

National Defense University
Fort McNair
Tel 202-685-4240
www.ismo.ndu.edu

DISTINGUISHED VISITOR ORIENTATION TOUR PROGRAM

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DVOT PROGRAM

DVOT Program Mission

MISSION STATEMENT

The Distinguished Visitor Orientation Tour (DVOT) Program is a Security Cooperation Program conducted by the International Student Management Office (ISMO) at the National Defense University (NDU) that serves as a vehicle for international flag or general officers or civilian defense leaders to participate in a short visit to the US to learn about specific military training and education institutions. The DVOT program serves to enhance mutual understanding, cooperation, and partnership between the US and participating nations.

IMPACT OF THE DVOT PROGRAM

The DVOT Program has a history of being an integral part of the overall US security assistance mission. This program has helped to facilitate the US relationship with countries new to security assistance or with countries transitioning to more democratic systems. It has also deepened the US relationship with its partner nations as they align their militaries more closely with the US military system. DVOTs provide international leaders with quick, time-sensitive, and high-level ways to learn how to better manage their own defense resources, train and educate their armed forces, and improve their defense structures.

TESTIMONIALS

“Hungary took advantage of a couple of DVOTs in 2005/06 in meeting the challenge of building a Special Operations Forces capability. We visited command and training locations with senior military leaders and some Parliamentarians. Both DVOTs played a crucial role in taking active steps in building the SOF capability. Those forces have now been operating in combat theaters (not only alongside US troops, but commanding a multinational SOF group in ISAF) and are highly respected in the international community. The DVOTs were extremely effective in providing the necessary information resulting in the final, positive decision for capability development.”

- Mr. Michael Newberg, ODC Hungary, 2015

Program Overview

The Distinguished Visitor Orientation Tour Program is a United States Security Cooperation Program that provides a country's defense leadership the unique opportunity to learn about specific assets of the US defense establishment in order to address objectives specific to their own militaries and governments. DVOT delegations visit a variety of military installations, professional military education institutions, training facilities, and government organizations throughout the US to learn from experts on specific subject matters.

- **Distinguished Visitor Orientation Tour (DVOT)**– Intended for senior military officers, typically flag or general rank, or civilian equivalent holding positions of major importance or selected for such positions
- **Orientation Tour (OT)** – Intended for selected officers or civilians who are destined for responsible positions in their country's defense establishment. Senior officer is typically O-6 or civilian equivalent

What is a DVOT?

- Hand-tailored, short, intensive training program developed to meet the defense and strategic needs of a country.
- Familiarizes international military officers and civilians to types of training provided through US Security Cooperation programs including International Military Education and Training (IMET), Expanded IMET (E-IMET), Foreign Military Financing (FMF) and Foreign Military Sales (FMS).
- Consists of customized visits to military training installations, schools and government agencies where relevant expertise resides.
- Provides an opportunity to address a particular topic of strategic interest to that country.
- Provides a time-sensitive way for a country's military and civilian defense leaders to receive the information that they need to achieve objectives specific to the country.
- Includes field study activities to expose tour participants to cultural, social, economic and historical aspects of America.
- 14 days maximum, excluding OCONUS travel time.

How is a DVOT Scheduled?

- Requested by country's Ministry of Defense
- Initiated by the US Security Cooperation Organization (SCO) in country
- Delegations must not exceed 7 individuals, unless a waiver is granted by DSCA

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- Approved by the Defense Security Cooperation Agency (DSCA) and the Combatant Command (IMET-funded only)
- Programmed by the Army Security Assistance Training and Field Activity (SATFA), NETSAFA, or AFSAT
- SATFA sends participant lines of accounting to SCO to cut ITOs, issue M&IE per diem in country, and purchase OCONUS airfare and OCONUS lodging, if required
- SATFA sends 285-R to NDU to cover costs including non-refundable deposit, contractor support fee, participant CONUS lodging, participant CONUS airfare and checked baggage, group meals, field studies activities, and ground transportation
- Planned and executed by the National Defense University
- Country may program only one DVOT per fiscal year unless an exception is approved by DSCA

Which costs are covered by the DVOT Program?

- Participant OCONUS & CONUS airfare
- Participant lodging including use of business center and internet
- Ground transportation
- Domestic checked baggage fees
- Field study activities
- Participant meals & incidental expenses (M&IE) which are advanced in country prior to departure during pre-departure briefing with SCO
- Group or provided meals
- Interpreters' fees and travel expenses (where applicable; recommend that interpreters travel with delegation from host nation as it is much more cost effective than hiring interpreter in US)
- Document translation (if applicable)
- US escort and NDU escort officer travel expenses

DVOT Program Guidance

Program guidance for the DVOT program comes from Chapter 12 of the Joint Security Cooperation Education and Training (JSCET) manual and is supplemented by the Security Assistance Management Manual (SAMM) and the Joint Travel Regulation (JTR). The JSCET is regulation that prescribes policies, responsibilities, procedures, and administration for the education and training of international military students by the Departments of the Army, Navy, and Air Force. The most recent version of the JSCET came out in 2011. See Appendix A for this version of the JSCET Chapter 12. ISMO and the DVOT PM have recommended suggested revisions of the JSCET Chapter 12 to DSCA. See Appendix B for suggested revisions. The SAMM is a manual that provides DoD-wide guidance to all of the DoD Components engaged in the management or implementation of DoD Security Assistance and Security Cooperation programs over which the Defense Security Cooperation Agency (DSCA) has responsibility, in accordance with the Foreign Assistance Act (FAA), the Arms Export Control Act (AECA), and DoD Directive 5132.03, "DoD Policy and Responsibilities Relating to Security Cooperation", dated October 24, 2008, and all other related statutes and directives. The JTR governs all travel by all military and DoD civilian employees.

PROGRAM GUIDANCE RESOURCES

JSCET- http://www.apd.army.mil/pdffiles/r12_15.pdf

SAMM- <http://www.samm.dsca.mil/chapter/chapter-10>

JTR - <http://www.defensetravel.dod.mil/Docs/perdiem/JTR.pdf>

DVOT Lifecycle

DVOT REQUIREMENTS

- The requesting nation must have lesser developed relations with the US, must be a new or transitioning country, or must be interested in deepening their knowledge of democracy, peacekeeping, military modernization and interoperability, and counterterrorism.
- The objectives of the DVOT must include familiarization with US military education, training, facilities, operations, procedures, doctrine, equipment, organization, or civil-military relations and practices.
- DVOTs will not be used to conduct materiel acquisition.
- To qualify as a DVOT, the delegation must include at least one flag officer. DVOTs are intended for top military officials and defense civilians who hold positions of major importance. Otherwise, trip will be classified as OT.
- A DVOT must not exceed 14 calendar days, plus OCONUS travel time.
- DVOTs will not be conducted in conjunction with sequential training.
- Delegations can include up to 7 delegates, plus interpreters, US escort, and NDU escort. Aides are not permitted.
- Participants must have ECL of 70 or higher, or an interpreter will be expected to accompany group. If interpretation is required for entire group, recommend 2 interpreters accompany group.

INITIAL REQUEST

- The SCO in the US Embassy will work with that country's Ministry of Defense to determine the defense needs of that country and to further security cooperation between the two countries.
- The SCO will then reach out to the DVOT Program Manager (PM) at NDU ISMO to determine if a DVOT is the appropriate mechanism to achieve the defense needs of that particular country and if the DVOT PM is available to support during the requested timeframe. This discussion via email, phone call, or in person serves as the initial request for the DVOT.
- If the proposed trip and objectives match the DVOT requirements, the DVOT PM and SCO will work together to determine a mutually feasible timeframe to conduct the DVOT. At this point, the DVOT PM will block the requested dates on the DVOT calendar, but the dates will NOT be considered confirmed until DVOT PM receives a completed DVOT Worksheet that includes a viable funding source (see below).
- Once a preliminary timeframe has been discussed, the DVOT PM will instruct the SCO to submit a DVOT Worksheet and IMET Waiver (for IMET -funded DVOTs) to the DVOT PM. The more specific the information included on the Worksheet regarding objectives, participants, etc., the better. In some cases, the DVOT PM can assist the SCO in determining the best location or installation achieve those specific objectives. See Appendix C for a sample Worksheet and Appendix D for a sample IMET Waiver.

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- This request, in conjunction with submission of the DVOT Worksheet to NDU, must be made to NDU no later than 120 days before the proposed start date of the DVOT.

FORMAL REQUEST

- If the DVOT PM and SCO have determined that the visit objectives fit the scope of a DVOT, have agreed on a feasible timeframe, and there is a viable funding source, the SCO will submit the DVOT Worksheet and IMET Waiver, if applicable, to NDU, DSCA, and SATFA/NETSAFA/AFSAT.
- If the DVOT is going to be conducted using IMET funding, DSCA, which is the overarching authority for DVOT, must approve the DVOT request. Additionally, many delegations may request to visit DSCA to discuss future training opportunities.
- When the DVOT Worksheet and IMET Waiver have been sent to DSCA (if DSCA approval is required), DVOT PM will create a budget estimate, which will reflect the proposed itinerary. This budget will then be sent to the SCO for approval and to SATFA to ensure there is adequate funding available.
- Pending DSCA approval, the DVOT PM will begin the planning process by reaching out to the requested visit installations to confirm availability to host during requested timeframe.
- After DSCA approves (if required), and both SCO and NDU have agreed on a budget SATFA/NETSAFA/AFSAT will program the DVOT using the appropriate MASLs. This should occur no later than 40 days prior to the start of the DVOT. SATFA/NETSAFA/AFSAT should be looped in to DVOT coordination at any time funding or programming is being discussed. SATFA/NETSAFA/AFSAT representative can give insight into available funding and any issues related. See explanation of MASLs below:
 - MASL B366003 Contractor Support (B872): This includes all of NDU's costs for acting as DVOT executive agent, including NDU resources, labor, etc. This funding is sent to NDU via 285-R prior to DVOT.
 - MASL B366004 DVOT Support (B872): This includes all CONUS including lodging, CONUS airfare, ground transportation, group meals, field studies activities, and any additional operational costs. This MASL covers the stated costs for the delegation and interpreter(s). If necessary, US escort officer funding can be included in this MASL. If it is included, a DTS cross-org will be given to the US escort officer to utilize for travel orders. Otherwise, MASL B362000 will be used for US escort officer funding. For MASL B366004, this funding is sent to NDU via 285-R prior to DVOT.
 - MASL B366005 Orientation Tour Support (B872): This MASL is used in the same way as B366004 when the visit is an Orientation Tour (OT) vice DVOT.
 - MASL B366006 DVOT Mandatory Planning (B872): This MASL is used for the \$5,000 non-refundable deposit. This funding is sent to NDU via 285-R prior to DVOT.
 - MASL B362000 Escort Officer (B872): This includes OCONUS and CONUS airfare, OCONUS and CONUS lodging, and M&IE for US escort officer. This is sent to the SCO in country to utilize prior to DVOT. SCO purchases OCONUS airfare and OCONUS lodging. (If necessary, MASL B366004 can be used to program US escort officer CONUS costs, including CONUS lodging and CONUS airfare).

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- MASL B181011 OT Participants (B872): This is a per person cost, programmed against a different WCN for each OT participant. It includes OCONUS airfare, OCONUS lodging (if required), and both OCONUS and CONUS meals and incidentals. This is sent to the OSC in country to execute prior to DVOT. SCO purchases OCONUS airfare and OCONUS lodging. Meals and incidental costs are issued in cash from SCO to participants prior to DVOT.
- MASL B179923 Interpreter (B872): This is a per person cost, programmed against a different WCN for each interpreter. It includes OCONUS airfare, OCONUS lodging, and both OCONUS and CONUS meals and incidentals. This is sent to the SCO in country to execute prior to DVOT. SCO purchases OCONUS airfare and OCONUS lodging. Meals and incidental costs are issued from SCO to interpreter prior to DVOT.
- MASL B179924 Interpreter – Enlisted (B872): Same as above description.

DVOT TIMELINE

DVOT Start																						
25-Feb-16	NET	NLT	P-NET	PNLT	Deadline	28-Sep	8-Oct	18-Oct	28-Oct	7-Nov	17-Nov	27-Nov	7-Dec	17-Dec	27-Dec	6-Jan	16-Jan	26-Jan	5-Feb	15-Feb	25-Feb	
DVOT Request and Worksheet Sent to NDU	-365	-120	-140	-120	120 Days Prior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DVOT Request (Worksheet and IMET Waiver) Sent to DSCA for Approval	-140	-90	-130	-120	90 Days Prior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NDU develops budget estimate, sent to SCO and SATFA for approval	-140	-80	-130	-90	80 Days Prior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Names, Bio Data, Copies of Passports and Copies of Visas are sent to NDU from SCO	-140	-60	-120	-80	60 Days Prior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
\$5,000 non-refundable deposit is sent to NDU from SATFA via 285-R	-90	-50	-70	-50	50 Days Prior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MASLs are programmed and WCNs are created	-70	-45	-60	-50	45 Days Prior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Funding is sent to NDU and SCO from SATFA	-60	-40	-50	-40	40 Days Prior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FVRs are submitted by Embassy in Washington, DC through official channels	-60	-30	-45	-30	30 Days Prior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NDU Submits Manual Travel Orders	-55	-30	-45	-30	30 Days Prior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Final itinerary available, given to SCO for translation	-20	-14	-14	-14	14 Days Prior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Briefings (as available) given to SCO for translation	-20	-10	-15	-10	10 Days Prior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ITOs are created in SANWeb	-20	-10	-15	-10	10 Days Prior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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DVOT SCHEDULING

- DVOT PM may receive multiple requests from different countries for the same time frame. Overlapping DVOTs should be avoided if possible. In order to manage incoming requests, DVOT PM should ensure that all requests are given equal opportunity by making the set of request requirements standard. A DVOT should be considered unconfirmed until DVOT PM receives DVOT Worksheet and SATFA has confirmed that funding is available. To assist SCOs, DVOT PM can send SCO an example of a completed Worksheet. When DVOT PM receives DVOT Worksheet from SCO, provided that time frame is mutually agreeable, the time frame should be considered held for that country. Immediately, however, DVOT PM should address any potential issues with DVOT Worksheet, like objectives, funding, etc. The DVOT PM understands that sometimes due to external factors the DVOT will be canceled. When working with such high-level officials, schedules can change drastically at any time.
- The DVOT PM will keep an up-to-date DVOT tracker to manage the scheduling and progress of upcoming DVOTs. This tracker will include the date of initial request, the type of funding that will be used to fund the DVOT, and any follow-up necessary by the DVOT PM or SCO. Only the DVOT PM will have visibility of DVOT tracker.
- The DVOT PM will use a tracker for each individual DVOT to manage communications with requested installations, the status of requested visits, and any outstanding requirements.
- The DVOT PM will also keep a DVOT calendar on Google Calendar and all ISMO staff members will have access to this calendar.
- The DVOT PM will keep a DVOT Database using Microsoft Access. This database will contain information on all DVOTs ever conducted by NDU, including country, year, delegation members, locations visited, and objectives. All ISMO staff members will have access to this Database.

PLANNING AND PREPARATION

- As stated in the “Initial Request” section, the SCO will provide the DVOT Program Manager a completed DVOT Worksheet, which will include the requested locations, installations, broad objectives, number of participants, and name and rank of head delegate no later than 120 days before the projected DVOT start date.
- The DVOT PM will put together a proposed itinerary based on the requested installations, objectives, and dates provided by the SCO Chief. This proposed itinerary will be reflected in the budget.
- Once the itinerary is approved by the SCO Chief, the DVOT PM will put together a budget based on the proposed itinerary. Budget will include per diem amounts. See Appendix E for a sample budget.
- The DVOT PM will confirm availability of requested installations and will continue to focus the visit on specific objectives to maximize effectiveness of the visit. After DVOT PM has made initial contact with installations to request visit, installations will request more detailed information from DVOT PM to determine availability to host at appropriate level and to focus the visit on specific objectives of delegation. Narrowing the objectives to apply to each specific location will require discussion with SCO. This information is not needed immediately up front, but it will help locations determine if they have the staff bandwidth to host and will help them provide the best possible visit. Also, for some

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installations, it may be their first time hosting a DVOT, which will require an additional level of explanation.

- When visiting various military bases, DVOT PM should arrange transportation through base protocol when it meets the needs of the delegation and the itinerary, and is available. Delegation preferences can be discussed with SCO prior to DVOT. Generally delegations prefer base transportation. In some cases, lodging may also be arranged through base protocol. For example, visits to locations like the Marine Corps Mountain Warfare Training Center necessitate base lodging, as no other options in the vicinity are available. Base lodging may also be preferable if lodging options are far away, if time in the location is extremely limited, or if adequate lodging options are otherwise not available. On-base lodging, like commercial lodging, will be paid for via CBA. A standard rooming list will be submitted to the lodging provider. See the paragraph below for additional information on lodging. When visiting a military installation, depending on the itinerary and the needs of the delegation, group meals can be arranged on base. DVOT funding can be used to pay for group meals, provided that they are within the appropriate per diem amount and can be paid via CBA. This must be arranged prior to DVOT. In some instances, locations will cover meal costs. Ensure that locations know of any dietary restrictions or other requirements.
- DVOT PM will make lodging reservations for entire CONUS portion of DVOT. Lodging cost must be no more than the allowed maximum lodging per diem for that location. Group reservation should not include tax, whenever possible. Tax exempt form or memo may be required. Rooms requiring individual payment may include tax. NDU escort will pay for room individually. US escort, depending on travel reimbursing system (DTS or E2), may also pay for room individually. All other rooms will be paid as a group via CBA. See Appendix F for standard rooming list form.
- DVOT PM will make all CONUS air transportation arrangements. Air travel arrangements will be made through Carlson CWT Sato Travel. Name, date of birth, and gender on each passenger will be needed at the time of reservation. After reservations have been made, signed orders must be sent to Carlson for final ticketing. All CONUS tickets will be paid via ISMO CBA.
- SCO will make all OCONUS air travel arrangements, along with any necessary OCONUS lodging.
- DVOT PM will make all CONUS ground transportation arrangements. DVOT PM will send bid request to all approved carriers in area using DTMO list of approved carriers. DVOT PM will collect at least 3 bids and choose based on a variety of factors including cost, history with company, reliability, responsiveness, quality of coaches, coach size based on needs of delegation, etc. Per DoD policy, NDU is not permitted to pay gratuity, parking, tolls, or other fees associated with transportation. The bus company should be familiar with route and locations and should include any associated costs in quote, understanding that they will be responsible for covering additional costs. The bus company will also be responsible for paying for driver's lodging accommodations. Accommodations should be made with delegation wherever possible or necessary. In Washington, DC for example, driver will not need accommodations as a local company will supply coaches and drivers. This will be the same in many locations. See Appendix G for bus quote request form.
- The SCO will provide the DVOT PM name, rank, copies of passports and visas, and relevant biographical data, to include background/CV, on participants no later than 60 days before the DVOT start date.

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- DVOT budget will be finalized and funding will be programmed and sent to NDU no later than 40 days before the DVOT start date.
- DVOT PM will submit manual group travel orders no later than 30 days before the DVOT start date.
- The DVOT PM will work with the SCO to ensure that the Foreign Visit Request (FVR) is submitted through the appropriate official channels to each requested visit location at least 30 days prior to the date of the visit. Each location will require an FVR and the format and process for each will depend on the hosting military service. See Appendix H for sample FVR form.
 - FVRs are usually submitted through the country embassy in Washington, DC. DVOT PM should ensure that the embassy submits FVR through proper diplomatic channels and may assist with providing specific POCs if necessary. Most delegations that visit Washington, DC will also wish to conduct events with the embassy, this may include dinners, official visits and discussions, etc. The DVOT PM may or may not be included in these arrangements. Embassy officials may also be interested in joining the delegation for official visits in the Washington, DC area. The invitation should be extended prior to DVOT so arrangements can be made, especially for visits requiring advanced security. Please see Appendix I for a list of current FVR contacts.
- If the DVOT itinerary includes a visit to the Pentagon, NCTC, or other secure location, additional biographical information in advance of visit may be required. See Appendix J for Pentagon security form.
- The DVOT PM will make all substantive and logistical arrangements for the DVOT.
 - The DVOT PM will work with the SCO and with the installation protocol officers to determine the appropriate focus and strategic content of the visit.
 - The DVOT PM will work with SCO to ensure that both the country's particular needs and objectives are met and that the US objectives of the visit are met as well.
 - Logistically, the DVOT PM will work with protocol officers and POCs at each location including any specific protocol or cultural measures that must be conducted, such as a small gift exchange or specific religious or dietary needs. Additionally, DVOT PM will make all CONUS travel arrangements, including airfare, bus or hired car transportation, lodging, tickets or admission, tour guides and other field studies activities, and meals.
 - The DVOT PM will ensure that appropriate arrangements are made regarding the level and rank of the visiting delegation. Certain delegations will be more sensitive to rank protocols.
 - SCO is responsible for all OCONUS travel, but must provide copies of OCONUS flight itinerary and any lodging arrangements to DVOT PM to coordinate arrival and departure logistics. Cost of OCONUS flights and OCONUS lodging must be included in the budget and must be allocated prior to visit.
- The DVOT PM will finalize the itinerary and send to SCO to be translated for delegation prior to the visit. If the SCO does not have the means to translate the documents, the DVOT PM will use DIA resources, if available, to have the documents translated. See Appendix K for sample itinerary.
- The DVOT PM will request copies of all presentations for translation prior to visit, if necessary. If they are translated prior to the visit, the DVOT PM will send the translated presentations back to the visit

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locations to be presented at the time of the briefing. Copies of all available briefings will be included in padfolio created for each traveler. DVOT PM will create a leather binder or “padfolio” for each participant that includes a copy of the itinerary (if applicable and available), biographies of speakers, copies of the presentations (if available), information on the cities that the delegation will be visiting, DVOT PM’s business card, and a flag friendship pin. All of the documents included will be translated if applicable and possible.

- The DVOT PM will finalize the budget and send to SCO so that the appropriate funding can be sent via 285-R to NDU and committed to the DVOT funding lines. The DVOT PM will also inform the SCO of the appropriate amount of per diem to issue the delegation prior to their arrival in the US. This amount will cover any meals not covered as group meals by the DVOT Program. All costs, including per diem, will be included in budget. Budget is final prior to DVOT. After per diem has been distributed, the amount cannot be changed. See Appendix L for an example of a 285-R.
- The DVOT PM will work with the SCO to determine any specific needs of the delegation, such as dietary restrictions or preferences, prayer rooms and other religious needs, specific cultural customs, protocol requirements, etc. to ensure that the DVOT runs as smoothly as possible. The DVOT PM will communicate these requirements to the various installations as necessary.
- The SCO will create the ITOs in SANWeb for DVOT participants 14 days prior to the DVOT start date.

EXECUTION OF DVOT

- If the country requests an NDU escort, the DVOT PM will accompany the delegation for the entirety of the DVOT. The majority of DVOTs request an NDU escort to facilitate the trip.
- The DVOT PM will meet the delegation upon arrival in CONUS and will accompany delegation up to departure from CONUS. This may require that the DVOT PM fly out to a different US city to meet the delegation or fly back to Washington, DC after seeing the group off at the conclusion of DVOT from another US city.
- During the DVOT, the DVOT PM will act as the sole POC for coordination of all official visits, lodging and travel arrangements, field studies activities, and any other events.
- The US escort is encouraged to help guide visits to ensure that the appropriate topics are covered and that the delegation understands the strategic purpose of the briefing. It is for this reason that adequate interpretation should be available if the delegation requires it.
- The country Defense Attaché in Washington, DC is also encouraged join delegation for any Washington, DC events and visits. If possible, Defense Attaché can also attend entirety of DVOT provided it is preferred by SCO and adequate funding is available. Defense Attachés are beneficial on DVOTs as they can ensure that DVOT objectives are understood by in-country representatives and Washington, DC-based representatives of that country. They can also serve as liaisons between the delegation and US staff to ensure that all proper protocols are followed, delegation needs are met, and cultural customs are understood.

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POST-DVOT EVALUATION AND FOLLOW-UP

- After the DVOT, the DVOT PM completes an After Action Report (AAR) that serves as a reference for future DVOTs. The AAR will analyze the communication, planning, and execution of the DVOT. The AAR will make recommendations for future DVOTs based on experience and will be used as a tool for improvement of future visits. See Appendix M for AAR form.
- The DVOT PM will also use an easily accessible online survey tool to measure feedback from the US escort and delegation members, when possible. The survey will measure whether the DVOT met the objectives of the participant nation, whether the content of the briefings provided information of strategic importance, whether the travel and lodging arrangements were satisfactory, and whether the tour overall was successful. See Appendix N for sample survey.
- DVOT PM will send a letter of appreciation to any installations or individuals deemed necessary by DVOT PM. See Appendix O for a sample letter of appreciation.

Program Promotion

ONGOING EFFORTS

- The DVOT PM will attend SCETWG events as available and will meet with SCO representatives to discuss opportunities and schedule DVOTs.
- The DVOT PM will update all promotional materials and resources, including the DVOT page on the ISMO website, and the DVOT brochure. See Appendix P for DVOT brochure.
- The DVOT PM will reach out to COCOM representatives to discuss DVOT opportunities.
- Share feedback from past DVOT participants/escort officers with SCOs who might be considering participating in the program

FUTURE EFFORTS

- Brief new SCOs during their DISAM training
- Upload the DVOT brochure, IMET Waiver, Worksheet and other materials on the DISAM website for wider distribution
- The DVOT PM will also utilize resources including the International Fellows and the regional centers at NDU to gain an understanding of the defense needs of various partner nations that could be interested in conducting a DVOT.

Program Financing

Distinguished Visitor Orientation Tours are funded through International Military Education and Training (IMET), Foreign Military Financing (FMF), or Foreign Military Sales (FMS). The country must have available IMET funds or have an open FMS or FMF case that can be used to fund the DVOT. DVOT PM will work with the CPM at SATFA to confirm funding is available.

- IMET is an instrument of US national security and foreign policy and a key component of US security assistance that provides training and education to students from allied and friendly nations. In addition to improving defense capabilities, IMET facilitates the development of important professional and personal relationships, which have proven to provide US access and influence in a critical sector of society that often plays a pivotal role in supporting, or transitioning to, democratic governments. IMET's traditional purpose of promoting more professional militaries around the world through training has taken on greater importance as an effective means to strengthen military alliances and the international coalition against terrorism. The objectives of the IMET program include:
 - Imparting skills and knowledge that help participating countries develop new capabilities and better utilize their existing resources.
 - Providing training and education that augments the capabilities of participant nations' military forces to support combined operations and interoperability with US, NATO and regional coalition forces.
 - Exposing foreign military and civilian personnel to the important roles democratic values and internationally recognized human rights can play in governance and military operations.
- FMF is a critical foreign policy tool for promoting US interests around the world by ensuring that coalition partners and friendly foreign governments are equipped and trained to work toward common security goals and share burdens in joint missions. In that regard, FMF is vital to supporting US coalition partners in the war on terrorism. FMF provides grants for the acquisition of US defense equipment, services and training, which promotes US national security by contributing to regional and global stability, strengthening military support for democratically-elected governments, and containing transnational threats including terrorism and trafficking in narcotics, weapons, and persons. These grants enable key allies and friends to improve their defense capabilities and foster closer military relationships between the US and recipient nations. Increased military capabilities build and strengthen multilateral coalitions with the US and enable friends and allies to be increasingly interoperable with regional, US, and NATO forces. By increasing demand for US systems, FMF also contributes to a strong US defense industrial base, an important element of US national defense strategy. Objectives of the FMF program include:
 - Improving the military capabilities of key friendly countries to contribute to international crisis response operations, including peacekeeping and humanitarian crises.

DVOT PROGRAM

- Promoting bilateral, regional and multilateral coalition efforts, notably in the global war on terrorism.
 - Maintaining support for democratically-elected governments that share values similar to the United States for democracy, human rights, and regional stability.
 - Enhancing rationalization, standardization, and interoperability of military forces of friendly countries and allies.
 - Assisting the militaries of friendly countries and allies to procure US defense articles and services that strengthen legitimate self-defense capabilities and security needs.
 - Supporting the US industrial base by promoting the export of US defense-related goods and services.
- FMS facilitates sales of US arms, defense equipment, defense services, and military training to foreign governments. The purchaser does not deal directly with the defense contractor; instead, the Defense Security Cooperation Agency serves as an intermediary, usually handling procurement, logistics and delivery and often providing product support, training, and infrastructure construction (such as hangars, runways, utilities, etc.). The Defense Contract Management Agency often accepts FMS equipment on behalf of the US government.
 - FMS is based on countries being authorized to participate, cases as the mechanism to procure services, and a deposit in a US Trust Fund or appropriate credit and approval to fund services.

Appendices

- Appendix A: JSCET Chapter 12
- Appendix B: JSCET Chapter 12 Suggested Revisions
- Appendix C: Sample DVOT Worksheet
- Appendix D: Sample IMET Waiver
- Appendix E: Sample Budget
- Appendix F: Standard Rooming List Form
- Appendix G: Bus Bid Request Form
- Appendix H: FVR Form
- Appendix I: Current FVR Contacts
- Appendix J: Pentagon Security Form
- Appendix K: Sample Itinerary
- Appendix L: 285-R Form
- Appendix M: Sample AAR
- Appendix N: Sample Survey
- Appendix O: Sample Letter of Appreciation
- Appendix P: DVOT Brochure

b. The IMSO will advise Air Force Security Assistance Training Squadron/Field Studies Program Office of the total amount of funds expended within 30 workdays after completing the tour.

c. Base IMSO are encouraged to contact other IMSO within the same area so they are aware of other activities of interest to IMS at their location.

d. The Field Studies Program funds will not be obligated or expended to pay for food outside the military installation unless associated with a Field Studies Program trip where students do not stay at or have the opportunity to dine upon a military installation.

Chapter 12 Orientation Tours

Section I General

12-1. Objectives

a. OT are provided under the Security Cooperation Education and Training Program (SCETP) to selected foreign officers and government civilians of new or transitioning countries for familiarizing them with U.S. military doctrine, techniques, procedures, facilities, equipment, organization, management practices, and operations and civil-military theories and practices.

b. OT may be one of the first SCETP for a new or transitioning country, whose government structure is undergoing a transition as a result of the end of a civil war, or military rule. These leaders often need quick and time-sensitive ways to learn how to better manage their country's defense resources, or how to interact within their new civil-military defense structure, or how to better train their newly-designed Armed Forces. OT provide this opportunity. These tours are conducted as short-term orientations as opposed to long-term formal courses.

c. OT are usually limited to countries with lesser developed relations with the United States, but in recent years, transitioning countries not new to security assistance have conducted tours to deepen their knowledge of democracy, peacekeeping, military modernization and interoperability, and counterterrorism. These tours are conducted as short-term orientations as opposed to long-term formal courses.

d. In addition to the military and expanded civil-military objectives to be achieved through OT, it is intended that they serve to enhance mutual understanding, cooperation, and friendship between U.S. forces and participating nations.

12-2. Types of orientation tours

The two types of OT-sponsored by DOD under the SCETP are as follows:

a. *Distinguished visitors orientation tour.* A distinguished visitor orientation tour is conducted only for high-level or senior foreign military officers and government civilians (below the equivalent U.S. position of Chief of Staff, Chief of Naval Operations, or Commandant of the Coast Guard or the Marine Corps) holding positions of major importance or selected for such positions. A distinguished visitor orientation tour normally is of flag or general rank and civilian equivalent. A distinguished visitor orientation tour is conducted for a period not to exceed 14 calendar days plus overseas travel time and distinguished visitor orientation tour is limited to not more than seven participants per tour. For waiver exceptions to increase the number of participants the Security Cooperation Organization must get approval from DSCA. Courtesies and honors should be afforded a distinguished visitor orientation tour according to the participant's rank and position. Such honors and other appropriate activities (such as receptions, dinners, or luncheons) should be modest. Personal aides are not authorized to accompany flag or general officers.

b. *Orientation tour.* An OT is conducted for selected foreign officers and government civilians who are destined for responsible positions in their country's military and or parliamentary establishment. These officers and civilians do not presently qualify for DVOTs. An OT is conducted for a period not to exceed 14 calendar days plus overseas travel time and is limited to not less than three but no more than seven participants per tour. An OT is provided on a modest basis with minimum official entertainment.

12-3. Other visits

a. *Chief of Staff or head of Service visits.* Visits by the heads of foreign military Services, or officers designated to occupy such positions, are arranged through diplomatic channels under the auspices of the head of the U.S. sponsoring Military Service. These visits are not implemented under security assistance sponsorship or procedures.

b. *Self-invited visits.* Self-invited visits are requested by the foreign country through diplomatic channels and all expenses are the responsibility of the foreign country. Security Cooperation Organization will coordinate requests for self-invited visits with the appropriate U.S. country team.

12-4. Programming and implementation

a. OT will be programmed in the FY IMET or FMS programs in the same way as other training at the annual

Security Cooperation Education and Training Working Group hosted by the Combatant Commands. (See fig 12–1 for programming information for orientation tours.)

b. All OT under IMET sponsorship must be approved by DSCA before implementation. Itinerary, justification, and adequate supporting rationale should be forwarded by the Security Cooperation Organization along with the ambassador's statement attesting to the importance of providing such training.

c. Unless otherwise directed, NDU will schedule, cost, coordinate and plan OT, which can be single Service or Joint-oriented in nature and scope. NDU will charge the country program an OT coordination fee (or manpower fee). See section III for final guidance.

d. Requests for unprogrammed orientation tours will be considered only by exception, on a case-by-case basis. Requests will be sent through the Combatant Command to the NDU no less than 120 days before the requested tour start date.

e. OT are not "off-the-shelf" programs, OT are hand-tailored, intensive training programs that are developed to meet the defense and civil-military needs of a new or transitioned country. Each is tailored to country requirements and U.S. objectives. One itinerary is provided for each tour, regardless of the number, grade, or assignment of tour participants.

12–5. Restrictions and limitations

a. Tours will have training/education as the primary focus.

b. Tours will not be programmed or implemented in conjunction with other sequential training.

c. Tours will be conducted on an unclassified basis.

d. Tour participants should have a minimum ECL of 70, if not an interpreter will accompany the team.

e. Tours to the U.S. Service academies will not be arranged during examination and graduation periods (normally 1 May to 1 June).

f. The tour program will not be used to support visits that have materiel acquisition as an objective.

g. Tours funded under IMET will not be used to promote foreign military sales.

h. Persons who have taken part in training in the United States will be scheduled for an orientation tour under IMET only when fully justified by the Security Cooperation Organization. The combat commander, DSCA, and the Military Service must also approve such actions.

i. The foreign country may program only (1) OT per year subject to the Military Service or NDU capability to implement the tour.

12–6. Biographical data

Biographical data on each tour participant will be provided in accordance with paragraph 10–11. Biography data will be sent to the Military Service at least 60 days before the scheduled arrival of the participants in CONUS.

12–7. Invitational travel orders

Each orientation tour participant requires an Invitational Travel Order (ITO). ITO will be sent to Military Service in accordance with chapter 9.

12–8. Pre-departure briefing

a. Foreign officers selected to participate in OT will be thoroughly briefed by Security Cooperation Organization personnel before departure to the United States.

b. The following items should be given special emphasis during the in-country predeparture briefing:

(1) *Itinerary*. No changes will be made to the final itinerary established for the orientation tour and all orientation tour participants will travel together for the duration of the tour.

(2) *Clothing*. Military uniforms are required; however, participants should bring some seasonal casual clothes and at least one civilian suit.

(3) *Family members*. Family members are not authorized to accompany orientation tour participants.

(4) *Medical services*. Only emergency medical services will be provided. See chapter 8 for eligibility requirements.

(5) *Leave*. If authorized, leave can be taken only upon conclusion of the orientation tour. Appropriate leave authorization will be included in the ITO.

(6) *Privately-owned vehicle*. Purchase of a POV by orientation tour participants will be deferred until completion of the tour.

(7) *Orientation tour authorized expenditures*. Inform orientation tour participants about the charges the program will cover and incidental charges they will have to cover with their own personal funds.

(8) *Events*. Gift exchanges, office calls with U.S. officials, receptions, and distinguished visitor orientation tour representational events.

(9) *Economy coach air*. Tour participants will generally fly CONUS at the economy government rate.

12-9. Baggage

a. Each IMET orientation tour participant is authorized two pieces of baggage not to exceed the weight limit for U.S. domestic air travel. For that portion of the travel funded under IMET, baggage will accompany the individual. This authorization will be included in the ITO. The tour participant will pay the cost for excess baggage or weight. Additional allowance for instruction material is authorized.

b. Because of baggage handling problems, the baggage limitations applicable to IMET participants in paragraph *a*, above should be adhered to by FMS participants.

12-10. Field Studies Program activities

Field Studies Program requirements are discussed in chapter 11. As part of the SCETP, every effort must be made to include some areas of the FSP programs in the orientation tour to expose tour participants to cultural, social, economic and historical aspects of America. The SAMM, paragraph C10, 11.5. Extraordinary Expenses, offers additional guidance.

12-11. United States escorts

a. The Security Cooperation Organization will normally furnish U.S. escorts from their office resources. If available, escorts fluent in the language of the tour participants will be furnished. The escort will accompany the tour group from the time of departure from OCONUS to arrival in CONUS, until the group departs for the group's home country, except during authorized leave periods.

b. The Security Cooperation Organization representatives should not be used as escort officers for IMET-sponsored OT. However, in exceptional cases and with prior approval of DSCA, a Security Cooperation Organization representative may serve as an escort officer. This is justified when special qualifications, workload, unusual rapport with key host country personnel, and associated projects or contacts may be useful. The Security Cooperation Organization representative selected as an escort officer is under the complete jurisdiction of the implementing agency (NDU) and remains with the tour at all times until the tour participants return to host country. Temporary duty (TDY) travel and per diem costs for the escort officer for the duration of the tour are chargeable to IMET funds, and are programmed as a separate line in the country program. U.S. personnel other than bona fide escort officers designated or agreed to by NDU for tour implementation are not authorized to accompany tour groups. The dollar value of escort officer expenses is programmed in the TLA data field.

c. U.S. personnel assigned within the foreign country may act as escorts if recommended by the Security Cooperation Organization, Combatant Command and approved by DSCA and NDU.

d. If the Security Cooperation Organization cannot provide escort officers and/or interpreters, Military Service will provide and budget costs to the tour.

e. The escort will use billeting accommodations at the same location (hotel, motel, or bachelor officer quarters) as provided to the tour participants.

f. The use of foreign country personnel as escorts is not authorized. They can serve as interpreters, if qualified, but must accompany the U.S. escort officer.

g. If interpreters are required, but cannot be provided by the Security Cooperation Organization, Military Service must provide by other sources and ensure they are qualified, budgeted for, cleared, and properly briefed of their tour responsibilities.

h. The U.S. escort may be appointed as class A agent/cashier for disbursing funds to defray the cost of Field Studies Program activities. Installations hosting official functions, chargeable to the Field Studies Program, should ensure that appropriate charges are presented to the U.S. escort before the tour leaves the installation.

Section II Programming

12-12. Orientation tours

a. OT are programmed as separate WCN and all tour participants will be programmed as separate WCN (tour participants) entries.

b. The cost of the tour line is included in the travel and living allowance (TLA) column and includes the following:

(1) Round trip transportation to the CONUS port (if IMET or CTFP pays overseas transportation). When U.S. funds are used, U.S. carriers will be used at the lowest cost. For IMET waivers refer to figure 12-2. Orientation tours funded under FMS cases will not include overseas transportation unless a waiver has been provided by DSCA.

(2) The costing factor determined by NDU or the Military Service to cover the costs of CONUS travel, quarters, meals, and Field Studies Program. OT-funded under FMS cases may include all; a portion; or none of these costs as directed by the country.

(3) The U.S. escort may be programmed for the duration of the tour plus one additional week to allow for the Military Service briefing, travel to the port of tour arrival, and travel from the port of tour departure.

(4) Tour and U.S. escort must be programmed in the current FY program.

(5) Installations that host official functions can be reimbursed through the distinguished visitor orientation tour implementing agency.

(6) Tour participants are responsible for personal expenses and must have sufficient funds to defray their costs.

c. A meal and incidental allowance is payable to IMET OT participants in accordance to the JTR. OT participants should be given an advance payment for meals and incidentals by the US Embassy in country. In extraordinary circumstances this payment may be made by the OT implementing agency. Upon return to the home country and completion of the TDY voucher, OT participants will be reimbursed the remaining 20 percent meal and incidental allowance.

d. Installations can request EE funds. The amount of expenditure per installation visited will be as determined by the NDU or the Military Service.

e. The escort officer may be appointed as class A agent/cashier for disbursing funds to defray the cost of participants' and International Program activities.

f. When possible, OT participants should be assigned double room accommodations within JTR lodging allowance, if funded by the IMETP.

g. The tour and the U.S. escort must be programmed in the current FY program.

h. Installations that host official functions, chargeable to security assistance funds, should ensure appropriate charges are presented to the escort officer before the tour leaves the installation.

i. Tour participants are responsible for personal expenses and must have sufficient funds to defray their costs.

12-13. Distinguished visitor orientation tour

a. A meal and incidental allowance is payable to IMET distinguished visitor orientation tour participants in accordance to the JTR. Distinguished visitor orientation tour participants should be given an advance payment for meals and incidentals by the U.S. Embassy in country. In extraordinary circumstance this payment may be made by the distinguished visitor orientation tour implementing agency. Upon return to the home country and completion of the TDY voucher, distinguished visitor orientation tour participants will be reimbursed the remaining 20 percent meal and incidental allowance.

b. Installations can request EE funds. The amount of expenditure per installation visited will be as determined by the NDU or the Military Service.

c. When the use of commercial quarters is required, distinguished visitor orientation tour should be provided with single room accommodations.

12-14. Procedures for requesting orientation tours

a. Requests for OT visits in the United States must be submitted via the Combatant Commander to DSCA, the Military Service and NDU at least 120 days before the desired departure date from the country. An IMET waiver and tour objective worksheet whether IMET-, FMS- or RDCTP-funded must be completed by the Security Cooperation Organization and submitted to DSCA for approval and NDU coordination respectively. The objectives worksheet should include the following information:

- (1) General scope of interest of tour participants.
- (2) Suggested itinerary with specific areas of interest at the activities recommended to visit.
- (3) Recommended International Program activities.
- (4) Number of participants and the name and rank of the senior officer.

b. Upon receipt of the information in, NDU will contact the proposed installations immediately as to the feasibility of hosting the requested OT visit and will submit a detailed itinerary within 10 days. At the same time, the Security Cooperation Organization is required to forward the following information so that it will arrive no later than 45 days before commencement of the visit:

- (1) ITO of participants.
- (2) List of participants in order of precedence, including rank as U.S. rank equivalent) and billet currently held or anticipated.
- (3) Biographical data on plain bond paper for all participants. These must be in English. An original and two copies are required, each with a photograph affixed.
- (4) Roommate assignments when applicable.
- (5) Name and rank of the designated Class A agent/cashier if the Security Cooperation Organization is supplying escorts.

c. Based on the information received from the Security Cooperation Organization and from the commands to be visited, NDU will prepare a final itinerary approximately 30 days prior to execution of the scheduled tour.

Section III
Department of the Army (National Defense University)

12-15. Letter of offer and acceptance pricing

a. To ensure proper pricing of FMS OT and to ensure that costs incurred are borne by the purchasing country, the following cost guidance will be applied in preparing the letter of offer and acceptance (LOA):

(1) *U.S. escort.* The cost estimated for pay and allowances should be computed using the standard composite rate plus a 20-percent acceleration factor. Per diem should be computed according to the JTR for the duration of the tour plus 1 week. All transportation costs should be included.

(2) *Project officers.* Local project officer and staff charges should be computed for each installation visited to cover and estimated 1-man-week of preparation for and participation in activities connected with the tour.

(3) *CONUS transportation for tour participants.* Costs for all CONUS travel will be based on current commercial, USG-purchased coach fares unless otherwise specifically requested by the country involved.

(4) *Field Studies Program.* A standard cost per week of \$150 per OT participant and \$250 per distinguished visitor (DV) tour participant may be included to pay for International Program activities and official host functions at the installations visited. These funds will not be used for any other purpose.

b. *Local asset use charge.*

(1) One through four \$200.

(2) Over four \$250.

c. FMS OT will be conducted on a cash-in-advance basis; no other terms are authorized. Funds stipulated in the LOA will be deposited with DFAS not less than 90 days in advance. If funds are not available, a U.S. escort cannot be appointed nor can CONUS travel arrangement be made.

d. Each orientation tour will be covered by a separate sales case unless the foreign country desired to fund from an existing FMS training case.

12-16. Responsibilities for orientation tours

a. The NDU will—

(1) Act as implementing agent and primary Army and Joint Point of Contact for interface with DSCA PGM/flight training exchanges.

(2) Coordinate with Security Cooperation Organization on available tour dates.

(3) Develop, coordinate, cost, plan and execute tour itineraries

(4) Coordinate with Director, SATFA, to ensure funds are transferred to support the tour.

(5) Transfer fund cite to appropriate agencies, that is, airlines, interpreter support, and contractor in support of the tour.

(6) Prepare class A agent orders for escort officer.

(7) Close expense account with escort officer following completion of the tour.

b. Director, SATFA, will—

(1) Program OT under appropriate U.S. government funded program or FMS program.

(2) Ensure that appropriate fund cites are forwarded to NDU and Security Cooperation Organization in ample time to meet administrative requirements.

c. Military Service and Joint commands will—

(1) Assist NDU, SATFA, and commanders of combatant commands in conducting OT.

(2) Provide NDU and SATFA with a detailed itinerary for tour participants at least 30 days prior to participant arrival in CONUS.

d. Security Cooperation Organization will—

(1) Ensure general scope and objectives of the visit are submitted to NDU NLT 120 days prior to the visit.

(2) Provide specific areas of interest and suggested installations to visit to NDU NLT 90 days prior to the visit.

(3) Provide number and names of participants to NDU NLT 90 days prior to the visit and in the proper rank order, annotating the senior participant/head of delegation, including U.S. rank equivalent.

(4) Obtain OCONUS transportation using the ITO fund cite unless circumstances preclude obtaining tickets locally. In that case, Security Cooperation Organization will coordinate with NDU who will make the travel arrangements and have prepaid, round trip tickets issued directly at the originating flight.

12-17. Other visits

a. *Chief of Staff, Army visits.* AR 37-47 covers visits of foreign personnel who hold positions equal to the CSA.

b. *Self-invited visits.* AR 380-10 covers self-invited visits to CONUS Army installations.

12-18. Biographical data

Biographical data or professional curriculum vitae will be submitted by the Security Cooperation Organization to NDU who will ensure they are distributed to installations participating in the orientation tour.

12-19. Invitational travel orders

The ITOs for OT will be distributed as prescribed in paragraph 9-5.

12-20. Travel

Information on the mode of travel to and from CONUS, including the confirmed flight schedules and ports for arrival in and departure from the United States, will be furnished by Security Cooperation Organization message at least 30 days before the arrival date to the following

- a. NDU.
- b. Each OCONUS headquarters through which the tour participants are routed.
- c. Appropriate commanders of combatant commands.

12-21. Tour reports

Within 10 days after the completion of each tour, a tour report will be prepared by the escort officer and sent to NDU distinguished visitor orientation tour, with an information copy to—

- a. Security Cooperation Organization.
- b. Appropriate commanders of combatant commands and Army component command.
- c. HQDA (DASA (DE&C)), 102 Army Pentagon, Washington DC 20310-0102.
- d. Director, SATFA.

12-22. International military education and training orientation tour funding

The following guidelines in funding and reimbursing programmed tour costs will be used:

- a. Funds for tour participants are distributed from the country program allocation through IMET funding channels. SATFA will provide fund cite to NDU for tour execution and to Security Cooperation Organization for inclusion in ITO and roundtrip OCONUS ticket purchase.
- b. The escort officer's travel and per diem funds (generic code N7B) are allocated to SATFA. SATFA will furnish the fund cite to Security Cooperation Organization and/or NDU for the preparation of TDY orders.
- c. The escort officer will be appointed as class A agent/cashier for disbursing funds.

12-23. Foreign military sales orientation tour funding

The following guidelines in funding and reimbursing programmed tour costs will be used:

- a. The SATFA will furnish a fund cite to Security Cooperation Organization or NDU for travel and per diem of escort officer, NDU for CONUS travel of tour participants, and Field Studies Program monies. The OMA funds will be reimbursed from the FMS case. The escort officer will be appointed by NDU as class A agent/cashier.
- b. Upon completion of the tour, SATFA will submit SF 1080 for reimbursement of OMA funds, MPA for escort officer and local project officers.

Section IV

Orientation Tours (Department of the Navy (U.S. Navy, U.S. Marine Corps, and U.S. Coast Guard))

12-24. Procedures for requesting orientation tours

The National Defense University is available to program, coordinate, cost and plan OT or distinguished visitor orientation tour for USN and USMC activities and should be submitted to them unless directed otherwise by Naval Education and Training Security Assistance Field Activity or CG, Security Cooperation Education and Training Center MCCDC. Requests for OT visits to predominately USCG activities will be submitted to USCG International Affairs (GCI).

12-25. Limitations

Visits to the U.S. Naval Academy and other military and civilian colleges will not be scheduled during examination or graduation week. Visits to DON installations whose activities are classified must be fully justified and are subject to the provisions of the SECNAVINST 5510.34A.

12-26. Restrictions

Heads of foreign services and officers scheduled to occupy those positions in the near future normally will not participate in IMET-sponsored OT visits. Visits of this nature are handled by CNO (or CMC) and occur only at the

personal invitation of the CNO or CMC respectively, reference SECNAVINST 5720.44A, SECNAVINST 7042.14A, and OPNAVINST 5710.27B.

12–27. Publicity

Current policy regarding public affairs and information is contained in SECNAVINST 5720.44B DON Public Affairs Policy and Regulations. Requests by the civilian media will be referred through channels to the Office of the Assistant Secretary of Defense (Public Affairs). See chapter 10, paragraph 10–19 of this publication for further information

Section V

Orientation Tours (Department of the Air Force)

12–28. General

The NDU is available to program, coordinate, cost and plan OT or distinguished visitor orientation tour for the USAF and unless otherwise directed, requests may be submitted to them. Should the USAF choose to program the OT or distinguished visitor orientation tour, the following applies:

a. All tours and visits under IMET sponsorship must be approved by DSCA before implementation. Proposed itinerary and justification should be forwarded by the Security Cooperation Organization to DSCA, Washington DC 20301–2800, with information copies to SAF/IAPX/IAPD, 1080 Air Force Pentagon, Washington DC 20330–1080, and Air Force Security Assistance Training Squadron, 315 J Street West, Randolph AFB, TX 78150–4302, as soon as the requirement is known.

b. OT and DV are available to FMS countries on a fully reimbursable basis to the U.S. Air Force. Itinerary approval is required. Security Cooperation Organization will plan OT to be funded by an existing blanket order training case at least 120 days in advance to permit adequate CONUS planning. If an LOA must be written for the tour, the request and the proposed itinerary to Air Force Security Assistance Training Squadron, 315 J Street West, Randolph AFB, TX 78150–4302, not later than 180 days in advance of the proposed start date. During the negotiation phase of an OT, Security Cooperation Organization will specify any unusual tour requirements. Consistent with the OT information provided by the Security Cooperation Organization, Air Force Security Assistance Training Squadron will review the itinerary to ensure that reasonable time is allowed for travel between locations.

c. The ITO for DV and OT will be prepared by the Security Cooperation Organization when authorization to publish the orders has been provided by Air Force Security Assistance Training Squadron. Authority to publish ITO for OT will be provided by Air Force Security Assistance Training Squadron.

d. When travel in CONUS is to be via commercial air, ITO must reach Air Force Security Assistance Training Squadron at least 30 days before the arrival date of the visitors at the CONUS port of debarkation to ensure sufficient time to make travel reservations. Air Force Security Assistance Training Squadron will be informed of the mode of travel and estimated time of arrival of the visitors at least 20 days before the arrival date at the CONUS port of debarkation.

12–29. Orientation tour implementation

a. The Air Force Security Assistance Training Squadron implements, funds, and monitors OT.

b. The Air Force Security Assistance Training Squadron designates the MAJCOM to sponsor the tour based on tour objectives and the proposed itinerary. When more than one MAJCOM is involved, the command with greatest participation and interest is the sponsor.

c. The sponsoring agency reviews the proposed itinerary and recommends changes to assure accomplishment of tour objectives, submits a recommended itinerary to Air Force Security Assistance Training Squadron for approval, appoints an escort officer, and identifies a point of contact at each location in the approved itinerary.

d. The Security Cooperation Organization will provide Air Force Security Assistance Training Squadron with biographic data on OT participants at least 60 days before their arrival in CONUS.

12–30. Escort officer functions

a. A U.S. Air Force escort officer will be provided for all tours. The escort officer will be included as part of the tour requirement in the country's IMET or FMS program.

(1) The escort officer will be briefed on the specific duties and responsibilities regarding funding and the Field Studies Program. (See chap 11, sec II.) In addition, the escort officer's TDY orders will include two additional days after completion of the OT to prepare an after-action report and settle finances.

(2) The escort officer will be responsible for submitting SF 1034 covering the authorized expenditures.

(3) Travel and per diem of the escort officer will be funded from IMET N70 funds or charged to the applicable FMS case.

b. The escort officer will be designated as the paying agent.

12-31. Completion of orientation tours

The Security Cooperation Organization will debrief OT participants upon return to their home country. A summary of this debriefing will be submitted to Air Force Security Assistance Training Squadron, 315 J Street West, Randolph AFB, TX 78150-4302. An information copy will be sent to SAF/IAPX, 1080 Air Force Pentagon, Washington, DC 20330-1080, DSCA, Washington, DC 20301-2800 and the unified command.

12-32. Distinguished visitor implementation

The Air Force Security Assistance Training Squadron implements DV tours as follows:

a. The proposed itinerary for the DV will be submitted by the Security Cooperation Organization to arrive at Air Force Security Assistance Training Squadron at least 120 days before the projected start date. An information copy will be provided to the unified command, the appropriate SAF/International Affairs regional division, and SAF/IAPX. The itinerary will list specific items of interest for briefing or discussion at HQ USAF and at each installation to be visited.

b. Air Force Security Assistance Training Squadron will forward the approved schedule to the Security Cooperation Organization. In no case will firm commitments be made or orders published before receipt of approval from Air Force Security Assistance Training Squadron.

c. The Security Cooperation Organization will inform Air Force Security Assistance Training Squadron (with information copies to the unified command, the appropriate SAF/International Affairs regional division, SAF/IAPX, and Air Force Security Assistance Training Squadron) of the country Air Force's acceptance of the proposed dates and schedule or recommended changes as soon as possible. Biographical data on the team member will be provided at least 60 days in advance of the tour start date.

d. Activities that host a tour will provide color photographic coverage of the visit. Each unit should provide the escort officer with no fewer than two rolls of 36 exposure (ASA 100) film or digital camera and memory chip prior to departure. Emphasis of photographic coverage should be on the professional aspect of the visit (such as tour demonstrations, equipment, and briefings) and limited coverage of social events. The film will be processed at Randolph AFB, TX; Air Force Security Assistance Training Squadron will prepare and forward an album to the Security Cooperation Organization for presentation to the officer.

Chapter 13 Exchange Training

Section I General

13-1. Exchange of professional military education

a. Authorization. The PME exchanges are authorized by Section 544 (Exchange Training) of the FAA of 1961, chapter 5, part II. Section 544 authorizes the President to provide for the attendance of foreign military personnel at PME institutions in the United States (other than Service academies) without charge, if such attendance is part of an international agreement (see fig 3-4), to be negotiated, that provides for the exchange of students on a one-for-one, reciprocal basis each FY between the two military Services participating in the exchange. Each country is responsible for paying their own students' TLA. Definitions applicable to PME exchanges are included in figure 13-1.

b. Professional military education institutions. For purposes of PME exchanges, PME institutions will include, but not be limited to the following US Service Schools and comparable foreign schools:

- (1) U.S. Army War College.
 - (2) U.S. Army Command and General Staff College.
 - (3) USAF Air War College.
 - (4) USAF Air Command and Staff College.
 - (5) USAF Institute of Technology.
 - (6) U.S. Naval Command College.
 - (7) U.S. Naval Staff College.
 - (8) U.S. Naval Postgraduate School
 - (9) USMC Command and Staff College.
 - (10) NDU.
- (a)* NDU International Fellows Program.
(b) Joint Forces Staff College.

c. Quota allocations. The PME exchanges will be made according to existing guidelines for quota allocations in schools listed above.

d. Time constraints. The PME exchanges must commence within the same U.S. FY.

JSCET Chapter 12 Suggested Revisions (sent to SATFA Oct. 2015)

Section 12-1 Paragraph C States: OT are usually limited to countries with lesser developed relations with the United States, but in recent years, transitioning countries not new to security assistance have conducted tours to deepen their knowledge of democracy.

Discussion: Please clarify or define countries with lesser-developed relations with the United States as some countries are concerned that this regulation prohibits them from requesting a DVOT/OT.

Section 12-3 Paragraph A States: Chief of Staff or Head of Service visits are done through embassy and not through security assistance mechanisms.

Discussion: What prohibits Chiefs of Staff or Heads of Service from participating in DVOTs?

Section 12-4 Paragraph B States: All OT under IMET sponsorship must be approved by DSCA before implementation.

Recommended: All OT under IMET or FMS sponsorship must be approved by DSCA before implementation.

Discussion: There should be some mechanism or some organization outside of NDU to oversee and approve of FMS DVOT requests.

Section 12-5

Recommended: Clarify policy regarding repeat attendance in DVOT. Can someone attend more than one DVOT? If so, in what capacity? Under what circumstances?

Section 12-8 Paragraph B (1) States: Itinerary. No changes will be made to final itinerary established for the orientation tour and all orientation tour participants will travel together for the duration of the tour.

Recommended: In addition, participants are required to participate in all scheduled official activities according to the predetermined DVOT itinerary.

Section 12-8 Paragraph B (3) States: Family members: Family members are not authorized to accompany orientation tour participants.

Recommended: Family members are not authorized to participate in any official activities.

Section 12-9

Recommended: Gratuity for baggage handlers included in authorized program costs.

Section 12-10

Recommended: Bottled water is authorized to be purchased for events including field studies activities and extended bus travel time.

Section 12-11 Paragraph E States: The escort will use billeting accommodations at the same location (hotel, motel, or bachelor officer quarters) as provided to the tour participants.

Recommended: The U.S. escort and NDU escort will use billeting accommodations at the same location (hotel, motel, or officer quarters) as provided to the tour participants.

Discussion: Specify that this regulation includes both U.S. escort and NDU escort, if an NDU escort is requested.

Recommended: Defense Attaché posted in Washington, DC authorized as DVOT participant.

Authorized to participate in either Washington, DC events or DVOT program as a whole.

Discussion: Defense Attaché is a valuable DVOT participant and can bridge the knowledge gap between the US Department of Defense and the international defense organization.

Discussion: Can program funds be used to pay for meals and activities for embassy officials, foreign students or other foreign officials from the same country as DVOT participants, and US hosts?

Section 12-12 Paragraph B (5) States: Installations that host official functions can be reimbursed through the distinguished visitor orientation tour implementing agency.

Discussion: Please clarify appropriate ratio of hosts to DVOT participants in official functions, such as hosted meals, etc.

Section 12-12 Paragraph C States: A meal and incidental allowance is payable to IMET OT participants in accordance to the JTR. OT participants should be given an advance payment for meals and incidentals by the US Embassy in country. In extraordinary circumstances this payment may be made by the OT implementing agency. Upon return to the home country and completion of TDY voucher. OT participants will be reimbursed the remaining 20 percent meal and incidental allowance.

Recommended: Please take out "In extraordinary circumstances this payment may be made by the OT implementing agency. Upon return to the home country and completion of the TDY voucher, OT participants will be reimbursed the remaining 20 percent meal and incidental allowance."

Section 12-13 Paragraph A States: A meal and incidental allowance is payable to IMET distinguished visitor orientation tour participants in accordance to the JTR. Distinguished visitor orientation tour participants should be given an advance payment for meals and incidentals by the U.S. Embassy in country. In extraordinary circumstance this payment may be made by the distinguished visitor orientation tour implementing agency. Upon return to the home country and completion of the TDY voucher, distinguished visitor orientation tour participants will be reimbursed the remaining 20 percent meal and incidental allowance.

Recommended: Please take out "In extraordinary circumstances this payment may be made by the distinguished visitor orientation tour implementing agency. Upon return to the home country and completion of the TDY voucher, OT participants will be reimbursed the remaining 20 percent meal and incidental allowance."

Section 12-14 Paragraph B States: At the same time, the Security Cooperation Organization is required to forward the following information so that it will arrive no later than 45 days before commencement of the visit:

(3) Biographical data on plain bond paper for all participants. These must be in English. An original and two copies are required, each with a photograph affixed.

Recommended: 60 days. Section 12-6 states that biographical data on each participant will be sent no later than 60 days out.

Section 12-14 Paragraph C States: Based on information received from the SCO and from the commands to be visited, NDU will prepare a final itinerary approximately 30 days prior to the execution of the scheduled tour.

Recommended: 14 days prior. NDU will draft ongoing itineraries 30 days out, but because itinerary is dependent on so many components and various competing factors, 30 days is an unrealistic timeline for a "final" itinerary.

DISTINGUISHED VISITOR (DVOT) or ORIENTATION TOUR (OT) WORKSHEET FORMAT

- a. COUNTRY: *Country*
- b. FY: **2016**
- c. WCN: **TBD**
- d. Type of Tour: **-DVOT with areas of interest include Life Cycle Management, Aviation, Armor and Communications**
-DV TOUR for Country Officials
- e. Objectives:
- Life cycle management:** The delegation should come away with an understanding of lifecycle management on the conceptual level as well as specifics for Apaches and tanks.*
- Aviation:** Gain an appreciation for what is required to sustain the Apache from the unit to LCMC level.*
- C2:** See how C2 is enhanced by using digital systems as opposed to radios. Solutions from the USMC and US Army are desired.*
- f. Proposed Starting Date: **27 APR 2016 TO 10 MAY 2016**
- g. Alternate Starting Date: **Host nation has agreed to the proposed dates.**
- h. Tour Itinerary:
- Weekends in Red Bold Italics:***
- 27 April – Hawaii (USARPAC/MARFORPAC/Defense Management Processes)**
- 28 April – Travel Day**
- 29 April – Fort Lewis (I Corps. See Apache operations. Focus on maintenance)**
- 30 April – Travel Day**
- 01 May – Field Studies Activities in Warren, MI**
- 02 May – Warren, MI (TACOM - Lifecycle Management for Armor Systems)**
- 03 May – Travel Day**
- 04 May – Huntsville, AL (AMCOM, USASAC, and ACQ COE)**
- 05 May – Travel Day**
- 06 May – Columbus, GA (Ft Benning, MCOE)**
- 07 May – Travel Day**
- 08 May – Field Studies Activities in Kansas City, MO**
- 09 May – Ft Leavenworth (CALL, CAC)**
- 10 May – Travel Day, Return to Country**

i. Level:

Various - depending on each location.

j. Scope:

Conscious effort should be made not to provide too much detail when speaking. Briefers should avoid technical jargon and focus on instilling conceptual understanding. Slides should use minimal words and be easily consumable for a foreign audience.

k. Names of participants: (Name, rank (U.S. equivalent), date and place of birth of each participant. Underline surname of each person.)

TBD - Will be submitted to NDU 60 days out

l. Assignment:

- ***Operations***
- ***Security***
- ***Planning and Budgeting***
- ***Personnel***
- ***Logistics***

m. Individual characteristics:

The officers will be wearing Class B equivalent, or Class A depending on meeting level.. Most of the military officials are Muslim so will not be able to eat pork products. Members will likely be polite. Briefers should expect many questions.

n. English capability:

English capabilities of each delegate will likely be mediocre.

o. Field Studies projects:

p. Publicity:

IMET WAIVER REQUEST FORMAT

SUBJECT: REQUEST FOR WAIVER FOR IMET TRAINING

THRU: HQ USCENTCOM

TO: DSCA

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

COUNTRY: **MILDEP PROGRAM: ARMY**

TYPE OF WAIVER: IMET waiver for Distinguished Visitor Orientation Tour (DVOT)

REQUESTED TRAINING:

Title of Course: DVOT		MASL ID: B366004
Quantity: 6 Officers	Program Year: 16I	Unit Cost:
Duration: 14 days	WCN:	TLA:
Avail Qtr: 3rd	Priority Code: A	Total Cost: \$100,000

JUSTIFICATION:

1. **REQUIREMENTS:** Provide Country military leadership with a better understanding of U.S. military education & training facilities. This DVOT will provide the recently appointed Country Army Inspector General of Military Training and Evaluation (IGT&E) and his staff an excellent opportunity to see how their American counterparts are organized and resourced to manage service-level training program and to observe the functions and facilities of major U.S. training centers. Furthermore, DVOT will educate Country training leadership in utilizing the IMET program effectively in accordance with Country training requirements and U.S interests. IGT&E requests orientation tours of the following locations; HQ TRADOC at Fort Eustis, Newport News, VA; the Marine Corps University in Quantico, VA; the National Defense University in Washington, DC; the National Counterterrorism Center in McLean, VA; Pentagon in Arlington, VA; Army War College at Carlisle Barracks, Carlisle, PA; the United States Military Academy in West Point, NY; and the Command and General Staff College at Fort Leavenworth, KS.

2. **OBJECTIVE:** As the largest IMET program in the world, the program provides current and future Country military leaders with training, education, and exposure to U.S. military practices and values, including respect for the rule of law, human rights, and civilian control of the military through study and training with U.S. counterparts, while also building professional and personal ties that promote long-term respect, understanding and cooperation. It further supports IMET objectives to develop rapport, understanding and communications links; develop host country training self-sufficiency; improve Country's ability to manage its defense establishment; and develop skills to operate and maintain United States origin equipment.

There is no alternative type of event that could expose Country to the organizations and systems similar to what is planned during this event.

3. **CAPABILITY:** This training capacity does not exist in country. This DVOT, however, is a large step forward to orientating key military leaders in shaping Country's military training, education and doctrine.

4. **QUANTITY:** The number of personnel to be trained is 6.

5. **IMPACT:** The IGT&E is an important position in Country Army which plays a critical role in implementing security cooperation programs such as IMET, CTFP, FMS, regional centers, etc. If not approved, military leaders will continue its military training, education and evaluation without the understanding and appreciation of what the United States has to offer to one of its most critical allies in the global war on terrorism.

6. **FUNDING RATIONALE:** No other funding is available except IMET.

7. **POLITICAL/MILITARY:** A properly implemented IMET program here in Country has a tremendous potential to have a positive influence in this region, much less on the worldwide war on terrorism/extremism. Exposing key military officers to what the United States has to offer is critical to success of this program and its beneficial influence on Country. USCENTCOM's strategic approach to building regional partner's capacity and bilateral relationships is achieved through training. This DVOT will familiarize key military leaders with military doctrine, techniques, produces and management practices essential to the key roles and responsibilities of the IGT&E office.

8. **BENEFITS TO U.S.:** The Country's military is well positioned to make a substantial contribution to the war on terrorism. The IMET program is critical to better prepare Country's military for the fight. This event will improve the effectiveness of the IMET program. The United States benefits greatly from this effort by increasing Country's military capabilities that meet the objectives for both the CENTCOM Campaign Plan and the United State Embassy Mission Strategic Plan for Country.

SAO CHIEF'S APPROVAL:

DATE:

HQ US COCOM:

DATE:

DSCA APPROVAL:

DATE:

Cost Estimate for: **DVOT April 2016**
 OT Participants (ITO's): 5
 Interpreters: 1
 US Escort Officer: 1





Itinerary

Date	Day	Locations	Hotel	M&IE
30-Mar-16	Wednesday	Depart Country, Arrive in Washington, DC	Washington, DC	\$226.00 \$75.00
31-Mar-16	Thursday	Visits in Washington, DC (Pentagon, DSCA, Embassy)	Washington, DC	\$226.00 \$69.00
1-Apr-16	Friday	Visits in Washington, DC (Quantico)	Washington, DC	\$226.00 \$44.00
2-Apr-16	Saturday	Field Studies Activities in Washington, DC	Washington, DC	\$226.00 \$44.00
3-Apr-16	Sunday	Field Studies Activities in Washington, DC	Washington, DC	\$226.00 \$44.00
4-Apr-16	Monday	Visits in Washington, DC (NDU, Pentagon)	Washington, DC	\$226.00 \$44.00
5-Apr-16	Tuesday	Travel to Carlisle, PA	Carlisle, PA	\$90.00 \$37.00
6-Apr-16	Wednesday	Visits at Army War College	Carlisle, PA	\$90.00 \$37.00
7-Apr-16	Thursday	Travel to Maxwell AFB	Montgomery, AL	\$89.00 \$35.00
8-Apr-16	Friday	Visits at Air War College and Air University	Montgomery, AL	\$89.00 \$35.00
9-Apr-16	Saturday	Travel to Kansas City, MO	Kansas City, MO	\$112.00 \$64.00
10-Apr-16	Sunday	Field Studies Activities in Kansas City, MO	Kansas City, MO	\$112.00 \$42.00
11-Apr-16	Monday	Visits at Fort Leavenworth, KS (CGSC)	Kansas City, MO	\$112.00 \$42.00
12-Apr-16	Tuesday	Depart for Country	In Transit	\$150.00 \$75.00
13-Apr-16	Wednesday	In Transit, Layover in Chicago, Layover in Beijing	In Transit	\$75.00
14-Apr-16	Thursday	Arrive in Country		\$75.00
			Per Person Total	\$2,200.00
			OCONUS Total	\$150.00
			CONUS Total	\$2,050.00
			CONUS Per Person Total with 20% tax	\$2,460.00
			Per Person Total w/ Tax	\$2,610.00
			CONUS Group Total	\$12,300.00
				\$4,185.00
Delegation Costs	OSC Pays	Est. Per Diem Meals and Incidental/Person	\$837.00	
		Total Per Diem per person		\$837.00
	OSC Pays	Country --> Washington, DC	\$2,000.00	
		Kansas City, MO --> Country	\$2,000.00	
		Total OCONUS Airfare per person		\$4,000.00
	OSC Pays	Estimated OCONUS Lodging per person	\$150.00	
		Total OCONUS lodging per person		\$150.00
	NDU Pays	Estimated CONUS Lodging per person	\$2,460.00	
		Total CONUS Lodging per person		\$2,460.00
	NDU Pays	CONUS Flights	\$600.00	
		Carlson Ticketing Fee	\$18.90	
		Domestic checked baggage fees	\$120.00	
		Checked baggage fee (1st bag - \$25, 2nd - \$35)	\$60.00	
		# of domestic flights	2	
		Total CONUS Airfare per person & baggage fees		\$738.90
		Cost per delegation member		\$8,185.90
		Total OSC Costs	\$4,987.00	
		Total NDU Costs	\$3,198.90	
		Total Delegation Costs (6 people):		
		Total OSC Costs		\$24,935.00
		Total NDU Costs		\$15,994.50
Interpreter:	OSC Pays	Est. Per Diem Meals and Incidental/Person	\$837.00	
	OSC Pays	OCONUS Airfare	\$4,000.00	
	OSC Pays	OCONUS Lodging	\$150.00	
	NDU Pays	CONUS Lodging	\$2,460.00	
	NDU Pays	CONUS Air Travel & Domestic checked baggage fees	\$738.90	
		Cost per interpreter		\$8,185.90
		Total OSC Costs	\$4,987.00	
		Total NDU Costs	\$3,198.90	
		Total Expenses for Interpreters (1):		
		Total OSC Costs		\$4,987.00
		Total NDU Costs		\$3,198.90
US Escort Officer:	OSC Pays	Est. Per Diem Meals and Incidental/Person	\$837.00	
	OSC Pays	OCONUS Airfare	\$4,000.00	
	OSC Pays	OCONUS Lodging	\$150.00	
	NDU Pays	Lodging	\$2,460.00	
	NDU Pays	CONUS Air Travel & Domestic checked baggage fees	\$738.90	
	OSC Pays	Misc. Expenses (taxi, rental car, etc.)	\$1,000.00	
		Cost per U.S. escort officer		\$9,185.90
		Total OSC Costs	\$5,987.00	
		Total NDU Costs	\$3,198.90	
		Total Expenses for escort officer (1)		
		Total OSC Costs		\$5,987.00
		Total NDU Costs		\$3,198.90
NDU Escort:	NDU Pays	CONUS Airfare to meet or depart from group	\$250.00	
		Baggage	\$60	
				\$310.00
Per Group Costs	NDU Pays	Group lunch in Washington, DC	\$200.00	
		Group lunch in Washington, DC	\$200.00	
		Group lunch in Washington, DC	\$200.00	



Summary of Comments on Example Budget Estimate 3.pdf

Page: 1

-  Number: 1 Author: kayleigh.forhan Subject: Sticky Note Date: 3/3/2016 4:03:46 PM
These M&IE amounts are based on the number of meals provided by the DVOT program to include the number of meals the participants will have to pay on their own
-  Number: 2 Author: kayleigh.forhan Subject: Sticky Note Date: 3/4/2016 10:49:04 AM
Use this website to calculate per diem rates in each city: <http://www.defensetravel.dod.mil/site/perdiemCalc.cfm>
-  Number: 3 Author: kayleigh.forhan Subject: Sticky Note Date: 3/3/2016 4:03:58 PM
This total is advanced to participants in country in cash. Once this amount has been distributed, it is not flexible and will not change.
-  Number: 4 Author: kayleigh.forhan Subject: Sticky Note Date: 3/3/2016 4:08:14 PM
These are group meal costs that are covered by the DVOT program. Many times, when visiting official locations, the delegation will receive a catered lunch, paid for by the DVOT program.

		Group lunch in Washington, DC	\$200.00		
		Group lunch in Carlisle, PA	\$200.00		
		Group lunch in Carlisle, PA	\$200.00		
		Group lunch in Montgomery, AL	\$200.00		
		Group lunch in Montgomery, AL	\$200.00		
		Group lunch in Kansas City, MO	\$200.00		
		Group lunch in Kansas City, MO	\$200.00		
		Total Group Meal Costs			\$2,000.00
1	NDU Pays	Washington, DC City Tour	\$500.00		
		Various Field Studies Activity in Washington, DC	\$300.00		
		Various Field Studies Activity in Kansas City, MO	\$300.00		
		Total FS Costs			\$1,100.00
	NDU Pays	Ground transportation DC, VA, PA (9 days)	\$9,000.00		
		Ground transportation AL (1.5 days)	\$1,500.00		
		Ground transportation in Kansas City (3 days)	\$3,000.00		
		Total Ground Transportation:			\$13,500.00
	NDU Pays	Total Other Group Costs			\$16,600.00
		DVOT COST			<u>\$74,901.30</u>

2	DVOT Deposit	Non-refundable deposit	\$5,000.00		
	DVOT Support Fee	DVOT Contractor Support fee	\$13,725.33		
		Total NDU Support Fee			\$18,725.33

DVOT TOTAL COST **\$93,626.63**

NDU Escort:	Airfare & checked baggage fees	\$738.90		
	Airfare front or back end	\$310.00		
	M&IE per diem	\$687.00		
	Lodging per diem	\$2,460.00		
	Misc. expenses (internet, business center)	\$500.00		
	Total NDU escort:			\$4,695.90

DVOT TOTAL incl. NDU escort: \$98,322.53

SATFA	
MASL B366003 Contractor Support	\$13,725.33
MASL B366006 DVOT Mandatory Planning	\$5,000.00
MASL B366004 DVOT Support	\$43,688.20
MASL B362000 Escort Officer	
	WCN TBD \$5,987.00
MASL B181011 OT Participants	
	WCN TBD \$4,987.00
	WCN TBD \$4,987.00
	WCN TBD \$4,987.00
	WCN TBD \$4,987.00
	WCN TBD \$4,987.00
MASL B179923 Interpreter	
	WCN TBD \$4,987.00
	Total: \$98,322.53
Total to NDU with 3.3% RMD Fee \$64,473.17	
\$62,413.53	
Total to OSC \$35,909.00	
Total: \$100,382.17	

Page: 2

Number: 1 Author: kayleigh.forhan Subject: Sticky Note Date: 3/3/2016 4:08:27 PM

These are possible Field Studies activities that the delegation will conduct on days on which official visits are not possible, mainly weekends.

Number: 2 Author: kayleigh.forhan Subject: Sticky Note Date: 3/3/2016 4:05:33 PM

This \$5,000 non-refundable deposit should be sent to NDU via 285-R from SATFA no later than 50 days prior to the start of the DVOT.

Number: 3 Author: kayleigh.forhan Subject: Sticky Note Date: 3/3/2016 4:05:11 PM

This amount (the Total to NDU with 3.3% RMD Fee) should be paid to NDU via 285-R from SATFA no later than 40 days prior to the start of the DVOT.

Tajikistan DVOT Delegation List
August 8-20, 2011

DVOT Rooming List
Washington, DC

Rank	First (& Middle) Name(s)	Last Name	Position	Check-in Date	Check-out Date	Confirmation #	Nightly Rate	Method of Payment	Notes
1								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit) Delegation Lead - request VIP upgrade if available
2								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit)
3								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit)
4								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit)
5								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit)
6								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit)
7								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit)
8								Self-Pay	
9								Self-Pay	

NOTE: Please pre-key all rooms prior to check-in; check in time is estimated to be TBD

National Defense University
International Student Management Office
202-685-4240 *General Office*
202-685-3722 *Fax*
ISMO@ndu.edu



Transportation Request

To :
Date:

From: Kayleigh Forhan, NDU ISMO
Fax/E-mail:

Point of Contact

Name: Kayleigh Forhan
Address: 300 5th Ave., Bld. 62, Rm. 154, Fort McNair
Washington, DC 20319

E-mail: kayleigh.forhan@ndu.edu
Phone: 202-685-4308
Mobile: 202-368-9245

Passenger Information

Number of persons traveling: 1
Estimated weight of personal baggage:
Capacity of motor coach required:

Travel Information:

Travel Information:

One-way Round-trip

Destinations: Multiple

Single Destination:

Date and Time: See Attached

Origin: See Attached

Origin Address:

Destination:

Date and Time:

Destination Address:

Multiple Destinations: See attached sheet for complete itinerary

Required:

Type of Vehicle:

Wireless Internet:

Coach no older than 2008

Allow drinks on buses

Provide driver's name, driver's license #, vehicle tags, vehicle make/model/color no later than 48 hours prior to pick-up date/time

Special passenger equipment or special accommodations:

Payment Information:

Contract will be paid for in accordance with Defense Transportation Regulation, Part 1, Chapter 104

Form of payment: Government Credit Card

Reservation will be made for each hotel for each driver: Yes

*Please note that driver will be required to provide a form of payment at check-in as we are not authorized to cover the cost of the driver's hotel rooms on our CBA. Please include cost of hotel room in quote.

Please reply within 3 business days. In response, please include hourly and total rates, as well as taxes (if applicable), surcharges, and gratuity.

FVS VISIT REQUEST

(CLASSIFICATION)

Request Status	Visit ID	Embassy Number	Amendments	Request Date
_____	_____	_____	_____	_____

ADMINISTRATIVE DATA

1. Requestor: The Embassy of the Country

TO: Army _____ Navy _____ Air Force _____ DIA _____ Visit Type ITO _____

2. Requesting Government Agency or Industrial Facility

Name: National Defense University

Postal Address: Fort Lesley J. McNair, Washington, DC 20319

3. Government Agency or Industrial Facility to be Visited

CAGE Code: _____ Organization: _____

a) Name: _____

Postal Address:

Telex/FAX NR: _____ Telephone NR: _____

Point of Contact: _____ Phone: _____

Dates of Visit:

4. Dates of Visit: FROM _____ TO _____

5. Type of Visit (*Select ONE from EACH Column*):

<input checked="" type="checkbox"/> Government Initiative	<input checked="" type="checkbox"/> Initiated by Requesting Agency or Facility
<input type="checkbox"/> Commercial Initiative	<input type="checkbox"/> By Invitation of the Facility to be Visited

6. Anticipated Level of Classified Information to be Involved: Unclassified

7. Subject to be Discussed and Justification: Visit is part of a Country DVOT to

DVOTs are provided under the Security Cooperation Education and Training Program to selected foreign officers and government civilians of new or transitioning countries for familiarizing them with U.S. military doctrine, techniques, procedures, facilities, equipment, organization, management practices, and operations and civil-military theories and practices.

The objective of this DVOT is to improve high-level relationships and understanding between senior Country and American defense officials; further Country military capability development through first-hand interaction with U.S. defense training institutions and experts; and introduction of U.S. best practices in professional military development with new MOD leadership.

8. Embassy Remarks: _____

9. Is the Visit Pertinent to:

(CLASSIFICATION)

U.S. Equipment or Weapon Systems: (No)
FMS Case: (No)
Export License: (No)
A Program or Agreement: (Yes) IMET Program, Security Cooperation
A Defense Acquisition Program: (No)

10. Knowledgeable U.S. Person: Ms. Kayleigh Forhan
Phone: _____ Organization: National Defense Univeristy

11. Embassy Point of Contact:
Phone: _____ Organization: Embassy of Country

12. The Security Officer of the Requesting Government Agency / Industrial Facility
Name: _____ Telephone: _____

13. Certification of Security Clearance
Name: _____
Postal Address: _____
Telex/FAX NR: _____ Telephone NR: _____

14. Requesting National Security Authority
Name: _____
Postal Address: _____
Telex/FAX NR: _____ Telephone NR: _____

15. U.S. Remarks:

16. Particulars of Visitors:

Visitor #001

Name/Rank: _____
Company/Agency: _____
Position: _____
Date of Birth: _____ Place of Birth: _____
Nationality: _____ Clearance: _____ ID/PP Number: _____

Visitor #002

Name/Rank: _____
Company/Agency: _____
Position: _____
Date of Birth: _____ Place of Birth: _____
Nationality: _____ Clearance: _____ ID/PP Number: _____

Visitor #003

Name/Rank: _____
Company/Agency: _____
Position: _____

Date of Birth: _____ Place of Birth: _____
Nationality: _____ Clearance: _____ ID/PP Number: _____

Visitor #004

Name/Rank: _____
Company/Agency: _____
Position: _____
Date of Birth: _____ Place of Birth: _____
Nationality: _____ Clearance: _____ ID/PP Number: _____

Visitor #005

Name/Rank: _____
Company/Agency: _____
Position: _____
Date of Birth: _____ Place of Birth: _____
Nationality: _____ Clearance: _____ ID/PP Number: _____

Visitor #006

Name/Rank: _____
Company/Agency: _____
Position: _____
Date of Birth: _____ Place of Birth: _____
Nationality: _____ Clearance: _____ ID/PP Number: _____

Visitor #007

Name/Rank: _____
Company/Agency: _____
Position: _____
Date of Birth: _____ Place of Birth: _____
Nationality: _____ Clearance: _____ ID/PP Number: _____

17. Security Certification:

The visitor(s) included is (are) an authorized representative of the Government of Country, and will observe and carry out the following responsibilities with respect to information obtained during the visit. The information will not be released or made known in any other manner to any other nation, or nationals thereof, without the approval of the USG. The visitor and the Government or Nation represented will afford the information the same degree of security protection afforded to it by the USG. The information will be used for military purposes and for no other purpose. Dissemination will be limited to persons who require the information in accordance with the patent laws of the country of the originator. Any known or suspected compromise or unauthorized transfer of information will be promptly reported to the USG.

.....

ATTACHE
COUNTRY

DATE: / /

Foreign Visit Request (FVR) Service POCs

DIA

Action Officer: Jan Gould

Phone: 703-614-5273

NIPR: janice.gould@dodiis.mil

SIPR: janice.gould@dia.smil.mil

Army

Action Officer: Matthew W. Perez Jr., HQDA G-2 Army G-2X, DAMI-CD, Foreign Disclosure

Phone: 703-695-1085

Cell: 989-316-6009

NIPR: matthew.w.perez3.civ@mail.mil

SIPR: matthew.w.perez3.civ@mail.smil.mil

JWICS: oapermw@army.ic.gov

Navy

Action Officer: Cheryl Crouch, DN/FD

Phone: 202-433-5346

NIPR: Cheryl.crouch@navy.mil

Air Force

Action Officer: Juanita Taylor, DF/FD

Phone: 571-256-7481

NIPR: juanita.n.taylor.civ@mail.mil

DVOT Pentagon Security Form

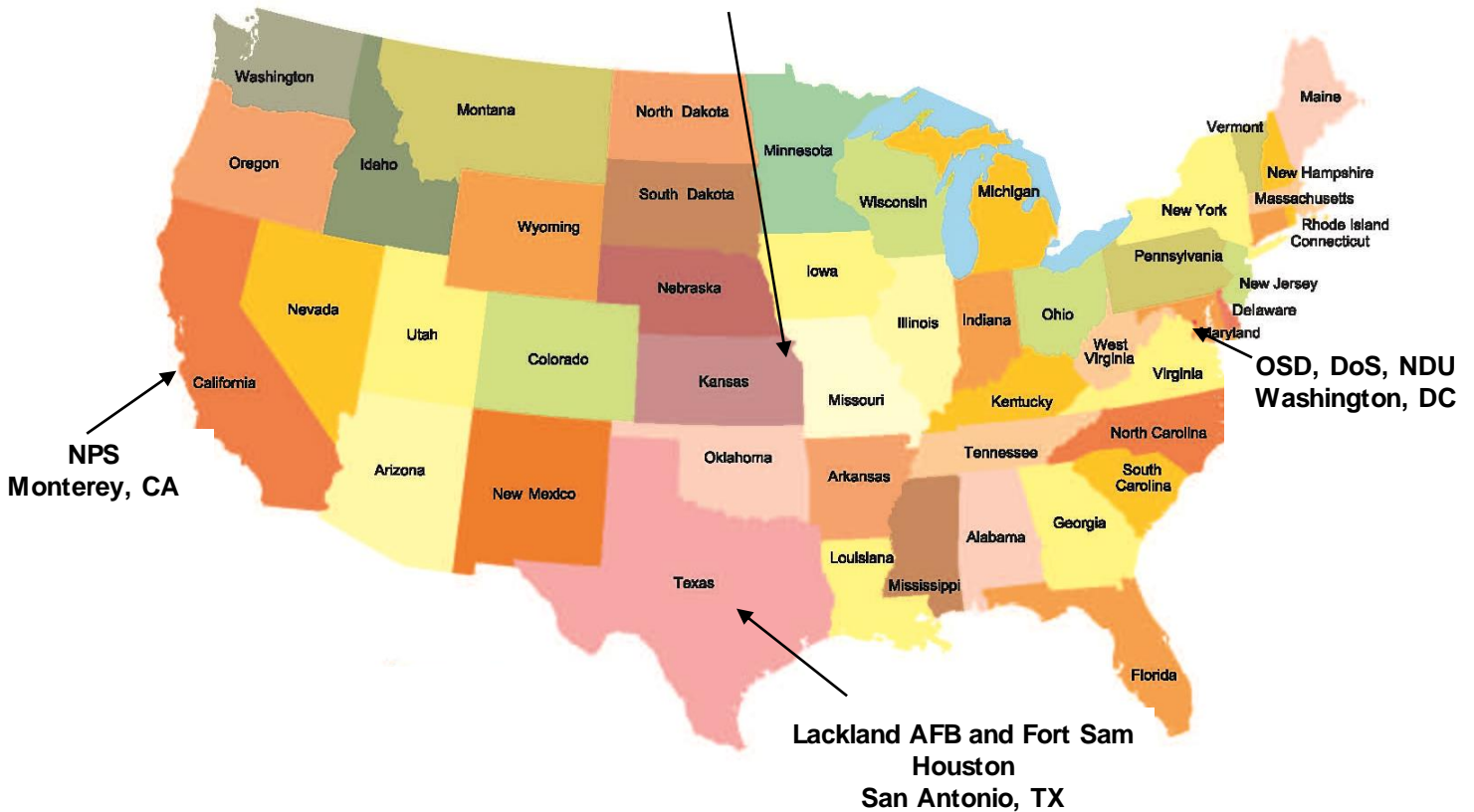
Rank	First (& Middle) Name(s)	Last Name	Position	DOB	POB	Passport #	Passport Expiry	Country
1								
2								
3								
4								
5								
6								
7								
8								

DVOT Participant
US Escort Officer
Interpreter

NATIONAL DEFENSE UNIVERSITY



Ft. Leavenworth
Leavenworth, KS



OSD, DoS, NDU
Washington, DC

Country Distinguished Visitor Orientation Tour (DVOT)

March 1 – 12, 2015

DVOT Objectives:

For senior country military officers who are responsible for training to become familiar with the US military professional development model, and the training opportunities available to country through IMET and similar programs. The bilateral military relationship is relatively new and this will be the first visit of this type by country military officers. We want to visit locations that the country military is interested in or that we want them to consider.

DVOT Delegation:

1. Name, Deputy Commandant of the National Defense Academy
2. Name, Director General of Foreign Relations Department
3. Name, Director General of Army Education Department, General Staff Department
4. Name, Deputy Director General of Military Medical Department, General Logistic Department
5. Name, Director of Europe-America Division, Foreign Relations Department
6. Name, Director of Tactic Division, Training Department, General Staff Department

Joined By:

1. Name, Defense Attaché to the Country Embassy,

Interpreters:

1. Name

U.S. Escort Officers:

1. Name, ODC Chief
2. Ms. Kayleigh Forhan, Program Specialist, National Defense University
Cell: + 1 202-368-9245, Kayleigh.forhan@ndu.edu

Itinerary Overview:

Mar 1 (Sun)	Arrive Washington, DC
Mar 2 (Mon)	Meetings with NDU, DSCA, OSD
Mar 3 (Tues)	Visit DOS, travel to Kansas City
Mar 4 (Wed)	Visit CGSC, Field Studies Activities
Mar 5 (Thurs)	Travel to San Antonio, TX
Mar 6 (Fri)	Visit DLI/ELC, DIMO, Army Medical Schools
Mar 7 (Sat)	Travel to San Francisco, CA
Mar 8 (Sun)	Field Studies Activities in SF, travel to Monterey
Mar 9 (Mon)	Visit NPS
Mar 10 (Tues)	Depart San Francisco for Vientiane, Laos
Mar 11 (Wed)	Travel Day
Mar 12 (Thurs)	Arrive in Country

Attire/Uniform Guidance:

Civilian Casual – polo shirt, shorts, jeans, comfortable shoes are all acceptable

Class B – Duty/field uniform, camouflage, short sleeves/open collar shirt, slacks, or civilian business casual (suit jacket, open collar) are all acceptable

Class A – Official dress uniform, civilian business attire (suit and necktie) are acceptable

.....

Agenda

Sunday, 1 March 2015

Attire: Civilian Casual

1340	Delegation departs Country (Feb 28)
1450	Layover in Bangkok, Thailand (Mar 1)
0815	Depart Bangkok, Thailand (Mar 1)
1605	Arrive in Tokyo, Japan (Mar 1)
1830	Depart Tokyo (Mar 1)
1530	Arrive in Chicago (Mar 1)
1715	Depart Chicago on Flight #
1959	Arrive Washington Reagan Airport (DCA); Met by Ms. Kayleigh Forhan

Ground transportation provided by:

Driver:

Cell:

2020 Depart Reagan Airport for hotel

2030 Check into hotel:

**Residence Inn Pentagon City
550 Army Navy Drive
Arlington, VA 22202
Hotel: (703) 413-6630**

Note: Internet is complimentary.

Remainder of evening at your leisure

Monday, 2 March 2015

Uniform: Class A

Breakfast: Complimentary; available in the hotel lobby 0630-0900.

Lunch: Covered by the DVOT program.

Dinner: Pay on your own.

Note: Please remember to bring passport and military or official ID.

~Meetings at NDU, DSCA, OSD~

0830 Depart hotel for NDU

Ground transportation provided by:

Driver:

0855 Arrive at NDU

0900 Office Call with MajGen Frederick Padilla, NDU President

0945 Professional Military Education Briefing by Mr. Mark Phillips
Joined by MajGen Padilla

1100 ISMO Briefing by Mr. Daniel Magalotti
Joined by AMB Wanda Nesbitt, NDU Senior Vice President

1130 Lunch

1245 Depart NDU, proceed to Defense Security Cooperation Agency

**Defense Security Cooperation Agency
3rd Floor Conference Room East Tower**

201 12th Street South
Suite #300
Arlington, Virginia 22202

- 1315 Meetings with DSCA (PACOM IRT, FMF, IMET)
- 1415 Meeting with DSCA concludes, proceed to Pentagon
- 1430 Arrive at Pentagon via River Entrance, proceed through security
- 1440 Proceed to Room 5D652
- 1500 Meeting with Deputy Assistant Secretary of Defense for South and Southeast Asia
Joined by: Joint Staff and HA/DR experts
- 1545 Meeting concludes
- 1600 Stop at Pentagon gift shop, depart via Pentagon River Entrance
- 1630 Return to hotel
- 1730 Depart hotel for Country Embassy
- 1930 Return to hotel

Remainder of evening at your leisure

Tuesday, 3 March 2015
Attire: Class B

Breakfast: Complimentary; available in the hotel lobby 0630-0900.

Lunch: Pay on your own.

Dinner: Pay on your own.

~Meetings at DoS, Field Studies Activities~

- 0915 Depart hotel for meeting at the Department of State
- 0945 Arrive at Department of State for security check in

US Department of State
2201 C Street NW
Washington, DC

- 1000 Meeting with Principal Deputy Assistant Secretary**
- 1130 Meeting with Political-Military Office Director**
- 1230 Meeting ends, break for lunch**
- 1240 Buffet lunch at Sizzling Express, pay on your own
538 23rd St NW
Washington, DC 20037**
- 1315 Lunch ends, proceed to NDU**
- 1330 Arrive at NDU for Field Studies Activities**
- 1500 Field Studies Activities end, depart for Dulles International Airport**
- 1600 Arrive at Dulles International Airport, check-in for flight**
- 1723 Depart Dulles Airport for Kansas City on United Airlines Flight #**
- 1912 Arrive in Kansas City**

Note: Set watches back one hour.

- 1930 Collect luggage from baggage claim and load luggage onto minibus**

Ground transportation provided by:

Driver:

Cell:

- 2000 Check into Hotel**

**InterContinental Kansas City at The Plaza
401 Ward Pkwy
Kansas City, MO 64112
(816) 756-1500**

Remainder of evening at your leisure

Wednesday, 4 March 2015
Uniform: Class B

Breakfast: Pay on your own.

Lunch: TBD

Dinner: Pay on your own.

Note: Please remember to bring passport and military or official ID.

~ CGSC ~

- 0815** Bus departs for Ft. Leavenworth (Sheridan Hall)
- TBD** Visit CGSC
- 1645** Depart Ft. Leavenworth, return to Kansas City
- 1730** Arrive back at hotel
- 1815** Depart hotel for optional group dinner at Longhorn Steakhouse, pay on your own

Thursday, 5 March 2015
Uniform: Civilian Casual

Breakfast: Pay on your own.

Lunch: Pay on your own.

Dinner: Covered by the DVOT program.

Note: Please remember to bring passport and military or official ID.

- 0840** Check out of Hotel
- 0845** Load bus for National World War I Museum
- 100 W 26th St**
Kansas City, MO 64108
(816) 888-8100
- 0900** Visit to the National World War I Museum
- 1100** Depart Museum for airport

- 1130 Arrive at Kansas City International Airport
- 1309 Depart Kansas City for San Antonio on American Airlines Flight # via Dallas, TX
- 1449 Arrive in Dallas, TX for layover
- 1620 Depart Dallas on American Airlines Flight # to San Antonio
- 1727 Arrive in San Antonio, TX

Ground transportation provided by:

Driver:

Cell:

- 1745 Collect luggage from baggage claim and load luggage onto minibus
- 1815 Check into hotel
- The Westin Riverwalk
420 W Market St
San Antonio, TX 78205
(210) 224-6500
- 1900 Group dinner at Zinc Bistro (walking distance from The Westin)
- 2030 Group dinner ends, return to hotel

Remainder of evening at your leisure

Note: Please charge internet to the room, it will be covered by DVOT program.

Friday, 6 March 2015

Uniform: Class B

Breakfast: Pay on your own.

Lunch: Covered by the DVOT program.

Dinner: Pay on your own.

Note: Please remember to bring passport and military or official ID.

~DLI/ELC, DIMO, AMEDDCs~

0815 Depart hotel for Lackland AFB via Lackland survey

POC:

Cell:

0840 Arrive at Lackland AFB

0845 Briefings at Defense Language Institute (English Language Center)

1015 Briefings end, depart DLI for Defense Institute for Medical Operations

**Defense Institute for Medical Operations
2201 Pepperrell St
Bldg. 3550
JBSA-Lackland, TX 78236**

1030 Briefings at DIMO

1200 Briefings at DIMO end, proceed to lunch

1210 Lunch at the Gateway Club @ Lackland AFB

1300 Depart lunch for US Army Medical Department Center and School

**US Army Medical Department Center & School
Fort Sam Houston, Texas**

1325 Arrive US Army Medical Department Center and School

**Bldg 2840, 2250 Stanley Rd
(Parking space provided)
Met by TBD**

1330 Welcome by Chief of Staff, US Army Medical Department Center and School

**1340 Meeting with Academy of Health Sciences
International Training Programs Overview/Discussion**

**Associate Dean, Center for Academic Support
Assistant Dean for Operations
Deputy Director, International Military Student Office**

1430 En route to Department of Nursing Science

**Dunlap Hall
3490 Forage Road, Bldg 1394
POC:
Cell:**

**1445 Overview/Tour of Department of Nursing Science
Deputy Chief, Department of Nursing Science**

1530 Visit to AMEDDCs ends, depart for hotel

TBD Arrive back at hotel

Remainder of evening at your leisure

**Saturday, 7 March 2015
Attire: Civilian Casual**

Breakfast: Pay on your own.

Lunch: Pay on your own.

Dinner: Pay on your own.

1145 Check out of hotel

1200 Lunch and field studies activities

1445 Depart for San Antonio International Airport

1647 Depart San Antonio for Oakland, CA on United Airlines Flight #

1809 Arrive in Denver, CO

1902 Depart Denver, CO on United Airlines Flight #

2045 Arrive at San Francisco International Airport

Note: Set watches back two hours.

2100 Collect luggage from baggage claim and load luggage onto bus

Ground transportation provided by:

Driver:

Cell:

2105 Depart airport for San Francisco

2145 Check into hotel

**Hyatt at Fisherman's Wharf
555 North Point St
San Francisco, CA 94133
(415) 563-1234**

Remainder of evening at your leisure

Note: Internet is complimentary for one device only. Additional devices will be pay on your own.

Sunday, 8 March 2015

Attire: Civilian Casual

Breakfast: Pay on your own. Breakfast options: The hotel's restaurant "Knuckle's Bar and Grill" opens at 0630. Starbucks and Denny's are both around the corner on Jones Street, and Hollywood Café is across the street.

Lunch: Pay on your own.

Dinner: Pay on your own.

0815 Check out of hotel, load luggage onto minibus, met by tour guide

Tour Guide:

0830 City Tour of San Francisco

1145 Group lunch at Fog Harbor Fish House Restaurant

1300 Depart San Francisco for Monterey, CA via scenic costal route 1 (~2.5 hours)

1530 Arrive at hotel, enter through Sloat Street Gate, check into Gateway Inns & Suites

Note: Photography of the entry gates, fencing, or classrooms is not permitted. Photography of historic structures is permitted. Smoking is not permitted in lodging or inside any building. Smoking is permitted outside, 50 feet from a building.

Monday, 9 March 2015
Uniform: Class B

Breakfast: Pay on your own. Hot and cold breakfast options are available in the dining room on weekdays.

Lunch: Covered by the DVOT program.

Dinner: Pay on your own.

~Naval Post Graduate School~

0750 Depart hotel for Naval Post Graduate School

0830 Command Brief

0930 Break

0945 Center for Civil-Military Affairs Brief

1045 Break

1100 Defense Resources Management Institute Brief

1145 Break

1200 Lunch

1300 Break

1315 Defense Analysis Brief

1400 Break

1415 National Security Affairs Brief

1630 Visit ends at Naval Postgraduate School, return to hotel

Remainder of evening at your leisure

Tuesday, 10 March 2015
Attire: Civilian Casual

Breakfast: Pay on your own. Hot and cold breakfast options are available in the dining room on weekdays.

Lunch: Pay on your own.

Dinner: Served on the airplane

- 0900** **Check out of hotel, load luggage onto minibus**
- 0915** **Depart hotel for San Francisco International Airport**
- 1100** **Arrive at San Francisco International Airport, check-in for flight**
- 1305** **Depart San Francisco for Country via Hong Kong and Bangkok**

Wednesday, 11 March 2015
Attire: Civilian Casual

- 1805** **Arrive in Hong Kong**
- 2200** **Depart Hong Kong**
- 2355** **Arrive in Bangkok, Thailand overnight**

Thursday, 12 March 2015
Attire: Civilian Casual

- 1140** **Depart Bangkok, Thailand**
- 1250** **Arrive in Country**

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Weather

Location:	March Averages:
Washington, DC	high 56°F/13°C, low 38°F/3°C
Kansas City, MO	high 53°F/12°C, low 29°F/-2°C
San Antonio, TX	high 74°F/23.5°C, low 50°F/10°C
San Francisco, CA	high 62°F/17°C, low 49°F/9°C
Monterey, CA	high 61°F/16°C, low 45°F/7.4°C

OBLIGATION AUTHORITY AND CUSTOMER ORDER FOR ARMY - SPONSORED SA TRAINING

PERFORMING AGENCY : BFF

ORDERING AGENCY :

NATIONAL DEFENSE UNIVERSITY
RES MGT DIRECTORATE
ATTN: NDU-RMD/J. GARDNER
BLDG 62 ROOM 210C
WASHINGTON, DC 20003

DIRECTOR
HQ TRADOC G-3/5/7, SATFA
ATTN: ATTG-TRI-SF
950 JEFFERSON AVE
FORT EUSTIS, VA 23604-5724

COUNTRY	CASE	LINE	PRC CAT	GEN CD	CUST NBR	CHG NBR	EFFECTIVE DT
LA	15I	001	Rate E - Formerly IMET	N70	6YDFF5BFFLA15I	000	19 FEB 2015

OBLIGATION AUTHORITY (OA)	CUSTOMER ORDER (CO)	STATION FUNDS
PREVIOUS AMOUNT : \$0.00	PREVIOUS AMOUNT : \$0.00	
CHANGE AMOUNT : \$40,014.48	CHANGE AMOUNT : \$40,014.48	
REVISED AMOUNT : \$40,014.48	REVISED AMOUNT : \$40,014.48	

REMARKS:

- A. TRADOC HAS RECEIVED OBLIGATION AUTHORITY, IAW FAA, SECTION 541 (22 USC 2347) AND AUTHORITY TO IMPLEMENT THE ABOVE CASE.
 - B. PURSUANT TO AUTHORITY CONTAINED IN ABOVE PARAGRAPH , SATFA AUTHORIZES PERFORMING ACTIVITY TO EXECUTE ASSIGNED TRAINING LINES AND TO ESTABLISH A REIMBURSEMENT IN STATION FUNDS NOT TO EXCEED THE AMOUNT IN CUSTOMER ORDER (CO) STATION FUNDS TOTAL. THE TOTAL REIMBURSEMENT TO ALL ARMY APPROPRIATIONS WILL NOT EXCEED THE AMOUNT IN OBLIGATION AUTHORITY (OA) TOTAL WITHOUT SATFA PRIOR APPROVAL.
 - C. REIMBURSABLE AUTHORITY PROVIDED IS AVAILABLE TO THE EXTENT OF FIRM ORDERS FOR SERVICES RECEIVED FROM THE COUNTRY. ADD'L REIMBURSABLE AUTHORITY MAY BE REQUESTED FROM SATFA, ATTN: ATTG-TRI-SF. (AV 501-5070)
 - D. SF 1080 BILL(S) WITH SUPPORTING DOCUMENTATION WILL BE SUBMITTED TO DFAS-INDIANAPOLIS/JAXBB SCA Army FMS, 8899 E. 56TH STREET, INDIANAPOLIS, IN 46249.
 - E. REQUEST THAT ONE SIGNED AND DATED COPY OF THE ACCEPTANCE OF THIS FORM BE RETURNED TO THE ORDERING AGENCY ADDRESS WITHIN FIVE WORKING DAYS OF RECEIPT. SATFA DODAAC = W81E19
- **THE LOA HAS SATFA'S FMZ # AND WBS. DO NOT USE TO SETUP YOUR SALES ORDER.****

ACCOUNTING CLASSIFICATION TO BE BILLED IS: **Line of accounting cannot be direct charged.**

021 108110D15 A57XX 0N700LA1 25GY ARMY 6YDFF5BFFLA15I 40209577 021001

AUTHORIZING OFFICIAL

Ch
Barbara J. Summers, Chief, Financial Management DSN 501-5088

SIGNATURE

Auth JH leads

DATE

1 FEB 19 2015

ACCEPTING OFFICIAL

SIGNATURE

DATE

TRADOC FORM 285-R (SEP 79) POC : DYAN CHESTNUT, BUDGET ANALYST DSN 501-5064
Per 12-1 IP funds are fenced and will only be spent on IP activities



AFTER ACTION REPORT: Country DVOT 9-23 November 2014

Date of Event:	9-23 November 2014	Type of Event	X	DVOT
Planner:	Kayleigh Forhan			Luncheon
Date of Report:	24 November 2014			Reception
Submitted by:	Kayleigh Forhan			Hall of Fame
				Other: (name)
<u>Notes:</u>		<u>Recommendations:</u>		
Location: Washington, DC		9-12 November 2014		
<ol style="list-style-type: none"> 1. Airport pickup 2. NDU, NESAs, DoS, OSD-P, DSCA 3. DC Tour Field Studies Activity 4. Residence Inn Pentagon City Lodging 		<ol style="list-style-type: none"> 1. Smooth airport pickup, escort should ride from hotel to airport with bus 2. NDU & NESAs went well, make sure DoS security will allow bus through gate – don't bring phones or other electronics into DoS. 3. Good tour, a little bit long. Photo ops are best. 4. Good, included breakfast which was good for delegation, good location 		
Location: Quantico, VA		12 November 2014		
<ol style="list-style-type: none"> 1. Marine Corps University 		<ol style="list-style-type: none"> 1. Good focus on enlisted and officer education 		
Location: Fort Bragg		12-13 November 2014		
<ol style="list-style-type: none"> 1. USASATMO, Airborne School, EIB Training 2. Moon Hall Lodging 		<ol style="list-style-type: none"> 1. Good briefings, SATMO was good, Airborne and EIB were great 2. Not very good, but keep if only on-base option, breakfast was very light 		
Location: Fort Benning		13-15 November 2014		
<ol style="list-style-type: none"> 1. MCoE, NCOA, National Infantry Museum, Airborne Demonstration 2. Doubletree Hotel Lodging 		<ol style="list-style-type: none"> 1. Logistics at Benning were excellent, they had vip buses pick us up at the hotel and transport the full day of visits – seamless, infantry museum was great and catered lunch at the museum was very good, airborne was very light, no briefings, just viewing a drop. 2. Good hotel – use for future DVOTs, breakfast included, group dinner at Japanese Hibachi across the street 		

Location: San Francisco, CA	15-16 November 2014
<ol style="list-style-type: none"> 1. San Francisco City Tour Field Studies Activity 2. Hyatt Fisherman's Wharf Lodging 	<ol style="list-style-type: none"> 1. Good content, but use different guide and different bus company 2. Good hotel, great location, easy walk to restaurants and shopping, group dinner at Italian seafood restaurant Cioppino's
Location: Monterey, CA	16-18 November 2014
<ol style="list-style-type: none"> 1. NPS, UNPKO, CCMR, CT, PR&R, GPOI, Intel, IDARM Briefings 2. NPS Gateway Inn Lodging 	<ol style="list-style-type: none"> 1. Delegation decided to change Camo to Class A uniform for visit. Should have been actual Class B uniform. Good briefings. 2. Very nice! Especially for VIP. Keep.
Location: Bridgeport, CA	18-20 November 2014
<ol style="list-style-type: none"> 1. MCMWTC, Equipment, Animal Packing, Cliff Assault 2. Transient Quarters 	<ol style="list-style-type: none"> 1. Excellent demonstrations. Allowed delegation to participate. 2. Best option for lodging, free laundry facilities, but very basic
Location: Kansas City, MO	20-23 November 2014
<ol style="list-style-type: none"> 1. MCCOE, CAC 2. WWI Museum 3. Hotel Phillips Lodging 	<ol style="list-style-type: none"> 1. Long day of briefings, but good content 2. Nice museum 3. Fine, but use different hotel next time, preferably including breakfast

Additional notes for DVOT:

1. Delegations should bring Class A, Class B, and Camo uniforms, so they have something between Class A and Camo for visits.
2. They appreciated the padfolios. Include bios for all possible briefers. Put other course materials with briefings, instead of with city guides/admin. Print slides two per page, portrait orientation rather than one, not landscape.
3. Base restaurant choices on group preferences for group meals.
4. They are concerned with prices, so group meals that are pay on your own should be relatively affordable. Make sure hotels include breakfast, or include list/map in itinerary of cheap locations to get breakfast or other meals on their own.
5. There needs to be a way to buy bottled water.
6. Have exact addresses for each location for bus drivers to put in GPS.
7. If rooming list payment methods change, send hotels updated rooming list, not all accept verbal explanation of changes.
8. Notes for SCO/FSNs pre-brief: Specify that two bags are better than one large bag. In US, bags can't go over 50 lb. (22 kg). DVOT program will cover two checked bags, but will not cover fees for overweight bags. Tap water is drinkable in all locations. Bring two forms of ID.
9. Ensure all POCs know that there will be a small gift presentation.
10. It may be worth looking at flying DC to FAY if it is direct/possible. It was a long drive, made longer by shopping, dinner, and smoking/restroom stops.
11. Should note on itinerary where covers are/are not required.

DVOT SURVEY

DVOT Participant, thank you for participating in a Distinguished Visitor Orientation Tour. I hope you found the trip informative, useful, and relevant. In order to improve the planning process, I'm requesting you complete this survey and return it to me via email or fax. My email address is kayleigh.forhan@ndu.edu and my fax number is 202-685-4308.

According to the waiver you submitted, the objective of the DVOT was to facilitate the Country's Navy modernization effort, covering areas of maintenance, training and education management, and personnel management related to force modernization and improving institutional processes.

To achieve this objective you asked to visit various components at NAS Jacksonville, NAS Orlando, NAS Pensacola, NAS Patuxent River and Naval Postgraduate School. The delegation was able to visit every requested installation.

Hotel Arrangements	Excellent	Good	Acceptable	Fair	Poor
Please rate the Courtyard Jacksonville Orange Park, FL					
Please rate the Residence Inn Orlando East/UCF Area					
Please rate The Gateway Hotel, NAS Pensacola					
Please rate The Ritz-Carlton, Pentagon City					
Please rate the Hyatt at Fisherman's Wharf, CA					
Please rate the Navy Gateway Inns & Suites, CA					
Additional comments about the hotel arrangements:					
Transportation	Excellent	Good	Acceptable	Fair	Poor
Please rate the transportation arrangements in Jacksonville & Orlando, FL					
Please rate the transportation arrangements in Pensacola, FL					
Please rate the transportation arrangements in Washington, DC					
Please rate the transportation arrangements in California					
Additional comments about the transportation arrangements:					

Meals	Excellent	Good	Acceptable	Fair	Poor
Please rate the lunch at NAS Jacksonville					
Please rate the group lunch at NAS Orlando					
Please rate the lunch at Mustin Beach Officer's Club, NAS Pensacola					
Please rate the lunch at Lunch at the Naval Aviation Museum					
Please rate the dinner with Admiral White at Quarters A					
Please rate the lunch at River's Edge Catering and Conference Center (RECCC)					
Please rate the lunch at Boudin Bakery					
Please rate the lunch with Indonesian Students at NPS					
Additional Comments about the meal arrangements:					
NDU Support	Excellent	Good	Acceptable	Fair	Poor
Please rate NDU's support for the DVOT					
Please rate the overall coordination of the DVOT					
Additional Comments about NDU's Support:					
Business	Excellent	Good	Acceptable	Fair	Poor
Please rate the visit of NAS Jacksonville and Office Call with CAPT Roy Undersander Commanding Officer, Naval Air Station Jacksonville, Florida.					
Additional Comments:					
Please rate Center for Naval Aviation Technical Training Unit (CNATTU) Detachment (DET) JAX.					
Additional Comments:					

Please rate the Command Helicopter Strike Maritime Wing Atlantic (CHSMWL) (O-Level) Brief Overview / Maintenance Training Program / Required Skills & Qualifications.					
Additional Comments:					
Please rate the Fleet Readiness Center Southeast (FRCSE) Level II (I-Level, AIMD) Brief Overview / Maintenance Training Program / Required Skills & Qualifications.					
Additional Comments:					
Please rate the CNATTU DET JAX Brief Overview / H-60 Maintenance & Repair Training (MTU-1005).					
Additional Comments:					
Please rate the Tour CNATTU DET JAX, B926 H-60 Training Facilities. Tour FRCSE Level II (I-Level, AIMD), H1000 I-Level Maintenance Facilities.					
Additional Comments:					
Please rate the Tour CHSMWL (O-Level), TBD Squadron Maintenance facilities. Tour FRCSE Level III (D-Level), H124 D-level Maintenance Facilities (FRCSE VL IPT, H-60 Production Line).					
Additional Comments:					
Please rate the Welcome brief by CAPT Erik Etz at NAS Orlando Partnership Building 1.					
Additional Comments:					
Please rate the International Program Management brief by Ms. Aida Matta and the Research and Engineering Overview by Maynard Zettler.					
Additional Comments:					
Please rate the Weapons Lab tour.					
Additional Comments:					
Please rate the Office call with CAPT Heady, Commander, NETSAFA and with RADM White, Commander NETC at at NAS Pensacola.					
Additional Comments:					

Please rate the Command brief by NETSAFA.					
Additional Comments:					
Please rate the Office Call with CAPT Truluck, Commander, NASC at Naval Aviation Schools Command (NASC) and the Naval Aviation Schools Command briefing and tour.					
Additional Comments:					
Please rate the Office call with CAPT Dean, Commander, NATTC and the Naval Aviation Technical Training Center command brief and tour at Naval Aviation Technical Center (NATTC) Training Center (NATTC).					
Additional Comments:					
Please rate the Tour of Helo Dunker and Aviation Survival Swim Facilities at NAS Pensacola.					
Additional Comments:					
Please rate the office call with RDML Dean Peters at the Logistics Industrial Complex (LIC), Naval Air Systems Command (NAVAIR).					
Additional Comments:					
Please rate the NAVAIR overview brief and Logistics briefs.					
Additional Comments:					
Please rate the AIR 4.1 Systems Engineering brief and MH-60R brief.					
Additional Comments:					
Please rate Office Call with VADM Ronald Route, USN, Retired, NPS President at Naval Post Graduate School.					
Additional Comments:					
Please rate the NPS Command Brief by Mr. Gary Roser, Director, International Programs Office.					
Additional Comments:					
Please rate the Graduate School of Operational and Information Sciences (GSOIS) Brief and Graduate School of Business and Public Policy (GSBPP) Brief by TBD.					

Additional Comments:					
Please rate the School of International Graduate Studies (SIGS) Brief and Graduate School of Engineering and Applied Sciences (GSEAS) Brief by TBD.					
Additional Comments:					

Cultural	Excellent	Good	Acceptable	Fair	Poor
Please rate the Visit to the Museum of Southern History.					
Additional Comments:					
Please rate the Kennedy Space Center Visitor Complex.					
Additional Comments:					
Please rate the Naval Aviation Museum and Blue Angels Airshow.					
Additional Comments:					
Please rate the Washington DC Tour.					
Additional Comments:					
Please rate the City tour of San Francisco.					
Additional Comments:					
Please rate the Monterey Bay Aquarium.					
Additional Comments:					

Additional Questions (6 total):
1. Based on the request that you submitted, were the objectives of the DVOT fulfilled?

2. What did you like best about the DVOT?

3. What did you like least about the DVOT?

4. If you could change one thing, what would it be?

5. Would you consider participating in a future DVOT?

6. Do you have any additional comments about the DVOT?



**DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON DC 20319-5066**

1 February 2016

REPLY TO
ATTENTION OF:

International Student Management Office

Address

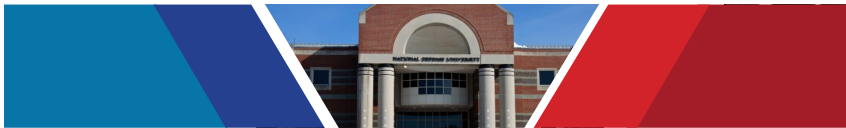
Dear Commanding Officer Name,

On behalf of the delegation from Country and the National Defense University, I would like to extend my most sincere appreciation to you and your staff for supporting the Country Distinguished Visitor Orientation Tour Program on Date. Visits like these are the most effective tool in establishing and maintaining security cooperation relations between the U.S. and our partner nations. The opportunity to speak with Name and Name and to discuss Topic. I appreciate time they took out of their busy schedules to speak with us and answer our numerous questions. I would especially appreciate it if you could pass on my sincere gratitude to the following staff member, without her efforts, the visit of this caliber could not have happened.

I am very grateful for your support of this visit and hope to be able to visit with another delegation in the near future.

Sincerely,

Kayleigh Forhan
DVOT Program Manager
International Student Management Office
National Defense University



NATIONAL DEFENSE UNIVERSITY

Imagine, create, and secure a stronger peace



Sample Itinerary

- Day 1**— Arrive in New York, NY
- Day 2**— Visit US Military Academy at West Point, NY
- Day 3**—Conduct meetings at UNDPKO
- Day 4**—Travel from New York, NY to Washington, DC
- Day 5**—Orientation Tour of Washington, DC
- Day 6**—Conduct meetings at the Pentagon and Department of State
- Day 7**—Visit NDU and DSCA
- Day 8**—Visit USMC University in Quantico, VA
- Day 9** - Travel from Washington, DC to San Antonio, TX
- Day 10**—Orientation Tour of San Antonio, TX
- Day 11**—Visit DLI-ELC
- Day 12**—Visit NCO Academy at Lackland Air Force Base
- Day 13**—Depart US
- Day 14**—Arrive in country



Contact Us

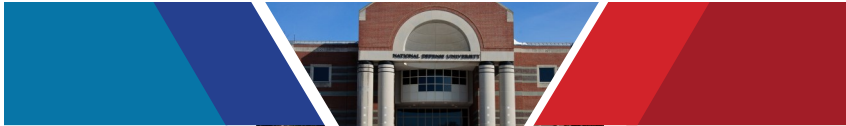
Kayleigh Forhan
 DVOT Program Manager
 Phone: 202.685.4308
 Blackberry: 202-368-9245
 Email: kayleigh.forhan@ndu.edu

Visit our website at:
<http://ismo.ndu.edu/OtherPrograms/DVOTProgram.aspx>



Distinguished Visitor Orientation Tour (DVOT) & Orientation Tours (OT)





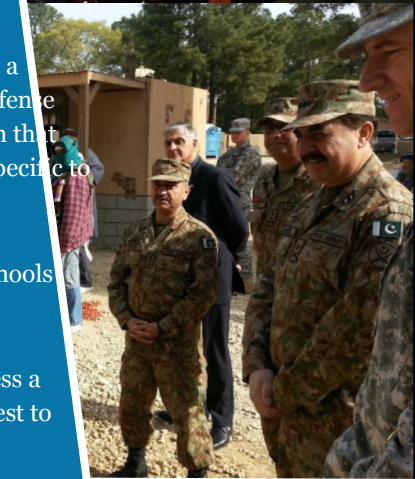
Program Overview
 The Distinguished Visitor Orientation Tour Program is a United States Security Cooperation Program that provides a country's defense leadership the unique opportunity to learn about specific assets of the US defense establishment in order to address objectives relevant to their own militaries and governments. DVOT delegations visit a variety of military installations, professional military education institutions, training facilities, and government organizations throughout the US to learn from experts on specific subject matter.

DVOT
 A DVOT is intended for senior military officers, typically flag or general rank, or civilian equivalent holding positions of major importance or selected for such positions.

OT
 An Orientation Tour is intended to serve the same purpose as a DVOT, however, the senior officer is typically O-6 or civilian equivalent.

What is a DVOT?

- Hand-tailored, short, intensive training program developed to meet the defense and strategic needs of a country.
- Provides a time-sensitive way for a country's military and civilian defense leaders to receive the information that they need to achieve objectives specific to the country.
- Consists of customized visits to military training installations, schools and government agencies where relevant expertise resides.
- Provides an opportunity to address a particular topic of strategic interest to that country.
- Familiarizes international military officers and civilians to the types of training provided through US Security Cooperation programs including International Military Education and Training (IMET), Expanded IMET (E-IMET), Foreign Military Financing (FMF) and Foreign Military Sales (FMS).
- Includes field study activities to expose tour participants to cultural, social, economic and historical aspects of America.
- 14 days maximum, excluding OCONUS travel time.
- 7 delegates maximum, excluding US escort, NDU escort, and interpreters, if required.



Which costs are covered by the DVOT Program?

- Participant OCONUS and CONUS airfare and checked baggage fees
- Participant lodging, to include use of business center and internet
- Ground transportation
- Participant meals and incidental expenses (M&IE)
- Group or provided meals
- Interpreter fees and travel expenses, when required
- Document translation, if applicable
- US escort and NDU escort officer travel expenses