

**COMBINED EDUCATION & TRAINING PROGRAM PLAN**  
**(Must Be Unclassified Document)**

**US SOUTHERN COMMAND**

*(Country)*

**UPDATED (Month, Year)**

**PART ONE - GENERAL INFORMATION**

**1. COUNTRY BACKGROUND.** Use Country Team resources to provide pithy statements that affect the combined education & training relationship with the United States addressing the following:

- a. **Government** (Type/Branches/Legal System)
- b. **People** (Population/ Ethnic Groups/Religion/Gross National Income)
- c. **Military** (Branches/Military Expenditures in U.S. Dollars/Military Expenditures as a Percent of Gross Domestic Product)
- d. **Issues** (Transnational/Economic/Environmental/Health)

**2. COMBINED EDUCATION & TRAINING PROGRAM OBJECTIVES**

a. **Specific U.S. program objectives.** U.S. training program objectives should support objectives articulated in the Mission Performance Plan (MPP), Theater Security Cooperation Plan (TSCP) and in the DoD Security Cooperation Guidance (SCG). The TSCP provides a seven-year focus and the SCG is limited to five years. This plan, and its training objectives should cover five years [FY05-FY09] and be unclassified.

b. **Host country objectives.**

c. **Significant accomplishments toward meeting these objectives.** Provide tangible examples of how individuals applied Security Assistance (SA) training to achieve program objectives.

d. **Future objectives and program requirements.** This paragraph should address U.S. and host country out-year objectives with regards to SA training program requirements. Data (e.g., IMET, FMF, FMS) must closely match the inputs developed by the U.S. Country Team for the MPP and data found in the TSCP.

**3. PROGRAM PLANNING AND IMPLEMENTATION**

a. **Program development.** This should include a brief description of the training planning process, highlighting host country and Security Assistance Organization (SAO) roles, problems (if any), and plans for improvement. The objective is to demonstrate an orderly process in the shaping of a training program that is in the U.S. interest and supportive of MPP, TSCP and SCG.

b. **Explanation of host country capabilities and third country provided training.** What are they and how do they affect/complement this SA training program?

c. **Evaluation of prior year program successes and/or failures.** How do they affect current program planning? This evaluation should address four specific areas shown below.

(1) How effectively does the host country employ the skills and training of returning SA training graduates?

(2) How has training under the combined education & training program enhanced the professionalism or improved the capabilities of the host country?

(3) How has the combined education & training program, particularly the Expanded IMET program, contributed to effective defense resource management, concepts of civilian control of the military, and respect for internationally recognized human rights?

(4) Give concrete, concise anecdotal examples of how the combined education & training program has furthered U.S. access, interests, or objectives during the past year. Do not carry forward examples from last year. These examples are often quoted in support of SA training. Effort expended throughout the year to capture anecdotal examples is offset by the value of such examples to promote combined education & training program effectiveness.

**d. Brief explanation of what is being done to build on successes and correct/improve upon failures.**

#### **4. UNIQUE U.S. SERVICE SPECIFIC TRAINING REQUIREMENTS**

Information that specifically elaborates on Service training programs not available in STLs, or that elaborates on high-visibility training requirements, or that supports major equipment acquisitions.

**a. U.S. Army**

**b. U.S. Navy**

**c. U.S Marine Corps**

**d. U.S. Coast Guard**

**e. U.S. Air Force**

**SAO POINT OF CONTACT:**

**COUNTRY TEAM REVIEW BY:**

## **PART TWO – SECURITY ASISTANCE (IMET & FMS) TRAINING PROGRAM APPENDIXES**

**INCLUDE ALL OR INDICATE "N/A"**

*[See following pages for format details.]*

- A. PROGRAM ADMINISTRATION**
- B. ENGLISH LANGUAGE TRAINING**
- C. SENIOR & MID-LEVEL PME SUMMARY**
- D. POSITIONS OF PROMINENCE**
- E. IMET POLICY WAIVERS**
- F. DISTINGUISHED VISITOR (DVOT) OR REGULAR ORIENTATION TOUR (OT) REQUESTS**
- G. SECURITY ASSISTANCE TRAINING TEAM REQUESTS**

## **PART THREE – OTHER TRAINING PROGRAM APPENDIXES**

*Part Three should be used for reporting "Other Training Programs." A complete list of "Other Training Programs" is in the SAMM Chapter 10, Para C10.7. As a minimum, SAOs should report on the two programs below. SAOs have the **option** of addressing other programs listed in Para C10.7. if it is felt that inclusion of that information will add to the overall picture of the country training program. For any additional programs addressed, provide a **succinct** statement (three to five sentences) that describes the overall scope of country participation in the program, objectives for this participation, and pertinent information that will facilitate country and training agency program planning and implementation.*

- A. Counterterrorism Fellowship Program (CTFP).** See following pages for format.
- B. Aviation Leadership Program (ALP).** See following pages for format.
- C.... Other training programs** from SAMM Chapter 10, Para C10.7 reported here in separate appendixes.

## **PART TWO – SECURITY ASSISTANCE (IMET & FMS) TRAINING PROGRAM APPENDIXES**

### **APPENDIX A: PROGRAM ADMINISTRATION** (Mandatory)

*This is an update of annually recurring administrative requirements and precludes submitting this information at different times throughout the year.*

#### **1. Budget Year (FY05) Holidays for International Students (two in addition to U.S. holidays).**

Two holidays students should receive while in CONUS training, in addition to U.S. holidays. The two-holiday limit will be strictly adhered to. Current year holidays will not be automatically carried over; therefore, failure to specify holidays can cause students to lose these additional days. Report occasion and date of holiday.

**2. IMET TLA factors for the Budget Year (FY05).** IMET cost sharing factors. Provide the following Travel and Living Allowance (TLA) information shown below for all services.

- a. Transportation agreement with country (select one):
  - USG pays all transportation
  - Country pays all transportation
  - Country pays round trip to specific CONUS city; USG pays remainder (Specify city)
  - Country pays round trip to port-of-entry and from port-of-debarkation; USG pays CONUS transportation
  - Country pays round trip to first training site and from last training site; USG pays between training sites
  - Other (Explain)
- b. Living allowance agreement with country (select one):
  - USG pays all living allowance
  - Country pays all living allowance
  - Other (Explain)
- c. Number of travel days required to reach U.S. port-of-entry
- d. Port-of-departure/entry to/from country and servicing airport
- e. Normal U.S. port-of-entry
- f. Special factors (*Include discussion of Viaticos/other special per diem payments here.*)
- g. Average cost of airfare (round trip ticket) per student for current year (FY04)
- h. Average cost of excess baggage per student for current year (FY04)
- i. Are dependents allowed to accompany students to schools where they are encouraged to accompany the student by DoD?

**3. Student Vetting Process.** A two–three sentence explanation of the vetting process used by the country team to vet candidates scheduled to attend CONUS training and to screen individuals/units scheduled to attend in-country training (Mobile Training Teams (MTTs) & Mobile Education Teams (METs)). May include attachment of vetting process guidance and/or forms that are used.

**4. Medical Screening & Coverage for Dependent Medical Care.** A short explanation of the medical screening process for students and dependents, and the financial arrangements for dependent medical care for dependents who accompany or join the student during CONUS training.

**PART TWO – SECURITY ASSISTANCE (IMET & FMS) TRAINING PROGRAM APPENDIXES**  
**(Continued)**

**APPENDIX B: ENGLISH LANGUAGE TRAINING** *(Mandatory)*

**1. In-Country English Training Program Overview.** Provide a brief explanation of the country's English language program. Program information should include:

a. Status of existing language labs, including plans to upgrade those labs and plans to acquire additional labs. SAOs should provide the current message address, mailing address, SAO phone number, SAO fax number, and "ship to" address for language labs, books and publications. All Level III IMET funded labs require a waiver.

b. Plans to acquire English language software.

c. English language instructor training requirements.

d. Unique or special problems for students who train at DLIELC.

**2. English Language Testing and Training Waivers.** If current status requires a change, provide your recommendation and justification for the country's proper English language waiver category. Categories are:

- waived from all testing [SOUTHCOM countries in this category as of FY04 are AC, BF, BB, BH, DO, GJ, GU, JM, SC, ST, VC, TD],
- waived from in-country testing [SOUTHCOM country in this category as of FY04 is NS],
- waived from the 55 minimum ECL to train at DLIELC) [SOUTHCOM country in this category as of FY04 is HA].

**3. Country Shipping Information For English Language Labs & Materials.**

a. Point of Contact in SAO; name; phone number, fax number, and email address.

b. Exact "Shipping Address" for labs and materials (not a mailing address). For example:

SHIP TO: Embassy of the United States of America  
1234 South Downtown Blvd  
Lome, Togo

MARK FOR: Political Officer, American Embassy Lome, Togo

**PART TWO – SECURITY ASSISTANCE (IMET & FMS ) TRAINING PROGRAM APPENDIXES**  
**(Continued)**

**APPENDIX C: SENIOR & MID-LEVEL PME SUMMARY** *(Mandatory)*

**a. Mid-Level and Senior Level PME Requirements.** Show firm mid and senior level invitational PME requirements for the Budget Year (FY05) and estimated requirements for the Planning Years (FY06-FY09). Projections beyond the Budget Year should agree with the TSCP. Include exchange agreement quotas. Indicate negative requirements.

<u>SCHOOL</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>
National Defense University <i>(Indicate NWC or ICAF below)</i>	////////// //////////	////////// //////////	////////// //////////	////////// //////////	////////// //////////
National War College (NWC) B171801					
Industrial College of the Armed Forces (ICAF) B171806					
Army War College B171800					
Naval Command College P171001					
Air War College D171010					
Army Command & General Staff College B171768					
Naval Staff College 5 ½ month course P171002					
Naval Staff College 10 month course P171010					
Air Command & Staff College D171002					
Marine Corps Command & Staff College P171801					
Sergeants Major Academy B171200					
Marine Corps Expeditionary Warfare Course P171818					

**b. Justification:** Provide a five to six sentence justification to help the Combatant Command and applicable service component develop a priority list for PME quotas for the Budget Year (FY05). Requests for NDU must specify either the National War College (NWC) or Industrial College of the Armed Forces (ICAF) option, and civilian or military option.

**c. PME Exchanges:** State which, if any, of the above requirements will be handled as "PME Exchanges". If none then simply state: "NA"

**PART TWO – SECURITY ASSISTANCE (IMET & FMS) TRAINING PROGRAM APPENDIXES**  
**(Continued)**

**APPENDIX D: POSITIONS OF PROMINENCE** *(Mandatory)*

Positions of Prominence data will be updated annually in accordance with Chapter 10 of the SAMM. Emphasis should be placed on U.S. Country Team identification of host country positions of prominence and subsequent reporting of those current incumbents having received SA training. Less effort should be expended on reporting on the status of former incumbents of positions of prominence that received SA training. Data should be formatted in the following order:

- (1) country
- (2) name (last, first, middle initial)
- (3) grade
- (4) U.S. equivalent grade
- (5) prominent positions held (to include all previous positions of prominence)
- (6) current position
- (7) academic degree (if appropriate)
- (8) specific training completed (course, place of training, rank, year(s) attended, and source of funding)
- (9) how the position was obtained (election, appointment, or other)

**PART TWO – SECURITY ASSISTANCE (IMET & FMS) TRAINING PROGRAM APPENDIXES**  
**(Continued)**

**APPENDIX E: IMET POLICY WAIVERS** (Mark "N/A" if none)

All IMET-funded policy waivers requiring approval by Combatant Command and concurrence/approval by DSCA must be included in this plan. The format for requesting a policy waiver is shown below. Adjudication of waiver requests will take place during the TPRM.

**IMET WAIVER REQUEST FORMAT**

SUBJECT: REQUEST FOR WAIVER FOR IMET TRAINING

THRU: COMBATANT COMMAND HEADQUARTERS

TO: DSCA

In accordance with Paragraph C10.6.3 & C10.6.4, Chapter 10, DOD 5105.38M, the Security Assistance Management Manual, request that DSCA approve the use of IMET funds for the following training.

**COUNTRY:**                      **MILDEP PROGRAM:**

**TYPE OF WAIVER:** (State the specific waiver being requested: Mobile Training Team (MTT), High Cost Flight Training, Orientation Tours, Contractor Training, Level III Language Labs, Politically Sensitive Training, Five Week Duration, etc.)

**REQUESTED TRAINING:** (A precise description of the training, i.e., A Mobile Training Team to instruct on requisition, preparation and processing of supplies, two weeks duration, one enlisted member, grade E-7/E-8, etc.).

Title of Course:		MASL ID:
Quantity:	Program Year:	Unit Cost:
Duration:	WCN:	TLA:
Avail Qtr:	Priority Code:	Total Cost:

**JUSTIFICATION:** A detailed justification, to include why IMET funds must be used. Justification should answer specific questions posed in the separate sub-paragraphs below.

1. **REQUIREMENTS:** Why is training needed? What capability will it develop? What is the urgency in providing this training?
2. **OBJECTIVE:** What IMET objective(s) will this training achieve? (See SAMM, Chapter 10). What alternatives to this training have been examined to include cost and availability?
3. **CAPABILITY:** Does this training capability exist in country? If not, what steps are being taken to develop this capability?
4. **QUANTITY:** What is the total number of personnel that host country will require training for in this field? How many have been trained? Considering attrition factor, how long will it take to meet host country objectives?
5. **IMPACT:** What is the impact if training is not approved?
6. **FUNDING RATIONALE:** What is the rationale for IMET funding? Why can't FMS funds be used? If country is allocated non-repayable FMF funds, why can't these funds be used?
7. **POLITICAL/MILITARY:** What political/military significance (if any) is attached to this training?
8. **BENEFITS TO U.S.:** What benefits (tangible or intangible) accrue to the United States by providing this training?

SAO CHIEF'S APPROVAL:

DATE:

COMBATANT COMMAND APPROVAL:

DATE:

DSCA APPROVAL:

DATE:

**PART TWO – SECURITY ASSISTANCE (IMET & FMS) TRAINING PROGRAM APPENDIXES**  
**(Continued)**

**APPENDIX F: DISTINGUISHED VISITOR (DVOT) & REGULAR ORIENTATION TOUR (OT) REQUEST**  
*(Mark N/A if none)*

All DVOT and regular OT are implemented by the National Defense University (NDU). Orientation Tours are **NOT** “Off the Shelf” products; they are tailored to specific country needs and require close attention by you, the SAO, to ensure the NDU plans and implements a tour that meets your objectives. This is the format to provide NDU with the basic information it needs to plan your DVOT/OT.

**DISTINGUISHED VISITOR (DVOT) & ORIENTATION TOUR (OT) WORKSHEET FORMAT**

- a. COUNTRY:
  - b. FY:
  - c. WCN:
  - d. Type of Tour: (State IMET or FMS, regular OT or Distinguished Visitor (DVOT) tour, and area or areas of interest to be covered by the tour; for example, operations, maintenance, engineering, education, flight training, technical, staff, command, professional, etc.)
  - e. Objectives: (State in specific terms, the objectives to be achieved as a result of the tour. Be specific to the point that commanders, civilian employees, briefing and training installation personnel, and other MILDEP personnel not normally associated with SA activities can assist in the achievement of tour objectives.)
  - f. Proposed Starting Date:
  - g. Alternate Starting Date:
  - h. Tour Itinerary: (Suggest an itinerary in terms of visits to specific DOD units or training installations. Itinerary suggestions should include recommended number of days at each location, not to exceed two working days per location.)
  - i. Level. (For each itinerary location provide the level at which tour personnel should be oriented in terms of flight, squadron, group battalion, division, major command, or similar identification.)
  - j. Scope. (Provide an indication as to how much detail should be given to participants. Information in this portion of the format must correlate with the objectives, length of stay at each location, and level of tour. If it is desired that participants be familiarized with specific DOD procedures and techniques on an observer basis, type of detail should be included under this heading.)
- NOTE: Provide information requested in paragraph K thru M below, as available.
- k. Names of participants: (Name, rank (U.S. equivalent), date and place of birth of each participant. Underline surname of each person.)
  - l. Assignment: Provide a brief synopsis of current or planned assignment, if applicable to the purpose of the tour, of each individual. Compare it to similar positions in the U.S. military.)
  - m. Individual characteristics: (Enter the customs of dress, language, religion, eating and drinking habits, and general demeanor of each participant.)
  - n. English capability: (Indicate ECL for each individual.)
  - o. IP projects: (Describe any particular aspects of the IP to be accomplished, listed in order of preference.)
  - p. Publicity: (To preclude embarrassment for the USG, the MILDEP, or the country concerned, include a brief statement regarding publicity which could be useful to achieve the tour objective.)

**PART TWO – SECURITY ASSISTANCE (IMET & FMS) TRAINING PROGRAM APPENDIXES**  
**(Continued)**

**APPENDIX G: SECURITY ASSISTANCE TRAINING TEAM (MTT, ETSS, Etc.) REQUESTS** *(Mark N/A if none)*

Since most SA teams are Mobile Training Teams (MTT) this format refers to MTTs. The format is the same for any exportable, in-country team request. MTTs are tailored, in-country training teams, designed to achieve a specific training objective identified by you, the SAO, and the host country. This format shows the basic information US MILDEPS need to help plan a Mobile Training Team (MTT).

**MOBILE TRAINING TEAMS (MTT) CALL UP FORMAT**

- a. MTT identification. (See paragraph 13-11, JSAT).
- b. Team composition. (Indicate by quantity, rank, MOS/specialty code, and title of each team member.)
- c. Security Clearance. (Indicate type of security clearance required for the missions.)
- d. Duration. (Indicate the duration of the mission in weeks.)
- e. Team restrictions. (Reflect any required limitations or exclusions on the type of personnel, uniforms equipment, or methods of instruction.)
- f. Mission. (Provide, in detail, the scope of instruction the team is to conduct.)
- g. Training goal. (Include a statement of the results the effort is expected to achieve.)
- h. Personnel to be trained. (Indicate the technical qualifications of foreign military trainees, to include educational level, and number of students, by officers, enlisted personnel, and civilians.)
- i. Summary of host country capabilities.
- j. Equipment on which training is to be conducted and availability. (The equipment list must be detailed enough for the furnishing agency to identify it by make, model or type.)
- k. Availability of tools and ancillary equipment. (List tools required for the mission.)
- l. Availability of training aids. (List training aids required for the mission.)
- m. Interpreter support.
- n. Training locations. (If there is more than one training location, indicate distance between locations, time requirements for travel to be performed, and modes of anticipated transportation.)
- o. Desired in-country arrival date. (Indicate the desired arrival date in the foreign country.)
- p. Type quarters available. (Indicate whether quarters are provided by the foreign government.)
- q. Uniform and clothing. (Describe requirements for both on- and off-duty uniforms and civilian clothing.)
- r. In-country transportation. (Indicate the means of in-country transportation to be provided to and from quarters, training locations, and dining facilities. Specify rental car authorization, if any)
- s. Facilities. (Indicate the availability of medical, dental, shopping, and laundry facilities.)
- t. Confirmation of country team approval.
- u. Additional Information.
  - Identify any important data requiring more emphasis or information useful in selecting and preparing the team.
  - Include, if applicable, information on sensitive areas, subjects to avoid, taboos, and personalities involved.
  - Indicate which type passport is required (diplomatic, official, or tourist) and if a visa is required.
- v. SAO point of contact. (Indicate the name, grade, DSN and commercial telephone numbers, email address, message address, and mailing addresses for the SAO.)

**PART THREE – OTHER TRAINING PROGRAM APPENDIXES**

**APPENDIX A. COUNTERTERRORISM FELLOWSHIP PROGRAM (CTFP)**

1. Provide a brief description of specific country needs for Counter Terrorism training and the country team program objectives for the CTFP. How does the country support the U.S. Global War on Terrorism (GWOT)?
2. Describe the terrorist threat to the country and/or region, the country's willingness to participate in combined counterterrorism efforts, ability to leverage other existing or planned Defense security cooperation programs, and country needs and requirements (i.e., how does country environment fit SECDEF's criteria for this program?)
3. What are the primary in-country organizations responsible for the country's CT effort (describe all that apply; military, police, interior, border guards, etc)? Which of these organizations has primary responsibility for the country's CT effort?
4. What are the country agencies/groups that are being proposed for CTFP participation? If funding guidance has not been provided what is the country team recommended funding level to support proposed training activities?
5. What third country CT support is being provided to the host country? How would these programs complement CTFP or vice versa?
6. What training that is currently not available or advertised does the country need?
7. Is the country team and host country willing to support in-country training on a regional basis (similar to IMET sponsored regional Mobile Education Teams)? What in-country training will be requested in this plan?
8. These are the Primary CONUS School courses available under the CTFP. Which ones and how many quotas does your country need?

<u>SCHOOL</u>	FY05	FY06	FY07	FY08	FY09
National Defense University School for National Security Executive Education (B171798)					
CCMR Civil-Military Responses to Terrorism (P179018)					
NPGS Special Operations Defense Analysis Masters Degree (P173200)					
Others (as the SAO believes necessary)					
Others (as the SAO believes necessary)					

Provide a brief (4-5 sentence) justification for the training being requested (Be specific. Do not use generic 'boiler plate').

9. The CTFP STL dated (*insert date here*) supports this plan. Is there any desired training that is not shown on the CTFP STL? If not, why not. Provide a short justification for any desired training **NOT** on the CTFP STL.

## **PART THREE – OTHER TRAINING PROGRAMS (Continued)**

### **APPENDIX B - AVIATION LEADERSHIP PROGRAM (ALP)**

*The ALP is a U.S. Air Force-funded program authorized under 10 U.S.C. ALP is an Air Force Specialized Undergraduate Pilot Training (SUPT) scholarship program for students from friendly, less-developed countries. It consists of English language training, Introduction to Flight Training (IFT) and SUPT, as well as programs to promote better awareness and understanding of the democratic institutions and social framework of the United States.*

*Briefly describe country's past participation in this program.*

*If an invitation is desired for the upcoming year (i.e., English training to begin in FY05, Pilot training to begin in FY06), provide a justification addressing the USAF criteria below:*

1. Country desires an ALP scholarship: (Yes/No)
2. Explain how the country can effectively use an ALP graduate.
3. Candidate qualifications. (Student should be a top graduate of country's Air Force/Military Academy or a young officer with potential for top leadership positions.)
4. Cash poor status. (Program is intended for countries that are cash-poor as defined by USAF, which looks at Gross National Product Per Capita Income. Does country have sufficient cash to purchase aircraft systems and flying training? (If so, country will not be considered for this program.))
5. Describe how country is making efforts to pursue democratic institutions with western-style military structures and to provide the greatest potential for enhancing worldwide U.S. security priorities.
6. Summarize other U.S. grant programs received. (Countries receiving small U.S. grant programs have higher priority.)
7. USAF people-to-people programs and initiatives in country. (Those with many such programs will have lower priority.)
8. Last date country participated in ALP.

### PART THREE – OTHER TRAINING PROGRAMS (Continued)

#### **APPENDIXES C thru \_\_ (Optional)**

*In Appendixes C thru --, SAOs have the **option** of addressing other programs listed in SAMM Chapter 10, Para C10.7. if it is felt that inclusion of that information will add to the overall picture of the country training program. For any additional programs addressed, provide a succinct statement (three to five sentences) that describes the overall scope of country participation in the program, objectives for this participation, and pertinent information that will facilitate country and training agency program planning and implementation.*