



HANDBOOK



16-06

NOV 15

REGIONALLY ALIGNED FORCES



BRIGADE PLANNING

Lessons and Best Practices

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Regionally Aligned Forces Brigade Planning

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Foreword

(U) Center for Army Lessons Learned (CALL) Handbook 16-06, *Regionally Aligned Forces Brigade Planning*, is intended to aid brigade leaders, planners, and Soldiers with understanding their role in providing forces to the combatant command for regional security missions. It provides a starting point for the identification of, planning for, and execution of missions as regionally aligned forces (RAF) to an Army Service component command (ASCC).

(U) The information in this handbook is drawn from key leader interviews collected by a composite team from the Army Irregular Warfare Center and CALL's RAF Working Group, and reports from the field submitted by the Asymmetric Warfare Group.

(U) Key lessons in this handbook include:

- A short explanation of “Why RAF?”:
 - RAF’s relation to combatant command (CCMD) requirements
 - Expeditionary vs. forward presence
 - Focus on prevent/shape (sustained engagement)
 - Prepared to win (crisis response/major contingency operations)
- Outline of required and suggested RAF training:
 - Decisive action training during a training center rotation
 - Headquarters, Department of the Army; United States Forces Command; and ASCC/CCMD-specific training requirements
 - Cultural, regional expertise, and language (CREL) training
 - Specialized training based on mission analysis and requirements
- Determining RAF mission requirements requires collaboration among the brigade, the ASCC, the combatant commander, and the U.S. Embassy country team.

- Planning for RAF employment must be detailed yet remain flexible enough to shift and morph as circumstances change. Planning must:
 - Be broad enough to prepare Soldiers and leaders for a wide variety of security-related missions, yet tailored as required for individuals/teams/units.
 - Include a reasonable level of CREL training.
 - Include any special requirements such as foreign weapons training.
 - Include how the brigade will support and sustain multiple small teams deployed simultaneously.
- Identification and selection of Soldiers for RAF missions is important. Choosing Soldiers with the right qualifications is a key part of the RAF unit's preparation.



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Introduction

(FOUO) In response to the President's statement in his 2010 National Security Strategy that "we will continue to rebalance our military ... while ensuring our force is ready to address the full range of military operations," the U.S. Army created the regionally aligned forces (RAF) model. At the same time, the United States has emphasized the creation of partnerships with foreign nations under a whole-of-government approach to help those nations increase their capacity to deter terrorist activity.

(U) The Chief of Staff of the Army approved the revised definition of RAF on 11 JUL 2013:

"Regionally aligned forces provide the combatant commander with up to Joint Task Force-capable headquarters with scalable, tailorable capabilities to enable him to shape the environment. They are those Army units assigned to combatant commands, allocated to a combatant command, and those capabilities Service-retained, CCMD-aligned and prepared by the Army for combatant command regional missions. [RAF] include Army Total Force organizations and capabilities which are: forward stationed; operating in a combatant command area of responsibility; supporting from outside the area of responsibility, including reachback; and prepared to support from outside the area of responsibility. Regional missions are driven by combatant command requirements. This requires an understanding of the cultures, geography, languages, and militaries of the countries where they are most likely to be employed, as well as expertise in how to impart military knowledge and skills to others."

(U) This change brings with it an increased focus on security force assistance as the Army works to build the capacity of partner nations' forces to guarantee internal security, defend against external threats, and promote regional security while respecting human rights and the rule of law. New challenges are created with this, as smaller units are tasked to conduct these operations without established U.S. military presence.

(U) It is reasonable to expect that the Army will employ RAF in areas without a level of infrastructure common to that of more developed nations. This requires increased predeployment planning at the small-unit level. Units in the future will be deploying as small teams and will not have a robust staff to assist them. Therefore, small team deployments will require focused bottom-up planning to understand potential environmental threats and achieve mission success.

(U) Soldiers and junior leaders have a great opportunity to share their experience and lessons learned with other partners, develop individually, and experience new cultures. However, RAF deployments demand great responsibility and a significant level of trust, as these missions are tied to

national strategic outcomes. The future course of many of these nations and our relationship with them will be influenced greatly by the professionalism and dedication to mission execution of our Soldiers and junior leaders. It is essential for RAF Soldiers to understand their purpose in the mission, and how their individual contribution relates to the broader outcome.

Chapter 1

Regionally Aligned Forces

Department of the Army Perspective for Regional Alignment of Forces

(U) The Army’s strategic vision: The all-volunteer Army will remain the most highly trained and professional land force in the world. It is uniquely organized with the capability to provide expeditionary, decisive land power to the joint force and ready to perform across the range of military operations to prevent, shape, and win in support of combatant commanders to defend the nation and its interests at home and abroad, both today and against emerging threats.

(U) The Regional Alignment Strategy

- Means: Application of trained and tailored forces (man, train, equip);
- Ways: In a responsive and predictable manner across the range of military operations;
- Ends: In order to prevent, shape, and win (the Army end state) by achieving the national interests of the United States (political end state).

(U) As U.S. military forces redeploy after the wars in Iraq and Afghanistan, the Army’s goal is to maintain its expertise in advising and assisting foreign security forces in partnership with coalition forces. Maintaining a forward presence throughout the world without permanently positioning forces outside the continental United States is part of the strategy. The intent of this strategy of engagement is to position the Army so it can enter a future conflict with a “warm start” by having an established presence in the region, partnered with nations friendly to the United States and its military, and by having established programs and procedures for the conduct of shared military operations.

(U) Many times in our history the Army has entered into a conflict from a “cold start,” where there was little to no previous engagement in the region with potential partners. Forming a coalition prior to beginning any significant military operation requires a great deal of diplomatic and national security resources (time and money).

This, then, leads to the “why” of regional alignment of forces. The regional alignment of forces is part of U.S. national defense strategy; with regional engagement, our nation gains access to regions and countries where our Army has no standing presence. Being regionally engaged empowers our Soldiers and leaders with a better understanding of the regions, the people, and the cultures in areas of the world where we may be called upon to

commit military forces. Regional engagement provides the means and ways to better develop partnerships with foreign militaries and governments, build military-to-military relations, and hone our skills and techniques in operating with those military forces. This is how we achieve that “warm start” to a future conflict or disaster-relief mission.

(U) The regionally aligned forces (RAF) program is the way the Army maintain its talents in advising and training foreign military forces. It is part of developing an “expeditionary mindset” in Soldiers and leaders. Leaders down to the company and platoon levels deploy to countries, execute mission tasks while reacting to changing situations on the ground, and redeploy their teams. Leaders learn to organize, train, and prepare a small force for deployment. Battalion leaders meet the challenges inherent in moving a force long distances from home station, sustaining that force, maintaining communication, and achieving force protection.

(FOUO) What Does the Regional Alignment of Forces Mean to Army Forces and Units?

- Regionally aligned forces are versatile, responsive, and consistently available.
 - RAF are organized in size and composition to suit combatant command (CCMD) requirements.
 - They are able to quickly deploy and sustain in support of CCMD requirements.
 - They are a joint enabler and combat multiplier in integrated operations; they provide joint task force-capable headquarters.
 - Their readiness can be measured through a “band of excellence” model defined by Headquarters, Department of the Army (HQDA).
- RAF advance Guidance for the Employment of the Force end states by providing combatant commands with mission-trained and regionally focused forces and Army capabilities that are responsive to all requirements:
 - Theater security cooperation activities (emphasis on countering anti-denial capability)
 - Bilateral and multilateral military exercises
 - Operations support (Title 10; Army support to other services; combatant command support agent)
 - Operational missions (to include adherence to the “new normal” as it unfolds)

- RAF promote the profession of arms by maintaining:
 - Warfighting skills, complemented by foreign language proficiency, regional expertise, and cultural training.
 - An expeditionary mindset during challenging, rewarding, and dynamic missions.
- The RAF concept is an organizing principle to support CCMD requirements. RAF encompass:
 - The Total Army: Active, Guard, and Reserve.
 - Assigned; allocated; and Service-retained, CCMD-aligned forces.
 - Operations, operations support, and force sustainment.
 - The institutional, generating, and operating forces.
- RAF training is:
 - The baseline of decisive action (combat training center rotation).
 - Augmented by CCMD-specific training requirements.
 - Augmented by cultural, regional, and language training.
- RAF employment is:
 - An expeditionary/forward presence.
 - Tailored as required (individuals/teams/units).
 - Focused on prevent/shape (sustained engagement).
 - Prepared to win (crisis response/major combat operations).

Army Service Component Command (ASCC) Perspective for the Regional Alignment of Forces

(U) Regional missions are driven by CCMD requirements. The ASCC assists and supports those requirements by providing regionally aligned Army forces (Soldiers, units, and headquarters) with the capabilities that enable the combatant commander to shape the operational environment. Army units assigned to a CCMD, allocated to a CCMD, and those capabilities distributed and prepared by the Army for CCMD regional missions, including organizations and capabilities providing reachback, are all part of the RAF concept.

(FOUO) The Army is regionally engaged. The RAF policy emphasizes the strength of the Army team working as a Total Force – the Active Component, National Guard, and Reserve; the institutional, generating, and operating force capabilities; and both conventional and special operations forces – to train, sustain, and provide capabilities required by the CCMDs. The Army supports U.S. Pacific Command with 80,000 assigned Soldiers and thousands more in forward station forces. U.S. European Command has approximately 40,000 Soldiers assigned, with more forward-stationed. The Global Force Management Allocation Plan annually lists hundreds of Army-allocated sourcing solutions to geographic combatant commander (GCC) requirements. Through mission alignment, the Army provides further support to CCMDs through service-retained forces that receive region-specific training. This tailored training and ability to pre-coordinate enhances the agility and strategic flexibility to respond to emergent GCC requests.

(U) The goal of regional alignment of forces is to provide CCMDs with a reliable and responsive capability to meet requirements across the range of military operations. The necessity for operational adaptability means that these forces will focus on the tenets of unified land operations, namely: decisive action, bolstered by combined arms maneuver and wide area security; and mission command, characterized by disciplined, agile, and adaptive leadership. Units will use their regional alignment to add focus, relevance, and complexity to the conditions of training and enhance core competencies of combined arms maneuver and wide area security.

(U) Army forces and capabilities must be operationally adaptable, able to meet a diverse range of requirements in the theater to which they are aligned, as well as prepared to respond to global contingencies when directed. With Secretary of Defense authorization, units allocated for shaping activities will be the force of choice to respond to limited contingency operations (below the threshold of Global Response Force employment) where their capabilities best match the demand.

Regionally Aligned Forces Defined

(FOUO) Regional alignment sets the conditions whereby Army forces are provided to a CCMD, and are provided as defined below.

- **Assigned forces:** Forces and resources placed under the combatant command (command authority) of a unified commander by the Secretary of Defense (SECDEF) in the Forces for Unified Commands Memorandum and the Global Force Management Implementation Guidance. Assigned forces and resources are available to the CCMD for normal peacetime operations.

- **Allocated forces:** Forces and resources provided by the President or SECDEF to the commander of a unified command for execution of assigned missions to include operations and theater campaign plans. The combatant commander (CCDR) can employ Army forces allocated for the purposes and within the parameters established by the SECDEF. Direct liaison is authorized between the CCDR and the allocated forces.
- **Service-retained, CCMD-aligned (SRCA):** Those Army forces and capabilities in the available period that are under the administrative control of the Secretary of the Army and not assigned to a CCDR but provide support to a CCDR. The CCDR has no authority over these forces. He is made aware of the specific capabilities oriented on his area of responsibility via a United States Army Forces Command (FORSCOM) mission alignment order for training, planning, and reachback purposes. A CCDR accesses these capabilities in accordance with Global Force Management Implementation Guidance and Army processes. Army Service combatant commands (ASCCs) are responsible for identifying theater-specific training requirements to their SRCA forces. Once notified of alignment (two years out) and after direct liaison is established, ASCCs can develop memorandums of understanding to coordinate known requirements with SRCA forces as well as pre-packaged requests for forces for potential employment.

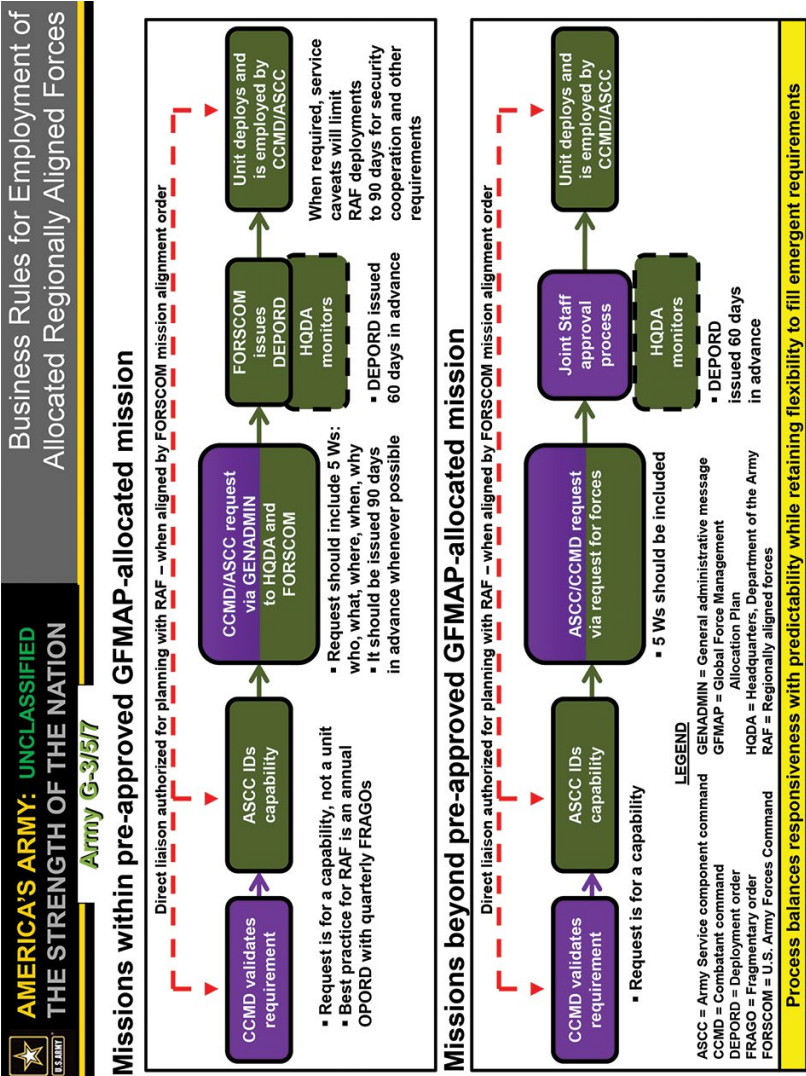


Figure 1-1. Business rules for employment of allocated regionally aligned forces.

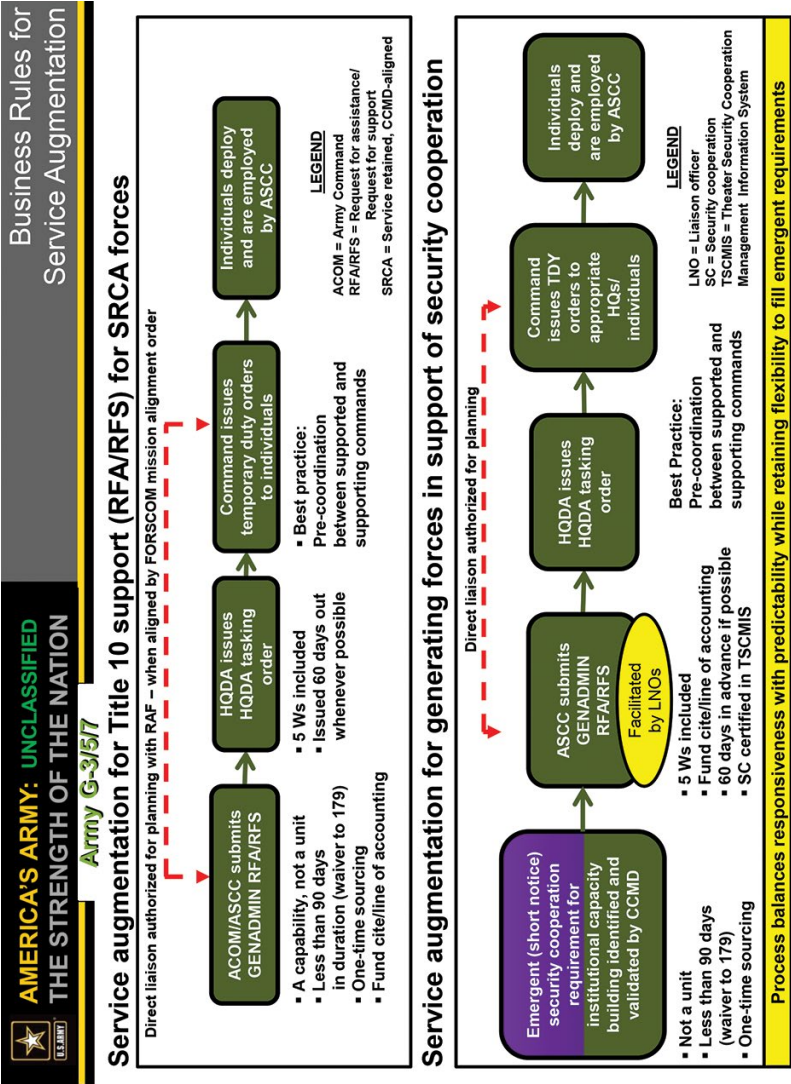


Figure 1-2. Business rules for Service augmentation.

How Army Service Component Commands Use Regionally Aligned Forces

(U) RAF are primary to the U.S. Army's goal of being regionally engaged in partnerships with foreign nations and their militaries. To that end, many of the missions given to RAF by an ASCC support the CCMD's theater security cooperation plan. This may include support to Department of State regional programs as well as the Department of Defense.

(FOUO) Below are two examples of how ASCCs use RAF in their aligned regions:

(FOUO) U.S. Army Africa

- Theater security cooperation
 - Military-to-military engagements
 - Traveling contact teams
 - Foreign military familiarization training
- Peacekeeping
 - African Contingency Operations Training and Assistance (a Department of State program)
- Joint exercises
 - Southern Accord, an exercise that integrates the U.S. Army Africa contingency command post with the RAF BCT headquarters to improve peacekeeping operations; the RAF include 600 personnel.
 - Western Accord, which includes 15 African nations plus France in a series of command post exercises, field training exercises, and live-fire ranges; the exercises improve staff planning and peacekeeping capacity among the Economic Community of Western African States, the United States, and France.
- East African Response Force, a battalion-size force deployed to Djibouti ready for regional crisis response (South Sudan, Somalia, etc.) within five hours.
- Uganda military police train and equip mission, a 19-person team from the Special Troops Battalion to train a Ugandan MP company in preparation for a United Nations peacekeeping mission.

(FOUO) U.S. Army Europe

- Theater security cooperation
 - Operation Atlantic Resolve:
 - * The RAF BCT deploys to Eastern Europe to strengthen the NATO alliance, deter aggression in the region, and improve multinational interoperability.
 - * BCT headquarters with a combined arms battalion and Stryker troop conduct training and exercises in the Baltic states and Poland.
- Joint exercises
 - Rochambeau: A command post exercise designed to maintain readiness of the NATO Response Force Land Component Command; includes a battalion command cell and approximately 300 U.S. Soldiers.
 - Saber Strike: A company-level, live-fire field training exercise and multi-national brigade command post exercise designed to help sustain U.S. and Baltic nations’ interoperability.
 - Combined Resolve: A NATO response force training rotation at a joint maneuver readiness center focused on maintaining and enhancing interoperability during unified land operations in a decisive action training environment; includes a U.S. maneuver company and a brigade command cell.

Authority for an Army Service Component Command to Deploy/Employ Regionally Aligned Forces

(FOUO) Headquarters, Department of the Army has developed “business rules” for the use of allocated RAF. For aligned forces the rule is generally that the ASCC/CCMD may employ forces with a general administrative order. There is no requirement for a formal request for forces.

Interaction With Other DOD and Interagency Organizations Within RAF Mission Countries

(U) It is essential for the ASCC and the RAF unit to understand — and, when necessary, to coordinate — RAF activities with other agencies that are operating in that country/region. This includes United States Government (USG) organizations from the departments of Defense, Justice, and State; the U.S. Agency for International Development; the Peace Corps; and non-governmental organizations and foreign militaries. RAF units sometimes have encountered other agencies working in the same areas with competing

missions. Units should obtain a list of friendly forces from the ASCC or the country team as part of their predeployment coordination and publish it in their operation order.

(FOUO) The following are several vignettes from one of the brigades that supported the U.S. Africa Command. These provide an illustration of what units may experience once on the ground in a foreign region.

- During a Ugandan military police company training mission, a Soldier of the RAF unit was stopped in downtown Kampala by a member of the Marine Corps special operations forces and asked, “What are you doing in my backyard?” The Soldier and the Marine both thought their respective organization was the only U.S. military unit conducting operations in the country.
- During other missions, foreign militaries were conducting their own mission in the partner country. On one such occasion, North Korean soldiers were providing equipment and training for the partner nation, unbeknownst to the RAF unit until its Soldiers noticed the North Koreans.
- The RAF unit in Niger was notified that a U.S. special operations team was operating in the north of the country, several hundred miles away. Their areas of operations did not overlap, but the information was valuable in case a crisis occurred. Despite the long distance, the special operations team was the closest U.S. military unit.

(U) RAF units planning and executing operations in the partner country can better understand the operational environment if they know which other USG organizations or foreign militaries are present. As part of the planning process, ASCCs should provide RAF units with a detailed situational update to include a task organization and description of friendly and adjacent units to include all USG organizations and foreign militaries in the area to improve situational awareness and unity of effort.

(U) Such information could identify potential resources available in the country should assistance be needed. The knowledge also would be useful in scenarios involving foreign countries with which the United States does not have normal relations (such as Iran or North Korea). This could prevent U.S. personnel from being placed in a position that could provoke an international incident.

Chapter 2

Unit Preparation for a Regionally Aligned Forces Mission

(U) Regionally aligned forces (RAF) are being utilized to improve Army Service component command (ASCC) and combatant command (COCOM) understanding of the operational environment (OE). The goal of regional alignment is to provide combatant commanders with a reliable and responsive capability to meet requirements across the range of military operations.

(U) Army forces and capabilities must be:

- Operationally adaptable.
- Able to meet a diverse range of requirements in the theater to which they are aligned.
- Prepared to respond to global contingencies when directed.

(U) ASCC and corps headquarters must be expert in their understanding of the OE to support the prevent, shape, and win strategy.¹ These headquarters also must maintain their versatility and agility to rapidly deploy and operate in support of other missions demanded by the COCOM or Defense Planning Guidance.

(U) The Army has aligned division and corps headquarters to geographic combatant commands (GCCs, sometimes called COCOMs). These tactical/operational headquarters primarily provide planning support to the ASCC and, when required, will provide the foundation for building a joint task force headquarters. Habitually aligning division headquarters to the COCOMs allows a better understanding of the OE, and these forces can be further trained, resourced, and certified to perform as a Joint Task Force (JTF) headquarters. Theater army headquarters operating as an ASCC have limited capabilities to exercise mission command for more than small-scale, short-duration contingency operations. Because of this, ASCCs require the assistance and expertise of their subordinate RAF to better understand the OE. Providing division and corps headquarters to perform this responsibility addresses this mission command gap, creates regional cultural expertise, and strengthens personal and unit relationships with partner nations, resulting in a better understanding of the OE.

(U) Daily, steady-state activities (Phase 0) foster enduring relationships with partner nation land forces and are the Army's most significant and durable contribution to the combatant commander's understanding of the OE. Many partner nations, especially those in the developing world, rely heavily on their land forces, where they concentrate much of their defense and security resources. Through the Phase 0 process, the U.S. Army's ability to develop

the capabilities of and personal relationships with partners is especially beneficial. Improving situational awareness of all the activities conducted by an ASCC within its region is essential to improving support to combatant commands. To capitalize on this, RAF must develop systems to capture and process this information for future use.

Understanding the Region and Country

(U) Reviews of AARs from RAF units, combined with the units' experiences gained from the past decade of war, emphasize the following lessons and best practices:

(U) Identifying the area of operations (AO) prior to deployment allows tailored training. Units should receive notification of their future AO at least six months prior to deployment to allow commanders and staffs the time to properly focus the collective training. Ideally, units will return to regions where they have deployed in earlier RAF exercises. It is imperative that Soldiers understand the local history, politics, demographics, and environment in order to succeed in their mission. Continuously changing the AO makes this difficult. Cultural interoperability and adaptability are the decisive factors for a successful RAF mission.

(U) Soldiers on RAF missions will interact with foreign soldiers from very different cultures. While the Army gained a great deal of experience working with Iraqi and Afghan security forces, most of today's young leaders and Soldiers may have little to no experience with foreign armies. An important outcome of all RAF missions is to enhance military relations, in addition to building partner capacity. In some countries, continued rapport and good will must precede any other outcome(s). This could be something as simple as recognizing that foreign armies are not necessarily accustomed to doing physical fitness training early in the morning and therefore simply adapting the training around their preferred schedule. Although this seems obvious, not every leader or Soldier will grasp this immediately. Another best practice is to build rapport throughout the training, including sharing meals, breaks, and sports. Americans have a vastly different perspective about time than most others. A leader who is insensitive to these differences or strong-arms his ideas onto the host nation (HN) risks alienating himself and his team or, worse, creating animosity. Leaders must be willing to adapt a program of instruction to best meet the needs of the HN audience and make a difference.

(U) Individually, Soldiers assigned to RAF missions must realize that they are guests, and that the HN may have rules or procedures that seem odd. A best practice is to not resist these customs but conduct the training with consideration to the partner nation's preferences. Team leaders should coordinate closely with the HN military leadership to ensure operations and timelines are synchronized and acceptable.

(U) Units supporting RAF missions should select personnel who are predisposed to adaptive behavior and cultural awareness; rank or experience do not translate to these attributes, and in some cases may inhibit them. During RAF training, Soldiers should be placed in situations where they will be required to demonstrate these attributes. Soldiers who speak the language or have experience in the OE may be good choices, as well, provided they have the adaptability and patience for security force assistance (SFA) missions. Soldiers proven to display these attributes should provide lectures or vignettes from their experience to help give perspective, context, and real-world observations. In order to gain insight into cultural variables, Army Service component commands (ASCCs) and RAF can leverage the U.S. Army Training and Doctrine Command (TRADOC) Culture Center and Human Terrain System to augment their training.

Understanding the Operational Environment for Regionally Aligned Forces

(FOUO) The RAF concept is an effective method to conduct SFA and can provide ASCCs with experienced and culturally aware units which, through their experience, can enhance training outcomes and meet the commander's intent. The OE our Soldiers have experienced for more than 10 years while performing SFA comprises a mix of personnel, including U.S. military, contractors, coalition partners, Department of State, the HN government, and the local population. This environment also includes various sources of instability, such as corrupt HN officials, criminal networks, and insurgents, including foreign terrorists. Within each of these elements exist independent cultures and approaches to their particular missions. This complexity exists globally and is to be expected for missions assigned to RAF. For a RAF element, understanding how to navigate, interact, and operate within this SFA framework is critical to the success of the mission.

(U) An example of this is the importance that many nations' security forces place on the officer rank. U.S. officers are highly regarded and extended benefits that are not afforded to noncommissioned officers, which may put U.S. leaders in an uncomfortable position. Soldiers who have trained for their RAF deployment will be well aware of these cultural nuances as well as other military customs and courtesies not readily apparent to a visitor. Rapport could be damaged if U.S. officers insist upon inclusion of all ranks in their meetings and briefings; conversely, HN officers may insist on only U.S. officers as instructors.

(U) These skills and knowledge of culture have been learned through experience on previous GCC-sponsored mobile training teams. Simply put, there is no substitute for the experience our Soldiers have gained. Rapport-building and cultural interoperability should not be taken for granted; a deliberate effort must be made to accomplish these aims. RAF personnel

must be able to accelerate these processes by incorporating the experience and lessons learned from their previous deployments that Soldiers new to this OE would not know. This highlights the value that RAF have to an ASCC or GCC: Soldiers are far more effective when they are already knowledgeable in their OEs and have habitual relationships with partner forces.

(U) For the tactical-level Soldier, developing an understanding of the OE begins with receiving the mission and knowing where to find key information on the country, region, and national history of the assigned locations. A Soldier or leader can develop an understanding of the political environment, economic conditions, and military/security organizations through open-source intelligence. Easy-to-access sources such as intelink.gov, state.gov, and TRADOC's Culture Center provide unclassified or For Official Use Only sources that can assist with the development of political, military, economic, social, infrastructure, information, physical environment, and time (PMESII-PT) studies for a country. RAF planners can use area studies to plan and prepare for future operations in an OE. When conducting the area study, the staff should develop requests for information (RFIs), which are then passed to the appropriate headquarters section (S-2, S-3, G-2, G-3, G-9, or outside agencies) to answer. The RFIs will fill information gaps, update priority information requirements, and assist in identifying critical facts or assumptions (friendly, enemy, and neutral).

(FOUO) In preparation for deployment, RAF units should determine threat capabilities to accurately depict how a threat maneuvers, is equipped, and is organized. It is essential to maintain accurate information on threats and other sources of instability in the OE. Examples of key pieces of information are the threat disposition, objectives, goals, and end state. Understanding the threat's capabilities, vulnerabilities, and failure options will aid commanders in planning. Experience in this SFA-type dynamic will educate our formations for future RAF missions.

(FOUO) Looking globally, such complex OEs will be commonplace for RAF missions. Combatant commands may require RAF to support operational missions, bilateral and multilateral military exercises, or theater-security cooperation activities. These roles require RAF elements to be versatile, adapting their capabilities and organization to the OE throughout deployments. Upon arrival in an assigned country, RAF should begin establishing rapport with HN training; for example, RAF commanders must be able to tailor training to their counterpart's needs while still meeting the overall mission objectives. It will be necessary to observe the capabilities of the HN forces before developing a training plan. It is important for units to recognize that each mission and OE is different; realistic goals and expectations need to be identified for the particular mission and environment.

(FOUO) Conducting a RAF mission may not be typical for many U.S. Army units. Communicating with supported commands about the desired end state and specific objective measures of performance and effectiveness enables common understanding. If the mission is to support U.S. and HN counterparts, pay particular attention to the local culture and norms. Building trusting relationships between advisers and HN counterparts requires time and effort.

Cultural, Regional Expertise, and Language (CREL) Training

(U) The purpose of CREL training is to increase Soldier knowledge of the OE of the continent, country, and if possible, the specific area they were deploying.

(U) Mandate and resource cultural training for all Soldiers through briefings, classes, seminars, and interactive events (meals, meetings, military customs and courtesies) to promote cultural understanding. Investment in cultural awareness training can include a professional reading (or movies and documentaries) list to study the history and culture of the host nation and its military. Soldiers should be provided incentives to study culture by offering courses for college credit. Mandatory reading lists are essential to cultural training.

(U) RAF units that achieve only limited cultural awareness in general terms (country) and for specific areas (regions) could find themselves violating cultural norms. This could greatly limit units' ability to effectively shape the information environment.

(FOUO) When organizing CREL training, the brigade has access to multiple presentations and products from numerous sources. Sources for CREL training included the Leader Development and Education for Sustained Peace program (LDESP); Asymmetric Warfare Group; Cultural Knowledge Consortium; TRADOC Culture Center; and the Peacekeeping and Stability Operations Institute (PKSOI). (See Appendix K.)

(U) Other sources might be local academic institutions, both their academic departments and resident students who are native to the particular region of the world. In the case of the brigades aligned to Africa, students at Kansas State University met with RAF team members to provide information about their home countries, answer questions, and participate in dialogue. This part of the brigade's CREL program was one of the most popular with Soldiers.

(U) Examples of topics that should be included in CREL training are:

- History, culture, religion, geography, economy, and governance.
- Security capacity and security threats.

- Tribal factors, if applicable.
- Mentoring techniques and conduct of negotiations.
- Integration and use of interpreters and linguists in training.

(U) Cultural awareness training for all Soldiers can be enhanced by providing vignettes to assist them in understanding the cultural environment and the possible negative effects of their actions. Collective training events should have situations and role-players who represent the populace of the RAF unit's planned AO.

Language Training

(U) Predeployment language training is beneficial in exposing Soldiers to the basics of the host-nation language and giving them the confidence and rudimentary capability to communicate face to face. A more in-depth program is needed to train smaller groups of Soldiers who will routinely interact with local nationals to a higher level of proficiency. Soldiers must receive feedback on their level of proficiency during exercises involving coaches and role players. Feedback provides an incentive for Soldiers to practice on their own to maintain proficiency.

(U) Language training must be conducted down to the individual Soldier in RAF units. Classes should be taught weekly or biweekly to cohesive platoons, allowing Soldiers to learn and improve together and continually practice and reinforce what they are learning at meals, PT, or quarters.

(U) Soldiers must be equipped with basic language skills that enable them to be polite, pass instructions, and carry on simple conversations with host-nation personnel to the level of asking and understanding responses to simple questions ("Hello, what is your name?"; "What is your job?"; "Where are you from?" etc).

(U) Simple 5-by-8-inch flashcards taped on doors, walls, furniture, and equipment will reinforce vocabulary and terminology. Additionally, units must procure technical vocabulary training and references for their own familiarity as well as to share with interpreters to increase their proficiency.

Other Department of Defense Programs

(U) In addition to contacting the Center for Army Lessons Learned, units can extract key lessons learned from other programs including the National Guard State Partnership Program (SPP) and sister-service efforts such as the Marine Corps Special-Purpose Marine Air-Ground Task Force-Africa (SP-MAGTF-AF), discussed in the following sections. These operations are analogous to the Army's RAF efforts. Both the SPP and the SP-MAGTF-AF are expanding efforts under the respective GCCs. Both provide relevant lessons learned that should be used by United States

Army Forces Command (FORSCOM) and TRADOC as they prepare RAF. Additionally, the Army Reserve has a robust military-to-military training program. The Reserve Component's programs, together with those of the Active Component, are key elements to assist you as you refine and fully implement RAF.

National Guard State Partnership Program

(U) The National Guard SPP began in the 1990s and is a precursor to the current RAF. Some advantages the SSP has are persistence, presence, and expertise. While active-duty RAF units rotate in and out of regions, National Guard Soldiers, whose states are aligned with different countries, build long-lasting interpersonal relationships. These established personal relationships are reinforced by the Guard Citizen-Soldier's resident expertise, which provides long-term stability.

(U) Nearly every country where a RAF brigade conducts security missions will have a permanent alignment with a state National Guard headquarters. In many cases, this alignment has existed for many years. These headquarters can provide a means to link in with (as an introduction to) the senior military and senior political leadership of the country. The SPP should be included as a resource as the brigade conducts its RAF planning.

(U) A senior State Department official working in a region where a RAF unit was conducting theater security cooperation plan missions clearly indicated that in order to optimize the effectiveness and success of RAF, there needs to be a deliberate hand-off of lessons learned and future training requirements documented from one rotation to the next. Although a habitual relationship between a country and one unit would best accomplish the State Department's RAF goals, the next best thing might be to place a National Guard officer from the state with the SPP relationship with that specific country on the planning team.

(U) See Appendix D for more information on the National Guard State Partnership Program and state alignments.

Special-Purpose Marine Air-Ground Task Force

(U) Another current RAF-like example is the SP-MAGTF, an expeditionary, self-contained readiness force. Similarities between the SP-MAGTF and RAF programs provide many lessons learned. Briefly, the Marine Corps' SP-MAGTF is a regionally aligned force with duties and objectives similar to those of the Army's RAF concept. The Marine Corps force began in 2009 under the United States Southern Command and was called the Security Cooperation-MAGTF. In JAN 2011 the concept had evolved and was renamed SP-MAGTF. Currently, SP-MAGTF reports to Marine Corps Forces regional headquarters (similar to an ASCC) under the

COCOM. It is a self-deploying, self-sustaining force of approximately 500 Marines and Sailors capable of responding to a range of crises. The unit trains specifically to support U.S. and partner interests throughout an area of responsibility (AOR), to include embassy reinforcement, support to noncombatant evacuation operations, tactical recovery of aircraft and personnel, humanitarian assistance, and disaster relief. The SP-MAGTF also takes part in bilateral and multilateral training exercises with regional partners. The Marine Corps has an SP-MAGTF in the United States Africa Command (AFRICOM) AOR, and this year will form SP-MAGTF-CENT in the United States Central Command (CENTCOM) AOR.

Special Operations Forces Integration

(U) Closer collaboration and information sharing between theater special operations commands (TSOCs, the two-star United States Special Operations Command component of a GCC) and ASCCs regarding theater security cooperation efforts will result in better-planned RAF deployments. The brigade or division providing the RAF unit should coordinate with the special forces group aligned with that GCC's AOR for situational awareness and also as a forum for sharing lessons learned about the security force assistance mission.

(U) ASCCs, TSOCs, and RAF units often will have only a general awareness of one another's operations. The desire may be to isolate their efforts into traditional doctrinal roles with special operations forces (SOF) focusing on counter-terrorism (CT) and focused operations and conventional forces (CF) concentrating on traditional crisis response/contingency operations, and via RAF, increasing HN security capacity. While not necessarily detrimental, this model highlights the many individual and institutional challenges that still lie ahead as the Army tries to maintain and increase CF-SOF interoperability, integration, and interdependence during Phase 0 (shaping) operations.

(U) CF units operating as RAF are required to develop and retain the ability to task organize at increasingly lower levels and to execute "small footprint" operations, as SOF units have been doing well for decades. A RAF unit provides a vehicle for CF-SOF interoperability, integration, and interdependence.

(FOUO) Recent operations have created a greater emphasis on integration of CF and SOF at the tactical level: company, battalion, and brigade. Army SOF operational detachments (ODAs) routinely operate in a CF brigade combat team's AO and rely on its tactical and logistical support. Missions, unity of purpose, and command and support relationships between battalion- or company-level conventional units and SOF ODAs must be clearly defined to effectively synchronize and coordinate operations.

(U) A core mission of Army SOF is foreign internal defense (FID) or internal defense and development (IDAD). A CF unit assigned a RAF mission can effectively achieve these missions within its capabilities by focusing on FID techniques and tasks during its predeployment training and mission readiness exercise. Evaluators and observer-controllers current with the OE and assigned RAF AO can assess the unit's ability to conduct FID/IDAD operations. Adding FID/IDAD tasks to a unit's mission-essential task list will help incorporate SOF-like competency before deployment.

(U) The use of RAF works to achieve greater CF-SOF interoperability and integration as stated in the Army Strategic Planning Guidance (ASPG). The following are key initial focus areas:

- Increase the depth and breadth of operational cross talk between ASCCs and TSOCs during RAF initial planning conferences to achieve increased interoperability and integration.
- Deploy small teams from key TSOC elements (i.e., the aligned SOF group and civil affairs, psychological operations, and military information support operations brigades) for engagements with the RAF unit as they conduct their predeployment training.
- Refine aligned forces training guidance by FORSCOM, TRADOC, and the United States Army Special Operations Command to increase readiness and proficiency. Additionally, FORSCOM and TRADOC must define the responsibility for training beyond "decisive action" (role of division headquarters, ASCCs, and COCOMs) and stress the need to speed up the responsibility for funding aligned forces training.

(FOUO) Various training and doctrinal publications are excellent resources for tactics, techniques, and procedures regarding FID and IDAD operations:

- Army Techniques Publication (ATP) 3-07.10, *Advising: Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces*, 01 NOV 2014
- Field Manual (FM) 3-22, *Army Support to Security Cooperation*, 22 JAN 2013
- FM 3-05.2, *Foreign Internal Defense*, 01 SEP 2011

(FOUO) RAF units can begin to train companies and platoons at home station using Training and Evaluation Outline (TE&O) 71-2-7362, *Train Foreign Security Forces (Company/Team)*.

Endnote

1. Prevent: As part of the joint force, the Army prevents conflict and de-stabilizing activities through its credibility as a modern, combat-ready, globally deployable force. This, along with an active global presence and in partnership with joint, international, interagency, and multinational partners, prevents violent conflict before it occurs.

Shape: The Army's unique *understanding* and dominance of the land domain, as well as the factors that influence humans on the land, enables it to shape security conditions favorable to U.S. and allied interest. ***The Army shapes through military activities designed to increase the capability of partners and allies, support other U.S. government agencies, assure friends and dissuade adversaries, and address lesser security threats before they have the chance to mature.*** (Emphasis added)

Win: If prevention fails and shaping is insufficient, the Army underpins the joint force's ability to win a campaign, with lethal and non-lethal force if necessary, through its robust capacity, expert and agile capabilities, and total readiness. Win is enabled by the effects achieved through preventing and shaping activities. (Army Strategic Planning Guidance 2013, Army Vision)

Chapter 3

Mission Requirements for Regionally Aligned Forces

Three Critical Knowledge Areas

(FOUO) Regionally aligned forces (RAF) units must understand three critical areas to effectively plan, prepare, and execute a security force assistance (SFA) mission:

- Strategic context
- Overall security cooperation (SC) plan
- Partner nation (PN) force

(FOUO) First, units must understand the strategic context for their mission. This is the first step in the Army operations process, which is just as critical to an SFA mission as it is to any other mission. SFA training missions for RAF units are part of unified Department of Defense and Department of State plans to achieve national objectives.

(FOUO) Second, units must understand the overall geographic combatant commander's SC plan for the PN and where his unit's SFA mission is synchronized in the larger SC plan. Often, RAF units conduct training for a PN force in conjunction with other SC activities. For example, if the overall SC plan involves fielding new equipment, this new equipment should be factored into the SFA training. Additionally, it is important to build upon previous training programs to achieve the long-term objectives of the SC program and maintain U.S. credibility with the PN force.

(FOUO) Third, and most important for RAF units, is to understand the PN force to be trained. Supporting units need to understand the PN force, its mission, composition, capabilities, limitations, and previous training. The importance of mutual respect cannot be understated, and it is particularly important for RAF SFA trainers to treat the PN force as peers rather than trainees.

Challenges in Planning and Determining RAF Mission Requirements

(U) The leadership of a RAF unit must consider the many factors that affect planning and execution of missions in the supported theater. The host nation (HN) may have fluid political situations, restive populations, changing political leaders, and crises in neighboring countries that affect agreements between combatant command (COCOM) planners and the HN government. Recognize that requirements will change; this will require team members to adjust training plans or programs of instruction, travel arrangements, and sometimes the personnel assigned to the mission.

(U) Time differences, the complexities of funding missions, embassy country team and HN coordination, and the involvement of the Department of State and other agencies only add to the challenges of planning. Countries involved may impose their own restrictions, such as the number of U.S. Soldiers they allow, what items can transit in and out of the country, or bans on military apparel or equipment in the airport.

(U) The Department of State (DOS) travel site (<http://www.travel.state.gov>) and the Department of Defense (DOD) foreign clearance guide (<https://www.fcg.pentagon.mil>) describe deployment procedures for getting into country.

(U) U.S. embassies and country teams can vary significantly in size, organization, and priorities. The uniqueness of a DOS-led mission introduces another layer of planning and coordination. Typically, DOS has contracted with outside companies to perform training activities (for example, Africa Contingency Operations Training and Assistance missions); in these instances the military unit is in support.

(U) These fluid situations typically lead to changes that range from delaying missions and significantly modifying mission requirements to canceling missions altogether. In some instances, changes are not realized until the unit is on the ground and face to face with its training counterparts. In many situations, changes occur well within planning horizons for:

- Time required for obtaining passports and visas, which, depending on the country, can take weeks.
- Changing programs of instruction and developing new training plans with associated training aids.
- Arranging or modifying temporary duty orders and travel through the Defense Travel System (DTS).
- Conducting a thorough initial planning conference and predeployment site survey, which is critical for units to fully understand the requirements.

(U) The brigade's planning must be sufficiently detailed to account for all the known potential influences on the mission, yet retain enough flexibility that the mission and task can "pivot" to a wholly different situation and still accomplish the theater commander's intent. A solid commander's intent and guidance provide leaders and Soldiers the latitude to modify actions while still accomplishing the mission.

(U) Constant and aggressive follow-on coordination with Army higher headquarters and many actors involved with each mission is the key to mitigating these changes and enhancing responsiveness. RAF units should

coordinate with the country desk officer at the theater headquarters level and the country team at the ambassadorial level (if authorized), as well as the PN military, to confirm requirements, schedules, and in-country support.

(U) Consider dedicating an officer/NCO as RAF brigade liaison officer (LNO) placed within the Army Service component command (ASCC) headquarters. This technique is proving successful as a way to increase awareness of new missions and requirements. The benefits of placing an LNO are:

- The LNO maintains situational awareness of the ASCC planning working group and informs the brigade as missions develop.
- The LNO is a direct link between brigade planners and the ASCC, conveying changes to existing missions (or dropped missions) and plans for coming missions.
- The RAF brigade plans can be coordinated back to the ASCC action officers, through the LNO. Depending on the mission or task, there might be as many as four or five planners with whom the brigade coordinates regularly.

(U) For the brigade planners, there are several factors and strategies that can help mitigate these planning challenges. These are:

- Experience confirms that flexible and adaptive leaders remain key to the brigade's success in RAF missions.
- Institute programs such as RAF University, which teams attend as part of predeployment training. Soldiers build cultural and regional expertise and familiarity with local languages while honing skills in training and building rapport.
- Build depth by designating primaries and alternates who complete all predeployment requirements. Should primaries become unavailable or mission requirements require additional personnel, the brigade has a bench of qualified Soldiers ready to deploy.

Additional Consideration for Reserve Components as RAF

(U) Army Service component commands must consider the amount of time it takes for Reserve Component (RC) units to identify and send the required personnel to conduct the mission. In general, RC units must plan further in advance than Active Component (AC) units. Soldiers are available only during inactive duty training or other assemblies; therefore, operational planners must account for this constraint within the context of available training time and the limited quantity of available full-time staff.

Receipt and Understanding of Mission Requirements

(U) Depending on the region and the theater, the ASCC can pass requirements and mission details to the RAF brigade using multiple means. Some ASCCs use very simple means to pass missions to the brigade, such as spreadsheets posted to a Web portal. A general administrative message sent to aligned RAF units is a common practice, especially when the mission is not a part of the theater security cooperation plan. In the case of exercises or RAF support to an operational mission, the ASCC may generate an operations order issued to the RAF unit.

(U) As the Army began implementing the RAF concept, the ASCC (at the time U.S. Army Africa) provided mission information using an Excel spreadsheet known as the master activities tracker (MAT). The MAT was available for downloading on the ASCC's SIPR portal. This information was not in the typical orders format that tactical units normally receive for mission planning. Instead, the MAT included the "bare essentials" of mission requirements, formatted on one spreadsheet line per mission. Spreadsheets were not well formatted for printing on standard paper sizes.

(U) Translating security cooperation missions/objectives requires significant mission analysis by RAF units. The time required for the brigade to analyze each SC mission listed is significant. Each RAF mission is analyzed to ensure a thorough understanding of the mission set. This, in turn, enables unit commanders to properly assign Soldiers and teams and start preparation and training.

Global Theater Security Cooperation Management Information System

(FOUO) The Army is standardizing use of the Global Theater Security Cooperation Management Information System (G-TSCMIS). This system is DOD's authoritative information reservoir for SC planning and resource management. G-TSCMIS provides a common link among the various SC lines of effort and enables decision makers and planners to prioritize, support, and align SC activities. G-TSCMIS also helps Army SC managers to plan effective cooperative security activities and address desired outcomes in support of the U.S. Army combatant commands and/or DOD objectives and end states. Finally, it supports the assessment of SC activities and helps SC practitioners manage SC funding.

Organization for RAF Mission Planning, Preparation, Execution, and Assessment

(U) Keep in mind that while the brigade is acting as the RAF unit for the ASCC, it must maintain readiness for any global requirements resulting from other security situations. The commander must organize subordinate units and staff to plan, prepare, and execute ASCC-directed missions and simultaneously maintain global availability to perform as a contingency expeditionary force.

(U) RAF units must develop an understanding of the region and country or countries in which they will execute their assigned missions. Unit personnel will also need training to sharpen their advising skills, cultural interaction, and language skills. The brigade staff must organize and manage each of these if the RAF mission is to be successful.

(U) The staff ensures deploying teams meet country clearance requirements, including:

- Issuance of passports and, in some countries, visas
- Anti-terror training and regional threat briefings
- Medical requirements

(U) Simultaneously the staff must clarify requirements for missions directed by the ASCC and United States Forces Command (FORSCOM). For the RAF unit, directed missions usually fall into four broad categories:

1. Operational missions as a globally available, decisive action-capable force via FORSCOM
2. Contingency response force missions
3. Security cooperation missions
4. Missions in support of theater exercise programs

(The last three are assigned by the ASCC or COCOM)

(U) The RAF brigade staff also must coordinate closely with its higher headquarters for theater missions and with the ASCC to track funding, react to changing requirements, and monitor deployed units as they execute RAF tasks. This can challenge the brigade in another way. Since there is no intermediate headquarters, the brigade staff will work directly with the ASCC and the COCOM headquarters. Brigade staff must be prepared (regarding procedures and communications, in particular) to work with a high-level staff. As previously stated, having a brigade LNO placed in the ASCC headquarters can streamline the interaction with these headquarters.

(U) Here is an illustration of how one RAF brigade organized its headquarters both to meet regional missions and to be ready for other global contingencies. The staff was aligned with the following four focus areas:

- Region- and country-specific training capability (the RAF University)
- A RAF integrated staff planning cell
- A RAF execution cell
- A liaison cell placed with (and residing at) the ASCC headquarters

(U) Personnel from the brigade fires coordination cell organized and managed the resources for creating and managing RAF University. RAF University curriculum was constantly updated with lessons learned, incorporating additional resources as required based on mission sets. The university was maintained throughout the period of the RAF alignment.

(U) From the brigade S-3 section, a RAF planning cell, RAF operations cell, and RAF LNO cell were identified. These cells were used to plan and execute RAF missions. The brigade maintained current operations and future operations capability within its S-3 section. Keeping garrison and training operations separate from the RAF mission was important to leverage expertise gained through each RAF mission executed.

(U) After each mission, the teams and Soldiers involved in planning and executing the mission conducted assessments at the brigade and battalion levels. These assessments were captured in story boards and after-action reviews, submitted to the ASCC, and incorporated in RAF University when relevant.

Assessing RAF Partner Nation Training Requirements

(FOUO) Assessment is of particular importance to SFA training missions, which pose unique challenges. Units should derive their initial assessment from the defense attaché and ASCC desk officers and available information on the PN unit, and tailor the training program based on that assessment. Most importantly, units must structure their program of instruction to include continuous assessment, enabling units to adapt the training program as needed.

(FOUO) Many PN security forces adopt training and doctrine either from former colonial forces or other nations. RAF units should understand the martial lineage and experience of the PN force, as well as other influences, and adapt best practices to fit. RAF units must evaluate what U.S. doctrine and best practices reflect capabilities and equipment, such as advanced communications and supporting enablers, and tailor doctrine and best practices to the PN force's capabilities and limitations.

(FOUO) The most effective way to gain an understanding of these critical areas is to establish early, open communication among all stakeholders. Direct communication with the PN force during a predeployment site survey is often the best means to ensure a common vision and commitment for the training. Continual communication throughout planning and preparation is critical to successful SFA execution.

(FOUO) In addition to SFA doctrine, RAF units should use Army training management doctrine to guide their planning and preparation. Despite the differences in training needs between U.S. and PN forces, the framework for developing effective training is universal.

(U) Mission Planning Checklist

- Operational environment:
 - U.S. Embassy and allied embassies
 - U.S. forces in country or neighboring countries
 - Allied military forces in country
 - HN security forces and military bases
 - Potential for senior diplomatic or national government visits at training (HN or U.S.)
- Country considerations:
 - Language barrier and mitigation
 - Cultural diversity of populace
 - Local laws and routine security applicable to U.S. personnel
 - Driving regulations and expectations
 - Off-limits or high-risk areas
 - Local economic system (i.e., is it a “cash only” system, and what is the procedure for obtaining local currency?)
 - Terrain and weather considerations
 - Rules of engagement or use of force
- Travel considerations:
 - Passport and visa requirements
 - Travel plan for personnel and accompanying equipment in and out of the country/region

- Restrictions on travel imposed by the HN (travel attire, what can and cannot transit through local airports and stations)
- Linkup plans for U.S. personnel and for U.S.-PN personnel
- Mission considerations:
 - Coordination with the U.S. Embassy and Office of Security Cooperation
 - Intelligence, surveillance, and reconnaissance capabilities/reconnaissance and security planning and execution
 - Command post site sustainment
 - Operations security, networking with PN leadership
 - Reachback procedures
 - Interaction with special forces or other agencies present in the area of operations
 - Level of support provided by PN (life support, communications, sustainment)
 - Reporting requirements
- Training considerations:
 - Use and integration of interpreters
 - Expected support from PN:
 - * Availability of training resources
 - * Supplies and ammunition availability
 - * Manning and maintenance of equipment
 - Nonstandard weapon systems qualification/familiarization
 - Location, condition of training facilities (classrooms, ranges, etc.)
 - Impact of terrain, weather
- Training audience considerations:
 - Key leadership of the forces to be trained (face to face to establish rapport and codify training expectations)
 - Organization of forces and command structure (officer role, NCO role, training quality of soldiers)

- Doctrine and tactics (U.S. or other)
- Physical fitness training (impacts on training and readiness of Soldiers)
- Interaction with other U.S. Government agencies (such as DOS contractors)
- Communications:
 - Communications plan (i.e., primary, alternate, contingency, and emergency [PACE])
 - Specialized equipment and training requirements
- Medical considerations:
 - Medical first aid procedures and resources
 - Local hospitals and treatment facilities; level of care provided
 - Process for advanced lifesaving and medical evacuation
 - Medical risks (disease, poisonous or hazardous plants/animals, etc.)
- Sustainment considerations:
 - Western-friendly hotels and restaurants
 - Food availability and acceptable sources for local purchase of fresh food (for Western tastes), preparation, and cooking
 - Water considerations
 - Hygiene
 - Contracting and property management personnel
 - Recreational opportunities
 - Field ordering officer and contracting officer representative requirements
- Force protection:
 - Evasion plan of action
 - Isolated Soldier guidance
 - Personnel recovery
 - Self-defense actions

(Also see Appendix F.)

Common Training Standards for Security Force Assistance Mission

(U) The handbook *Common Training Standards for Security Force Assistance Mission*, from the Office of the Under Secretary of Defense for Personnel and Readiness, provides standards to help general purpose forces (GPF) execute SFA missions. These standards:

- Provide a list of skills related to SFA that are common across the force and can be used as guidelines, with standards for measuring the qualifications of individuals and collective forces.
- Offer a set of benchmarks used to identify, train, and track individuals and collective forces conducting SFA.
- Serve as a menu of SFA skills to help commanders and planners articulate required capabilities when requesting forces.

Chapter 4

Use of Army Doctrine and Other Literature

(U) Brigades will use a combination of U.S. Army doctrine and tactics along with other sources to execute regionally aligned forces (RAF) missions. This combination includes building and understanding of security cooperation in general and as it applies to specific missions in particular.

(FOUO) Decisive action proficiency is the gateway to performing many of the tasks inherent in RAF security assistance missions. Army doctrine provides the basis to guide planning and preparation in the attainment of decisive action mission-essential task list (METL) task proficiency. Doctrinal references include:

- Army Doctrine Reference Publication (ADRP) 3-0, *Unified Land Operations*
- ADRP 5-0, *The Operations Process*
- Field Manual (FM) 2-0, *Intelligence Operations*
- FM 3-22, *Army Support to Security Cooperation*

(U) Some joint publications also will help in planning RAF missions, such as JP 2-0, *Joint Intelligence*. Leader Development and Education for Sustained Peace Program (LDESP) seminars are another useful reference for developing the brigade's understanding and knowledge about conducting security cooperation.

(U) In addition, some missions may call for instruction and use of additional tactical and doctrinal references. This is true especially when the mission involves training of partner militaries for United Nations-sponsored peacekeeping missions. Brigades should refer to the United Nations Infantry Battalion Manual, volumes 1 and 2, which were used for several of the missions, including support to Niger for the African-led International Support Mission in Mali.

(U) Brigade leaders and staffs functioning as regionally aligned forces will continue to use Army doctrine to guide mission planning and execution. RAF should also be prepared to reference non-U.S. doctrine, such as NATO and U.N. literature. To assist in RAF mission planning and execution, brigade commanders may consider including training on FM 3-22 in their officer and NCO professional development programs.

(U) In most cases, RAF Soldiers will train established partner nation (PN) security forces with military experience. This means RAF units can expect that PN forces will have an underlying foundation based on previous

training. RAF units must be aware of what training PN counterparts have already received. This includes identifying and becoming familiar with any doctrine the PN forces may use.

(U) National security forces across Africa are affected by a variety of international influences, including continuation of former colonial military systems, security force assistance (SFA) from different nations, and training for and execution of U.N. missions. Many of the PN military forces have roots in the British Army, French Army, or the former Soviet Army.

(U) When planning, RAF leaders must consider how other forces' doctrine and tactics vary from those of the U.S. Army. RAF units must not force PN counterparts to adapt to the U.S. Army way. Instead, RAF units must adapt training to the PN counterparts' way. PN forces may use equipment that U.S. forces do not; as such, U.S. forces may not have training experience on that equipment. RAF units must identify and become familiar with weapons, communications, and other equipment that PN counterparts use. RAF units should not train PN forces on processes built around equipment that PN forces do not have or cannot obtain or maintain.

(U) For the most part, however, RAF units will find that training in U.S. doctrine is what foreign militaries and security forces desire. Here is an illustration from the experience of a brigade as a RAF unit to U.S. Army Africa: "The Guineans used a French model on operations orders that could have worked if they had baseline knowledge across the BN. When they saw our MDMP process [military decisionmaking process] on the BN staff, they wanted to emulate this. They also had a French version of our TLPs [troop-leading procedures], but they did not use them. Once we taught our TLPs, they were hooked. We should have started out with this from the beginning."

(U) It is important for brigade leaders and RAF teams to fully understand PN forces so the instruction can be tailored to achieve the combatant command goals for assigned missions. Always, the start point is U.S. doctrine and tactics as the base, modified or enhanced as needed to meet the needs of the foreign military force.

(U) Appendix H includes a list of references useful for the RAF planning process.

Chapter 5

Preparing Soldiers for a Regionally Aligned Forces Mission

Bottom Line Up Front

Aligning the right person to the right job is key; find ways for those unsuited for advising to contribute to the mission.

Selection of Soldiers for a RAF Mission

(U) The U.S. Army is implementing the regionally aligned forces (RAF) concept. It is a total-force undertaking in which RAF units must maintain proficiency in wartime fundamentals, but also possess a regional focus that includes an understanding of the languages, cultures, geographies, and militaries of the countries where RAF units are likely to be employed. In addition, as part of their focus on training, RAF units must be able to impart military knowledge and skills to others.

(U) The thing to remember is that Soldiers selected for the RAF mission are not there only to enhance the individual skills of their counterparts; they are there to develop and protect American interests in the region. Their professionalism and enthusiasm, demonstrated by their actions, behavior, and duties, will inherently reveal our dedication to the partner nation (PN) and enhance our national security interests. The old saying “Actions speak louder than words” is true of RAF missions as the Soldiers interact with their counterparts and PN personnel.

(U) Next, it is important to consider whether the Soldiers who will perform the RAF mission understand the operational environment as well as the culture, language, and capability of the PN military. Familiarity with the PN unit’s doctrine, logistics, and day-to-day challenges, as well as the training audience (be it personnel in explosive ordnance disposal, infantry, intelligence, etc.), is critical to effective execution of security force assistance missions, especially short-duration RAF missions.

(U) In selecting Soldiers for a RAF mission, units should look for expertise in the following areas:

- Proficiency in the military occupational specialty (MOS) as well as leadership skill
- Skill in advising, instructing, or training
- Good communication skills

- Ability to adapt knowledge to the learning capacity of foreign Soldiers
- Some language capability
- Ability to execute all actions/activities within appropriate and authorized processes
- Regional experience/orientation/expertise
- Understanding of the operational environment
- Understanding of foreign disclosure requirements
- Ability to remain flexible and keep mission focus in a fluid situation

(U) Remember to continue to educate, train, certify, and battle-roster multiple people to provide depth in special skills. This allows the RAF headquarters to meet and sustain key requirements over the duration of the mission.

(U) Criteria for selection fall generally in three categories: skills and rank, personal attributes, and administrative requirements to conduct the mission. Personal attributes, skills, and rank should be negotiated and coordinated with the Army Service component command (ASCC) and/or higher headquarters based on the mission. The administrative requirements are non-negotiable; for instance, if a Soldier cannot obtain a visa, an alternate Soldier with a valid visa must deploy instead.

(U) Selecting the right individual(s) is essential — it could mean success or failure of the mission. Units must take into account the maturity and personality of each Soldier being considered. Leaders need to know their Soldiers and select the right individual(s) for each mission set.

(U) Soldier selection is critical when conducting mission analysis. Missions may come down for which you may not have the right skill set. Negotiation with the ASCC for the right skill may be necessary in that matter. Administrative requirements, in most cases, are the biggest show stopper if the Soldier(s) cannot deploy and no alternates were selected.

(U) Disqualifying factors can range from a Soldier's inability to meet the administrative or predeployment training requirements to a determination that the Soldier is not the right person for the mission because of personality, rank, or skill set.

(U) Units should select one primary Soldier and alternate(s) for each mission. This requires having a process in place to select the right individual(s); some type of personnel assessment tool will help. Selecting volunteers is also important. If someone wants to join a specific mission and that person meets the requirements, the chance of success increases.

(U) Weekly updates to the ASCC early in the planning process will help prevent problems with Soldier selection. Personalities do matter — someone who is not comfortable advising or interacting with others should not be considered, especially if there will be one-on-one interaction. Cultural awareness and sensitivity also should be taken into consideration when selecting personnel.

Matching Soldiers to Training Tasks

Commanders are ultimately responsible for the training, performance, and readiness of their Soldiers, Army civilians, and organizations (Army Doctrine Publication 7-0, *Training Units and Developing Leaders*).

(U) Soldiers must be proficient in their mission-essential task list (METL) from individual to collective levels as well as Army decisive action (DA) core competencies. These would be the best preparation for Soldiers deploying on a RAF mission.

(U) Soldiers and units supporting an ASCC must be well-trained in their combat skills. (Some African PN Soldiers have as much combat experience as a typical U.S. Army Soldier.) U.S. Army Africa believes that completing a standard combat training center DA rotation is the optimum preparatory training for a RAF brigade.

(U) Soldier selection is based on three categories and three levels of expertise in order to support the combatant command (CCMD) requirements. (See Figure 5-1, next page.)

(U) Cultural understanding plays a significant role in building rapport when partnering with foreign militaries; thus, appropriate emphasis should be placed on it. For example, a RAF unit deploying to Africa identified personnel born in African countries and utilized them as subject matter experts on regional culture.

Soldier Adaptability

(U) Partner nation capabilities and limitations often will require deploying units to rethink how to do business. Once determined, the initial manning in theater (faces to spaces) cannot be written in stone. While preparing for deployment, the commander continues to assess the spaces and the faces in his unit. Soldiers and their leaders must be flexible and able to shift resources based on capability or changing requirements on the ground.

(U) Prior to deployment, trainers not only need in-depth country and cultural briefings, but possibly a basic language course. This can greatly enhance the effectiveness of training and allow interpreters to manage the large amount of information that needs to be translated, especially in larger training events involving company-size or larger elements. Trainers also have to deploy with the mentality that they are not the highest authority on

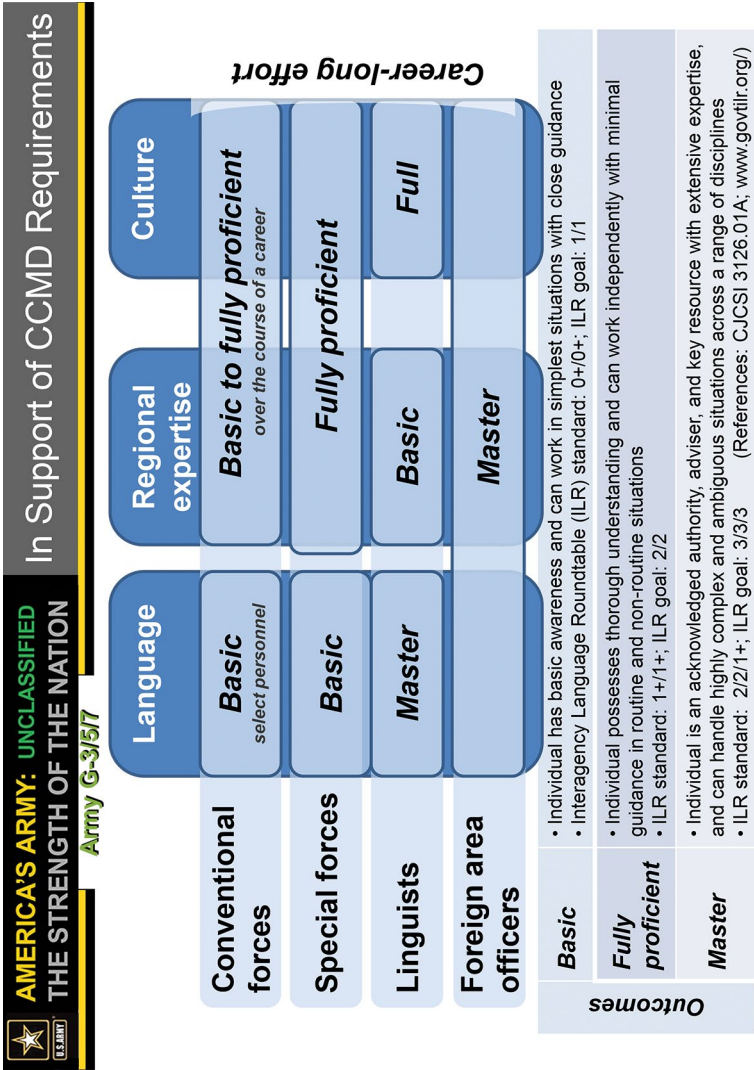


Figure 5-1.

the program of instruction or tasks to be trained. The trainers’ primary job is to convey information in a practical manner that best suits the competencies of the PN Soldiers, while remaining highly flexible. It is imperative to have a comprehensive plan for training, but be prepared to modify and downgrade that plan significantly in the event of unforeseen circumstances.

Predeployment Training

(U) Detailed predeployment information can be found in the RAF training requirements message from United States Forces Command (FORSCOM). The message provides a baseline of individual, leader, and collective predeployment training regardless of CCMD or mission.

(U) Predeployment training can be modified per this guidance once the unit is on orders for specific mission and the CCMD specifies what training is required. Required training for short-duration deployments of less than 30 days or overseas deployment training is determined by the unit commander in coordination with the theater sponsor, based on mission analysis, training objectives, and theater constraints.

(U) Another tool for predeployment training is RAF University, where Soldiers receive cultural, regional expertise, and language training.

After reviewing several of its tactical trip reports, the U.S. Army Asymmetric Warfare Group (AWG) recommended that a mission analysis of operational variables (political, military, economic, social, infrastructure, information, physical environment, and time, or PMESII-PT) is key to better preparing units for RAF University.

Administrative Requirements and Flexibility for Unit Mission Planning

(U) A key task for any unit is identifying the right personnel for the mission. Utilizing personnel assessments from mission analysis, the deploying unit must match faces (names) to spaces (requirements) to meet the task organization requirements. A good mission analysis tool is the military decisionmaking process (MDMP). This will go a long way in determining key issues to address, such as who could be an adviser and who should be a staff officer.

(U) Soldiers with good advising skills are hard to find. The skills that make a Soldier a good adviser are not necessarily the same skills that make a Soldier good at staff work. The challenge of aligning faces to spaces is in creating the best possible advisory teams while retaining a functional and competent staff.

(U) As the unit receives its RAF mission, there are myriad tasks the unit staff must undertake to get ready for deployment. Planners will face many challenges as they prepare for and execute missions in their assigned country. Personnel selected for a RAF mission are required to clear certain “gates” before they deploy. These include:

- Have the personnel completed all of the predeployment training?
- Do all Soldiers have a valid official passport?

- Do Soldiers require a visa, and, if so, have their applications been submitted and the visas received?
- Are the selected personnel entered in the Aircraft and Personnel Automated Clearance System (APACS)?
- Will they need a country clearance, and, if so, can it be done electronically?
- Are any additional inoculations needed for the country/countries of travel?
- Do all personnel have a government travel card, and, if so, have the credit and cash withdrawal limits been increased? (A \$10,000 credit limit and \$3,000 cash limit are recommended.)
- Do all Soldiers have access to the Defense Travel System (DTS), and have they been trained on it?
- If they do have access to DTS, is their information up to date?
- Have they created their DTS orders? Do they have variations authorized in their orders?
- Do all Soldiers have a flight booked and ticketed? Do they have excess baggage authorized in their orders? Do they need a rental car?

Travel Challenges for Deploying Personnel

Passports

(U) Every deployable Soldier in the RAF needs an official passport. Planners must keep in mind that Soldiers supporting ASCC regions routinely travel in a temporary duty status to countries with which the United States has no Status of Forces Agreement. Soldiers cannot move around the country simply with Department of Defense orders; military ID cards do not supplant a country's requirement for a passport and sometimes a visa. Obtaining a visa may take several days to several weeks, depending on the country.

Passport Agent Training

(U) The RAF brigade should consider designating several personnel to attend the two-day passport agent training. With Soldiers certified as passport acceptance agents, a facility number will be issued to the unit, under which all agents from the brigade can submit passport applications. This allows the brigade to avoid a bottleneck at the installation passport office. Passport agent training is available through the DOD passport matters website: <https://passportmatters.hqda.pentagon.mil/Training/>

Processing Soldier Travel

(U) This is an example, based on one RAF brigade combat team's practice, of how to manage Soldier travel in support of ASCC missions. Each Soldier is required to obtain a government travel card (GTC) and a passport and create a DTS profile.

(U) All DTS orders and subsequent vouchers are created at the brigade level. Units should consider appointing one or two qualified Soldiers as "DTS experts" at the brigade headquarters to process all DTS orders.

(U) Battalions are responsible for submitting APACS data to the brigade for both theater and country clearances as well as for flight reservations. The appointed RAF theater security cooperation (TSC) planner is responsible for submitting the APACS data to the division deployment office, which, in turn, reserves flights and sends the completed APACS to the specific embassies for approval.

(U) Upon receipt of the APACS from brigade, the division deployment office sends the commercial air requests through the FORSCOM G-3 plans/deployment office. Once FORSCOM has approved the use of the allocated force (the RAF brigade combat team) through the verification of an ASCC general administrative message, FORSCOM can give authorization to expend funds to purchase commercial airline tickets in support of the requested TSC mission.

Raise the Soldiers' Government Travel Card Credit Limit

(U) Depending on the country involved, contracts executed by the ASCC or the U.S. Embassy may not be in place. In such cases, RAF Soldiers are responsible for using cash to pay for rental cars, interpreters, and other expenses. For missions longer than 14 days, these expenses will exceed the card's credit and cash withdrawal limits. The brigade can increase the Soldiers' credit card limit without assistance from the FORSCOM G-8; the RAF brigade Level 5 agency program coordinator (APC) can adjust the credit/cash withdrawal limits to \$10,000/\$3,000. If more money is needed, the RAF brigade must submit a memorandum from the RAF brigade commander to the FORSCOM G-8 (Level 3 APC) requesting an increase beyond \$10,000/\$3,000 but below \$25,000. This process can take seven to 14 days to complete, due to the level of traffic the FORSCOM G-8 may receive on any given day.

Passport Visas

(U) Units should establish a point of contact (POC) in their organization and utilize a POC at the host nation's visa office in Washington, D.C., to coordinate requests. One way to conduct the process is to request all visas through the S-2 shop, which could track the process until the visas are issued. The process for acquiring visas can take up to 60 days, depending on the embassy of the country involved.

(U) For short-notice TSC engagements (less than 21 days), consider sending Soldiers to Washington to deliver their visa application directly to the specific country's embassy. This process takes three days if it is coordinated with all responsible parties beforehand. It would be beneficial for the RAF brigade to assign a liaison officer to handle all visa requests.

(U) The brigade should maintain a system for operational visibility via the TSC mission trackers. With an up-to-date copy of the TSC mission tracker, the brigade staff can determine which missions will require visa applications, which mission destinations issue plane-side visas upon arrival, and which require only military ID cards and orders. With a current TSC mission tracker, the staff can forecast suspenses for visa applications that allow adequate time for processing.

(U) Useful tools include the Africa Theater Entry Requirement Tracker and Department of State passport and visa requirement link at: <https://passportmatters.hqda.pentagon.mil/Requirements/Visas.aspx>.

Department of Defense (DOD) Foreign Clearance Guide (FCG)

(FOUO) The FCG contains information that may be sensitive and is based on bilateral arrangements between U.S. and foreign government officials. It is not releasable outside the U.S. Government unless approved by a competent authority. This document provides necessary information for aircraft international mission planning and execution, personnel travel to foreign countries, as well as general information on foreign locations.

(FOUO) Since FCG is directive in nature for all DOD and DOD-sponsored travel abroad, travelers must ensure they comply with this guide. Prior to commencing travel, personnel should review Department of State travel warnings, travel alerts, and country-specific information.

(FOUO) The DOD executive agent for the Foreign Clearance Program has authorized APACS as the Web-based tool to create, submit, coordinate, and approve aircraft diplomatic and personnel travel clearances (country, theater, and special rea) for DOD-sponsored official travel.

(See also Appendix I.)

Chapter 6

Training for Regionally Aligned Missions

The challenge for the brigade was to plan, prepare, and execute Army Service component command-directed missions while simultaneously maintaining global availability to perform as a contingency expeditionary force. The commander and staff used the United States Forces Command and U.S. Army Africa training guidance along with a detailed analysis of the USARAF planned security missions to shape the staff organization and direct unit training.

— 2nd BCT, 1st Infantry Division RAF Initial Impressions Report

(U) Within the regionally aligned forces (RAF) concept is the responsibility of the Army to provide forces that have received decisive action training as well as the requisite training for assigned regional or functional missions.

Unit Readiness

(FOUO) In planning for a RAF mission, the brigade combat team (BCT) should also consider the impact on unit readiness over the period of support. Each theater is different, and so are the missions a RAF BCT is called upon to execute. In some cases the RAF BCT may forward-deploy as a unit to train with partner militaries in collective mission-essential task list (METL) tasks using venues similar to home station (gunnery and live-fire exercises, maneuver training, etc.). An example is the brigade supporting the U.S. Army Central or European commands. In other cases, a battalion deploys for an extended term and performs as a security force, manning security checkpoints, providing mounted early reaction forces, and conducting security assistance training. An example is the battalion supporting U.S. Army Africa (USARAF) in the Horn of Africa.

RAF in the Army Force Generation (ARFORGEN) Cycle

(U) In the ARFORGEN model, RAF units are in one of three progressive readiness phases. (**NOTE:** ARFORGEN is being replaced by the Army Sustainment Readiness Model.) Training requirements by phase are defined as follows (also see Figure 6-1, next page):

Reset Phase

(U) Prior to entering the reset period, units will receive a mission alignment order detailing the mission and training focus. Upon receipt of the RAF assignment, commanders will review the training requirements to identify what to include in unit training plans. The combatant command (COCOM) can provide additional guidance for regional training requirements to the senior operational commander in order to influence training for RAF.

Train/Ready Phase

(U) In the train/ready phase of the ARFORGEN cycle, units focus on achieving standard METL proficiency while incorporating region-specific training throughout the year. Units focus on individual, collective, and leader tasks required to achieve Headquarters, Department of the Army (HQDA)-approved standardized METL proficiency: gunnery; platoon/company live-fire exercise/situational training exercise; battalion field training exercise; culminating training event (CTE). Region-focused training tasks are integrated where appropriate throughout the ARFORGEN training cycle, but training focus shifts from standard METL to regional training after the unit's CTE.

Available Period

(U) In the available period, units sustain standard METL training while continuing to focus on region-specific training to meet COCOM requirements. RAF units maintain HQDA-approved standardized METL proficiency by conducting sustainment training throughout the year. Due to the requirement for worldwide deployment availability, the RAF unit must actively manage employment of its forces in support of the COCOM to ensure that it remains capable of meeting global contingency requirements. Resource availability and other constraints will affect unit training proficiency levels for both standard METL and regionally aligned training. Commanders must consult the applicable United States Army Forces Command (FORSCOM) command training guidance and supplemental training guidance to determine priorities.

(U) Army Training Network RAF predeployment training (https://atn.army.mil/dsp_template.aspx?dpID=458) contains the latest guidance on FORSCOM predeployment training for units that are RAF.

(U) RAF units also must clearly identify and define training objectives to evaluate the performance of and develop the partner nation (PN) force. RAF units should use a METL crosswalk to create a PN common task test (CTT) book for all skill levels for publication and dissemination. A CTT manual allows continual feedback and assessment of progress of PN units for readiness and future training.

Decisive Action METL Training as a Gateway to RAF

(U) Under the doctrine of decisive action, Army forces conduct decisive and sustainable land operations through the simultaneous combination of offensive, defensive, and stability operations (or defense support to civil authorities) appropriate to the mission and environment. (Army Doctrine Publication 3-0, *Unified Land Operations*)

(U) Army units fulfilling RAF missions and tasks for a COCOM soon realize two things. One is that many of the military forces they encounter have combat experience or have worked in combat environments similar to those the U.S. Army has encountered during the past dozen years. Second is that most missions and tasks performed under RAF involve basic Soldier and leader skills. The best way for a brigade combat team (BCT) to attain proficiency in preparation for a RAF mission is decisive action-based METL training. BCTs with RAF experience have stated that mastery of decisive action mission-essential tasks is the most important part of preparing to conduct security cooperation missions.

(U) Resourcing a BCT for a combat training center rotation is expensive, but assures competency in both expeditionary and RAF missions.

(FOUO) Here is an example of how one of the first brigades to conduct RAF missions used its METL training to prepare. The brigade was an AC armored BCT supporting USARAF:

- One key task was to seize opportunities to nest METL tasks with RAF missions/exercises to maintain global availability while enhancing partner relationships. The brigade's methodology for preparing for the RAF mission was to first ensure the brigade was competent in its decisive action METL. This also ensured the brigade was prepared to meet its contingency expeditionary force responsibilities.
- The brigade's train/ready phase of preparation emphasized reinstituting the core competencies of maneuver in all forms of terrain, utilizing tanks, Bradley fighting vehicles, and Paladin howitzer weapon systems at the battalion level and below while also training mission command competencies at the battalion and brigade levels.
- The validation for ensuring decisive action METL proficiency (and assumption of the RAF mission) was successful completion of a combat training center rotation at the National Training Center. The application of decisive action METL proficiency to RAF mission execution was the most fundamental aspect of completing the key task cited above.
- Soldiers and leaders competent in individual and collective METL tasks were well-qualified to instruct others in those same tasks. After preparing and rehearsing classes for individual RAF missions, competency was further improved, benefiting unit readiness.

(FOUO) Here is a second example of how one of the first brigades to conduct RAF missions used its METL training to prepare. The brigade was an Army National Guard infantry BCT supporting U.S. Army South through a train-and-advise program with selected Central American partner nations' security forces.

- The brigade focused its RAF preparation efforts on unified land operations training. One conclusion of its mission analysis was the need to provide the most tactically and technically proficient Soldiers possible.
- The brigade concluded that the best focus in order to meet this requirement was decisive action training.
- In place of a combat training center rotation, the brigade used the eXportable Combat Training Capability Exercise (XCTC) at Fort Stewart, GA. This was the capstone event of its train/ready year three, and led into its available year of the ARFORGEN cycle.
- The XCTC was battalion-level field training designed to certify company proficiency in decisive action. The brigade's XCTC included a multi-national component that included a composite infantry company from the United Kingdom. This provided the brigade with the added experience of training with a foreign military unit.

Regionally Aligned Forces Training Environment (RAFTE)

(U) A RAFTE (pronounced "raft") is intended to be used when units are already familiar with the decisive action training environment (DATE). As the Army aligns units to support a combatant commander's theater requirements, the U.S. Army Training and Doctrine Command (TRADOC) will continue to incorporate contemporary conditions into the DATE in producing RAFTEs. RAFTEs provide baseline conditions for continuity across the training and education communities in live, constructive, virtual, and gaming simulations. These conditions accent leader development in understanding the dynamic nature of variables that include political, military, economic, social, information, infrastructure, physical environment, and time.

(U) Regionally Aligned Forces Training Environment-Africa (RAFTE-Africa) provides the Army's training community and commanders with an understanding of and tools for the complex conditions of an operational environment (OE) in Africa. RAFTE-Africa complements the DATE.

(FOUO) The RAFTE identifies conditions present in an African OE that are not already present in the DATE, and notes conditions in the DATE that are not applicable to an African OE. RAFTE-Africa is flexible, scalable, and adaptable to a commander's partnering and training objectives and the U.S. Army's support to bilateral and multinational military exercises in Africa.

(FOUO) The DATE comprehensive training planning document:

- Provides the source for OE conditions and opposing force structure for Army training events.
- Provides a complex OE with a hybrid threat that can be employed to challenge unit training objectives.
- Provides the baseline conditions for scenario continuity across the training community.
- Explains PMESII-PT (political, military, economic, social, information, infrastructure, physical environment, and time) variables operationalized to a specific OE with a wide range of characteristics and conditions to prepare units for a decisive action operation.

(FOUO) The RAFTE supplements the DATE and can be used when training must occur for operations in a known part of the world. A RAFTE identifies the conditions of a selected OE that are unique from what is already in the DATE. It will enable training based on current conditions specific to an OE.

(U) RAFTEs are different but not separate from the DATE. RAFTEs must be used in conjunction with DATE, and each RAFTE will identify the conditions unique to a specific OE and describe how to achieve those OE-specific conditions by modifying existing DATE conditions. By using RAFTE, resources and time can be programmed and used more effectively in support of training exercise objectives across all venues.

RAFTE-Africa

(FOUO) This first RAFTE is for an African OE. In the future, the TRADOC Intelligence Support Activity (TRISA) Contemporary Operational Environment and Threat Integration Directorate (CTID) is expected to produce RAFTEs for other regional OEs, based on guidance from senior leaders.

(FOUO) Section 1 of RAFTE-Africa identifies conditions that would be present in an African OE that are not already present in the DATE. These conditions were selected after reviewing PMESII-PT conditions throughout all African countries, and comparing those conditions to DATE conditions. The user will find direction regarding exactly how to modify what is already in the DATE to suit an African OE for training.

(FOUO) Section 2 details conditions that are present in the DATE that should be removed from consideration while training for an African OE. Do not address these conditions while training for Africa because they are not present in that OE. Information in Section 2 is also presented according to PMESII-PT variables.

Foreign (aka Non-Standard) Weapons Training

(FOUO) Many times the tasks that brigade Soldiers will perform include basic marksmanship and small arms training, to include range firing with live ammunition. Depending on the region, Soldiers can expect that most of this training will be accomplished using a variant of “non-standard” weapons. These are some of the weapons that units have encountered:

- M16 variants
- AK-47 variants and differing calibers (5.45mm, 5.56, .308, 7.62x39)
- Versions of older American weapons, some dating from World War II (Garand rifle, M1 Carbine, Browning M1919)
- Other modern military small arms (including the Israeli Tavor [TAR-21] 5.56mm assault rifle, Italian Beretta AR-70 5.56mm assault rifle)
- Other non-standard weapons such as light mortars and crew served, also with mixed ammunition and country of origin

(U) During the predeployment site survey, it is good practice for brigade personnel to determine specifics on the weapons used by the partner nation forces. Insofar as basic rifle marksmanship training is concerned, certain principles of marksmanship and weapons handling are universal and immutable. In order to ensure instructor proficiency, U.S. Army Soldiers who are tasked to train foreign militaries on their weapons should be able to address, at a minimum:

- Basic weapons maintenance (disassemble, inspect, reassemble, function check)
- Safe operation of the weapon system, diagnosing and taking immediate action for stoppages, clearing the weapon
- Correct procedure for adjusting sights and zeroing the weapon
- Proper basic marksmanship techniques and proper firing standards unique to a specific weapon
- Determining whether practical instructors should be put through a familiarization firing

(U) For the brigade, finding a means for training on non-standard weapons is a challenge. There currently is no single-source option or resource available. Experience to date has shown that the most common means for getting Soldiers trained is to arrange for a mobile team to come to the unit, or for the unit to travel to the team’s location. Historically these teams come from the Army’s special forces. The brigades at the 1st Infantry Division used teams from the 10th Special Forces Group.

(U) The other common methodology is for Soldiers to travel to the foreign country early enough to receive weapons training on site. In such instances, training is mostly self-taught using ad hoc materials and sources. This was the case in both the United States Africa Command and Southern Command.

(U) Looking for a training resource will require some out-of-the-box thinking. A National Guard unit that was headed to Central America used the National Infantry Museum to become familiar with the Browning M1919. Although the weapons were in non-firing condition, the Soldiers could get a basic feel for and conduct hands-on inspection of the weapon.

Security Force Assistance Foreign Weapons Course

(FOUO) The Army is attempting to address the problem of how to train Soldiers on non-standard weapons. The Army is leveraging the expertise of the United States Army Special Operations Command (USASOC) in developing the Security Force Assistance Foreign Weapons Course. This course will be run by cadre from USASOC using its 18B Weapons Module. Specifics of the course include:

- Students will be trained on the weapons and operating systems for the area of responsibility to which they are assigned. (Each class is oriented to the specific needs of a combatant command.)
- Each course is five days long and focuses on seven weapons, to be determined based on requirements identified by each Army Service component command (ASCC). The course is structured to train 500 personnel annually.
- ASCCs must identify and coordinate their projected requirements with FORSCOM at the ARFORGEN Synchronization and Resourcing Conference. The course will be inserted into the Army Training Requirements and Resources System for units to schedule training.

The RAF University Approach

(U) The preparatory training for a brigade readying its Soldiers for missions to support a geographic combatant commander can be very complex. Regional alignment means that, depending on the region, leaders and Soldiers must have the discipline to plan and execute missions in small groups, often working directly with representatives of the Department of State and/or foreign governments, and under rules that may be completely different from any they have followed before.

(U) Depending on the theater and countries involved, basic cultural and linguistic training for Soldiers is essential when supporting CCMD missions. And with some CCMDs, they may need cultural, regional expertise, and language (CREL) training for several different cultures or regions that make up the theater.

(U) Soldiers and leaders also will need training on working with foreign militaries and their weapons and tactics, as well as guidance on how culture influences how foreign soldiers may be trained and led.

(U) Best practices at RAF University highlight the importance of understanding the embassy and the defense attaché (DATT), as well as the associated country team's priorities and how the RAF will facilitate these efforts based on the country, region, and mission. Identified best practices also underscore the importance of RAF Soldiers' understanding their roles as U.S. representatives in a foreign country. It also is important to understand how the RAF leadership's early communications with the Department of State Office of Security Cooperation and respective DATTs will correlate to greater mission understanding and success.

(U) So, how does a brigade accomplish this with the resources and time available? One successful approach is the RAF University concept (also known as Dagger University, Dragon University, or Sledgehammer University, taking the nickname of the brigade).

(U) With RAF University, all the many training requirements are consolidated into a single course of study that is approximately one week long. Experts and resources are brought together at one time and place to provide instruction. Subject matter expertise can be found in the institutional Army, from local sources such as colleges and universities, and from the brigade and its Soldiers.

(U) Start with surveying Soldiers in the brigade, division, and other commands for persons who are native to or have extensive experience in the region where the brigade is aligned. The two brigades of the 1st Infantry Division (IID) that aligned with Africa found several Soldiers who were native to or had lived in the region. These Soldiers provided firsthand cultural and language lessons for the brigade.

(U) Another resource for cultural training is local academic institutions that have regional studies programs. Such a partnership was used by IID with great success. Along with educating Soldiers, the division built a lasting relationship that will support future missions.

(FOUO) TRADOC and other institutions in the Department of Defense are another ready training resource that RAF brigades should leverage. Here is a partial list of institutions that contributed to IID RAF University:

- TRADOC Culture Center, Fort Huachuca, AZ
- Global Force Training Consultants (private contractor firm)
- 162nd Infantry Brigade and 3-353d Infantry (Training) Regiment, Fort Polk, LA
- National Service Language Corps (role players)
- Joint Knowledge Online Rapport language training
- Leader Development & Education for Sustained Peace Program online country-specific training
- Kansas State University African Studies Center
 - KSU provided professors and students with expertise in Africa to conduct a panel discussion and answer questions

(FOUO) Subjects Taught at RAF University

- Influences on culture
- Cross-culture rapport building
- Use of interpreters
- Regional cultural expertise
- Introduction to foreign language
- Embassy operations
- Force protection
- Working with host nation security forces
- Key leader engagement practical exercise

RAF University Subjects/Topics by Day

(U) Day 1:

- Administrative/Soldier Readiness Program verification: Brigade S-1 and medical
- Opening remarks: Brigade chain leaders
- Current intelligence update: Brigade S-2

- Rights and responsibilities of citizens abroad: Staff judge advocate
- Preventive measures against disease and injury: Surgeon

(U) Day 2:

- Embassy operations: Former ambassador
- High-risk isolated personnel exercise (build PR plan): Brigade aviation element
- Country training: U.S. Army Peacekeeping and Stability Operations Institute
- Country-specific working groups: Brigade S-2

(U) Day 3:

- Country team video teleconferencing: 162nd Infantry Brigade (IN BDE) *
- Introduction/welcome briefing: 162nd IN BDE
- Cross-cultural rapport building: 162nd IN BDE
- Working with host nation security forces/planning considerations (breakout): Working group leads by country
- Language phrases (breakout): Working group leads
- Meeting with the Embassy Defense Attaché Team: 162nd IN BDE
- Initial meeting with host nation's security forces (SF)/practical exercise: 162nd IN BDE

(U) Day 4:

- Country team video teleconferencing: 162nd IN BDE
- Influences on culture: 162nd IN BDE, TRADOC Culture Center
- Country-specific expertise: 162nd IN BDE
- Demonstration, training, practice with host nation SF: 162nd IN BDE

(U) Day 5:

- Host nation security forces execution of mission/Capability instruction: 162nd IN BDE
- Host nation counterpart after-action review (AAR): 162nd IN BDE
- Non-standard/foreign weapons training: 162nd IN BDE

- Course AAR: Brigade with 162nd IN BDE
- Closing remarks: Brigade leadership

(U) Day 6:

- Training plan improvement: Brigade leadership
- Retraining (as needed): Brigade
- Soldier Readiness Program (by exception): Brigade S-1
- Government Travel Card/Defense Travel System (by exception):
Brigade S-4

* **Note:** The 162nd Infantry Brigade has been reduced by one battalion (3-353 AR) at Fort Polk. Foreign area officers are available through 3-353rd. Brigades may need to explore other sources to determine support.

(U) RAF University Concept Lessons

- Send any Soldier who potentially will deploy to generic elements of training and provide country-specific information when personnel are assigned to specific missions.
- Incorporate elements with deployment experience in Africa to provide relevant training.
- Train in smaller groups to engage individuals with class work.
- Identify unit personnel born in regions/countries where RAF will deploy and use them as subject matter experts on culture, social norms, and life in those areas.
- Arrange for support through local universities' regional studies programs. This proved highly valuable to the BCTs deploying on RAF missions in Africa.

(U) Other Suggested Topics and Discussion Points for RAF University

- It is important to have an understanding of working with the SF/Operational Detachment-Alpha teams in countries. Who really makes decisions for supporting missions? Also, RAF units need to identify the correct points of contact at the embassies.
- Training in United Nations standards and mandates is beneficial to senior BCT leaders. This training covers many areas not readily addressed in the military, such as human rights abuse.

- The intelligence analysis presented either during RAF University or separately must include:
 - An initial country briefing, similar in content to The World Factbook by the Central Intelligence Agency, but with more substance and detail.
 - In-depth briefings on anti-U.S. or anti-host nation organizations, types of criminal organizations and crimes committed that could affect U.S. personnel, and any intelligence threats present in the country.
 - Basic information regarding crime, terrorism, and counterintelligence collection, with details on these threats in terms of their potential impact on operations, personal security, and operational security.
- Where possible, training should replicate the austere conditions in which the RAF team will deploy, to give Soldiers a better understanding of the challenges they will face.
- Small units supporting RAF should be proficient at small-unit expeditionary planning, such as troop leading procedures, basic intelligence preparation of the environment, and incorporation of company intelligence support teams.
- DATT role-playing exercises are valuable tools to expose gaps in the unit's RAF planning, as well as the need to submit requests for information directly to the country team once direct liaison authority is given.

Defense Institute of Security Assistance Management Security Cooperation Management Familiarization Course

(U) The DISAM Security Cooperation Management Familiarization Course is a two-hour online course. It is mandated by Headquarters, Department of the Army for all RAF elements tasked to conduct security cooperation activities (military-to-military contacts, train and equip, humanitarian assistance, training and education, or security assistance).

(U) This is an orientation course designed primarily for personnel who are new to the security cooperation (SC) field, or who perform security cooperation duties on a part-time basis. It provides an overview of the full range of SC activities, to include legislation, policy, the foreign military sales process, logistics, acquisition, finance, and training management.

(U) The course contains 10 modules on topics in most functional areas of security assistance and security cooperation management. In progressing

through each module, Soldiers will view graphics with key instructional points, listen to the instructor-narrated text and address points on a graphic, and follow along by reading the text of the instructor's remarks at the bottom of the screen. Each module has a built-in email link to the DISAM faculty which will allow a student who has a question about the material to contact the instructor.

FORSCOM RAF Training Requirements

(FOUO) This is a listing of the training required by FORSCOM GENADMIN Message DTG: 252015FEB15, US FORSCOM Regionally Aligned Forces (RAF) Training Requirements. Detailed instructions and descriptions of each training task are contained in the FORSCOM message and the accompanying annexes. The message includes training tasks prescribed by each ASCC for RAF units aligned to its theater.

(U) The February 2015 message can be downloaded from the Joint Lessons Learned Information System at this URL: <https://www.jllis.mil/index.cfm?disp=cdview.cfm&doit=view&cdrid=84049>

(FOUO) Required Individual Training

- Conduct law of war training.
- Conduct personnel recovery (PR) training.
- Conduct information assurance training.
- Complete briefings required in accordance with AR 350-1 as well as those specific to deployments.
 - Complete region briefing.
 - Complete HQDA-directed Level 1 biometrics awareness briefing.
 - Complete medical threat/force health protection briefing to include rabies exposure, ID, notification, evaluation, and treatment program.
 - Complete Secretary of Defense Combating Trafficking in Persons briefing.
 - In the United States Central Command (USCENTCOM) area of responsibility, complete insider threat briefing for all Soldiers and Maneuver Center of Excellence advanced situational awareness training seven-day mobile training team for two Soldiers per security force assistance team (SFAT) and two Soldiers per Afghan National Security Force (ANSF)-partnered platoon.
 - Complete the threat awareness and reporting program (TARP), in accordance with AR 381-12.

- Complete HQDA-directed Army warrior tasks.
- Complete hot and cold weather injury training.
- Identify combat stress and suicide prevention factors, to include resilience training, mild traumatic brain injury, and military acute concussion evaluation exam.
- Conduct vehicle training (egress training, use of night vision devices).
- Complete Level 1 anti-terrorism awareness training.
- Complete rules of engagement training (which includes escalation of force and basic knowledge of non-lethal weapons capabilities).
- Complete use of deadly force training.
- Complete mine awareness training.
- Complete HQDA-directed cultural, regional expertise, and language training (CREL).
- Complete combat lifesaver training (select personnel).
- Complete individual counter-improvised explosive device (C-IED) tasks.
- Complete field sanitation training (select personnel).
- Complete operations security predeployment training.
- Complete sexual harassment/assault response and prevention program.

Required Leader Training

(FOUO) Officers and NCOs in leadership positions at all levels deploying as part of a unit must complete the following tasks:

- Leader briefings specific to deployments:
 - Biometrics leaders briefing
 - Mortuary affairs training briefing
- Anti-terrorism officer basic (Level II) (E-6 and above) training, two per each battalion, brigade, division and corps headquarters (for Operating Enduring Freedom additional two per SFAT and two per ANSF-partnered platoon)
- Level IV anti-terrorism executive seminar (O-6 through O-8)

In addition, leaders must complete training on:

- Casualty and medical evacuation
- Suicide prevention
- Identifying and mitigating combat stress
- Supervising proper field sanitation
- Personnel recovery
- C-IED leader tasks
- Utilizing an interpreter
- Media awareness and media engagement
- Supervising convoy operations (only for leaders expected to perform patrolling and/or convoys)
- Conducting calls for fire
- Supervising application of rules of engagement, using the graduated response matrix
- Supervising handling of enemy personnel and equipment
- Conducting pre-combat checks/inspection of combat patrols
- Supervising traffic control points (only for leaders expected to perform patrolling and/or convoys)
- Nonlethal weapons (Training Circular [TC] 3-19.5, *Nonlethal Weapons Training*)
- Conducting negotiations
- Planning and conducting urban and/or mountain operations (as terrain dictates)
- Conducting crowd control (only for leaders expected to perform patrolling and/or convoys)
- Non-standard weapons (for select personnel who will deploy on missions that require U.S. Soldiers to train partner nations)
- Intelligence, surveillance, and reconnaissance orientation

(FOUO) Required Collective Training

- Execute Army Warrior Training battle drills.
- Assess and respond to threats using non-lethal weapons escalation of force (select personnel) (reference TC 3-19.5).
- Conduct live-fire exercises.
- Execute convoy operations.
- Complete C-IED collective tasks and drills.
- Complete training on maintaining base camp defense and security.
- All battalion and higher units will conduct staff training focused on the military decisionmaking process and mission command in a command post exercise or field training exercise in accordance with combined arms training strategies.
- Complete culminating training event.

Chapter 7

Predeployment Site Survey

(U) A review of after-action reviews (AARs) from regionally aligned forces (RAF) missions shows that it is beneficial to conduct a focused site survey at least 90 days in advance of arrival in country. The survey by the RAF unit should include elements from the Army Service component command (ASCC), in coordination with representatives from the Department of State and the host nation (HN) embassy, when applicable. A thorough reconnaissance of the host nation facility is important to identify any deficiencies that can inhibit training or result in a lack of minimal standards of living for RAF training personnel. The reconnaissance allows RAF mission planners to link primary training areas with grid coordinates and begin building rapport with the HN. It also provides an opportunity to meter expectations on both sides (the RAF unit and the HN forces) as to what training will be conducted, under what conditions, and to what level of proficiency expected of the audience.

(U) The predeployment site survey (PDSS) should inform the leadership about:

- The capabilities of the host nation and the personnel to be trained
- The security of and possible evacuation plan for U.S. Soldiers, if required
- Who else is operating in the area of operations (Marines, coalition forces, other nations' militaries, or other civilian agencies)
- Assigning responsibility for emergency actions once deployed
- Travel requirements to enter and depart the HN

(U) With attention to detailed operational planning, selection of personnel to conduct the survey, and scheduling of key leader engagements, the PDSS effectively maximizes the limited amount of time leaders and key staff members have with HN personnel prior to executing the mission.

Operational Environment

(U) The PDSS will increase the brigade's understanding of the operational environment. Leaders and Soldiers can get a close-up, hands-on view of the workings of a region's governance (customs, police, ports of entry); infrastructure (transport by air, road, and rail); nutrition, hygiene, and medical care; electrical capacity; communications; and commercial transactions. These areas are every bit as important to the success of the RAF mission as anything else in the RAF planning and execution.

(U) Sketches and digital photographs, where allowed, create effective visualization of the planned mission and ensure that higher headquarters understands the overall mission requirements. The results of the reconnaissance will also reassure and familiarize leaders and Soldiers about the facilities where they will live, work, and train.

Logistics Site Survey

(U) Include in the PDSS a good logistics survey. The RAF unit, in conjunction with the ASCC and the HN, must survey the facilities for mess, billeting, laundry, and medical care. Feeding plans must be closely managed and facilities reconnoitered by preventive medicine and veterinary corps personnel. Analysis of nearby hospitals and a plan to handle catastrophic injuries can be established.

(U) Determine what supplies will be drawn from the ASCC and what amount of equipment and expendables is required to be packaged and shipped by the brigade from home station, and the procedures to clear it through customs (in and out bound.) Do not overlook the need to bring training aids and devices and other support items that are not provided by the HN forces.

Contracting and Contracts

(U) It is important that the ASCC has representation from the contracting agency at the PDSS. Coordinate with the ASCC contracting officer to ensure that all contracts are in place by the time the advanced echelon arrives at the training site. Contracts should be written with flexibility. The words “up to” should be included to keep from paying for services that are not needed. Contracts should be put in place before the contracting officer representative gets on the ground. Request a waiver for certain contracts (i.e., interpreters) to allow them to be contracted locally without international bidding.

Embassy Team in the PDSS

(U) The site surveys are usually conducted at the battalion level and typically involve the battalion commander and key coordinating staff members. During the initial part of the PDSS, the leadership should link up in the assigned AOR with the ASCC desk officer, U.S. Embassy personnel, and representatives from the Military Group.

(U) Include as part of the PDSS enough time to get acquainted with members of the country team. The country team, led by the U.S. ambassador, is the key interagency organization in the partner nation. Country teams are invaluable in shaping the brigade’s understanding of the operational environment and HN forces, and in advising and assisting with the host nation’s security force training.

(U) Some country teams may have a Planning Assistance Team (PAT) assigned directly to the Military Group commander. PATs serve a one-year tour in the HN, advising and assisting with the partner nation's security force training. The PAT is another key asset that the brigade should call upon for assistance in conducting RAF missions in a country.

(U) This establishes the framework to help battalion leaders link up with partner nation personnel and build personal relationships with them. The PDSS also affords planners an opportunity to confirm with the training audience the expected outcomes, share draft training plans, and coordinate logistical requirements, including training site location.

Threat Assessment

(FOUO) PDSS teams also must understand and prepare for the threat environment. Intelligence preparation of the operational environment is crucial for teams deploying on security force assistance (SFA) missions in developing nations because of a likely increase in the threat level, which the SFA mission is intended to address. What is the terrorist threat in the operating area? Are there active criminal elements? Leaders must understand the threats to Soldiers in the region in order to establish self-defense plans for safe operation during the deployment.

Communications

(FOUO) The standard communications package for RAF PDSS will vary depending on the region and the size of the PDSS team. Government Blackberry cellphones with international plans activated as well as locally procured cellphones have proved adequate for most communication requirements. Satellite phone provides communications coverage in areas outside of the operational cellphone networks. WiFi connections, either through local service providers or through the cellular phone system, are the common means of Internet access. These forms of communication are not secure, and precautions may be needed to safeguard information. During the PDSS units should assess whether secure communications are needed.

Things to consider during the PDSS

(U) Listed here are many of the items that should be addressed during the PDSS process. It is key for the RAF unit to include the Department of State and U.S. Embassy staff as part of the PDSS coordination. This is not an all-inclusive list, but major issues that can affect the mission are as follows.

- Travel considerations:
 - Travel plan for personnel and equipment accompanying in and out of the country/region and restrictions on travel imposed by the host nation
 - Linkup plans for U.S. personnel and for U.S.-HN personnel

- Local considerations:
 - Local laws and routine security applicable to U.S. personnel
 - Driving regulations and expectations
 - Off-limits or high-risk areas
 - Location of sources for obtaining local currency
 - Level of support provided by the HN (life support, communications, sustainment)
- Training site and facilities:
 - The use and integration of interpreters
 - Expected support from HN
 - * Availability of training aids and resources
 - * Availability of supplies and ammunition
 - * Manning and maintenance of equipment
 - Location, condition of training facilities (classrooms, ranges, etc.)
- Training plan:
 - Coordinate face to face with the leadership
 - Verify and codify training to be conducted and expected outcomes
 - Survey current level of:
 - * Proficiency in soldier skills
 - * Capability to receive instruction
 - Identify any unplanned training requirements or last-minute adjustments
- Communications support:
 - Communications facilities
 - Specialized equipment and training requirements
- Medical considerations:
 - Local hospitals and treatment facilities; level of care provided
 - Process for advanced lifesaving and medical evacuation

- Sustainment and life support:
 - Western-friendly hotels and restaurants
 - Food sources; preparation and cooking facilities
 - Water sources and availability
 - Hygiene
 - Contracts in place
 - Field ordering officer and contracting officer representative requirements

A PDSS Vignette

(U) The following is extracted from the AAR of an Army National Guard infantry battalion assigned an RAF mission in support of United States Army South. It illustrates the necessary detail required from the PDSS, particularly for missions over an extended period.

(U) The RAF mission plan was to conduct security assistance training for a host nation battalion. The mission was two months long and involved approximately 250 U.S. Army Soldiers. The battalion conducted a four-day predeployment site survey at D-120. The logistics PDSS team consisted of the RAF battalion S-4, the ammunition NCO from the support platoon, a food service officer, the battalion supply sergeant, and the physician's assistant (PA).

(U) The first day was spent coordinating with the ASCC on pay agent and field ordering officer (FOO); warehouse, ammunition point, and Troop Issue Subsistence Activity managers; and MP customs personnel to set the stage for requirements to enter a theater and establish accounts. The second day was a tour of the training facilities of the HN, to include barracks buildings, laundry facility, dining facility (DFAC), aid station, and training areas. While there, the logistics PDSS party identified hotels, restaurants, hardware stores, gas stations, and a lumber store. On the third day the party contacted two cellular telephone companies, visited several office supply outlets, and a market for personal comfort items, and toured the HN's medical clinic.

(U) The logistics PDSS party, a CW4 food service officer and the battalion S-4, assessed the DFAC facilities and equipment as suitable to prepare class A rations for RAF personnel with supplemental food warming trays and additional refrigeration for beverages, fresh fruits, and vegetables. Vector control for bugs and rodents was identified as well as leasing of hand washing stations for the DFAC.

(U) Latrines were inventoried (number and type of sinks, toilet stalls, urinals, and shower heads), and laundry facilities required additional water and electrical outlets. These were agreed by the HN to be installed, and the ASCC coordinated to bring washers and dryers from the warehouse to support the mission (returned upon completion of the RAF mission).

(U) Accompanying the S-3 portion of the PDSS to the training area, the battalion supply sergeant and ammunition NCO identified materials and tools required to build target frames, shoot houses, and an ammunition holding area, as well as the need to acquire at least five of the HN's unique rifles with blank firing adapters for PMI [primary marksmanship instruction] training before deployment. These rifles, Beretta AR 70s, were available from Fort Bragg's JFKSWC [John F. Kennedy Special Warfare Center and School].

(U) The aid station, with a doctor's office, dentist office, two examination rooms, and one holding room area, were surveyed by the RAF battalion's physician assistant. The aid station and helicopter grids were carefully recorded.

(U) On the final day, the battalion submitted its logistics requirements to the ASCC's G-4 upon completion of the PDSS. These included contract performance work statements for water, transportation, chemical latrines, waste removal, line haul support, and fruits and vegetables. The PA submitted a request for formulary and CLS [combat lifesaving] training aids; the supply sergeant submitted detailed requirements to construct a shoot house and standard name lines of personnel to serve as primary and alternate FOO/pay agent. Coordination with the ASCC for RSOI [reception, staging, onward movement, and integration] requirements at APOD [aerial port of debarkation] (cots, water, MREs; buses, trucks and MHE [materials handling equipment]; satellite telephones, TAC SATs, cellular telephones, and Internet capabilities) were also made.

Chapter 8

Sustaining Regionally Aligned Forces (RAF) During Deployment

RAF Activity Resourcing

(U) Funding for RAF operations is one of the most discussed and least understood aspects of the overall RAF construct. Implementation of the RAF concept came without a separate resourcing model and not in time for incremental costs associated with RAF to be included in the Program Objective Memorandum. Therefore, funding for RAF training and execution is split between the brigade/division and the theater commands (Army Service component command [ASCC] and combatant command [COCOM]). These responsibilities are outlined and defined in the Headquarters, Department of the Army (HQDA) RAF execute order and Fragmentary Order (FRAGORD) 1 and FRAGORD 2.

(U) The brigade/division (United States Forces Command [FORSCOM]) retains responsibility to coordinate funding for all activities needed to ensure the provision of trained and ready forces. This is no change to the task of each division to provide trained, equipped, and ready forces to the COCOMs. The ASCC coordinates funding for all incremental costs associated with each mission; namely, all costs assumed once the RAF unit departs home station for the COCOM area of responsibility (AOR).

(FOUO) The RAF unit supports the COCOM in three primary types of activities:

- International engagements via theater security cooperation (TSC) under authority of Title 22 of the U.S. Code (USC) and the Department of State (DOS), or under temporary authorities (commonly known as §§1203, 1204, 1206, and 1207) given yearly in the National Defense Authorization Act
- Military-to-military (M2M) engagements under authority of Title 10 USC
- Joint exercises under Department of Defense (DOD) authorities held and funded by the Joint Staff

(U) Generally speaking, the ASCC and the COCOM will manage funding sources when there is a mix of DOD (Title 10) funds for security cooperation and DOS (Title 22) funds for security assistance on behalf of the COCOM.

(U) Most strategic objectives and TSC requirements are identified by the COCOM (in coordination with DOS), and requests vetted and approved for funding by DOD, DOS, and Congress, as appropriate, in accordance with applicable laws. In most cases, the division and brigade providing RAF units will not directly see what funding authority is used aside from a funding code assigned by the ASCC to a Defense Travel System authorization. That said, it is good for the brigade staff to have some sense of what the limitations are for Title 10 and Title 22.

(U) Funding for M2M activities is already contained in the organic budgets for the ASCC and the COCOM. These activities are generally low-cost (approximately \$10,000 per engagement) and yield great benefit to theater operations by way of sustained engagements with key partner nations. Given the importance of these events and their visible return on investment, the COCOM provides funding for many of the scheduled M2M activities, and the ASCC funds most of the remaining mission-critical activities from its operating budget.

(U) Funding and authority to conduct joint exercises originate from the Joint Staff, and are conveyed to the ASCC via the HQDA G-3. Based on the funding provided and the changes that may be imposed during the year of execution, the size, nature, and duration of the RAF requirement may change in response.

(See Appendix L for more information on RAF funding authorities.)

Medical Treatment and Evacuation Plan

(U) During the predeployment site survey (PDSS), codify a plan for the treatment and, if necessary, evacuation of Soldiers with medical emergencies. Planning should involve the ASCC, the U.S. Embassy, the host nation, and the RAF unit. All parties must be in agreement. During the PDSS, discuss in detail the capabilities of local medical facilities (clinics and hospitals), movement of sick or injured U.S. personnel, transportation details, and how to pay (what level HQ) for each level of medical care.

(U) Determine where routine medical treatment is available, what level of care can be provided at each location, and whether it meets reasonable standards to support U.S. Soldiers. In some countries, Soldiers will have to be transported to an American facility (such as the U.S. Embassy or another facility elsewhere in the theater). Coordinate these details with the ASCC.

(U) A critical part of the plan, and one that must be determined prior to putting boots on the ground, is the exact procedure for evacuating Soldiers with medical emergencies. During the PDSS, determine who is responsible for initial treatment and transportation to the proper medical facility. Here is a case in point based on one battalion's experience, as described in its AAR: "Once we had to conduct an EVAC, it was apparent that we hand waved

the plan for routine and urgent care. A kidney stone evacuation was more painful than the passing of the stone. There must be a universal answer on how to pay for things, as we had one of our Soldiers in Sierra Leone pay for service different than Guinea.”

Class I

(U) This may seem trivial, but do not take it for granted. It may be difficult to find acceptable sources of food and water in some regions of the world. The ASCC desk officer and the country’s U.S. Embassy should have firsthand knowledge and provide information during the PDSS visits. Class I can be shipped in by the Army or secured per diem.

(U) The first thing is to identify an available source of food and water that meets Western quality standards. Check the food preparation site to see if it meets those standards, as well.

(U) For large numbers of personnel deployed over several weeks, there are common practices that units have used:

- The unit deploys with its own Class I (i.e., field rations such as UGR-E/MRE and bottled water) and prepares its own meals. This requires field ordering officer support from the ASCC.
- Contract with a local vendor (such as a restaurant or hotel) and have meals catered. Keep in mind the logistics of transporting meals to the unit location.

(U) For smaller groups, locating and billeting in a Western-friendly hotel with nearby restaurants serving Western cuisine is the usual solution. The temporary duty per diem of the individual Soldier is used to cover the cost. Here again, ask the Embassy staff for recommendations.

(U) Units may find that a mix of sources is needed, as torch party and advance teams subsist on the local economy per diem until the main body arrives and the unit closes on the training site(s), where it provides field feeding. As one unit noted:

“Having Class I (UGR-E/MRE) shipped in freed up at minimum two personnel that we used for other things due to the fact that if the training unit is on per diem, they would be required to procure and prepare food for the team every day. Having UGR-Es for breakfast and dinner while either contracting lunch or having an MRE was determined to be the best option.”

Communications

(FOUO) The standard communication package used by RAF units will vary depending on the region and the size of the unit. Government Blackberry cellphones with international plans activated and/or cellphones procured on the local economy prove adequate for most communications requirements. Internet access can be attained either through local sources (such as the hotel billeting the team) or via the cellphone network using a smart phone. A satellite phone can provide communications coverage in areas outside of the operational cellphone network. When planning for and using commercial means, keep in mind these are not secure communications. During planning the RAF teams must assess whether secure communications are needed. Always have a primary, alternate, contingency, and emergency (PACE) plan for communications, even with small teams. Consider how the higher headquarters will contact the team in the event of a crisis.

Personnel Recovery Kit Development

(U) Soldiers will frequently conduct RAF missions in permissive environments and operate without the body armor, load-carrying gear, and other kit they wore in Iraq or Afghanistan. Instead, they may find themselves wearing only their uniform or civilian attire and carrying a backpack. This affects how they carry their mission-critical gear. In certain situations, Soldiers will carry this gear in an inconspicuous manner, especially their personnel recovery (PR) equipment (which they should have on hand at all times while deployed).

(U) Soldiers can use the “10 essentials” of wilderness survival to identify gear for a PR kit. Many of these items can be carried in a Soldier’s third-line backpack, which offers more carrying capacity than pockets or pouches. Backpacks, shoulder bags, and the like offer the ability to carry larger or bulkier items, including radios, water bottles or canteens, food, jackets, or rain gear. However, critical PR items should be part of a Soldier’s first-line gear — easily carried in a pants pocket, small belt pouch, or elsewhere on the body even after dumping extraneous gear like a pack.

The 10 Essentials

- Navigation
- Illumination (lighting & signaling)
- Medication
- Hydration (water purification & storage)
- Repair (tools & repair items)
- Fire (ignition & sustainment)
- Shelter
- Sun protection
- Nutrition (food collection & storage)
- Insulation (inclement weather clothing)

(U) Many Soldiers and civilians already carry some PR items as first-line gear, such as folding knives, multi-tools, flashlights and micro lights (NSN 6230-01-495-4298), sunglasses, and 550 cord bracelets. These include:

- Wrist compass (NSN 6605-00 -809-5252)
- Signal mirror (NSN 6350-00-105-1252)
- Whistle (NSN 4220-99-120-9470)
- Cloth marker panel (NSN 8345-00-140-4232)
- Phoenix IR beacon (NSN 5855-01-438-4588)
- Chemical lights
- Iodine tablets (NSN 6850-00-985-7166)
- Length of 550 cord
- Small roll of 100 mph tape
- Disposable lighter
- Fuel tabs (NSN 9110-00-263-9865)
- Survival blanket (NSN 7210-00-935-6666)
- Ziploc bags

(U) Soldiers should also consider carrying first aid and trauma management supplies. First aid supplies should include different types/sizes of bandages, Moleskin, butterfly closures, gauze, and medical tape, as well as medication like antibiotic ointment, ibuprofen, acetaminophen, antihistamines, antacids, and anti-diarrheals (loperamide and/or bismuth subsalicylate). Soldiers can purchase a pre-made, commercial first-aid kit or assemble one with unit-provided supplies. Trauma management supplies can include a tourniquet, one or two packets of QuikClot combat gauze (NSN 6510-01-562-3325) or H&H Z-Pak gauze (NSN 6510-01-527- 8329), a 4-inch Israeli bandage (NSN 6510-01-460-0849), and Hy-Fin chest seals (NSN 6515-01- 532-8019), all of which can easily be carried in a pocket. Small, pre-packaged trauma kits that include a tourniquet, gauze, and nitrile gloves are also readily available.

(U) Soldiers should have a map, even if only a hand-drawn strip map, tourist guide (Fodor's or Michelin; the latter are topographic), or Google Maps printout, that shows important locations such as the U.S. Embassy or Consulate; U.S. military sites; and host-nation hospitals, military bases, or police stations. A Soldier might also carry a GSM cellphone, whether issued or self-purchased, as part of an emergency communications plan. Finally, a Soldier can include PR references, such as GTA 80-01-002, *Capture Avoidance/Personnel Recovery Plan*; GTA 80-01-003, *Survival, Evasion, and Recovery TTP*; and pointee-talkies appropriate to his location.

(U) Soldiers must be deliberate when building their PR kits. First, they must select items appropriate to their operational environment, as desert, jungle, arctic, urban, and other environments have different requirements. Second, Soldiers must consider limitations to what they can carry. For instance, travel restrictions might prevent them from carrying knives or lighters, so they may have to obtain these once in country. Finally, Soldiers must build their kits so they will be carried at all times. A bulky or uncomfortable kit may have all the necessary components, but it is useless if not carried.

(U) During pre-mission briefings, leaders should reinforce isolated Soldier guidance and verify that Soldiers have their PR kits. This ensures that Soldiers have the proper instructions and tools should they become isolated.

Mitigating Threats Against Non-Tactical Vehicles

(U) RAF units will often use non-tactical vehicles (NTVs) in high-threat or unpredictable environments. The tactics, techniques, and procedures (TTP) for driving outside the wire in an up-armored HMMWV can be adapted for safe travel in a Toyota Hilux from a rental agency.

(U) This section examines mitigation measures that can counter threats to NTV movement. The best defense against these threats is a combination of the following measures:

- Intelligence preparation of the operating environment
- Movement planning
- Contingency planning
- Execution of proven TTPs

(U) Operating in a foreign country as part of a RAF or TSC team often requires traveling from the team's base location to the host nation's base to conduct training. This often means moving in rented NTVs that are vulnerable to road accidents, criminal attack, or enemy action. Military personnel on every movement must ask and answer the following:

- What do you do (individual, leader, special duty driver, medic, communications, security)?
- How do you respond to the threat (escalation of force [EOF] and rules of engagement [ROE])?
- Whom do you call, and how?
- How do you treat the casualties? Where is the nearest medical facility?
- Can you get a vehicle running again for ground evacuation? How long will it take?

(U) These questions are anticipated and answered as standing orders and unit standing operating procedures in combat theaters. Teams operating in an austere non-combat environment — with no arms or armor, no established aerial medical evacuation (MEDEVAC), and no quick reaction force (QRF) on standby, as was the case in OEF/OIF — must mitigate threats when the teams are most vulnerable, during movement.

(U) NTV movement in a non-combat operational environment, regardless of how routine, should be treated as a tactical mission. Without proper planning and execution, these movements can be more easily targeted by active threats. Mitigation measures should be taken before, during, and after movement.

(U) Intelligence preparation of the operating environment must be conducted prior to every movement, no matter how routine the mission may seem. This includes recurring administrative trips to other RAF operational locations. In immature threat environments, the movement commander should use open-source research tools and mapping software to visualize and understand threat patterns along the planned routes. Pattern analysis of terrorist, insurgent, or criminal event times and locations should be used to plan routes and vary departure times to minimize risk. Regional security officers at the U.S. Embassy or host nation military or police can augment any information obtained on open source. The movement commander should consider developing a significant activity (SIGACT) template on crime within the area of operations.

(FOUO) Based on threat analysis, a movement commander may consider early morning movement and routes that avoid major and alternate supply routes and entry control points. Frequency of SIGACTs along a planned route may require departing a day early, returning during nighttime hours, or changing routes. The movement commander briefs the team about all potential danger areas prior to departure. Movement commanders must ensure that everyone in the element understands ROE and EOF procedures.

(U) During preparation, everyone in the movement should be briefed on medical aid locations along the route, including times and distances to each facility. Ground casualty evacuation (CASEVAC) is often quicker and less risky than calling for dedicated air or ground ambulance (MEDEVAC). In most locations, aerial MEDEVAC or U.S. military medical facilities might not be available. Determine whether civilian medical facilities are available and whether they meet appropriate medical standards. If not, movement elements must be prepared to exercise CASEVAC to their departure or destination points.

(FOUO) Based on SIGACTs, open-source research, and any other available information sources, movement commanders should identify possible threats from certain vehicles, demographic groups, and other sources. This

information may not be fully matured, but teams should use all available resources to best develop their situational awareness of the threat.

(U) Planning movement routes should avoid routes used by other military or local security forces. Threats will choose these common routes and areas to increase target availability. Teams should not create movement patterns by using the same routes or traveling at the same time. Avoid congested areas. Movement commanders should identify clear checkpoints along the route to orient everyone to the route and to create linkup points if the element gets separated by traffic. Terrain reference points can be used if a grid cannot be referenced.

(U) Every vehicle in the movement must have an aid bag with enough medical supplies to treat all members in the vehicle for multiple serious injuries. Having one aid bag for every two vehicles is not enough. The aid bag should be inspected prior to each mission to ensure it is fully stocked. If a military-style, fully-stocked aid bag cannot be brought into the host nation, obtain proper medical supplies through the embassy or purchase them locally.

(U) Each vehicle should have a repair and recovery kit, as well, brought into theater or purchased locally if needed. Items such as a tow rope, zip ties, basic tools, electrical tape, and gloves can be bought at any hardware store in most countries.

(FOUO) Unit and movement commanders should try to match their NTVs to local civilian vehicles. For instance, they might consider keeping NTVs dirty if civilian vehicles are most dirty. When renting NTVs, select vehicles that blend in with local civilian vehicles. When available, different types of vehicles should be used to minimize exposure. Look at it from the criminal or enemy perspective: if civilians commonly drive Toyota sedans and pickups, a column of clean, shiny, identical Land Rovers stands out as a target.

(FOUO) Conceal internal and external indicators (e.g., tow ropes, antennas, or uniforms) that may identify the movement as a military element.

(FOUO) The movement commander's briefing must address any pertinent, mission-specific topics. Contingencies should be thorough and should cover:

- Primary and alternate routes
- Communications plan
- MEDEVAC/CASEVAC plan
- QRF or other response plan
- Actions on contact, mechanical failure/disabled vehicle, halt, and separation

(FOUO) Plan, brief, and rehearse how to react to an attack during movement. An attack can be expected to have multiple casualties; uninjured personnel must be ready to clear the kill zone, establish a security perimeter, and triage and treat casualties. If MEDEVAC is available, personnel must identify and establish a helicopter landing zone or immediately exercise CASEVAC to the nearest military or civilian medical facility.

(FOUO) Adjust driving behavior and vehicle spacing to the situation. Drive aggressively only when necessary; two NTVs barreling through traffic creates a signature. Depending on the threat and traffic, adjust spacing between vehicles. Heavy traffic can make spacing difficult and can quickly separate a movement element. If traffic is light and allows it, extra space between NTVs can prevent a single threat from attacking multiple vehicles.

(FOUO) Movement personnel must be constantly alert for threats and prepared to react when moving or stopped. All individuals should watch for unusual activity, aggressive drivers, vehicles on the “be on the lookout” (BOLO) list, spotters, and other potential threats. When waiting in line at an entry control point, consider dismounting personnel for security if the situation permits. Having dismounted personnel in overwatch can increase situational awareness and enhance the ability to react to a threat.

(FOUO) At entry control points where vehicles must wait to enter, NTVs should have as much space between them as possible to mitigate blast effects and to allow quick escape. Rear passengers must be alert to unusual activity and potential spotters.

(FOUO) NTVs should have communications both internally within their element and externally with the mission base. Vehicles must be able to communicate with each other without clogging the main movement net. The inter-vehicle communications channel can also function as contingency communication if movement elements have to dismount and communicate for security and threat identification.

(FOUO) Communications require planning and preparation for teams, as NTVs are not likely to have installed communications systems. Movement commanders should consider cellular phones and handheld radios in addition to MBITRs and SINCGARS for their communications plan.

(U) Every NTV in a convoy should have a map and GPS for each vehicle commander to track the route. Additional GPS units should be running in case of dismounted contingencies that require grid locations, such as QRF, MEDEVAC, or mechanical breakdown.

(FOUO) Always conduct a post-movement debriefing and an after-action review. Report to the proper command element or intelligence section on anything unusual seen during the movement, changes in route status, blocked roads, or other factors that may affect the safety and force protection of future movements.

(U) Whether operating NTVs in a combat environment or on RAF missions globally, the principles of proper planning, preparation, and successful tactical execution remain the same. Lessons from over a decade of war can enable safe and successful execution in any environment.

Communications

(U) A brigade combat team has limited satellite communications that are portable enough for small teams to employ. Most company-size formations right now do not have an embedded capability to execute satellite communications. Most RAF teams are dependent on civilian cellphones purchased locally in country, government Blackberry cellphones (with international plans), commercial satellite phones, and hotel Internet access for communications and reachback to the embassy team and the brigade at home station. In some instances, the RAF team may be unable to communicate with higher echelons once employed.

(U) Some ASCC-supplied communications equipment and systems may be available, but currently these are limited depending on the theater and region. Whatever means is used by the RAF team, planning must consider the fact that communications between the team and any other agency is over non-secure systems, so additional operational security steps are needed.

Appendix A

Regionally Aligned Forces Policy

Rules for Service-Retained, Combatant Command-Aligned Forces

(U) This appendix provides United States Army Forces Command (FORSCOM) guidelines for employment of Service-retained, combatant command-aligned (SRCA) forces.

(U) SRCA forces are those in the Army Force Generation available period that are not assigned or allocated to combatant commanders (CCDRs). As directed by the Army Service Force Provider, these forces establish a planning association with a specific combatant command (CCMD) via a mission alignment order during the unit's available period.

(U) Army SRCA units are decisive action capable and are considered the primary option to source to the CCMD to which they are aligned. Army SRCA capabilities also may include forward-stationed Army organizations operating inside a CCMD area of responsibility (AOR) or supporting from outside the AOR.

(U) Despite their regional mission and training focus, SRCA forces can be allocated by the Secretary of Defense (SecDef) in accordance with the Global Force Management (GFM) business rules to meet a higher priority requirement.

Basic Guidelines

(U) SRCA forces may deploy or conduct movement to support CCMDs only once authorized via a FORSCOM deployment order (DEPOD) or tasking order (TASKORD).

(U) Support to operations: Deployment of SRCA forces for operations is subject to a validated request for forces and subsequent SecDef approval via the GFM process.

(U) Support to security cooperation:

- Deployment of SRCA forces for both Title 10 and National Defense Authorization Act security cooperation activities is subject to a validated request for forces and subsequent SecDef approval via the GFM process. This includes Title 22 peacekeeping operations.
- Deployment of SRCA forces for temporary duty (TDY) security assistance teams (Title 22) is subject to CCMD validation and Service approval when CCMDs require capabilities beyond assigned or allocated forces.

- Title 22 governs the Department of State's authority to build partner nations' capacity through security assistance programs, including foreign military sales and foreign military financing programs. Title 22 also allows the Department of Defense (DOD) to provide defense articles and services to partner nations in support of U.S. policies and objectives.
- Training and equipping of foreign security forces requires specific statutory authority, which may be found in Titles 10 and 22 of the U.S. Code and annual DOD and foreign operations appropriation acts.

(U) Support to Joint exercises: Deployment of SRCA forces for Joint exercises is requested through the Joint Training Management Information System and managed by FORSCOM.

(U) Support to service augmentation: Deployment of SRCA forces for service augmentation to support Title 10 functional requirements is requested through Headquarters, Department of the Army and approved by the Secretary of the Army.

(U) Coordination: All Army operations and activities using SRCA forces are coordinated by, with, or through respective Army Service component commands (ASCCs) per the Army Campaign Support Plan.

(U) Direct liaison authority (DIRLAUTH): CCMDs, primarily using ASCCs, establish DIRLAUTH for planning with designated SRCA forces while in the train/ready period via the senior operational commander in the unit's chain of command (corps, division, or major subordinate command commander) (FY14-15 Mission Alignment Order).

(U) Funding: The supported organization pays the TDY cost.

(U) Theater and country clearance:

- Allocated Army capabilities generally do not require theater and country clearances.
- Army capabilities on TDY via Service orders must request theater and country clearance via the Aircraft and Personnel Automated Clearance System (APACS).

(U) Bottom line: Contact your staff judge advocate if you have questions concerning your legal authority to conduct missions with SRCA forces.

Operations

(U) An operation is a series of tactical actions with a common purpose or unifying theme (Joint Publication [JP] 1-02, *Department of Defense Dictionary of Military and Associated Terms*). For Army forces, an

operation is a military action, consisting of two or more related tactical actions, designed to achieve a strategic objective, in whole or in part (Army Doctrine Reference Publication [ADRP] 3-0, *Unified Land Operations*). The Unified Command Plan assigns CCMDs the responsibility for planning and executing military operations as directed.

- CCMDs request forces in accordance with Global Force Management Implementation Guidance (GFMIG) using the Joint Capabilities Requirements Manager. Requests in this system have SecDef visibility, are validated by the Joint Staff, and are sent to FORSCOM via the Army Force Generation Synchronization Tool for capability nomination (sourcing). If approved in the Global Force Management Allocation Plan, FORSCOM issues a DEPORD to the supporting command to deploy.
- The supported command normally exercises operational control upon deployment of the unit (GFMIG).

Security Cooperation

(U) Security cooperation is “activities undertaken by the Department of Defense to encourage and enable international partners to work with the United States to achieve strategic objectives. It includes all DOD interactions with foreign defense and security establishments ... that: build defense and security relationships that promote specific U.S. security interests; ... develop allied and friendly military capabilities for self-defense and multinational operations; and provide U.S. forces with peacetime and contingency access to host nations.” (Department of Defense Directive [DODD] 5132.03, *DOD Policy and Responsibilities Relating to Security Cooperation*, 24 OCT 2008)

- The Unified Command Plan assigns CCMDs responsibility for planning, conducting, and assessing security cooperation activities. FORSCOM provides support in accordance with a DEPORD or TASKORD.
- CCMDs and the head of any DOD component may conduct military contacts and comparable activities in a foreign country once approved by the Department of State under Title 10.
- In accordance with Army Regulation (AR) 350-1, *Army Training and Leader Development*, the commanding general of FORSCOM synchronizes support to ASCC-CCMD military exercise programs that provide combined training with other nations to foster closer relationships and improve interoperability.
- CCMDs request forces for Title 10 and National Defense Authorization Act security cooperation activities in accordance with

the Global Force Management Implementation Guidance using the Joint Capabilities Requirements Manager. If approved in the Global Force Management Allocation Plan, requests for forces result in a FORSCOM DEPORD to the supporting command. The supported ASCC usually exercises operational control upon arrival in the CCMD area of responsibility.

- ASCCs submit requests for support for TDY security assistance teams using the Army Force Generation Synchronization Tool. Requests for support result in a FORSCOM TASKORD to the supporting command. The supported command usually exercises tactical control (AR 12-7, *Security Assistance Teams*, 23 JUN 2009).
- Under Title 22, FORSCOM may be tasked by Headquarters, Department of the Army to provide mobile training teams, requirements survey teams, technical assistance teams, and/or pre-deployment site survey (AR 12-7).
- Except in major emergencies, FORSCOM capabilities allocated or tasked for security cooperation can be employed for operations only upon authorization by the President of the United States or SecDef (GFMIG, Chairman of the Joint Chiefs of Staff Manual [CJCSM] 3130.01A).

Joint Exercises

(U) A Joint exercise is a multi-service military maneuver, simulated wartime operation, or other event designated by the Chairman of the Joint Chiefs of Staff or combatant commander involving Joint planning, preparation, execution, and evaluation (Chairman of the Joint Chiefs of Staff Instruction 3500.01H).

- The Chairman of the Joint Chiefs of Staff is responsible for formulating policies for Joint training. CCMDs are authorized funding to execute Joint exercises to include activities of participating foreign countries (10 U.S.C. §§153, 166a).
- The commanding general of FORSCOM plans, funds, and conducts predeployment exercises to train commanders, staffs, and units in a wartime operating environment; and synchronizes support to ASCC-CCMD military exercise programs that provide combined training with other nations to foster closer relationships and improve interoperability (AR 350-1).
- CCMDs request forces to support Joint training plans using the Joint Training Management Information System. FORSCOM G-3 Training, in coordination with the ASCCs, Army National Guard, and Army Reserve, uses the Army Training Information Management

System (ARTIMS) to source these requests with the Army Total Force capabilities. FORSCOM issues a TASKORD to supporting command(s).

- The supported command normally exercises tactical control upon deployment of the unit (GFMIG).
- Force requests for Joint exercises do not constitute a request for forces and do not result in a FORSCOM DEPORD (GMGIG).

Service Augmentation

(U) Service augmentation (SA) uses an individual(s) to fill a position other than the Joint manning document requirements:

- An emergent individual manpower requirement not on a Service's approved permanent structure; and,
- A vacant permanent structure space directed for fill only during periods of heightened mission posture (GFMIG and CJCSM 3130.06).

(U) In addition, SA:

- Is intended to support Service Title 10 statutory requirements and will not be used to support CCMD operational mission requirements.
- May be used to support an Army formation deployed under a SecDef-approved order (CJCSM 3130.01A). See Joint Publication (JP) 3-0, *Joint Operations*, for the range of military operations.
- Is not authority to transfer a force/individuals, and does not establish a command relationship/authority (CJCSM 3130.01A).

(U) SA requests for temporary support or training for U.S. forces already in theater are requested via a request for support. Short duration is temporary duty orders not intended for enduring support to CCDRs' operations (CJCSM 3130.01A).

(U) ASCCs request SA through the Department of the Army Military Operations–Operations, Readiness, and Mobilization Directorate (DAMO-OD) through the Army Force Generation Synchronization Tool. DAMO-OD will issue a TASKORD to FORSCOM, which will coordinate with and issue a TASKORD to the SRCA unit. If prior coordination has determined that the designated SRCA force does not have the expertise to support, FORSCOM will nominate a more appropriate capability (HQDA RAF EXORD FRAGO, 19 SEP 2013).

- TDY is no more than 90 days; longer duration, up to 180 days, requires approval from FORSCOM (AR 600-8-105, *Military Orders*).
- The CCMD normally exercises TACON for force protection (GFMIG).

Appendix B

Embassy 101

Introduction to the Department of State and Overseas Missions

(U) The mission of the Department of State, as stated on its Web page, is “to shape and sustain a peaceful, prosperous, just, and democratic world and foster conditions for stability and progress for the benefit of the American people and people everywhere.”

(U) The Department of State’s mission is supported by a strategic plan that currently focuses on these joint strategic goals:

- Achieving peace and security
- Governing justly and democratically
- Investing in people
- Promoting economic growth and prosperity
- Providing humanitarian assistance
- Promoting international understanding
- Strengthening consular and management capabilities

Organization of the Embassy Structure

Executive Office

- At missions abroad, the ambassador serves as the personal representative of the President and is charged with the operations and security of the mission and all its employees.
- The ambassador chairs the embassy’s country team. It generally meets once a week to discuss and coordinate all activities within the mission.
- A deputy chief of mission (DCM) serves as the chief operating officer for the ambassador, coordinating the daily operations of the embassy.
 - The DCM is the ambassador’s XO.
- The President’s instructions to ambassadors include:
 - “You have full responsibility for the direction, coordination, and supervision of all Department of Defense personnel on official duty in (country), regardless of their employment categories or location, except those under command of a U.S. area military

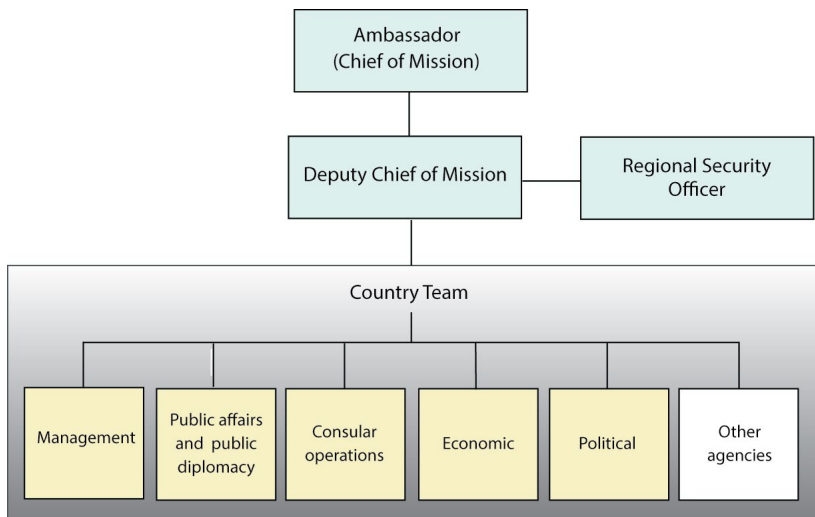


Figure B-1. A U.S. Embassy organizational chart.

commander or on the staff of an international organization. With these exceptions, you are in charge of all Executive Branch activities and operations in your mission.”

- “All Executive Branch agencies under your authority, and every element of your mission, must keep you fully informed at all times of their current and planned activities.”

(U) Department of State Principal Staff

- **RSO:** Security matters are the responsibility of the regional security officer (RSO), who serves as the security adviser to the ambassador.
- **CON:** The consular operations section issues immigrant and non-immigrant visas and provides American citizen services such as citizenship determination; replacing lost or stolen passports; and assistance with federal benefits, arrests, deaths, and notary services.
- **ECON:** The economic section deals with trade, import/export issues, environment, science and technological issues, agriculture, energy, and communications.
- **MGT:** The management section includes the human resources, financial management, information management, health services, community liaison, facility management, and general services operations sub-units, in addition to addressing issues of reciprocity with the host government, interagency administrative support, and community-wide benefits such as post allowances.

- **POL:** The political section deals with domestic politics, human rights, external relations, international organizations, political and military issues, labor, and narcotics.
- **PAO:** The public affairs section coordinates media, cultural, and education programs; its leader acts as the primary spokesperson for the mission.
- **CLO:** The community liaison office provides a range of services to U.S. Government employees and family members assigned to American embassies and consulates designed to ease living and working abroad.
- **GSO:** The general service office manages contracting, procurement and supply, official travel and transportation, supervision of locally staff, and customs/clearances.

(U) Department of Defense Personnel

- **SDO/DATT:** The senior defense official/defense attaché is:
 - The ambassador's principal military adviser
 - The principal official from the Department of Defense (DOD) on the country team and focal point for all defense matters (from Office of the Secretary of Defense, Joint Chiefs of Staff, and combatant commands)
 - Principal in-country representative of DOD to the host nation
 - Supervisor of the attaché office and the Office of Security Cooperation, and the single point of contact for all other defense matters under chief of mission authority (except Marine Security Guard Detachment)
- **OSC:** The Office of Security Cooperation will be responsible for managing the host nation military's requests, sales, and deliveries of U.S. defense equipment, training, and services. U.S. businesses interested in entering the host nation military market are urged to contact the OSC.
- **OPSCO:** The operations coordinator manages the day-to-day functions of the Defense Attaché Office, to include the administrative and logistical functions.

Protocol

(U) Certain rules apply to your interactions with the ambassador. When in doubt about how to act, defer to the highest level of formality:

- The ambassador is always addressed as “Ambassador Smith” or as “Mister Ambassador” or “Madam Ambassador.” (“Madam Ambassador” refers to a female ambassador and not the wife of a male ambassador.)
- Some female ambassadors prefer simply to be addressed as “Ambassador Smith.”
- Ambassadors should not be addressed by first name. If asked by the ambassador to do so, return to the higher level of formality as the situation warrants.
- Always stand when an ambassador enters or leaves a room.
- Always hold the door for an ambassador to enter or leave before you.
- When making an introduction, always address the higher ranking person first and introduce the lower ranking person to him or her: “Madam Ambassador, permit me to introduce Mr. Jones”; “Minister Gomez, allow me to introduce our new second secretary.”

(U) Who does what for a military-to-military event?

- Soldier/unit:
 - Passports, visas
 - Predeployment training and shots
 - Aircraft and Personnel Automated Clearance System/
Electronic Country Clearance per Foreign Clearance Guide
 - Force protection memo (United States Africa Command, Theater Information Management System; Pacific Command, Travel Tracker/Individual AT Plan; European and Southern commands, Synchronization Predeployment and Operational Tracker)
 - Defense Travel System (DTS) orders submission
 - Request for travel orders funding
 - Content preparation for event
 - Trip report/after-action review

- Army Service component command (unit's primary point of contact):
 - Concept sheet
 - Liaison with country team and sourced unit
 - Briefing on event and environment (email/phone)
 - Assistance with predeployment training
 - Vetting planned content
- Country team:
 - Coordination with partner nation
 - Refinement of guidance on concept sheet
 - Coordination with executing unit
 - Coordination for logistical support on the ground
- Combatant command:
 - Apply funding to DTS orders

(U) Legal Issues Facing U.S. Soldiers in Foreign Countries

- Uniform Code of Military Justice applies to uniformed military personnel everywhere (universal jurisdiction).
- In most cases there is no Status of Forces Agreement (SOFA) with the nation where RAF Soldiers will deploy.
- Lack of a SOFA means military and civilian personnel are subject to local laws. Soldiers may encounter variations in these laws.
- Check with the U.S. Embassy team for particular traffic or criminal laws.
- Remember that you are not in the United States. Some American customs and practices may be illegal in that country.

Appendix C

Regionally Aligned Forces Mission in Guinea

(U) This appendix is an example of a regionally aligned forces (RAF) mission for security force assistance conducted in Africa. It is intended to impart an appreciation for a typical activity of the RAF in support of the combatant command.

(U) At the beginning of January, 29 officers, noncommissioned officers, and Soldiers arrived at Camp Samoreya, Guinea, to conduct training for the United Nations Multidimensional Integrated Stabilization Mission in Mali with a composite battalion from the Guinean Army. The RAF training team advised the Guinean battalion as it prepared for its peacekeeping mission in support of ongoing operations in Mali.

Week 1: Meet-and-Greet; Rehearsals; Esprit de Corps

(U) During week one, the RAF training team arrived in the Guinean capital, Conakry. The team conducted reception, staging, onward movement, and integration, and held initial meet-and-greet sessions with its interpreters and the troops to be trained. The week included reviewing training plans and conducting rehearsals. RAF Soldiers joined their Guinean counterparts for a seven-mile battalion run to build team cohesion and esprit de corps.

(U) For almost two months, the RAF training team conducted training in combat lifesaving (CLS), squad movement techniques, preventive maintenance, and operations orders.

Week 2: Familiarization Fire/Range Operations

(U) Operations conducted:

- The Guinean mechanized company, with 195 Soldiers, and the Guinean support company, with 36 Soldiers, completed firing.
- RAF medics validated the Guinean medics as CLS instructors.
- RAF mechanics conducted classes on transmissions and convoy radio operations.
- The RAF training team began motorized training, running platoons through convoy scenarios on the soccer field. A Guinean company commander used troop-leading procedures (TLPs). The highlight was the rehearsal before the platoon loaded up the trucks; as a result, squad leaders understood their roles and responsibilities during the lane.
- Battalion headquarters training was altered because two of the mentors were sick. The primaries worked with their individual shops with the S-4 and S-2, with humanitarian aid as the focus.

- The Guinean companies continued primary marksmanship instruction and retraining on weapons.
- The Guinean battalion altered its training schedule to devote several hours to preventive maintenance inspection, as many of the Soldiers had never fired a weapon before. Noncommissioned officers were patient and did a great job as washer drills were conducted with rocks.
- The first week's assessments that the teams provided were reviewed. The RAF training team assessed the platoon and company leadership weekly and assessed the company and battalion at the beginning, middle, and end of training, using a spreadsheet answering questions based on DOTMLPF [doctrine, organization, training, materiel, leadership and education, personnel, and facilities].

Week 3: Machine Gun Range Operations

(U) Operations conducted:

- The Guinean battalion concluded the machine gun and rocket-propelled grenade (RPG) range, with all seven companies participating. A total of 72 RPGs, 144 12.7 rounds, and 1,440 linked 7.62 was expended safely.
- All 850-plus Guinean Soldiers conducted the patrol to the range and observed the training.
- The Guinean medics conducted a CLS course as the primary instructors. The American medics assisted as mentors and in techniques to move casualties under fire in the trauma lanes.
- One of the Guinean company commanders issued a five paragraph operation order (OPORD) on the limited visibility checkpoint training. He developed a grasp of the planning process and determined that TLPs are an effective tool.
- Guinean battalion headquarters training continued to focus on the planning process. A situational training exercise (STX) was conducted, and assessments of the local water treatment plant and clinic were made.

Week 4: Collective Training

(U) Operations conducted:

- The Guinean President, Guinean Secretary of Defense, the U.S. and French Ambassadors, MG Patrick Donahue, several Guinean generals, and several community and national leaders visited training, conducted a ceremony, and observed a demonstration of checkpoint operations.

- Guinean companies conducted a 10-kilometer patrol and occupied the range to zero with 12 rounds per Soldier.
- The companies incorporated humanitarian law, United Nations rules of engagement (ROE), and law of war (LOW) into their classroom instruction and during all training.
- The companies conducted classes and practical exercises in crowd and riot control.
- Companies conducted map reading classes with maps provided by United States Army Africa. Guinean officers attended a key leader engagement (KLE) and officer professional development in negotiations.
- The second iteration of the seven-day CLS course continued.

Week 5: Collective Training

(U) Operations conducted:

- Guinean companies conducted checkpoint operations and cordon and searches in daylight and in limited visibility.
- Guinean medics led a CLS course that graduated 21 Soldiers.
- The second iteration of the CLS course began.
- The companies incorporated humanitarian law, ROE, and LOW into their classroom instruction and during all training.
- Guinean Soldiers continued to work on 60mm and 82mm mortar occupation drills. The Guinean platoon also taught fire support integration and call for fire with the maneuver platoons.
- RAF training team civil affairs assets conducted an STX with the Guinean S-9 and conducted an assessment of the local water treatment plant using the method that the Guinean battalion will use in U.N. peacekeeping missions.
- Guinean battalion staff training paid off with a first-rate OPORD briefing to 40 staff and company commanders in preparation for patrolling.

Week 6: Long Range Recon/Zero and Qualification Range

(U) Operations conducted:

- Each Guinean company conducted a 15-kilometer dismounted patrol and established an objective rally point. The company had to conduct seven tasks that included a KLE with the mayor, establishing

an observation post, identifying infrastructure, and conducting assessments. This was followed by a 15-kilometer mounted patrol.

- Each Guinean company conducted a 12-round zero and a 36-round qualification.
- The Guinean battalion conducted rehearsals for a live-fire exercise (LFX).
- The battalion staff conducted the military decisionmaking process (MDMP) and issued an OPORD and gave an orders briefing.
- The RAF mentor team and leaders from a Guinean battalion hiked up the Gangan Mountain. The trip took five hours and included a 2,300-foot elevation climb.

Week 7: Platoon STX and LFX

(U) Operations conducted:

- Each Guinean company conducted a 36-hour platoon STX and LFX as the culminating event for the six-week training program.
- Each company conducted a platoon LFX that stressed maneuver with supporting fire and command and control of the platoon in an attack scenario.
- The platoon STX incorporated all individual and most of the collective tasks trained during the eight-week program. Each four-hour lane had prepared role players and ethical variables combined with the tactical scenario.
- The battalion staff conducted the MDMP, resulting in an OPORD, and conducted battle tracking during execution.

Appendix D

National Guard State Partnership Program

“When we fly together, we fly as one team. If a [Colorado Air Guard] pilot is the flight lead, the Jordanian pilot will follow his command, and likewise, if a Jordanian pilot is in command of the flight, the American will follow his direction.”

— A Royal Jordanian Air Force project officer

(U) This is an overview of the National Guard State Partnership Program (SPP). SPP is one of the most innovative, low-cost, small-footprint, security cooperation tools available to the Department of Defense (DOD). SPP is administered by the National Guard Bureau, guided by State Department foreign policy goals, and executed by the state adjutants general in support of the security cooperation objectives of the combatant commander and U.S. chief of mission and the policy goals of the Department of Defense.

(U) The National Guard remains committed to maintaining the enduring relationships that SPP fosters to help ensure U.S. strategic access, sustained U.S. presence, and enhanced National Guard and partner country defense and security force capabilities.

(U) In addition to military-to-military engagements, SPP leverages whole-of-society relationships and capabilities to facilitate broader interagency and whole-of-government engagements in accordance with Department of Defense authorities. The unique, dual nature of the National Guard’s Citizen Soldiers and Airmen places SPP at the crossroads of diplomacy and defense; embodies the widely accepted “smart power” approach to U.S. foreign policy; and spans the military, political, and economic realms of society. Activities are coordinated through the combatant commanders, chiefs of mission, and other agencies as appropriate to ensure that National Guard cooperation is tailored to meet both U.S. and partner country objectives.

(U) SPP is designed to provide a consistent, enduring, and genuine presence, built over time through professional, personal, and institutional relationships that span continents and decades. Some partnerships have grown so close that the partner country prefers to deploy on operational missions with its National Guard state partner and utilize capabilities developed through their partnership. SPP is a proven model for building long-term relationships that promote regional security while addressing U.S. national security needs.

(U) The SPP has functioned for several decades. The current program is authorized under the National Defense Authorization Act (NDAA) FY 2014, Section 1205, Authorization of National Guard State Partnership Program.

(U) Under Section 1205, “The Secretary of Defense, with the concurrence of the Secretary of State, is authorized to establish a program of exchanges of members of the National Guard of a state or territory and the military forces, or security forces or other government organizations whose primary functions include disaster response or emergency response, of a foreign country.”

What is the State Partnership Program (SPP)?

(U) SPP links a state’s National Guard with the armed forces of a partner nation in a cooperative, mutually beneficial relationship. The program:

- Serves DOD as an innovative, low-cost, small-footprint, security cooperation program
- Supports combatant command and embassy security cooperation objectives
- Builds capacity and capability within partner security forces
- Cultivates personal, professional, and institutional relationships
- Trains National Guardsmen for Title 32 and Title 10 missions

SPP Background

(U) SPP began in 1993 with establishment of security partnerships between the National Guard of Maryland, Michigan, and Pennsylvania with the Baltic nations of Estonia, Latvia, and Lithuania in coordination with United States European Command. SPP has grown significantly since then, and includes some 70 partnerships today.

(U) SPP is in its third decade of forging unique partnerships built for long-term success. The program continues to evolve to meet combatant command objectives and national security goals while maintaining relationships with some of our staunchest allies and partners, in every corner of the world. Many of those nations have proven ready and willing to share the burden of maintaining international security and stability.

(U) SPP Typical Activities

- Leadership, officer, and NCO development
- Defense reform and military modernization
- Military medical and engineer activities
- Aviation logistics, maintenance, and safety
- Border, port, and aviation security

- Disaster preparedness and crisis management
- Critical infrastructure and resources protection
- Deployment planning and family support programs

SPP Broader Engagement

(U) Mutual exchanges in education, medicine, law, business, and the non-governmental organization sector often emerge between U.S. states and their SPP partners through enduring professional, personal, and institutional relationships. These whole-of-society exchanges can substantially enrich the overall state-partner country relationship through enhanced understanding of each side's history, culture, social organization, and language. In some cases, the SPP relationship is a factor leading to sister state or sister city agreements.

SPP's Unique Characteristics

(U) The program:

- Builds enduring personal and institutional relationships through consistent and persistent engagement
- Offers an expandable engagement approach
- Facilitates exchanges and familiarization visits, including senior leader visits
- Includes co-deployments and cooperative training and exercises
- Matches military organizations of comparable size, focus, and mission
- Provides a full spectrum of traditional military capabilities plus others not found in the Active Component
- Offers disaster response and consequence management
- Performs counter-narcotics trafficking and provides border, port, and aviation security
- Fosters broader cultural, economic, and academic ties at the local and state levels

SPP Return on Investment

(U) From 2003 to 2013, 16 SPP partner countries co-deployed forces to Iraq and Afghanistan in 87 rotations. In FY 2013, SPP completed 739 security cooperation events across 65 partnerships, contributing to the end state goals of all six geographic combatant commands.

State Partnership Program Alignments

AFRICA COMMAND		PACIFIC COMMAND	
California	Nigeria	Alaska	Mongolia
Michigan	Liberia	Hawaii	Guam
New York	South Africa		Indonesia
North Carolina	Botswana		Philippines
North Dakota	Benin, Ghana Togo	Idaho	Cambodia
Utah	Morocco	Nevada	Tonga
Vermont	Senegal	Oregon	Bangladesh Vietnam
Wyoming	Tunisia	Washington	Thailand
CENTRAL COMMAND			
Arizona	Kazakhstan	Montana	Kyrgyzstan
Colorado	Jordan	Virginia	Tajikistan
Mississippi	Uzbekistan		
NORTHERN COMMAND			
Rhode Island		Bahamas	

EUROPEAN COMMAND		SOUTHERN COMMAND	
Alabama	Romania	Arkansas	Guatemala
California	Ukraine	Connecticut	Uruguay
Colorado	Slovenia	Delaware	Trinidad-Tobago
Georgia	Georgia	District of Columbia	Jamaica
Illinois	Poland	Florida	Guyana Venezuela
Iowa	Kosovo	Florida Virgin Islands	Regional Security System
Kansas	Armenia	Kentucky	Ecuador
Maine	Montenegro	Louisiana	Belize, Haiti
Maryland	Bosnia	Massachusetts	Paraguay
Michigan	Latvia	Mississippi	Bolivia
Minnesota	Croatia	Missouri	Panama
New Jersey	Albania	New Hampshire	El Salvador
North Carolina	Moldova	New Mexico	Costa Rica
Ohio	Hungary Serbia	Puerto Rico	Dominican Rep. Honduras
Oklahoma	Azerbaijan	South Carolina	Colombia
Pennsylvania	Lithuania	South Dakota	Suriname
Tennessee	Bulgaria	Texas	Chile
Texas, Nebraska	Czech Republic	West Virginia	Peru
Vermont	Macedonia	Wisconsin	Nicaragua

Appendix E

Interpreter Integration in Regionally Aligned Forces (RAF) Missions

(U) The ability to communicate with the local populace is critical to mission success as a RAF unit. Interpreter integration, language training, and general cultural knowledge are important. Interpreters should be tested on their knowledge of basic military jargon in English along with other basic vocabulary. Requests and subsequent distribution of Category I (CAT I, locally-hired contractors) and Category II (CAT II, U.S. civilians with security clearances) interpreters should be based on a unit's mission, not a unit's echelon. CAT II interpreters are an excellent asset as they usually understand both U.S. and local customs, allowing them to more effectively develop relationships between the RAF unit and the local populace. CAT II interpreters, however, often have no prior military experience and may not understand military terminology or the significance of operations. This can detract from their effectiveness, especially at the beginning phases of their relationship with a unit. These assigned interpreters should go through the collective training with a unit prior to deployment to develop better working relationships earlier.

(U) The RAF unit identifies prior to deployment how many interpreters are needed to effectively train for its partnership mission. Every attempt should be made to bring interpreters who have already been hired and trained at home station. If the unit is to be provided interpreters upon arrival in country, an inventory and classification must be conducted to identify shortages in all categories (CAT I, CAT I OSD, CAT II, and CAT III). Often, contract CAT I interpreters can pass only the test administered by the their contract vendor, but are unable to translate a basic conversation by Soldiers on the ground. Inventorying, vetting and cross-leveling interpreters cause delays in integrating them into operations effectively and prevent forming early, critical relationships that are essential to learning the nuances of the local culture.

(U) RAF units must emphasize to government agencies or civilian companies recruiting or hiring interpreters that English proficiency tests must include basic military jargon. The best solution for unit interpreter requirements is to provide interpreters throughout the RAF unit's training and deployment cycle. These interpreters should go through the collective training with a unit and then deploy with the unit in theater. This will allow a unit to develop working relationships earlier, thereby preventing potential intelligence gaps or delays in operations.

(FOUO) RAF units must identify early who will perform the interpreter management function and staff the position accordingly. The unit's interpreter manager must ensure that the civilian company understands the RAF mission, especially if the unit is operating at multiple bases/sites in a decentralized fashion. The civilian agency must also be staffed properly to support the unit's interpreter needs at all outlying bases or camps, not just the main one. Interpreter pay procedures and leaves must be forecast far enough in advance to identify pay and leave periods to allow the higher headquarters or contract management agency to request additional support (this will become acute at certain holiday periods). The civilian agency managing interpreters must work with the supported military unit to identify how the interpreters will move to their leave destinations and how they will be moved from their point of hire to their point of employment. Units hiring interpreters must have supplies on hand for them, with more than a single distribution hub when those supplies run low. Taking these measures will contribute greatly to the language resources available to the RAF unit. (For additional information, see Center for Army Lessons Learned Handbook 04-07, *Interpreter Operations*.)

Appendix F

Brigade RAF Mission Checklist

(U) Key Mission Details Required Prior to Execution

- General administrative message or fiscal year theater security cooperation order approved by United States Forces Command or the Army Service component command
- Medical evacuation plan
- Personnel recovery plan
- Weapon required?
 - Diplomatic note (customs and duties exemption)
 - Ammunition authorized
- Tasking order/warning order
 - Task/purpose
 - Training objectives
 - Approved dates
 - End state
 - Military occupational specialty/rank requirements
 - Lodging
 - Life support contracts in place
 - Interpreter contract
 - Rental car with driver contract
 - Mission-specific training (specialized requirements such as foreign weapons)
 - Target audience and numbers
 - Mission point of contact
- Identify field ordering officers, paying agents, and contracting officer representatives
- In-progress review teleconference between mission point of contact and executing battalion

(U) Travel requirements

- Aircraft and Personnel Automated Clearance System
- First send
- Second send
 - Collective data
- Flights
 - Booked
 - Ticketed
- Defense Travel System (DTS) orders
 - Personal information updated in DTS
 - Orders created
 - Orders authorizations
 - * Rental car/driver
 - * Per diem (standard, full)
 - * Interpreter
 - * Excess baggage authorized for mission-essential equipment
- Administrative and Professional Personnel Exchange (predeployment requirements) complete
- Visa
 - Submitted
 - Received
- Passports
- Government travel card (GTC)
 - Credit limit of \$10,000
 - Cash withdrawal limit of \$3,000
 - Request increase in GTC limit if necessary
 - Request increase in cash withdrawal limit if necessary
- Electronic country clearance, if required
- Malaria medication and yellow fever shot card
- Personal recovery equipment (blood chits, evasion charts, personal locator beacons)

Appendix G

Inculcation of the Adult Learning Model (ALM) When Training Foreign Security Forces

(U) The inculcation of ALM 2015 should be accelerated to the operating force to enhance training outcomes for regionally aligned forces (RAF). In 2011, the U.S. Army Training and Doctrine Command (TRADOC) published Pamphlet 525-8-2, *The U.S. Army Learning Concept for 2015*, which outlined a bold new learning paradigm in an effort to maintain superiority in a competitive learning environment. TRADOC assessed that the previous learning methodology was inappropriate for the dynamic and complex environment in which the Army was expected to operate for the foreseeable future. To spur a sense of urgency to reform the way the Army teaches and learns, institutional courses were given the following guidance:

- Convert most classroom experiences into collaborative problem-solving events led by facilitators (vice instructors) who engage learners to think and understand the relevance and context of what they learn.
- Tailor learning to the individual learner's experience and competence level based on the results of a pre-test and/or assessment.
- Dramatically reduce or eliminate instructor-led slide presentation lectures and begin using a blended learning approach that incorporates virtual and constructive simulations, gaming technology, or other technology-delivered instruction.

(U) The Army spends a great deal of time and effort teaching and learning, both internally and with unified partners. Operational forces are doing the bulk of teaching and learning in terms of interacting with partner nations. RAF use the same methods of teaching that they experience in their own institutional training, which often falls short of the vision outlined in ALM 2015 and may not be as effective with partner nations that have very different expectations when it comes to how they communicate and process information. In short, the Army has not done a very effective job of creating "teachers" rather than instructors. Real teachers have an array of adaptive teaching techniques that can easily be modified depending on the audience, the environment, and the subject matter. When it comes to teaching, RAF Soldiers have been left to fend for themselves and often must rely on Army experiences that are inappropriate for their current context or innovative adaptations that could have been identified or trained earlier.

(U) Note that both U.S. and partner nation (PN) forces should be able to learn from each other. Often, PN security forces will have innovative ways to solve tactical problems. An exchange implies both countries sharing best

practices; lessons learned; and tactics, techniques, and procedures with each other. RAF elements should consider allocating time in the program of instruction for the PN to lead the class. It does not always have to be Americans in the lead; partnership should be emphasized throughout the mission, especially with developed partner nation militaries.

(U) The Army must re-evaluate how it teaches people to teach. “Death by PowerPoint” remains highly prevalent and obstructs the establishment of dynamic and interactive learning environments. While the intent of ALM 2015 is to target institutions, TRADOC should broaden its reach to include assistance to operating forces through mobile training teams and further promulgation of adaptability training. Teaching is a core competency of RAF missions; this is an area in which RAF and our partner nations would benefit from improving their capacity to teach and learn.

Appendix H

Doctrinal References and Suggested Readings for RAF Mission Planning

(U) Listed below are pertinent doctrinal references and helpful readings for units or individuals assigned or anticipated to be in a regionally aligned forces (RAF) mission. The references are correct at the time of this handbook's publication and can be found at the listed URLs for CAC-enabled personnel.

Army Publications

Link: <http://www.apd.army.mil>

Army Doctrine Publication (ADP) 3-0, *Unified Land Operations*, 10 OCT 2011

ADP 7-0, *Training Units and Developing Leaders*, 23 AUG 2012

Army Doctrine Reference Publication (ADRP) 3-05, *Special Operations*, 31 AUG 2012

Army Regulation (AR) 11-6, *Army Foreign Language Program*, 31 AUG 2009

AR 11-31, *Army Security Cooperation Policy*, 21 MAR 2013

AR 11-33, *Army Lessons Learned Program (ALLP)*, 17 OCT 2006

AR 12-1, *Security Assistance, Training, and Export Policy*, 23 JUL 2010

AR 12-15, *Joint Security Cooperation Education and Training*, 03 JAN 2011

Army Techniques Publication (ATP) 2-01.3, *Intelligence Preparation of the Battlefield*, 10 NOV 2014

ATP 3-05.40, *Special Operations Sustainment*, 03 MAY 2013

ATP 3-07.10, *Advising: Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces*, 01 NOV 2014

ATP 4-32, *Explosive Ordnance Disposal (EOD) Operations*, 30 SEP 2013

Field Manual (FM) 1-06, *Financial Management Operations*, 15 APR 2014

FM 2-0, *Intelligence Operations*, 15 APR 2014

FM 2-22.2, *Counterintelligence*, 21 OCT 2009

FM 2-22.3, *Human Intelligence Collector Operations*, 06 SEP 2006

FM 3-05, *Army Special Operations*, 09 JAN 2014
FM 3-05.2, *Foreign Internal Defense*, 01 SEP 2011
FM 3-07, *Stability*, 02 JUN 2014
FM 3-22, *Army Support to Security Cooperation*, 22 JAN 2013
FM 3-24, *Insurgencies and Countering Insurgencies*, 13 MAY 2013
FM 3-24.2, *Tactics in Counterinsurgency*, 21 APR 2009
FM 3-53, *Military Information Support Operations*, 04 JAN 2013
FM 3-57, *Civil Affairs Operations*, 31 OCT 2011
FM 6-0, *Commander and Staff Organization and Operations*, 05 MAY 2014
FM 6-05, *Multi-Service Tactics, Techniques, and Procedures for Conventional Forces and Special Operations Forces Integration, Interoperability, and Interdependence*, 13 MAR 2014
FM 27-10, *The Law of Land Warfare*, 18 JUL 1956
Graphic Training Aid (GTA) 31-01-003, *Detachment Mission Planning Guide*, 01 JUL 2012

Joint Publications

Link: http://www.dtic.mil/doctrine/new_pubs/jointpub.htm

JP 1, *Doctrine for the Armed Forces of the United States*, 25 MAR 2013
JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*, 08 NOV 2010
JP 1-04, *Legal Support to Military Operations*, 17 AUG 2011
JP 3-0, *Joint Operations*, 11 AUG 2011
JP 3-05, *Special Operations*, 16 JUL 2014
JP 3-07.2, *Antiterrorism*, 14 MAR 2014
JP 3-07.3, *Peace Operations*, 01 AUG 2012
JP 3-08, *Interorganizational Coordination During Joint Operations*, 24 JUN 2011
JP 3-22, *Foreign Internal Defense*, 12 JUL 2010
JP 3-24, *Counterinsurgency*, 22 NOV 2013

JP 3-29, *Foreign Humanitarian Assistance*, 03 JAN 2014

JP 3-33, *Joint Task Force Headquarters*, 30 JUL 2012

JP 3-40, *Countering Weapons of Mass Destruction*, 31 OCT 2014

JP 3-57, *Civil-Military Operations*, 11 SEP 2013

JP 5-0, *Joint Operation Planning*, 11 AUG 2011

Other Documents

Link: <http://www.dtic.mil/doctrine/doctrine/cjcs.htm>

Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3126.01A, *Language, Regional Expertise, and Culture (LREC) Capability Identification, Planning, and Sourcing*, 31 JAN 2013

CJCSI 3141.01E, *Management and Review of Joint Strategic Capabilities Plan (JSCP)-Tasked Plans*, 15 SEP 2011

CJCSI 3150.25E, *Joint Lessons Learned Program*, 20 APR 2012

Department of Defense Directive (DODD) S-3321.1, *Overt Psychological Operations Conducted by the Military Services in Peacetime and in Contingencies Short of Declared War*, 26 JUL 1984

DODD 5101.1, *DOD Executive Agent*, 03 SEP 2002

DODD 5105.65, *Defense Security Cooperation Agency (DSCA)*, 26 OCT 2012

DODD 5132.03, *DOD Policy and Responsibilities Relating to Security Cooperation*, 24 OCT 2008

DODD 5200.41, *DOD Centers for Regional Security Studies*, 30 JUL 2004

Department of Defense Instruction 2205.02, *Humanitarian and Civic Assistance (HCA) Activities*, 23 JUN 2014

Guidance on Common Training Standards for Security Force Assistance, Office of the Under Secretary of Defense for Personnel and Readiness, JAN 2014; https://fce.forscom.army.mil/sites/raep/capBuilding/sfaDocs/SFA_Trng_Stnds_2013-01-14_final.pdf

Department of Defense Electronic Foreign Clearance Guide: <https://www.fcg.pentagon.mil/fcg.cfm> (not releasable outside the US Government)

Suggested Readings

Link: <http://usacac.army.mil/organizations/lde/csi/pubs>

Potter, Joshua J. *American Advisors: Security Force Assistance Model in the Long War*, Combat Studies Institute, Fort Leavenworth, KS, 2011.

Green, Robert L. *Art of War Papers: Key Considerations for Irregular Security Forces in Counterinsurgency*, Combat Studies Institute, Fort Leavenworth, KS, 2011.

Ramsey, Robert. Occasional Paper 18, *Advising Indigenous Forces: American Advisors in Korea, Vietnam, and El Salvador*, Combat Studies Institute, Fort Leavenworth, KS, 2006.

Occasional Paper 19, *Advice for Advisors: Suggestions and Observations from Lawrence to the Present*, Combat Studies Institute, Fort Leavenworth, KS, 2006.

Appendix I

Aircraft and Personnel Automated Clearance System (APACS)

(U) APACS is a Web-based system that can be accessed from any computer connected to the Internet. APACS standardizes the format of the clearance requests and provides a single communication venue to send, receive, and process requests. It is designed to capture all the travel requirements of the Department of Defense (DOD) Foreign Clearance Program. Before submitting an APACS request, review the foreign clearance guide at <https://www.fcg.pentagon.mil>.

(U) APACS provides a Web page interface for users to input travel request information. Upon submission, email notification will be sent to a pre-defined and applicable set of request approvers who are designated combatant command and U.S. Embassy representatives. Approvers can then connect to travel request documents and approve or disapprove the request and enter comments. Approval/disapproval status and comments from all approval agencies are uploaded to a summary document.

(U) The clearance requester will be automatically notified via email from APACS that a change in request status has taken place. The user will be prompted to log into APACS to check the approval/disapproval status.

(U) Following are the steps to register for an APACS account:

1. Navigate to <https://apacs.dtic.mil>
2. Click on the link that states “Sign up to use APACS”
3. Complete the demographic information:
 - a. Ensure the organization is specific to your office.
 - b. Enter a commercial phone number.
4. Select permissions required:
 - a. Personnel requester: Allows users to create and submit theater and country clearances for personnel (individual and/or group travel).
 - b. Aircraft requester: Allows aircraft mission planners to request diplomatic clearances for their aircraft.
 - c. Personnel approver: Only select U.S. Embassy representatives and combatant command personnel are allowed personnel approver permission. (If you require authority to authorize/release clearance requests from your organization or command, refer to information about APACS group accounts.)

- d. Aircraft approver: Only select U.S. Embassy personnel are authorized aircraft approver permissions.
 - e. Theater approver: Only select combatant command representatives are authorized approver permission.
 - f. Special area clearance approver: Only select U.S. defense personnel are authorized special area approver permission.
5. In the account comments block, specify your mission requirements for the type of permissions you are requesting. **Note:** If you belong to an organization that has multiple APACS requesters, it may be worthwhile to establish a group account for all requestors to enable visibility on all requests within the organization.
6. Enter the authentication code.
7. Press submit (It normally takes 24 hours to activate the account).

APACS is also available on the SIPRNET for submitting classified country/theater clearance requests. The systems are identical but are separate.

Appendix J

Expeditionary Operations Training Curriculum (EOTC)

Overview

(FOUO) EOTC provides globally relevant, tailored training modules designed to enhance Soldiers' survivability and effectiveness for regionally aligned forces (RAF) missions. The Asymmetric Warfare Group (AWG) created the EOTC to assist leaders in developing their RAF training regardless of geographic region. These modules can and should be adapted by leaders to meet their specific training requirements within a resource-constrained environment. EOTC was designed based on the instructional guidelines found in the Army Learning Model.

Modules

(FOUO) 1. Small Unit Expeditionary Mission Planning. This module provides the end user with viable methods and processes to conduct small-unit planning to support a RAF global mission. Soldiers will gain confidence in identifying and solving problems associated with deploying as a small element to conduct operations in permissive and semi-permissive environments.

(FOUO) 2. Intelligence Preparation of the Environment (IPOE). This module provides staffs and company intelligence support teams a basic understanding of the IPOE process and its role in developing a personnel recovery (PR) plan.

(FOUO) 3. Introduction to Threat Awareness. The Army is a prime target for criminal and terrorist threats. The RAF unit must be aware of and make every effort to be informed. This module provides an overview of the types of threats to which RAF units may be exposed during their global mission. Soldiers will gain confidence in identifying and solving problems associated with deploying as a small element to conduct operations in permissive and semi-permissive environments.

(FOUO) 3a. Cyber Threat Awareness. This module emphasizes that all Soldiers must understand and comprehend the relationship between cyberspace and the electromagnetic spectrum, and maintain the necessary protection measures when using personal and government devices on and off duty.

(FOUO) 3b. Insider Threat Awareness. This module is designed to inform Soldiers of the risks posed by the insider threat. Soldiers learn the different types of insider attacks, how to recognize them, how to prevent them, and how to mitigate their effects should they occur.

(FOUO) 4. Introduction to the Department of State. This module provides Soldiers with viable methods and processes to conduct military operations in an environment controlled by a U.S. embassy. Soldiers are taught to distinguish and engage various elements of the Department of Defense and Department of State personnel in the embassy to facilitate mission execution.

(FOUO) 5. Individual Protective Measures. Soldiers are given instruction on determining the threat in a high-risk area and how threats target their victims. This module also describes the individual protection measures that can be applied in different settings. Soldiers will gain competence in applying individual protective measures for various threats in their area of operations.

(FOUO) 6. Personnel Recovery Evasion Plan of Action (EPA). Tactical-level units are taught a basic understanding of how to develop an EPA and its role in an overarching PR plan. Leaders become competent in the planning, preparation, and potential execution of an EPA.

(FOUO) 6a. Staff Planning for Personnel Recovery. Battalion and brigade commanders and staffs are instructed in the basic planning considerations and requirements needed to create a nested and supporting PR plan.

(FOUO) 6b. Personnel Recovery for the Soldier. This module is designed for the individual Soldier and will provide a general overview of PR considerations and requirements.

(FOUO) 7. Vehicle Operations. This module provides Soldiers and leaders with viable methods and processes to conduct vehicle operations in an austere and semi-permissive austere environment. Soldiers are given vehicle planning considerations to use as they apply to the area of operations.

The Expeditionary Operations Training Curriculum is on the Army Training Network at https://atn.army.mil/dsp_template.aspx?dpID=503.

Appendix K

Regionally Aligned Forces Online Training Resources

(U) This appendix contains listings and Web links for online training and reference sources available to Soldiers, leaders, and units in their preparation for regionally aligned forces (RAF) missions and tasks.

Army Training Network (ATN) Predeployment Training

(U) The RAF predeployment training page on ATN enables commanders and units to identify training resources to accomplish the required training outlined in the United States Forces Command execute order on RAF training requirements. The page can be found at:
https://atn.army.mil/dsp_template.aspx?dpID=458

(U) FORSCOM provides a baseline of individual, leader, and collective predeployment training regardless of the assigned combatant command (CCMD) or mission. Predeployment training can be modified per this guidance once the unit is on orders to deploy to a CCMD with a specific mission and the CCMD specifies what training is required. Required training for short-duration deployments of less than 30 days or for overseas deployment training is determined by unit commanders in coordination with the theater sponsor, based on mission analysis, training objectives, and theater constraints. The FORSCOM training requirements focus is on the required training that must be accomplished prior to deployment.

(U) Here are some online resources to assist units and individual Soldiers with the latest training available:

- Cultural awareness and language training on ATN:
https://atn.army.mil/dsp_template.aspx?dpID=2
- TRADOC Culture Center on ATN:
https://atn.army.mil/dsp_template.aspx?dpID=476

(U) The following is a link to several RAF training and cultural education sites, which include RAF cultural training requirements:

- Assymmetric Warfare Group Expeditionary Operations Training Curriculum (EOTC): https://atn.army.mil/dsp_template.aspx?dpID=503

(U) EOTC provides globally relevant, tailored training modules designed to enhance Soldiers' survivability and effectiveness for RAF missions. AWG created the EOTC to assist leaders in developing their RAF training regardless of geographic region. (See Chapter 3.)

TRADOC Culture Center

(U) TRADOC Culture Center support to RAF on MilBook:

<https://www.milsuite.mil/book/groups/tradoc-culture-center-support-to-raf>

(U) This site outlines some of the products available from the TRADOC Culture Center. This MilBook page has a brief description of each of these guides along with a direct link to the TRADOC product. Available are:

- Culture S-3 distributed learning courseware catalog of interactive training and education products for Soldiers, leaders, civilians, and units
- Interpersonal communication in South Korea
- Philippines smart book
- Guatemala culture smart card
- Honduras smart card
- Bolivia smart card
- Kosovo smart card
- Tanzania culture smart book
- United States European Command RAF key leader engagement (KLE) smart card
- South Korea KLE smart card
- Democratic Republic of Congo culture smart book
- Democratic Republic of Congo culture smart card
- Burundi culture smart book
- Kenya culture smart book
- Uganda culture smart book
- Uganda culture smart card
- United States Africa Command RAF KLE smart card
- Sierra Leone: Soldiers' Guide to Ebola Affected Areas
- Guinea: Soldiers' Guide to Ebola Affected Areas
- Liberia: Soldiers' Guide to Ebola Affected Areas

TRADOC Culture Center Website

(U) Link: <https://ikn.army.mil/apps/tccv2/#>

This website includes references to all combatant commands and detailed cultural information for almost every country in each CCMD.

TRADOC Cultural Knowledge Consortium

(U) Link: <https://ckc.army.mil/Pages/default.aspx>

The Cultural Knowledge Consortium (CKC) provides a socio-cultural knowledge infrastructure to facilitate access among multi-disciplinary, worldwide, social science knowledge holders that fosters collaborative engagement in support of socio-cultural analysis requirements. The CKC supports U.S. Army and other military decision makers, while supporting collaboration and knowledge sharing throughout the U.S. government and socio-cultural community.

(U) What is the CKC? The CKC is a joint and interagency effort provided by the U.S. Army. It was created primarily to serve the socio-cultural requirements of the combatant commands. It also seeks to enhance collaboration among the larger socio-cultural research community. The idea of collaborating in an open way is to support civilian and military planning and decision-making processes with the very best information and the most diverse views.

(U) What does CKC do?

- Build community
- Support cross-cultural understanding
- Access data and premium content
- Provide awareness of organizations and resources
- Foster interaction and collaboration
- Facilitate knowledge transfer between unclassified and classified domains
- Provide capabilities to improve research across a variety of resources
- Link subject matter experts
- Develop tools to aid socio-cultural analysis

Defense Institute of Security Assistance Management

(U) The Defense Institute of Security Assistance Management (DISAM) provides professional education, research, and support to advance U.S. foreign policy through security assistance and cooperation. The link is: <http://www.disam.dscamil/>

(U) DISAM Security Cooperation Management Familiarization Course:
http://www.disam.dsca.mil/pages/courses/online/sc_fam.aspx?tab=des

(U) This is an orientation course designed primarily for personnel who are new to the security cooperation (SC) field, or who perform security cooperation duties on a part-time basis. It provides an overview of the full range of SC activities, to include legislation, policy, foreign military sales (FMS) process, logistics, acquisition, finance, and training management.

Defense Language Institute Foreign Language Center

(U) DLI offers several distance learning courses for language and cultural training at the unit location. Courses are self-paced and offer instruction covering a variety of regions worldwide. The link is:
<http://www.dliflc.edu/products.html>

Rapport

(U) Intended for all DOD members, Rapport offers six to eight hours of language and culture predeployment training in Dari, French, Hausa, Iraqi Arabic, Korean, Modern Standard Arabic, Pashto, Portuguese, and Swahili. The link is: <https://rapport.lingnet.org/>

Headstart2

(U) Headstart2 is required self-study training for one small-unit leader per platoon prior to deployment. The product is available in 25 languages. Each product consists of 80 to 100 hours of instruction, interactive tasks, language-specific pronunciation guides, cultural familiarization, and orientation modules. Headstart2 is available on DVD or online at:
<http://hs2.lingnet.org/>

Cultural Orientations

(U) The Defense Language Institute Foreign Language Center cultural orientation guides offer an introduction to given cultural groups. Linguists and non-linguists alike will benefit from these interactive materials and pertinent language exchanges, which are coupled with an objective and practical look at daily life in different contexts. Topics include religion, traditions, family life, and differences in the lifestyles of urban and rural populations. The link is: <http://famdliflc.lingnet.org/productList.aspx?v=co>

Countries In Perspective

(U) Each country study starts with a country profile section containing basic facts about the target country, followed by selected themes organized under the major headings of geography, history, economy, society, and security. The link is: <http://famdliflc.lingnet.org/productList.aspx?v=cip>

Leader Development and Education for Sustained Peace Program (LDESP)

(U) Established in 201, LDSEP provides graduate-level education for military and civilian leaders to establish a regional, geopolitical, and cultural framework for understanding the challenges of conducting full-spectrum operations in unique and rapidly changing environments. The program executes distance learning courses and seminars to cultivate skills and promote the whole-of-government approaches to achieve unity of effort in countries and regions around the world. The link is:
<https://www.ldesp.org/xsl-portal>

Appendix L

Funding Authorities for Regionally Aligned Forces

U.S. Code Title 10 and Title 22

(U) Title 10 — Armed Forces

Subtitle A — General Military Law

Part I — Organization and General Military Powers

Chapter 6 — Combatant Commands

Sec. 168. Military-to-military contacts and comparable activities:

Authorized activities:

- Traveling contact teams
- Military liaison teams
- Exchanges of civilian or military personnel
- Exchanges of military personnel between units
- Seminars and conferences held primarily in a theater of operations
- Distribution of publications primarily in a theater of operations
- Personnel expenses for Department of Defense civilian and military personnel to the extent that those expenses relate to participation in an activity described in paragraph (3), (4), (5), or (6)
- Reimbursement of military personnel appropriations accounts for the pay and allowances paid to reserve component personnel for service while engaged in any activity referred to in another paragraph of this subsection

(U) Title 22 — Foreign Relations and Intercourse

Part II – Military Assistance:

Authorized activities:

- Foreign military sales
- Foreign military construction services
- Foreign military financing program
- Leases
- International military education and training
- Drawdowns
- Peacekeeping operations

- International narcotics control and law enforcement
- Nonproliferation, antiterrorism, demining, and related programs
- Excess defense articles
- Third-country transfers

RAF Funding Authorities Under Special Sections of NDAA

(U) National Defense Authorization Act (NDAA) For Fiscal Year 2014,
Public Law 113-66

Subtitle A — Assistance and Training

Sec. 1202. Global Security Contingency Fund.

Training authorized:

(1) In general. Under regulations prescribed under Subsection (f), general purpose forces of the United States Armed Forces may train with the military forces or other security forces of a friendly foreign country if the Secretary of Defense determines that it is in the national security interests of the United States to do so. Training may be conducted under this section only with the prior approval of the Secretary of Defense.

(2) Concurrence. Before conducting a training event in or with a foreign country under this subsection, the Secretary of Defense shall seek the concurrence of the Secretary of State in such training event.

(U) Types of training authorized. Any training conducted by the United States Armed Forces pursuant to subsection (a) shall, to the maximum extent practicable —

(1) Support the mission-essential tasks for which the training unit providing such training is responsible;

(2) Be with a foreign unit or organization with equipment that is functionally similar to such training unit; and

(3) Include elements that promote —

(A) Observance of and respect for human rights and fundamental freedoms; and

(B) Respect for legitimate civilian authority within the foreign country or countries concerned.

(U) Sec. 1203. Training of General Purpose Forces of the United States Armed Forces With Military and Other Security Forces of Friendly Foreign Countries.

Training authorized:

(1) In general. Under regulations prescribed under subsection (f), general purpose forces of the United States Armed Forces may train with the military forces or other security forces of a friendly foreign country if the Secretary of Defense determines that it is in the national security interests of the United States to do so. Training may be conducted under this section only with the prior approval of the Secretary of Defense.

(2) Concurrence. Before conducting a training event in or with a foreign country under this subsection, the Secretary of Defense shall seek the concurrence of the Secretary of State in such training event.

(U) Types of training authorized. Any training conducted by the United States Armed Forces pursuant to subsection (a) shall, to the maximum extent practicable —

(1) Support the mission-essential tasks for which the training unit providing such training is responsible;

(2) Be with a foreign unit or organization with equipment that is functionally similar to such training unit; and

(3) Include elements that promote —

(A) Observance of and respect for human rights and fundamental freedoms; and

(B) Respect for legitimate civilian authority within the foreign country or countries concerned.

(U) Sec. 1204. Authority to Conduct Activities to Enhance the Capability of Foreign Countries to Respond to Incidents Involving Weapons of Mass Destruction.

(U) Authority. The Secretary of Defense may, with the concurrence of the Secretary of State, provide assistance to the military and civilian first responder organizations of countries that share a border with Syria in order to enhance the capability of such countries to respond effectively to potential incidents involving weapons of mass destruction in Syria and the surrounding region.

(U) Availability of authority for other countries.

(1) In general. If the Secretary of Defense determines, with the concurrence of the Secretary of State, that the Department of Defense should provide the assistance authorized in subsection (a) to countries other than the countries described in subsection (a), the Secretary of Defense may provide such assistance to such other countries.

(2) Limitation. The Secretary of Defense may not provide assistance under paragraph (1) until the Secretary provides written notification to the congressional defense committees of the Secretary's intention to provide such assistance, together with an explanation of the scope of the assistance and the reasons for providing the assistance.

(U) Authorized elements. Assistance provided under this section may include training, equipment, and supplies.

(U) Sec. 1205. Authorization of National Guard State Partnership Program.

(U) Authority.

(1) In general. The Secretary of Defense, with the concurrence of the Secretary of State, is authorized to establish a program of exchanges of members of the National Guard of a state or territory and the military forces, or security forces or other government organizations whose primary functions include disaster response or emergency response, of a foreign country.

(2) State partnership program. Each program established under this subsection shall be known as a "State Partnership Program."

(U) Determination. Notification. Deadline. Limitation.

An activity under a program established under subsection (a) that involves the security forces or other government organizations whose primary functions include disaster response or emergency response of a foreign country, or an activity that the Secretary of Defense determines is a matter within the core competencies of the National Guard of a State or territory, may be carried out only if the Secretary of Defense, with the concurrence of the Secretary of State, determines and notifies the appropriate congressional committees not less than 15 days before initiating such activity that the activity is in the national security interests of the United States.

(U) Sec. 1206. United States Security and Assistance Strategies in Africa.

(U) Strategic Framework for Counterterrorism Assistance and Cooperation in the Sahel and the Maghreb Regions.

(1) In general. The Secretary of Defense shall, in coordination with the Secretary of State, develop a strategic framework for United States counterterrorism assistance and cooperation in the Sahel and Maghreb regions of Africa, including for programs conducted under the Trans-Sahara Counter Terrorism Partnership, Operation Enduring Freedom-Trans Sahara, and related security assistance authorities.

(2) Elements. The strategic framework required by paragraph (1) shall include the following:

(A) An evaluation of the threat of terrorist organizations operating in the Sahel and Maghreb regions to the national security of the United States.

(B) An identification on a regional basis of the primary objectives, priorities, and desired end states of United States counterterrorism assistance and cooperation programs in the region, and of the resources required to achieve such objectives, priorities, and end states.

(C) A methodology for assessing the effectiveness of United States counterterrorism assistance and cooperation programs in the region in making progress towards the objectives and desired end states identified pursuant to subparagraph (B), including an identification of key benchmarks of such progress.

(D) Criteria for bilateral and multilateral partnerships in the region.

(E) Plans for enhancing coordination among United States and international agencies for planning and implementation of United States counterterrorism assistance and cooperation programs for the region on a regional basis, rather than a country-by-country basis, in order to improve coordination among United States regional and bilateral counterterrorism assistance and cooperation programs in the region.

(U) Sec. 1207. Assistance to the Government of Jordan for Border Security Operations.

(U) Authority to provide assistance.

(1) In general. The Secretary of Defense may, with the concurrence of the Secretary of State, provide assistance on a reimbursement basis to the Government of Jordan for purposes of supporting and

maintaining efforts of the armed forces of Jordan to increase security and sustain increased security along the border between Jordan and Syria.

(2) Frequency. Assistance under this subsection may be provided on a quarterly basis.

(3) Certification. Assistance may be provided under this subsection only if the Secretary of Defense certifies to the specified congressional committees that the Government of Jordan is continuing to support and maintain efforts of the armed forces of Jordan to increase security or sustain increased security along the border between Jordan and Syria.

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