

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.