and Support* (Published Annually).
- DLIELC Instruction 1025.15, *English Comprehension Level (ECL) Test Guidelines*.
- DLIELC Instruction 1025.7, *Planning & Programming Security Cooperation English Language Training*.
- DLIELC Instruction 1025.9, *Management of DLIELC Oral Proficiency Interview (OPI)*.
- DLIELC Student Handbook*
- DODI 5410.17, *United States Field Studies Program (FSP) for International Military and Civilian Students and Military-Sponsored Visitors*.
- DSCA Manual 5105.38-M, *Security Assistance Management Manual (SAMM) Chapter 10*
<https://www.samm.dsca.mil>.
- English Language Training Support for SCOs Handbook*
- MCSCG, *Security Cooperation Office Desktop Guide*.
- MCSCG, *U.S. Marine International Military Student Officer Desktop Guide*.
- NETSAFA, *International Military Student Officer Guide*.
- NETSAFA, *U.S. Navy International Training & Education Catalog*.

**Attachment 14-1
Sample Standardized Training List**

Case Identifier Stk. MASN.	Trk MASL Title	Name	Bandaria			STL Report			ECL	Stu Class	FS											
			AN	ECL	Dur	Loc	SC Grade	Report Dt				Start Dt	End Dt	SCN	TLSSec	PhI	Est	U	Price	T+LA	Other	Total Cost
BN-B-15001-0001																						
A B365003	MEDICAL COST-CONUS-IMET		MF	0.0	B834																\$525	U
B B365003	MEDICAL COST-CONUS-IMET		MF	0.0	B834																\$0	U
C B365003	MEDICAL COST-CONUS-IMET		MF	0.0	B834																\$0	U
BN-B-15001-1100																						
A B171807	INTERNATIONAL FELLOWS ORIENTATION		AA	80	6.0	217															\$0	U
B B171800	ARMY WAR COLLEGE (RESIDENT COURSE)		AA	80	45.0	217															\$62,846	U
BN-B-15001-1101																						
A B171766	INTERNATIONAL OFFICER PREPARATORY	Vuikie Hadin	AA	80	2.8	701															\$0	U
B B171782	COMMAND AND GENERAL STAFF OFFICER'S COURSE PREP		AA	80	1.6	701															\$0	U
C B171768	COMMAND AND GENERAL STAFF OFFICER'S COURSE		AA	80	44.0	701															\$0	U
BN-B-15001-1103																						
A B171805	IF PREPARATORY COURSE		AA	80	6.2	703															\$0	U
B B171806	EISENHOWER SCHOOL		AA	80	46.0	705															\$0	U
BN-B-15001-1114																						
A B171689	MANUEVER CCC IMSO PREP	Mohammed Alanezi	AB	75	6.2	809															\$0	U
B B171701	MANUEVER CAPTAINS CAREER		AB	75	23.4	809															\$0	U
BN-B-15001-2212																						
A B175283	MEDICAL STRATEGIC LEADERSHIP PROGRAM		BL	80	3.2	081															\$0	U
BN-B-15001-2213																						
A B151845	JOINT LOGISTICS		BE	80	2.0	907															\$0	U
BN-B-15001-6301																						
A B175482	PRE-HOSP TRAUMA LIFE SUPPORT		EM	80	0.6	767															\$0	U
B B175483	TRAUMA NURSING CORE COURSE		EM	80	0.6	767															\$0	U
C B175481	ADVANCED TRAUMA LIFE SUPPORT		EM	80	0.6	767															\$0	U
D B175281	COMBAT CASUALTY CARE		EM	80	0.8	767															\$0	U
BN-D-15001-0001																						
A D365003	MED IMET ESTIMATES - SVC		MF	0.0	D000																\$0	U
B D365003	MED IMET ESTIMATES - SVC		MF	0.0	D000																\$0	U
C D365003	MED IMET ESTIMATES - SVC		MF	0.0	D000																\$0	U
D D365998	MED CIV FACILITY - SVC		MF	0.0	D000																\$0	U
E D365995	MED MIL FACILITY - SVC		MF	0.0	D000																\$0	U
F D365997	MED IMS INS POLICY REVIEW - SVC		MF	0.0	D000																\$0	U
G D365996	MED FLT PHYSICAL - SVC		MF	0.0	D000																\$0	U
BN-D-15001-1431																						
A D171014	INTL OFF SCH (FOR ACSC)		AA	80	8.0	DMAX															\$0	U
B D171002	AIR COMD & STAFF COLLEGE (ACSC RESIDENT CRS)		AA	80	44.0	DMAX															\$0	U
BN-D-15001-1432																						
A D171011	INTL OFF SCH (FOR AWC)		AA	80	8.0	DMAX															\$0	U
B D171010	AIR WAR COLLEGE (AWC) RESIDENT PROGRAM		AA	80	44.0	DMAX															\$0	U
BN-D-15001-6001																						
A D177009	AMERICAN LANGUAGE COURSE GET AND SET		EQ	20.0	DLACDLI																\$0	U
B D122011	AIRFIELD OPERATIONS OFFCR		EA	80	16.0	DKEE															\$0	U

Programmed Totals for SATFA : \$377,478

**Attachment 14-2
Sample Invitational Travel Order (ITO)**

SAMPLE - ITO - NOT OFFICIAL - USE FOR TRAINING PURPOSES

Invitational Travel Order (ITO) for International Military Student (IMS)

1. ITO Number: BNB20I0011404 2. Country/Organization: Bandaria 3. Date: 01-Apr-20

The U.S. Government hereby issues this ITO for the IMS herein named to attend the course(s) of instruction herein listed, subject to the terms and conditions contained herein, and as may be amended by competent authority. This ITO is the only document that will be used and is valid only for the IMS entering U.S. training under the Foreign Assistance Act of 1961, as amended, or the Arms Export Control Act.

Definitions of acronyms and abbreviations contained in this document, and instructions for completing this form are provided in the Joint Security Cooperation Education and Training Regulation, JSCETR / Joint Security Assistance Training Regulation, JSATR (SECNAVINST 4950.4A/AR 12-15/AFI 16-105). This computer generated, letter format ITO is authorized in accordance with the Security Assistance Management Manual (SAMM), DoD 5105.38-M.

4. Issuing Security Cooperation Organization (SCO).

a. Name of Organization: ODC Bandaria
b. Mailing Address: Unit 8874, Box 3333
DPO, AP 55555-6354

c. E-mail Address: Tom.Trainer@state.gov

5. Program Type: IMET: 1-Year Intl. Military Education and Training BN-B-20I001

6. IMS Information:

a. Surname: Torres
First Name: Dante
b. Sex: MALE
c. Country Service Rank: LTC
d. U.S. Equivalent Rank/Pay Grade: O5
e. Country Service: Army
f. Country Service Number: 0-321456
g. Date of Birth: 09-Dec-69
h. Place of Birth: Harare, Bandaria
i. Passport Number: 488885594
j. Country of Citizenship: Bandaria
k. Visa Number: F88850050
l. Visa Type: A-2
m. Military Unit/Organization: 1st Division
n. Mobile/Cell phone: 0998-555555
o. Email Address: tdante@gmail.com

7. Invitation.

The Secretary of Department of the Army invites the IMS listed in Item 6 of this Order, to proceed from Bandaria to San Antonio, TX 78236, reporting on 07-Apr-20 for the purpose of commencing training listed in Item 8 of this order.

8. a. Authorized Training: No additional training to that specified in this order will be provided.

CASE: 20I001

a. WCN: 1404L1 MASL: D177014 Title: PROFESSIONAL MILITARY EDUC Military
Service Course No: DLIELC School: DLIELC, LACKLAND AFB TX
Location: San Antonio, TX 78236 Report Date: 07-Apr-20 End Date: 12-Jun-20

CASE: 20I001

b. WCN: 1404A MASL: B171766 Title: INTERNATIONAL OFFICER PREP Military
Service Course No: 2G-F67X School: COMMAND & GENERAL STAFF COLLEGE
Location: FORT LEAVENWORTH, KS 66027-1352 Report Date: 15-Jun-20 End Date: 17-Jul-20

CASE: 20I001

c. WCN: 1404B MASL: B171782 Title: COMMAND AND GENERAL STAFF Military
Service Course No: 2G-F68 School: COMMAND & GENERAL STAFF COLLEGE
Location: FORT LEAVENWORTH, KS 66027-1352 Report Date: 18-Jul-20 End Date: 27-Jul-20

CASE: 20I001

d. WCN: 1404C MASL: B171768 Title: COMMAND AND GENERAL STAFF Military
Service Course No: 1-250-ILES School: COMMAND & GENERAL STAFF COLLEGE
Location: FORT LEAVENWORTH, KS 66027-1352 Report Date: 28-Jul-20 End Date: 11-Jun-21
*****Last Line*****

9. Funding.

Fund Cite: 57575743933300040405577388484055555

10. Language Prerequisites:

a. Highest Required ECL: 80
b. IMS completed in-country English language testing as follows:
ECL Exam No: 657 Date Completed: 03-Mar-20 Score: 75

11. Security and Student Screening:

a. Human Rights, Security, and Medical screening have been completed in accordance with SAMM Section C10.8., and JSCETR paragraph 10-39 for IMS listed in item 6 of this order. The IMS was properly screened via Department of State (INVEST) and within DoD, Homeland Security and other required databases for records of Gross Violations of human rights, Human Rights abuses, drug trafficking, support of terrorist activity, corruption, criminal conduct, or other activities inconsistent with U.S. policy goals. This in and of itself does not permit the disclosure of classified U.S. information. Such disclosure must be specifically authorized by an officially delegated authority and U.S. foreign disclosure regulations or directives. The IMS may require a security clearance to gain computer access or building/site access associated with training.
1). The highest U.S. classification level required for training is: Secret.

**Attachment 14-2 (Continued)
Sample Invitational Travel Order (ITO)**

2). The U.S. equivalent security clearance level granted to the IMS by the home government is Secret.

12. Conditions:

- a. Dependents: Dependents are authorized by U.S. authority to accompany the IMS or join the IMS while in training. Dependents are not authorized to be transported or subsisted at U.S. Government expense. Only the following authorized dependents will be issued the U.S. DoD/Uniformed Services Identification and Privilege Card.
Accompanying Dependents:

Approval for Accompanying Dependents:

English Language Training MilDep/DLIEC approval required.
Non-English Language Training/Follow-on Training Approval Source. C10.T11. Schoolhouses/Courses where Dependents are Authorized to Accompany IMS (at No Cost to the USG).

Accompanying Dependents:

Name	Relation	DOB	Passport No.	Visa No.	VISA Type
Loralie Torres	Wife	16-Nov-71	77749959504	5775993449	A-2

b. Medical Services.

IMS:
IMS under IMET.
Charges for DOD and Military Treatment Facility-referred civilian medical and emergency dental care are chargeable to the IMET program and will be forwarded to the appropriate MILDEP for processing.
MilDep Billing Address: Army: HQ MEDCOM ATTN:MCRM-F
2748 WORTH RD STE 9
JBSA Fort Sam Houston, TX 78234
Or items may be scanned and emailed to:
usarmy.jbsa.medcom.mbx.medcom-ims@mail.mil

DD Forms 7 and or 7A will be used for DOD reimbursements and SF 1034 for civilian reimbursements.

(d) Medical Examinations (Before CONUS Arrival)
Medical examination, to include HIV Test, was completed on 25-Mar-20.

Dependents:
Dependents.
Non-NATO/PFP SOFA Authorized Dependents-Insurance. Dependent has acquired MilDep-verified qualifying health insurance for DOD and civilian medical care covering the entire period he/she will be present in the U.S. for scheduled training.

Health Insurance:
Company: United Health
Policy Number: AV345678
Address: 999 10th St., Tacoma, WA 55555
Phone: 800-555-7634

- c. Participation in Hazardous Duty.
IMS is authorized to participate in hazardous duty training.
- d. Physical Fitness Training.
Participation in physical fitness training is required. Check SC-TMS Course Description, International Notes, and Prerequisites for prerequisite physical fitness requirements.
- e. Leave.
Upon completion of training, IMS is authorized 5 days leave at no cost to the U.S. government. Upon completion of leave, IMS will proceed immediately to home country or as directed by competent authority.
- f. Living Allowances.
Living allowance (Lodging and meals and incidentals) is chargeable to the fund cite indicated in Item 9 of this Order.
Living Allowance Advance: This International Military Student (IMS) has been given a Living Allowance Advance in the amount of \$550 that was charged to the fund cite in Item 9 prior to departing country.
- g. Travel.
Travel cost (to/from Home country and U.S.) is chargeable to the fund cite indicated in Item 9. Travel cost to/from follow-on training at another CONUS location is chargeable to the fund cite indicated in Item 9, and in accordance with SAMM C10.13 policy.
IMS has been issued one way ticket to San Antonio, TX.
The cost of the ticket is (\$)1,500; GOV TRANS REQ (GTR No.) is 4665755.
- h. Travel by POV.
IMS is not authorized to travel by POV.
- i. Baggage.

Allowances outlined below apply for the portion of the travel costs payable from U.S. appropriated funds. Baggage sizes and dimensions are to conform to carrier stipulations.

4. Four total pieces of checked baggage, not to exceed carrier stipulations, are authorized for IMS when education/training is 24 weeks and longer.

NOTE: If the airlines will not accommodate the authorized baggage cited above, the IMS should ship the unaccommodated, but authorized, baggage the most economical way (e.g., FEDEX, UPS, USPS), and seek reimbursement for that cost. Schoolhouse IMSOs should monitor the baggage policies and latest surcharge costs for the carriers used from their commonly-used airports for changes, and inform

Attachment 14-2 (Continued)
Sample Invitational Travel Order (ITO)

SCOs when additional authorizations are needed on the ITOs.

Unauthorized Baggage

Shipment of baggage in excess of the weight allowance is not authorized. Disposition of unauthorized baggage is made at the expense of the student or the IMS' government. Commanding officers of the training or administrative installation should ensure that unauthorized baggage is shipped at the student's expense prior to his/her departure from the installation. IMS reporting to ports of departure with unauthorized baggage are requested to forward the unauthorized baggage by commercial means at their expense. If lack of time prohibits this, the traffic representative takes unauthorized baggage into custody, and the IMS is given a receipt for the baggage. The IMS will travel on the scheduled flight or carrier. After departure, the traffic representative delivers the unauthorized baggage to the IMS' consulate.

13. Terms:

- a. Prior to departure from home country, the IMS and dependents listed herein are required to be medically examined and found physically acceptable in accordance with the health provisions of the Immigration and Nationality Act (8 USC 1182(A)(1)-(7); Public Health Service, Department of Health and Human Services, 42 CFR Part 34, Medical Examination of Aliens, and 42 CFR Part 71, Foreign Quarantine; applicable U.S. MILDEP regulations; and other U.S. laws or DoD directives and regulations which may be enacted from time to time.
- b. The home country will ensure that the IMS has sufficient funds in United States dollar instruments to meet all expenses while en route to and to include living allowance for not less than the first 2 weeks and not more than 30 days of training, pending receipt of applicable pay and allowances by the IMS.
- c. The IMS and dependents listed are required to acquire and maintain healthcare insurance coverage through the duration of their training in the United States. The IMS will be responsible for custodial fees and personal debts incurred by self or family members. This includes accepting responsibility for reimbursing the providers of all emergency/ non-elective medical costs for the IMS and all authorized dependents during their stay in the United States. If the IMS permits his healthcare policy to lapse, is unable to meet these financial obligations and the home country government has not agreed to indemnify the costs, the IMS may be withdrawn from training and returned to home country. This will jeopardize future grant funding and training allocations for the country. Despite the lack of an indemnification letter from the foreign government, the IMS' government will still be expected to pay for all medical costs to treat an IMS and/or authorized dependents for any pre-existing condition, including, pregnancy coverage, high blood pressure and dialysis.
- d. The IMS will bring adequate uniforms and work clothing for field duty or technical work. U.S. fatigue uniforms and footwear will be purchased by the IMS in the event that the country work uniforms are inadequate. When flying training is involved, required special flight clothing and individual equipment will accompany the IMS, or provisions will be made by the home country or the IMS to obtain the use of all necessary equipment prior to start of training. The IMS will also possess adequate civilian clothing for off-duty wear.
- e. The government of the United States is responsible for IMS travel which is part of the training program and for which costs are part of the course tuition.
- f. The IMS will comply with all applicable U.S. Military Service regulations.
- g. The United States may cancel training and return to country IMSS who violate U.S. law or Military Service regulation or who are found otherwise unsatisfactory. The IMS government will be alerted to such action in accordance with U.S. MILDEP regulations.
- h. The Government of the United States disclaims any liability or financial responsibility for injuries received by the IMS listed herein while in transit to and from the training installation, while undergoing training or while in leave status, and any liability or financial responsibility for personal injury claims or property damage claims resulting from the IMS action.
- i. The IMS will participate in flights of U.S. military aircraft as required for scheduled course(s) or as specified in U.S. MILDEP regulations.
- j. The acceptance of this order by the host country constitutes agreement that an IMET funded student will be utilized, upon return to the host country, in the skills for which he was trained for a period of time sufficient to warrant the expense to the U.S. Government, in accordance with the SAMM, Chapter 10.

14. Implementing Authority:

a. MILDEP AUTHORIZATION: ARMY STL

b. Date: 09-Jan-20

15. Special Remarks:

For the duration of this ITO, any use or possession of a privately owned firearm or ammunition in the United States, by the IMS or an IMS' authorized dependent is grounds for immediate disenrollment from DoD training.

LTC Torres, wife will join him during his training at Fort Leavenworth, KS on 18 July 2020.

16. Distribution:

COMMAND & GENERAL STAFF COLLEGE
FORT LEAVENWORTH, KS 66027-1352
DLIELC, LACKLAND AFB TX
San Antonio, TX 78236

17. ITO Authorization:

a. Signature of U.S. Authority Authenticating Orders:

// SIGNED //

Col. Max Precision
ODC Chief

b. Title:

