



**USMC  
FOREIGN AREA OFFICER  
ICT (In Country Training) GUIDE**

**Version 2.3**

**12 Sept 2012**

**Headquarters Marine Corps  
International Affairs Branch (PLU)  
Plans, Policy & Operations (PP&O)**

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# Chapter 1

## Introduction

1. The primary purpose of this guide is to assist you as a FAO student to adequately prepare for, and successfully complete, the final phase of your Foreign Area Officer training, ICT. We have attempted to incorporate as much useful information, in a wide range of topics, that we think would be of most benefit to you, both before and during your overseas tour. As you complete your tour you will undoubtedly come across things that should be changed or added to this handbook. Those, along with other observations and recommendations, are what we would appreciate hearing about from you in order to keep this guide up to date.
2. The latest Letter of Instruction (LOI) incorporated into Chapter 2 contains ICT primary direction. It will be updated from time to time as changes are needed and will take precedence over any other part of this guide. If something in this guide appears to conflict with the LOI, then you must comply with the LOI. If something affecting you is not covered in the LOI or this guide you should look for guidance from your Reporting Senior in your chain of command, the DATT or others in the DAO, and the IAOP Coordinator.
3. There are also some samples of reports and other documents in the appendixes that should help you to prepare and submit accurate and timely reports and to keep records. They may not answer all your questions, and when that occurs you should contact the IAOP Coordinator or the Assistant Coordinator for clarification.
4. One of the most important things for you to remember is that while a FAO student you are strictly prohibited from performing any intelligence gathering. You are not an Assistant Attaché and must not engage in any intelligence related activities. Examples of routine things that you may be asked by the DAO to do, and which may be appropriate, might include activities such as ship visits, Mil to Mil interactions, joint training, and assisting with visits of host country military. As a FAO student you can assume that your activities and travels will be observed by the host nation, and by any other nation that you travel in or through. Any perception by any of these countries that you are involved in intelligence gathering or other prohibited activities could have serious consequences, and endanger your success and the FAO program. Consider this when traveling, especially if you are unsure when taking pictures. On the other side of the coin, positive impressions you may be able to create with the host country military or the government and their citizens can add significant enhancement to our program.
5. The information presented in this guide is subject to change or modification at any time. If you are preparing for ICT, this guide should prompt you to prepare a list of questions or concerns you may have so that they can be addressed during the IAOP Coordinator briefing or any of the other briefings you will receive as

part of your Pre-ICT package. Or if you have already arrived in country then the guide should help you accomplish your required tasks while on ICT. You should consult with your RS, the DAO and/or the IAOP Coordinator if you need clarification on something that isn't covered (or not adequately covered) in this guide. A rather short list of FAQs is at appendix 13. More will be added in the future updates.

6. In addition to the NPS and DLI points of contact you should already have here are some others within **HQMC International Affairs Branch** and Henderson Hall as of the revised date of this guide. Phone numbers will generally remain the same even when POC names change:

a. Branch Head: Col John R. Parker, Phone: (703) 692-4254  
Email: [john.r.parker1@usmc.mil](mailto:john.r.parker1@usmc.mil)

b. International Affairs Officer Program Coordinator, PLU-8:  
Maj Jonathan Brown Phone: (703)692-4365  
Email: [jonathan.f.brown@usmc.mil](mailto:jonathan.f.brown@usmc.mil)

International Affairs Officer Program Coordinator, PLU-8:  
LtCol Michael Purcell  
Email: [michael.purcell@usmc.mil](mailto:michael.purcell@usmc.mil)

Asst. IAOP Coordinator, PLU-8A: Mr. Nimish Verma  
Phone: (703) 692-4366 Email: [Nimish.verma.ctr@usmc.mil](mailto:Nimish.verma.ctr@usmc.mil)

Foreign Area SNCO Program Coordinator, PLU-8:  
MGySgt Ramon Reyes  
Email: [ramon.reyes@usmc.mil](mailto:ramon.reyes@usmc.mil)

- c. HQMC Regional Desk Officers:

PLU-1: PACOM North East Asia, China, LtCol William Delorenzo,  
Email: [william.delorenzo2@usmc.mil](mailto:william.delorenzo2@usmc.mil) Phone: (703) 692-4346

PLU-2: PACOM South East Asia, Major William Grube,  
Email: [william.grube@usmc.mil](mailto:william.grube@usmc.mil) Phone: (703) 614-4221

PLU-3: CENTCOM, Major Brian Boyce,  
Email: [brian.m.boyce@usmc.mil](mailto:brian.m.boyce@usmc.mil) Phone: (703) 692-4367

PLU-4: SOUTHCOM/NORTHCOM, Major Manuel Munoz,  
Email: [manuel.munoz@usmc.mil](mailto:manuel.munoz@usmc.mil) Phone:

PLU-5: Eastern Europe/NATO Issues, Maj Jason Smith,

Email: [jason.r.smith@usmc.mil](mailto:jason.r.smith@usmc.mil) Phone: (703) 692-4368

PLU-7: Security Cooperation Programs, LtCol Robert Rice, Email: [robert.c.rice@usmc.mil](mailto:robert.c.rice@usmc.mil) Phone: (703) 692-4341

PLU-9: Foreign Disclosure and Technology Transfer, Ms. Cindy Davis, Email: [cynthia.l.davis@usmc.mil](mailto:cynthia.l.davis@usmc.mil) Phone: (703) 692-4342

PLU-10: AFRICOM, Maj Gregory Starace, Email: [gregory.starace@usmc.mil](mailto:gregory.starace@usmc.mil) Phone: (703) 614-0322  
And Maj Dan McSweeney, Email: [dan.mcsweeney@usmc.mil](mailto:dan.mcsweeney@usmc.mil) Phone: (703) 614-4221

Budget Analysts: Mr. Capuno/Ms. Thompson (ICASS)  
Phone: (703)692-4343 or 4338 Email: [lee.capuno@usmc.mil](mailto:lee.capuno@usmc.mil) and [pamela.thompson.ctr@usmc.mil](mailto:pamela.thompson.ctr@usmc.mil)

- d. H&S Bn, Henderson Hall– (provides admin support for overseas FAOs and processes travel/tuition claims):

PERSO HQMC-HH CONAD CWO3 Jace B. Hamlett Phone: (703)695-9699  
Email: [jace.b.hamlett@usmc.mil](mailto:jace.b.hamlett@usmc.mil)

Deputy PERSO CWO2 Marcos Soto Phone (703)693-7406  
Email: [marcos.soto@usmc.mil](mailto:marcos.soto@usmc.mil)

SNCOIC CONAD: MSgt Wendy Kelly  
Phone: (703) 693 7408  
Email: [wendy.kelly@usmc.mil](mailto:wendy.kelly@usmc.mil)

SNCOIC New Joins and PCS Moves: Ms. Marisol Rivera  
Phone: (703) 693 8121  
Email: [Marisol.rivera@usmc.mil](mailto:Marisol.rivera@usmc.mil)

SNCOIC TAD: SSgt Aqueel Freeman  
Phone: (703) 693 7612  
Email: [Aqueel.freeman@usmc.mil](mailto:Aqueel.freeman@usmc.mil)

FAO NCOIC: Sgt LaQuanius Cutner  
Phone: (703) 693 7426  
Email: [laquanius.cutner@usmc.mil](mailto:laquanius.cutner@usmc.mil)

- d. In-Country: DAO \_\_\_\_\_  
\_\_\_\_\_

MARA \_\_\_\_\_  
OPSO \_\_\_\_\_

e. Other POCs \_\_\_\_\_

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# Chapter 2

## Mission and ICT LOI

1. The current MCO 1520.11E in the first paragraph of Enclosure 1 describes Marine FAOs as being at the “Pinnacle of the International Affairs/Political-Military (Pol/Mil) Officer hierarchy”. Therefore the mission at this stage of a FAO’s training during ICT, as outlined in the LOI, is to continue the FAO educational process and to “attain regional expertise through the practical application of previous language training and graduate education” as well as work to achieve a professional level of language fluency (3/3) at the conclusion of ICT. This is accomplished through the ICT immersion process, during which time you will acquire a first hand, detailed knowledge of the region by living in and traveling throughout your host country, and other countries that comprise your region, and by advanced in country language study. As a result of ICT immersion you will be able to better understand and apply US interests later on while serving in key political-military positions on your payback tour or a later utilization tour. If you are assigned to an embassy for ICT then you should read the Memorandum of Agreement at appendix 2 that outlines the relationship between the DIA and the Marine Corps for support of the FAO ICT program.
2. The ICT LOI that follows next outlines the seven objective areas you will be expected to become knowledgeable in. As noted previously, the LOI takes precedence over any other part of this guide. The remainder of this guide provides some limited discussion and explanation of the operational aspects of your tour, and tries to anticipate some of the questions you may have. There should also be a local FAO ICT SOP in the DAO if you are assigned to an embassy. You should also contribute to updating the SOP while you are in country.
3. Immediately following completion of your ICT you can expect to return to a PMOS tour, with the next tour after that being your Payback tour as a FAO. A later subsequent tour as a FAO will be considered a Utilization Tour. Since you may anticipate as much as three years between completion of ICT and a FAO tour you should also make a plan for sustainment of your language skills. Plans for formal sustainment training are in the works currently for FAOs in the future, but for now there are programs you can consider using during your PMOS tour to achieve some basic level of language sustainment. You can get free access to Rosetta Stone via MarineNet: at <https://www.marinenet.usmc.mil/MarineNet/default.aspx>
4. Also, DLI offers on-line language sustainment training through their GLOSS site: <http://gloss.lingnet.org/>. Additionally, DLI offers “Broadband



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
3000 MARINE CORPS PENTAGON  
WASHINGTON, DC 20350-3000

IN REPLY REFER TO:

Language Training System”, a distance learning program which uses a combination of computer assisted language learning materials, virtual classroom tools and internet technologies. The languages currently include Arabic, Chinese, Dari, French, Hebrew, Korean, Persian Farsi, Russian, Serbian/Croatian, Spanish, and Vietnamese, and other languages on request. You can register over the internet at “[BLTS@conus.army.mil](mailto:BLTS@conus.army.mil)” or call DLIFLC-CE Distance Learning at tel: (831) 242-4392.

5. Also at CAOCL you can contact Mr. Paul Meeder at: [paul.meeder.ctr@usmc.mil](mailto:paul.meeder.ctr@usmc.mil) ; and let him know you are a FAO seeking language sustainment training. He'll provide you a user name and password to get access to CL-150 on-line language training, which is provided by the CAOCL. Additional avenues for sustainment of USMC FAO skills are being pursued by IA Branch.
6. The Joint FAO Skill Sustainment Pilot Program based at and operated by NPS is also a possible option for FAOs who have completed, or about to complete, their training. The JFSSPP began in 2008 and is a fully funded advanced education and sustainment initiative for all FAOs in all services. All travel, Per Diem, and lodging expenses for selected applicants are funded by JFSSPP. This program conducts short (2 week) residence courses for five regions each year (Latin America, Asia, Near East, Africa, and Eurasia, each with a CONUS and an overseas segment. The program emphasizes advanced understanding of regional security affairs and joint operations, and has an advanced language evaluation and refresher part. To apply contact the IAOP Coordinator and submit an application on line via “FAOWEB”. You can access FAOWEB at <http://fao.nps.edu> . TO register for a FAOWEB account contact Mr. Brian Boulware at:
  - (A) [FAOWEBHELP@NPS.EDU](mailto:FAOWEBHELP@NPS.EDU)
  - (B) [BGBOULWA@NPS.EDU](mailto:BGBOULWA@NPS.EDU)



From: International Affairs Officer Programs (IAOP)  
Coordinator PLU-8)

To: Foreign Area Officers Assigned to In-Country  
Training (ICT)

Subj: LETTER OF INSTRUCTION (LOI) FOR IN-COUNTRY TRAINING

Ref: (a) MCO 1520.11E (IAOP)  
(b) MOA-005-001 Memorandum of Agreement (MOA)  
between HQMC and DIA; 28 Nov 2000

Encl: (1) Sample trip report  
(2) Quarterly budget report format

1. Objectives. The goal of In-Country Training (ICT) is for Foreign Area Officers (FAOs) to attain regional expertise through the practical application of previous language training and graduate education. Objectives of ICT include:

- Identify and understand U.S. interests as they apply to countries within the region.
- Improve language fluency.
- Develop a detailed knowledge of the region.
- Acquire a firsthand practical sense of the country and region.
- Begin the process of building contacts within the region that will provide the officer the means to serve effectively in key political-military positions.

Specific educational objectives are divided into seven (7) functional areas:

a. Language Proficiency. Attain professional foreign language ability through daily reading, listening, speaking, and writing. Improve Defense Language Proficiency Test (DLPT) scores at the conclusion of training to a minimum of L2/R2/S2; the ultimate goal is L3/R3/S3. FAOs will be required to take the DLPT V at the conclusion of their ICT and submit their scores to PLU-8.

b. Military. Understand service capabilities, present leadership, key military contemporaries, operational concepts and force structure of the host nation's forces. Gain a familiarity of other forces within the region.

c. Geography and Demography. Acquire a detailed appreciation for the major physical features of the country and general appreciation of the key geographic features of the region. Understand spatial relationships of political, cultural/ethnic, economic, and transportation structures/patterns in the country/region. Understand matters of demographics, to include ethnic and religious composition and inter-relation, population growth and distribution and their relationship to issues of health, education, and ecology and their impact on the country/region.

d. Economic. Gain a firsthand knowledge of the local economic structure and the key features of the region's economic systems. Understand "informal" economies as they exist and the inter-relation between political and legal systems and development and foreign investment. Understand the national demands placed upon these economic systems and how economic issues are viewed by the local populations.

e. Culture. Gain an in-depth understanding of the social, ethnic, and religious aspects of the region's cultures and how they impact the economic, political, and military policies within the region.

f. Political and Foreign Affairs. Understand in detail how the region/country functions, both officially and unofficially (who decides what and how), including the mechanics of the bureaucracy in actual practice; understand the political leadership. Gain an understanding of the foreign policies of countries in the region; understand sources of commonality and of friction. Understand U.S. foreign policy as it pertains to the country and region and U.S. regional engagement activities.

g. Country Team Structure and Operations. Become familiar with the Country Team structure within the embassy from which you are based/associated. Seek to understand the formal and informal lines of communication and basic organizational structure.

## 2. Factors Relating to In-Country Training (ICT)

Objectives. During ICT you should continue academic studies in your designated region. No two ICT sites or programs are exactly alike. The focus of individual studies depends, to a large extent, on local conditions, attitudes, and your background and previous training.

a. At a minimum your program of instruction (POI) should include advanced language training, regional exposure, and contacts with elements of the indigenous population. You should participate in individual reading and research, attend a civil institution, and conduct in-country/regional travel to amplify, clarify and verify previous study.

b. Language fluency is a necessary tool to achieve maximum benefit from other training opportunities. You must continue to develop these critical skills during ICT. The amount and length of time devoted to language training depends on the degree of difficulty of the language, your proficiency level upon arrival in-country, and on your language aptitude. An aggressive reading program that includes local newspapers, books, magazines, and periodicals will help develop language proficiency and enhance your area knowledge.

c. There is no single type of school that is preferred for immersion during ICT. Some sites may rely on a civilian institution (local university or Foreign Service Institute), personal tutors, attendance at various foreign military schools, courses, or academies, or a combination of all methods. You must ensure that your individual education plan meets ICT objectives as listed in paragraph 1.

d. FAOs are regional specialists. To develop these skills, the student is provided in-country and regional travel opportunities. FAOs must remember that they are not intelligence collectors while conducting ICT; in-country training is for language improvement and developing regional expertise. You should never act in the capacity of an intelligence officer or give anyone the impression that you are working towards that objective. You should also be aware that you are not accredited as a diplomat even if you are afforded a diplomatic passport. All ICT reporting should be unclassified.

e. In addition to trip reports, you may, under the guidance of your ICT supervisor, prepare research or study projects. These projects should deal with current political-military issues.

f. Opportunities to participate in government or civilian seminars or think tanks concerning the region should not be overlooked. Seminars provide an opportunity to become acquainted with local specialists and their thoughts. You may also learn of, or be invited to, regional inter-service FAO conferences which can further expand your knowledge base and interpersonal contacts.

g. Circumstances may occur where none of the above training opportunities are available for part of the ICT assignment. Arranging an informal, i.e. unofficial and non-binding, liaison tour with the host nation military is a viable alternative. Depending upon the specific country, other means may be available to achieve ICT objectives. The alternatives are limited only by the imagination of the FAO student, the ICT mentor, and regional security guidance.

h. Regardless of the training methods identified as best suited for each FAO student, HQMC (PP&O/PLU) must approve individual programs of instruction (POIs). The approval process is completed with submission of a formal POI and its approval by HQMC.

i. You will normally work under the direct supervision of a Marine Attaché. In the absence of a Marine officer in the Defense Attaché Office (DAO), FAOs will work under the direct supervision of an officer whom the Defense Attaché Officer (DATO) directs to supervise the FAO ICT Program. This individual will serve as your Reporting Senior (RS) during the submission of Fitness Reports. The Branch Head of the International Affairs Branch (PLU/PP&O) will act as the Reviewing Officer (RO).

3. FAO Required Reporting. During ICT you will be required to submit several types of reports. Three of these - the Program of Instruction (POI), the Mid-Tour Report, and the End of Tour Report - are one-time-only reports. The individual Trip and Quarterly Budget Reports are recurring reports. Your POI and all Trip Reports should be routed first through your reporting senior (within the DAO) prior to forwarding them to HQMC (PP&O/PLU, IAOP Coordinator) and all should be UNCLASSIFIED. You

should send your Budget reports directly to the IAOP Coordinator and Assistant IAOP Coordinator. Your Mid-Tour and End of Tour reports should be sent via e-mail to the IAOP Coordinator, with a "cc" to your Reporting Senior. Should email become unavailable or as a backup to electronic submission, reports may be submitted via the postal system. Trip reports (in conjunction with your POI, Budget, Mid- and End of Tour reports) are, essentially, the only metric by which you will be evaluated in your ability to achieve the objectives of ICT and manage the funds allocated to you. Failure on your part to adhere to the report timelines listed in this LOI may lead to your travel and tuition budget being suspended by PLU-8 until submission of delinquent reports. Regional FAO Military Occupational Specialties (MOSSs) will not be awarded until FAOs have completed all requirements for ICT.

a. Program of Instruction (POI) Report. The POI is a performance-oriented plan that delineates specific, individual training objectives and details how those objectives will be attained. In most cases, much of the POI will be built around advanced language training and regional travel. There is room, however, for a good deal of personal and mentor input in all ICT programs.

(1) You must prepare and submit your POI within thirty (30) days of arrival on station (earlier, if possible). The POI is a flexible document that sets initial goals and is written in standard military memorandum format. The POI should be first reviewed by your reporting senior within the DAO and then forwarded to HQMC (PP&O/PLU) for approval. The IAOP Coordinator and the Regional Desk Officer appropriate to your region will provide feedback and approval with comments, as appropriate. The IAOP Coordinator will retain a copy for the FAO reference library.

(2) Tailor the POI to meet your particular needs and level of training. While you should review your predecessor's POI (if it exists), remember that no two FAOs report for ICT with exactly the same level of skills, training, and experience. You will be provided some examples as separate attachments.

(3) As new training opportunities present themselves or are developed by the trainee and supervisor the POI should be revised and resubmitted (by e-mail

preferably) to HQMC (PP&O/PLU). Significant POI changes must be approved by HQMC, IAOP Coordinator.

(4) A portion of the POI must address the fiscal aspects of the ICT, i.e. how much your overall plan is going to cost. It should include the following: total amount of funding required for temporary additional duty (TAD), breakout of planned TAD trips with trip objectives, cost estimates, tuition estimates, name of institution and institution point of contact (POC) and telephone number, and administrative cost estimate. A quick note to remember about TAD and per diem: Per diem rates are "broken down" into two components. Lodging has a "ceiling", but if you spend less than the ceiling, then you only are reimbursed for the price that you paid. Meals and Incidentals also have a "ceiling", but whether you spend less than the ceiling is irrelevant; you will still receive the full amount. Example: The per diem rate might be US\$75 per day in Nouakchott, Mauritania. This is divided into a US \$35 ceiling for lodging and US \$40 for chow/incidentals. If you are there for one day and stay at Alakhawayn Hotel for US \$10 and consume US \$35 worth of meals/incidentals, then you can expect to receive a US \$50 reimbursement (US \$10 for the hotel and the full US \$40 for meals/incidentals).

b. Mid-Tour Report. The Mid-Tour Report will be submitted to HQMC (PP&O/PLU) half-way through the ICT period in the same memorandum format as the POI. You should plan so that it arrives at HQMC between week 26 and week 29 of ICT. The Mid-Tour Report is a tool to review your progress, make adjustments to the POI, and bring up major issues related to the ICT program. This report will be retained by the IAOP Coordinator in the FAO reference library.

c. End-of-Tour Report. The End-of-Tour Report will be submitted to HQMC (PP&O/PLU) nearing or upon completion of ICT in the same memorandum format as the POI and before leaving country. The End-of-Tour Report should focus on what you accomplished during your ICT and recommendations for adjustments to the ICT site or program. This report will also be retained by the IAOP Coordinator in the FAO reference library. It should arrive between week 49 and week 52. If for some reason you will be unable to complete your EOT report before leaving country you must request an extension from the IAOP Coordinator prior to PCS movement.

Certification of ICT completion and award of your AMOS will occur after all trip, mid and end of tour reports have been submitted to this HQs.

d. Trip Reports. Trip reports are required for all travel conducted with IAOP training funds. They are written in memorandum format and should be reviewed by your Reporting Senior and then forwarded by you to HQMC (PP&O/PLU). Trip reports should not be travel guides. Nor should they be catalogues of statistics that are readily available in reference books. Trip reports are an individual effort; FAOs traveling together may not submit a collective report. They should be 1<sup>st</sup> person accounts of circumstances experienced in the seven prescribed focus areas.

(1) Trips are built around the educational objectives stated in this LOI and MCO 1520.11E; these should be the focus of your report.

(2) Trip reports will be due to HQMC (PP&O/PLU) within thirty (30) days of completion of travel. You should submit a report marked "Draft" to us if your report cannot be finalized and reviewed in country within the 30 days. We will review your draft but will not release it for limited distribution. You must notify us when a report has been finalized.

(3) Trip Reports should include frank, personal observations, perceptions, and analysis of an academic nature. While these reports are principally analytical in content, they should also contain information that will be helpful for future FAOs planning travels in this country/region.

(4) A sample trip report is included at appendix 5.

e. Budget Reports. Quarterly budget reports will be submitted to the IAOP Coordinator and Assistant at HQMC (PP&O/PLU-8). A format for these reports is included at appendix 4. These reports will track the funding provided by this HQs to pay for all expenses incurred in support of training and education, continued language study, and regional travel. The FAO will use one of several different methods to access these funds and submit claims. These procedures will be briefed during your pre-ICT training at this HQs.

(1) ICT funds will be managed directly by HQMC/PLU and H&S Bn, Henderson Hall. You will submit travel and tuition claims through the USMC Assistant IAOP Coordinator (PLU-8) to Henderson Hall (HH) PERSO/Admin using a signed 1351-2 with receipts attached (you can scan these into emails). You will be provided appropriate POCs to use to submit your claims to HH. The Assistant IAOP Coordinator will acknowledge your submissions and monitor the progression of your claims to ensure timely reimbursement. Your 1351-2 travel claims and tuition claims must be submitted within seven (7) days of completion of your travel or payment of tuition. Eventually, where able, FAOs may execute travel claims directly through DTS themselves. When this is established for all FAOs we will send new instructions for claims submission and budget monitoring. You can pay tuition directly to a school or tutor and submit a receipt for reimbursement, or in the case of large up front payments you can request a wire transfer of funds by submitting an invoice through the Assistant Coordinator to H&S Bn. HH will then process the request through DFAS and the school will be paid electronically.

(2) The 3rd Quarterly Budget report will be the final report for which a compelling reason for a funding increase may be requested. Requests for additional funding must be received by end of the third quarter of the ICT and will be considered on a case-by-case basis and based on availability of funds. Currently the combined tuition and travel budget for each FAO is \$31K.

4. Embassy Support Costs. The State Department uses the International Cooperative Administrative Support System (ICASS) to distribute common support costs to all agencies represented at each mission. These costs will vary from site to site and depend on exactly what you as a FAO may or may not require for your job. Require is the key word; the more frugal you can be with regards to these costs, the better. Large embassies generally distribute their costs into thirty-two (32) "Cost Centers", while medium and smaller posts use sixteen (16) cost centers. Regardless of size, two services are mandatory for all agencies - "Basic Package" and "Community Liaison services". Other services are voluntary for the most part. You will be provided more information on ICASS as part of your ICT package. When you arrive at the embassy look over the services offered and what your predecessor used. Every agency represented at any



embassy has their own ICASS code on which bills are based. The Marine Corps Code is 1712. So if you see that code on an ICASS document it will relate to services provided to you (or to an Olmsted Scholar or PEP) Keep in mind that you should only request the services that you in fact need. There are some embassy provided services that are never authorized for Marine Officers. One example is motor pool services. During your Pre-ICT briefing you will be provided a sample ICASS workload count sheet to indicate what services you may sign up for. If you find that you need other services not on the authorized list then you must coordinate this with the PLU budget analyst and the IAOP Coordinator before agreeing to them. Once that determination is made only the fiscal agent in PLU can sign bills for the services you require, and pay the ICASS bills. You are not authorized to sign ICASS agreements or bills. The embassy will forward ICASS documents and bills to the ICASS Service Center in Washington, D.C. and eventually PLU will receive and pay the bills. There will continue to be glitches in the system, since many of the sites are new and in some cases living/housing/working arrangements may have been altered in some of the old sites. Your experience and your permanent change-of-station (PCS) move will never be as seamless as a continental United States (CONUS) PCS. Recognize this upfront and remain flexible.

5. Housing. It is the intent of the USMC FAO program that FAOs maximize the opportunity for immersion training. To this end, FAOs should procure their own housing and live on the economy of the country to which they have been posted for ICT. Housing will be paid for with the officer's housing entitlement. In the case of OCONUS billets, Overseas Housing Allowance (OHA) will be used. Exceptions to this policy are made when mandated by the security climate and directed by the Embassy resulting in a requirement to use "Embassy Directed Housing" (EDH). When this occurs housing for single or unaccompanied FAOs is paid by PP&O (PLU) and for accompanied FAOs by HQMC I&L Department.

**PLEASE NOTE:**

If using Embassy Directed Housing, the FAO is required to send all bills (i.e. rent, utilities) received from the State Department to the organization supporting their housing (either PP&O, PLU or I&L). Embassy Directed Housing is paid for through the use of Military Interdepartmental Purchase Requests (MIPRs) to the

State Department. When MIPRs are sent on behalf of the FAO from either PLU or I&L, it is the FAOs responsibility to ensure that the MIPR Acceptance Form (448-2) is signed by either the Operations Officer (Ops O) or Defense Attaché Officer at the Embassy and sent back to the sending organization.

6. Performance Evaluation/Fitness Reports. Fitness Reports continue to be the most important report an officer receives. It is crucial you take the time to work with your Reporting Senior in the development of both your POI and your annual fitness report. It is the intent of PLU to minimize non-observed fitness reporting, and arrange for observed fitreps at every opportunity.

a. If developed properly, the POI will serve as the primary source of data for your Fitness Report. However, there are normally other significant responsibilities that should be addressed. These may include budget development, management and execution, proper accountability, and other duties that you are "assigned" by your Reporting Senior. Take the time to properly execute this requirement and update it as necessary.

b. You must ensure a valid rating chain exists. This is crucial since each ICT site is different and the rating chain may change based on grade, dates of rank, and officer availability. Immediately upon arrival, you should discuss your rating chain with your supervisor (Marine Attaché, ALUSNA, Army Attaché, etc.). Notify the IAOP Coordinator when the rating scheme has been established; this can be done with submission of the POI within thirty (30) days after arriving at the ICT site.

c. Duty title: "Foreign Area Officer". You are a FAO trainee, not an assistant security cooperation officer or attaché. Neither are you a translator or a liaison officer. ICT FAOs are not action officers, therefore your collateral duties assigned to you should be consistent with your availability to that organization and FAO ICT objectives. In no way should they take precedence over objectives stated in this letter of instruction and collateral duties.

d. Sample Duty Description. "Foreign Area Officer assigned to [organization], [country]. Develops and executes a Program of Instruction aimed at developing

regional expertise in political, economic, cultural, and geographic dynamics. Plans and conducts extensive orientation travel and visits throughout the region and produces cogent trip reports as a primary means of gaining this expertise. Manages an In-Country Training (ICT) site, to include site SOP and historical files; manages and executes a budget of [dollar amount] in support of POI."

7. HQMC Support. The IAOP Coordinator and the regional desk officers in PLU are your primary link to HQMC and Marine Corps matters; don't hesitate to contact them with questions or to seek guidance throughout your ICT.

8. CFT/PFT completion remains a requirement. Submit scores to HH via Assistant IAOP Coordinator.

9. Finally, remember that you are a Marine Officer on an independent assignment. This is a rare opportunity that will require self-motivation, discipline, fiscal responsibility, personal accountability, and - above all - intellectual curiosity. Make the most of this opportunity to prepare yourself to be a true regional, cultural, and linguistic expert.

Major JONATHAN BROWN

## Chapter 3

### ICT Preparation and Pre-ICT Training

#### ICT Preparation

1. **Begin your Plan.** Actually, you already started your ICT preparation during the application process for the FAO Study Track Program. Upon reviewing the Marine Corps Order for the program you would have begun to consider what impact the ICT phase will have for you and your family if married and started some long range tentative plans. If you requested to be considered for a specific region, due to your previous study, (or military, personal or life experience, travel or for some other reason) and you were in fact assigned to a region of choice by the selection board, then you most likely have already have a head start on preparations to live and travel in your region. And if you are married you have already started to prepare your family too.
2. **Start Coordination.** In addition to your studies at the Naval Postgraduate School, Monterey for your graduate degree and at DLI for language and cultural studies, we may have provided to you copies of Trip and Mid Tour reports from FAOs previously assigned to the same country and region, which contain some tips on ICT preparation. In nearly every case about nine months out you should have established a communication link with your predecessor (if you have one) while they are still in country, and they in turn will begin working with the DAO or MARA in your behalf concerning your arrival. The IAOP Coordinator will have also been in communication with the DAO for you. As you get closer to departure (two to three months out) you will need to be in direct communication with the MARA, if there is one there, and/or the DAO to keep them informed of your status as it changes and to coordinate your arrival and link up with them.
3. **Orders, Passports etc.** Once you get your orders (about three to six months out) you can apply for either a Diplomatic or Official passport (depends on requirements in the DoD Foreign Clearance Guide for the country where you will be assigned) for yourself and No-Fee Tourist passports for your family. Make sure you work with the Admin folks at the **Marine Detachment, DLI** on these matters (orders, passports, etc.). If you apply for Tourist Passports for your family before you get orders then they would be at your expense. We also recommend that you apply for a Tourist Passport for yourself, but you **will** have to pay for that one. Regarding visas – in some countries FAOs who will study at universities or other schools may in fact require student visas. You will want to be clear on this issue before arriving in country and any requirements this might entail (such as student physicals, fees etc.).
4. **Shipping and storage of personal effects, HHGs and vehicles.** Among the many things you will want to prepare for will be questions related to household goods shipment, unaccompanied baggage shipment, auto shipment (if authorized) or storage, items prohibited from shipment, maximum quantities of things to ship, etc. The MARA and your predecessor or DAO can provide some up to date advice/information on these topics. Again, the Checklist Suggestions at Appendix 1 offers some insight too. Give yourself enough time to decide what needs to go along and what should stay in CONUS. All FAOs are authorized to place some or all of their HHGs into a non-

temporary storage unit paid for by USMC; FAOs are responsible for coordinating shipping and storage of goods with TMO. When it comes to military gear you should plan on taking your full uniform complement. You won't need to and should not send along special gear such as flight suits, flight gear, helmets, weapons, or other equipment that you do not expect to use. Regarding vehicles, some locations/assignments will not recommend or authorize shipping a car. If shipping one is allowed, then make sure you check with your lien holder (if any) about shipping out of the states. And some insurance companies may insure you in one country but not in another. You'll want to see about your state's registration requirements, and if you store a car you might check to see if you get a state registration and insurance company break while it's in storage. Obtaining a driver's license is a question you may have for the DAO/MARA when you contact them. If you are thinking of an International driver's license – they don't work in all countries and when they do it's for max of one year – so you would want to get it just before departing the US. The American Automobile Association (AAA) can help you with getting one. When you close out of your home or apartment another issue is phone service – depending on carrier and where you plan to go after ICT, some phone companies may agree to put your account (and number) in a dormant status for a specified period until you return, and at no cost.

5. Before leaving Monterey we want to remind you to check that your FITREPs from NPS and DLI are complete/up to date. Also, remember to check that your CAC card, dependent ID cards, DEERS, physicals, medical needs, government travel credit card (GTCC), and DTS account, are also updated. You will need a CAC with current certificates, a DTS account and a Government Travel Credit Card if later you are able to execute your travel claims yourself in DTS over the internet. If not then you will be submitting TAD travel and tuition claims using manual forms through PLU to H&S Bn, Henderson Hall and get reimbursed. Recommend checking expiration dates of your ATM and personal credit cards, and notifying your banks(s) that you expect to use your card overseas.

### **Pre-ICT**

1. Shortly before departure on ICT the IAOP Coordinator will arrange to bring you to the DC area on TAD and provide you with detailed briefings, both at HQMC and at Quantico. The Assistant IAOP Coordinator will coordinate your briefings and send you advance copies of your itinerary and POCs you will need. There is some information about hotels near the Pentagon (and in Fredericksburg area) in the miscellaneous section. Keep in mind that hotels in this area are often full and government rates are not always available. Check the rates before you book. You cannot be reimbursed for more than the prevailing per diem rate. If two or three FAOs are scheduled to arrive at the same day/time then only one will be authorized to rent a car. That person will be responsible to transport the others.
2. The HQs briefs will include a comprehensive briefing by the IAOP Coordinator on all aspects of your ICT tour, operations and training. You should bring this guide and be prepared to ask your questions. You will also receive a briefing from the HQMC desk officer representing your region on issues that you need to be aware of and have a chance to compare notes and ask questions. You will receive a briefing from the Security Cooperation Action Officer on matters related to security cooperation for your country and the broader aspect within your region, as well as military assistance training issues and Foreign Military Sales (FMS) matters. The fiscal agent and budget analysts will provide a briefing on ICASS (apportioned costs at the embassy) and other housing related

costs/processes you will need to understand and comply with. ICASS is “International Cooperative Administrative Support Services” and the way that embassy costs are shared.

- a. One note of caution. If you intend to drive your car or a rental car for the Pentagon briefs you will not be able to park in Pentagon lots. You should plan to park either at Henderson Hall and take the shuttle bus to the Metro entrance, or use the parking garage next to Macy’s at 850 Army Navy Drive, and then walk through the pedestrian tunnel to the Pentagon (South side). Once through the tunnel continue around the Pentagon to the right (East) and enter the building through the Metro entrance (after passing through security screening). Once inside go immediately to the left to the building pass desk. Go ahead and get a pass but remain in the waiting area and either the Asst. Coordinator or someone else will meet you to bring you up to PLU to start your briefs. The IAOP Coordinator’s number is (703) 692-4365 and the Assistant is 692-4366. Also, if your Pentagon brief is scheduled between Monday through Thursday you will notice that the uniform of the day is utilities but you can wear Service Bravos since utilities can’t be worn upon leaving the Pentagon military complex. On Fridays the uniform in the Pentagon is Service B.
3. Either before or after the HQMC and H&S Bn, Henderson Hall briefs you will receive several briefings at Quantico.
  - a. The Briefing at Henderson Hall will be conducted by the Personnel Officer CWO3 Hamlett and his team. They will manage your OQR, PCS claims as your fiscal agent and will instruct you on the processes and documentation needed to submit your TAD travel claims and tuition bills for reimbursement (a copy of their brief is given in Chapter 4). You will submit your PCS claim to H&S Bn after you arrive in country, and any DLA, TLA request, clothing allowance, advance OHA etc. If because of your assignment you are going to receive your admin support from MARFOREUR, or MARFORAF then check with the IAOP Coordinator who will inform you of this change. You would then coordinate with an Administrative Officer/NCO from that command prior to and after arriving in country for admin check-in and PCS related claims. Your ICT TAD claims and tuition claims would still be processed and handled by H&S Bn however. In most cases the Marine Detachment at Monterey will forward your records to H&S Bn for you, or if applicable to MARFORAF or MARFOREUR.
  - b. We expect the TAD claims process to change later on once all FAOs are able to execute DTS claims themselves on-line. But for now, the procedure will be to scan and send your TAD travel claims, on a 1351-2 (with applicable receipts attached with local currency amounts converted to USD) via email to your POC at Henderson Hall, with a copy to the Assistant IAOP Coordinator, who reviews and collects information for claims management and budget control.

For tuition claims all you will need to send in is a receipt (you may have to create one) from the school or tutor you are using, and then forward that to H&S Bn and a copy to the Asst IAOP Coordinator (no claim form needed for this). When you negotiate with the school you plan to attend, or a tutor, it will probably be to your advantage to arrange payment in smaller increments (paying for a few months at a time) from your own funds and then get directly reimbursed through H&S Bn. This should only take about 10 days for either a TAD or tuition claims to get paid

to you, once submitted to Henderson Hall. Our experience with paying larger amounts (such as a year's tuition) by requesting DTS wire transfers to foreign schools through foreign bank has been shown to take more time to complete. One tip to consider is that if you do not have a scanner or access to one then you can use a camera to photograph your 1351-2 claim forms and your receipts and download them to your computer. That may enable you to also keep the size of the files to a minimum for emailing.

c. At Quantico the MCIA desk officers will provide you with classified country and region briefings more focused on intelligence as well as general force protection, security and cultural related issues, and then address any questions you may have. While at DLI you should work through the Marine Det and the SSO - Monterey to ensure that your security clearance is updated in JPAS.

d. Also at Quantico the Center for Advanced Operational Culture Learning (CAOCL) will brief on cultural awareness issues and greater details of the countries you will be living or traveling in and may provide you with some of their country products.

e. While at Quantico you should have time to swing by MMSB and look at your OMPF. You should also be able to request a copy on CD, or a copy of your Master Brief Sheet. Additionally while at Quantico you can arrange to update your photo if needed for future selection boards.

4. Next, most FAOs will attend a Personal Defensive Measures training program at the "Crucible" by Crucible Inc. (formerly Kroll Inc.) and located in Fredericksburg VA. The description of the training as provided by the Crucible includes:

**"Marine Corps High Risk Environment Orientation and Vehicle Defense Driving Course Description:** This six day program is pre-deployment training for individuals that will be working in high-risk environments. Administrative, medical, and equipment requirements must be addressed prior to the program. The purpose of this program is to brief experienced personnel, it is not a basic training program. Attendees should be physically, medically, and psychologically fit to attend this program.

This physically intensive course is designed to prepare the student for sudden, vicious attacks occurring at close range by one or more assailants who may be armed or unarmed. Students will master simple techniques using 'empty hands', a knife, and an expandable baton, that are effective even under the stress of the physiological and psychological effects of startle, fear and imminent danger. Students will learn how to deliver powerful strikes to their targets by using 'whole body weight' blows, how to change the dominance in a confrontation and how to create pain to make space and exploit that space for successful escape. They will be shown how to rapidly close on their assailant(s) when necessary, deliver damaging blows, build a secondary gap, and close again with powerful strikes until their opponent is down. Although these techniques are damaging, they do adhere to the use of force continuum. The student always chooses how much damage is delivered and when to stop.

The course also effectively and efficiently returns an acceptable level of proficiency to shooters whose skills have atrophied. The pace is fast and the level

of instruction intense. A review of proper mindset and use of force sets the tone. Weapon presentation, manipulation, malfunction drills, and combat drills complete the training. Weapons, ammunition, and training equipment will be provided. Students must have well-developed weapon handling skills and be able to consistently demonstrate adequate marksmanship skills as a pre-requisite for this course.

The Vehicle Defense training incorporates multi-media lectures, practical exercises and realistic attack scenarios that focus on vehicle dynamics, individual vehicle safety and control in a hostile contact situation. We stress attack recognition and alertness to one's environment. Students will learn to identify 'pre-incident indicators' that may signal an attack and immediate action techniques to break contact. Training is conducted in Sport Utility Vehicles in order to replicate the real world vehicle types and dynamics common to high risk environments.”

5. Generally, FAOs will want to check into their motel in the Fredericksburg area on a Saturday or Sunday prior to the start of training on Monday. Or if you have HQMC briefs first you may want to save money and proceed to Fredericksburg after the HQs and Quantico briefs to a motel in that area. It is advisable to do a prior recon before arriving at the Crucible for training to ensure you know the location and are ready to report on Monday on time. Specific instructions for the course and reporting details will be provided in letter form to you by the Asst. IAOP Coordinator in advance of departing from Monterey.
6. Due to scheduling problems some FAOs may not attend Crucible training and may instead be directed to a High Risk Environment Defensive Measures course hosted at Quantico, and or a Defensive Measures Driving course at Fort Leonard Wood Missouri. If this becomes an alternate training plan for you then you will receive further details, instructions and reporting information from the IAOP Coordinator in a timely manner.
7. Upon completion of the briefings and Crucible training FAOs return to Monterey to complete their PCS movement. During the HQMC briefs we will provide you with information in addition to this guide, also forms you will need during your tour, and additional information not included in this guide, and some additional forms you may need to prepare upon redeploying back to CONUS or to the Fleet, PES forms/instructions for fitness reporting and any new information being developed or updates to information that become available. You will then be ready to embark on ICT.
8. Following next is an advance copy of some of the information you can expect to receive during your briefings at Henderson Hall.



## Chapter 4

### Administrative Instructions for FAO, Exchange, and Olmsted Personnel under H&S Bn

Upon arrival overseas the first thing you need to accomplish is to send your arrival information to H&S Bn, who will prepare your reporting endorsement. Then you should be submitting your PCS travel claim and any required supporting documents to H&S Bn without delay. At your briefing you will be given a POC designated to assist in your administrative issues. Your POC will screen your arrival PCS travel claim for all necessary documents and receipts and forward to disbursing for settlement. They will also assist with your administrative issues for the remainder of your tour. You may have a separate POC for ICT TAD travel claims and tuition claims submissions.

You will need to log in to MOL if you are able from your location and update your email address, or otherwise write and provide it to H&S Bn. You may use your "name@state.gov" email address, or a personal email address (recommended). However be advised that there may be attachment issues with state email accounts in some locations. Your email address will then appear on your BIR and enable us to contact you. You will not be in the Global Address Book on Microsoft Outlook while overseas.

After that we will scan and email documents (with instructions) to you for audit purposes. This is a basic audit consisting of your BIR, RED, and SGLI form.

From this point on, the bulk of administrative assistance is complete, and we will be in contact with each other as needed on a case by case basis. When PFTs/CFTs are conducted, for example, simply email us the results and scores for Unit Diary reporting. Another example would be when MarAdmins announce awards such as MUCs and NUCs, MOS changes etc.

## **MISCILANEOUS IMPORTANT INFORMATION:**

H&S Bn will be reporting your home address, and the address for any family members that accompany you, based on your join report. If you have access (to MOL) DO NOT log in to MOL and put your actual street address for yourself or your family. First, it's a security issue. Second, we use the information on a monthly basis to verify the number of family members with you against your COLA.

H&S Bn is your administrative and fiscal chain of command for anything regarding your SRB/OQR, pay, and other unit diary issues. For most other administrative issues, you need to use your local or PLU chain of command. For example, if you're submitting an AA form, it needs to be routed via your program coordinator (Maj Jonathan Brown for FAO/RAO)

Government Travel Charge Card: H&S Bn will assume control over your GTCC. Please remember that when you use your GTCC, you must pay your bill within 30 days, regardless of the status of your travel claim that will reimburse your permissible expenses. Also, please note that your GTCC should only be used when you are in a TAD status; it is not to be used for PCS moves. Your card issuer reports any delinquent balances, which can bring you unwanted attention, and a delinquency not corrected in a timely manner could eventually affect your security clearance and credit rating.

Fitreps: MOL does have the capability of joining other service members so that other service branch RSs and ROs can complete fitness reports. MOL administration is the responsibility of your program coordinator. If APES is not available, use the old PES program.

Evacuation: In the event of authorized or ordered departures of non-essential personnel, DOS will release a cable. Dependents are entitled to travel and per diem. Also, this may entitle you to BAH at the dependent location, and FSA.

Medical: You and your dependents fall under ISOS (International SOS), which is a TriCare affiliate. Additionally, DIA maintains appropriation data to be used if medical care cannot be provided at your location. DOS will submit a cable requesting appropriation data to DIA.

The POC for your local admin is Judy Pike,  
[judy.pike@dia.mil](mailto:judy.pike@dia.mil).

#### **HOUSING:**

BAH: while stationed overseas, you do not rate BAH. Exceptions apply when you're on an unaccompanied tour and your family remained in the U.S. JFTR, chap 10 applies.

OHA: if you live on the economy in a residence **not** provided by the embassy, you will rate OHA. Unlike BAH, you must fill out an OHA form and submit it to H&S Bn for unit diary. JFTR, chap 10, and appendix K (part 2 and 4) apply. If your lease will require a significant (such as a year) advance payment you can request such an advance payment once you have a signed lease to support your request.

TLA: if you do not occupy a residence upon arrival, and therefore stay in temporary lodging for which you have to pay, you rate reimbursement of TLA. TLA is not part of your PCS travel claim. Your PCS travel claim stops upon arrival and should be submitted. If you are in a TLA status, you may submit for reimbursement as often as necessary to keep from piling up debt.

The first TLA claim submitted should correspond to your first 10 days of temporary lodging. Every subsequent TLA claim submitted should be in 15 day increments.

Once you find permanent quarters, you will need to notify H&S Bn so that we can either start your entitlement to OHA, or in the case you live at the embassy's expense, stop your housing entitlement. Again, as mentioned above, do not use your GTCC to pay for your TLA. Your GTCC is to be used when you are in a TAD status and not for PCS moves. JFTR, chap 9 applies.

Quarters: applies when you occupy a permanent residence provided to you at no cost. JFTR, chap 10 applies.

\*Please note the above housing entitlements are somewhat tied into your reporting endorsement. If your reporting endorsement states government housing is available, then you do not rate TLA, BAH, or OHA. If government housing is not available, you should notify us what your current housing situation is upon reporting so that we can ensure

you receive proper entitlements/reimbursement for expenses. It is also recommended that you do not request any advance DLA payment. It is better to request this once you have arrived overseas.

PCS (and advances): If you are in receipt of PCSO, you must contact us and we will prepare your detaching endorsement.

COLA: Your COLA is dependent upon your location, and the location of your family members. If a family member departs the country on a non-temporary basis, H&S Bn needs to know about it so we can adjust your COLA, dependent location, and RED. This does not apply for scenarios when a family member returns to the U.S. for vacation or family affairs. Good rule of thumb to follow: if you paid for the ticket, we don't need to know. If transportation was funded, we need to know. JFTR, chap 9 applies.

Emergency Leave: Upon departure for emergency leave, you should be provided orders with appropriation data that fund your travel to the first port of entry in CONUS. Upon return from emergency leave you must settle a travel claim. Just like TAD, your claim may be settled at post, or via your chain of command. Your international travel should not be charged as leave; your leave begins on the time/date you arrive CONUS, and ends on the time/date you depart CONUS to return to your PDS. Your leave will be deducted when your travel claim is settled. MCO P1050.3\_ applies.

HDP: This is a monthly entitlement which is prorated for partial months upon arrival and departure, and is applicable to a country that is entitled to Hardship Duty-Location Pay. Amounts are \$50, 100, or 150, depending on location. DODFMR chapter 17 applies.

HFP: This is a whole month entitlement and is applicable to personnel who are assigned, or TAD to, a country that is entitled to Hostile Fire Pay. Amount is \$225. DODFMR chapter 10 applies.

CZTE: This is a whole month entitlement and is applicable to personnel who are assigned, or TAD to, a country that is entitled to tax exclusion. Amount varies from Marine to Marine depending on basic pay and tax withholdings. DODFMR chapter 44 applies. DODFMR, chap 44 applies.

Regarding your TAD ICT travel and especially regarding HDP, HFP and CZTE, we will use information from your 1351-2 travel claims for running any of the above authorized entitlements on diary.

Allotments: Allotments should be started on MyPay. If your MyPay account is suspended, contact MCESG.

TSP: Thrift Savings Plan can be accomplished via MyPay and TSP.GOV.

SDP: If you are in an eligible area, and wish to participate in the Savings Deposit Program, contact us.

### **TAKING TRAVEL AND PROCESSING CLAIMS:**

#### *Prior to Travel:*

Prior to going on regional travel, at TAD Request form must be submitted to Henderson Hall and the Assistant Coordinator of IAP. This form must detail the following information:

- Point of Departure
- Destination(s)
- Proposed Itinerary
- Dates of Travel
- List of expected expenses
- Total Cost Estimate (including per diem)

Note: Please indicate if the trip is being supported with non-PLU funds outside of the FAOs budget (i.e. MARFORAF, MFS funding etc.)

This TAD request form must be submitted prior to travel in order for TAD orders to be generated and the appropriate amount of funding to be obligated.

#### *After completing Travel:*

Those FAOs who do not have access to DTS while conducting ICT need to coordinate with PLU and Henderson Hall to process reimbursements after travel is complete.

Once travel is complete, FAOs have 7 days to submit a 1351 form along with receipts to Henderson Hall. After receiving this form and the associated receipts, admin clerks will enter the appropriate expense and travel information into DTS on behalf of the FAO and generate a new 1351 for signature. This 1351 is

emailed to the FAO in country who will sign it and send it back to Henderson Hall. Only after Henderson Hall receives this final signed version of the 1351 can the travel voucher be submitted to disbursing for the FAO's reimbursement to be processed. Travel claims and receipts not properly submitted will be sent back to the FAO with a request for corrections. Follow the instructions below on how to properly submit a 1351 and receipts to ensure that all travel claims are processed with minimal complications. A sample 1351 and receipts can be found in Appendix 8. Please fill out the following sections of the 1351:

1. Amounts of reimbursement for EFT (electronic funds transfer) as well as payment to the government travel charge card. If FAO uses the government travel charge card he/she must account for that amount in block (1)
2. All the highlighted fields are required information. Fields 2-7, 11 are for personal information that FAOs must fill out. Enter only the last four of your Social Security number.
3. Even though you may be traveling with family you must mark the unaccompanied box. This is because the program is only funding the individual FAO, not your families' expenses. Family expenses are paid out of pocket.
4. Block 15 is the Itinerary. This section breaks down the dates and places you visited. You must use the remarks codes provided on the second page of the 1351 to complete the modes of travel and the reason for stop. You must also include the lodging costs in lodging costs column. Use the "MC" code to indicate completion of travel.
5. Departure (DEP) should be your residence unless you are leaving from another location. You must include the dates for arrival and departure. Block 16, all FAOs will mark the own operate box.
6. Block 16 Reimbursable expenses. Include all expenses, as well as the date of expense and amount. If the expenses exceed the space allotted a DD 1351C continuation sheet is available to accommodate those expenses.
7. Block 20A Claimant Signature. You must sign the final DD 1351-2 you are submitting for payment. The form should then be scanned and forwarded with the accompanying receipts.

8. Key information: You must be as thorough as possible don't assume that your intentions are understood. Put any additional instructions in the remarks section. Include any and all receipts/documents needed to substantiate your request for reimbursement.

9. Use "Statement in Lieu of Receipts" form when receipts are not obtainable. These can be used to substantiate expenditures

10. Receipts must be submitted for all expenses that are being claimed. Receipts must be converted to US Dollars and the exchange rate at the time of purchase should also be annotated. FAO should annotate which expense each receipt corresponds to, especially for those receipts in foreign languages.

*If Travel is supported by another Command:*

On occasion FAOs are able to coordinate funding from other commands when traveling in support of a specific operation. In these cases FAOs are able to stretch their ICT budget as they are not using ICT funds for travel. Please note: even if funding is provided by another organization, Henderson Hall is still the FAO's administrative command and will be responsible for creating TAD orders and processing travel claims.

Prior to executing travel funded by another command, the FAO must first coordinate with the administrative section of that command to be granted access to their funding line in DTS (i.e. the "line of accounting" or LOA). It is the FAO's responsibility to ensure that access to the proper LOA has been granted prior to travel. FAOs must also annotate the fact that they are traveling via a new funding source on their TAD request to alert Henderson Hall what specific LOA to link the FAO's TAD orders. Reimbursement for travel is handled the same as if ICT funds were used: Travel claim and receipts are submitted, a 1351 is sent to the FAO for signature, a signed 1351 is sent back to Henderson Hall, and the reimbursement is processed.

FAOs may use a separate command's funding source in conjunction with ICT funds if only a portion of the trip is in support of another command. However, the FAO is still responsible for arranging their access to the non-ICT funding line and for alerting Henderson Hall or their intention to utilize two LOA's. When submitting a travel claim, the FAO needs to specify to Henderson Hall either which expenses are to be charged to which LOA, or how their total reimbursement is to be split between the two LOA's.

# Chapter 5

## In-Country Arrival

### Reporting

### FITREPs

#### **In-Country Arrival**

1. The start of your ICT tour has arrived and you are en route to your ICT assignment and ready to put your plan into action.
2. **Security.** Every Marine officer traveling either in the United States or overseas will be generally aware of security issues and take precautions, however sometimes there can be unexpected issues. One example is that some hotels and the like may ask you to fill out very detailed information on checking in, or insist on making a copy of your CAC card in order to register for a room. Do not allow your CAC to be copied. Hold your ground. When checking into a room it is acceptable standard practice to provide name, address, phone number, occupation and passport information. Valid forms of ID are government ID's such as driver's license and tourist passports. Just use identification that any US citizen would have when checking into a hotel.
3. **Check-in.** The first order of business, upon arriving in country and passing through customs, is to make contact with your Reporting Senior, the DAO, and MARA (if one is assigned) to begin the check-in procedures. Chances are you have arranged for someone from DAO/embassy to meet you, and your family, if accompanied, at the airport or other agreed upon location. Once you have arrived at the embassy, checked in and have settled into quarters, the next thing is to phone or send an email the IAOP Coordinator or assistant to announce your arrival in country as soon as possible. If you don't have phone or email access soon after arrival you can ask your RS/DAO to email us.
2. **Orientation.** The DAO and/or your RS, as well as the departing FAO student (if one had precedes you) will assist you in navigating around the embassy offices and provide you with the information/briefings to help you get settled into quarters and begin your ICT. In many locations there may be a FAO SOP in place or a FAO folder left behind for you with answers to many of your questions related to your tour. As mentioned in another part of this guide we may have also provided you with some trip reports from other FAOs. Their experience in some



cases can be invaluable in preparing and completing your travel, and avoiding any pitfalls. Understanding the US military structure that exists in your region is important also. You will want to learn about Security Assistance activities, the Defense Attachés role, the priorities of the COCOM in your region, and any combined operations or exercises planned. The GSO (General Services Officer) will at some point present you with some choices to make regarding which of the ICASS cost centers you want or need to participate in and ask you to sign up for services. Chances are that another FAO has been there before you and you can look over what they needed in the past. Your ICASS briefing during Pre-ICT should help you better understand this area. ICASS is also in this guide at chapter 11. Just remember that you are not authorized to sign ICASS bills.

3. **PCS Claims.** Just after your arrival you should work on getting your PCS claim submitted, along with any claim for TLA, DLA, Clothing allowance you may rate etc. Depending on the area of the world you are in you may be in “Embassy Directed Housing” for security reasons. Or in other locations you will be living on the economy in housing you locate (OHA). If you are going to receive OHA then in some places you may need to pay up to a year’s rent in advance. In such cases you can request advance OHA. Any and all of these funding requests related to your PCS are things that you will request either through H&S Bn admin support at Henderson Hall, if you are “joined “ with them, or wherever you were told you would be receiving your admin support (MARFOREUR, MARFORAF).
4. **CLO.** Within the embassy you will find that the Community Liaison Officer (CLO) will be of great assistance to you and your family if you are accompanied. In addition to making your arrival and integration into the embassy easier, the CLO can provide a wealth of information about the environment and the country. If you are married they offer orientation information, cultural activities, trips, seminars and maintain liaison with schools, host country organizations and the community. They can also provide guidance and referral support during a crisis. If you are married the CLO services may be able to identify employment opportunities, both inside and outside the mission for your spouse if requested.
5. **Early contact with Monitor.** Two or three months into your ICT tour you should make contact with your Monitor to begin discussing your next assignment. Keep in mind that upon ICT completion you will not be going directly into a Utilization tour at this point. It is imperative that you first return to your MOS/Fleet for a PMOS tour to remain competitive for future promotion and command eligibility. Your Utilization tour will come afterwards. However, looking for a PMOS assignment that would have you working within your FAO region of expertise is preferable when possible. Once your Monitor prepares your Web orders you will again be communicating with H&S Bn, or whoever is handling your admin, to run your leave, cut your orders, enter your movement into the unit diary, forward your OQR etc.

## **Reporting**

6. **Reports.** Chapter Six discusses developing your POI in more detail but the next step in your ICT is preparing your POI as soon as possible after arrival (or within 30 days) and submitting it through your RS to the HQMC IAOP Coordinator (PLU-8). Ideally you must complete this within 30 days of your arrival. You must request an extension from the Coordinator if you are unable to comply and when circumstances warrant. With your POI in place you are ready to commence your travels. In addition to submitting your POI and the accompanying proposed budget, during the course of your tour are expected to submit a report after each trip. In some cases when trips are very close together you will be permitted to consolidate your reporting. However when you are traveling with other FAOs you are not permitted to submit a consolidated report. Separate reports are required. About six months into your tour you will be submitting a Mid-Tour report which is more like a self progress report balanced against your POI plan as well as any observations/recommendations about your ICT you have at this point to share with future FAOs who will follow you. Your End of Tour report is your recap of your ICT experience, and again a chance to list tips and recommendations for future consideration. Trip and Mid Tour reports need to be routed through your RS on their way to the IAOP Coordinator, but you should submit a draft if you expect your reports will be delayed. Your End of Tour report needs to come only to the IAOP Coordinator. All trip, Mid and End of Tour reports must be submitted before you leave country. Award of your AMOS and fitrep comments may hinge on accomplishing this. You should not need to make any other distribution of your reports, we do that in PLU. If for some reason you feel you do, or have been asked, then check first with the IAOP Coordinator.

## **FITREPS (USMC FITNESS REPORT - 1610)**

7. You should be working with your RS early in your tour to initiate the framework of your FITREP. In most cases your RS will be a senior Marine officer, and knowledgeable about the FAO program and what is important to be included in your report. In some cases your RS will not be a Marine officer and you will be able to provide them with appropriate information to use and consider in building your report. You should review the rating chain with the IAOP Coordinator to make sure it is correct, and to cover any objectives that may otherwise get missed. Remember that you are a FAO student, and not performing a security assistance role, or an assistant attaché. You are also not a translator/interpreter or liaison officer. You may be given some collateral duties but they must be consistent with your FAO objectives. If there are also FAO officers from other service branches working out of the same embassy their plan of instruction may be quite different from yours as a Marine Officer. You will want to work with your RS to build the appropriate billet description that will be the basis for reporting your accomplishments. Below are some typical billet descriptions entries that may be

helpful when discussing your FITREP with your RS. Remember that these are only provided as examples of how other FAO billet descriptions have been created on FITREPs for FAOs in training.

“B. BILLET DESCRIPTION

-Foreign Area Officer assigned to USDAO [insert country] for in-country training (ICT).

-Develop and execute a Program of Instruction (POI) aimed at acquiring in-depth regional expertise in political, economic, cultural, and geographic dynamics.

-Plan and conduct extensive orientation travel throughout the region as a primary means of gaining this experience and produce cogent trip reports demonstrating acquired expertise.

-Improve language proficiency through formal education, practical application, and to the maximum extent possible, complete immersion in host nation society and culture.

Manage USMC FAO ICT site: Maintain site SOP and historical files; manage obligation and expenditure of a budget of \$31,000 to support POI.”

“B. BILLET DESCRIPTION

-Develop a comprehensive In-Country Training Plan to provide means for developing regional expertise in political, economic, cultural, and geographic dynamics.

-Plan and execute orientation travel and visits throughout the region as a primary means of gaining expertise.

-Continue to improve language proficiency with ultimate goal of 3/3 on Serb-Croat DLPT.

-Participate in a self-guided program of education to continue with your professional development as well as that education which contributes directly to your mission.

-Manage your Training and Education budget to ensure you maximize your travel and educational opportunities.

-Develop a site SOP for use by follow-on FAOs and for use by other services as well.”

“B. BILLET DESCRIPTION

-Design, develop, and execute a Program of Instruction (POI) to (1)acquire in-depth knowledge of the society, politics, economy, geography, demography, and military affairs of the [insert region] and (2) acquire general knowledge of the affairs of other nations in [region].

-Plan, coordinate, and execute training and research travel within the host country and throughout the region based upon educational objectives derived from contemporary events pertaining to the security of the United States.

Budget the allocation of \$31,000; manage the obligation and expenditure of public funds to support the Program of Instruction.

- Forward mid-tour, end of tour, and post travel reports via the Naval Attaché and the Defense Attaché, Seoul to Headquarters, Marine Corps.

- Improve [insert language] proficiency through formal education and practical application.”

“B. BILLET DESCRIPTION

- MRO conducts the In-Country Training (ICT) phase of the International Affairs Officer Program (IAOP), Foreign Area Officer (FAO) Study Track Program.

- Coordinate continued, post Defense Language Institute (DLI), study of the target language to produce a greater proficiency in listening, reading, writing, and oral communication.

- Coordinate and execute regional travel, obtaining a working knowledge of the MRO’s designated region of study, emphasizing key points of military relevance.

- Coordinate and execute briefings by subject matter experts within the area of study while conducting regional travel.

- Complete all necessary administrative functions such as the MRO’s plan of instruction, budget reviews, reports of travel, and any associated reports necessary for the conduct of the ICT phase of training.”

By you assisting in tailoring the Billet Description to your assignment and region you will be working in this should make it easier for your RS to accurately and adequately complete your FITREP. Coordinate completion and forwarding of your report with the IAOP Coordinator. In most cases your RO will be the PLU Branch Head. Email or call the IAOP Coordinator or the Assistant Coordinator with any questions or concerns you may have.

## Chapter 6

### Overseas Schools, Tutors and Travel Hosting other FAOs

1. **Schools, Tutors.** Acquiring a professional language skill level is a primary part of the FAO ICT mission. Your travels during ICT immersion will introduce you firsthand to the geography, demographics, history, culture, and by contact with the people – their language(s) as spoken on a daily basis. As a part of your training you are expected to arrange additional language training that will enable you to increase your target language skill level, either by attending a school or use of a tutor, with the goal of achieving a 3/3 on subsequent language testing after ICT. Some countries will not permit you to enroll in university programs while other countries will encourage your participation. The DAO, the reports of previous FAOs and other embassy departments can steer you in the right direction to accomplish this task. You may find other school type opportunities, or choose to engage a tutor to work with you in between your travels.

Keep in mind that whether you choose to attend a university program, a smaller school, or hire a tutor, the cost must be included as part of your proposed budget. If you plan to pay the costs up front and then get reimbursed you only need to submit a receipt from the vendor, or one that you prepare (converted to USD) for the costs you paid through the Assistant IAOP Coordinator to H&S Bn. Turn around time for reimbursement should be about ten days for funds to get back into your bank account. Recommend you negotiate splitting the payments up into periods of two or three months, to keep the amount affordable that you might be out of pocket while waiting for reimbursement. If you are faced with a requirement to pay tuition for longer periods, and large amounts of money, then you can submit an invoice to us to have H&S Bn prepare a wire transfer straight to the school or university, and avoid an out of pocket cost for you.

2. **Travel.** Stick to your POI and budget as much as possible. However unexpected opportunities may appear that would enhance your training. When that happens you should discuss any changes with your RS and the IAOP Coordinator. If the IAOP Coordinator agrees, and any needed additional funds are found, then you can modify your POI. One such example could be regional conferences, or joint training exercises, that you may be invited to participate in. You can, and should, try to coordinate travel with other FAOs. Traveling together as well as staying with or hosting other FAOs whenever possible is often a good idea. In some areas you may be required by the DATT/DAO to travel with another person. This adds a measure of safety, and can improve the learning experience. It may also lower your overall costs. Once your trip is over you should be either executing your travel claim in DTS or submitting a manual claim on 1351-2 (with receipts) to the Assistant Coordinator within 7 working days for reimbursement. In the future,

once FAOs are able to file directly into DTS online a manual claim form will no longer be needed, however you will still need to provide a copy of your DTS entered itinerary and amount of claim to the Assistant IAOP Coordinator via email. For manual travel claims a sample (1351-2) is at appendix 8. Often important choice to make is deciding whether you prefer to claim full per diem on a trip, or partial per diem, or maybe none at all. This may be important to consider when assembling or reviewing your POI and budget. Being reasonably frugal when possible may permit you to do more travel than originally planned. While generally speaking, processing a claim for travel or tuition reimbursement and receiving the payment back into your account should take no more than ten days, sometimes delays are encountered. If you think it's taking too long, call or email the Assistant IAOP Coordinator with your concerns.

If married we encourage you to take your family with you on ICT travel when you can afford to and when the proposed travel will be in areas deemed safe enough for your family to accompany you. Remember that if you are accompanied by your family on ICT travel only your portion of the expenses can be claimed and reimbursed. You need to break out your costs on any combined receipts (such as airline tickets, meals etc.). Generally, some costs such as hotel rooms are priced the same regardless of whether there are one or two guests. Please note that cell phone bills, internet fees and similar costs are non-reimbursable unless you can justify them as necessary costs.

As you prepare your travel plans please look over the **ICT Travel Tips and Cautions at Appendix 15**. Here you will find a collection of valuable tips and important cautions to take into consideration. Even if they do not apply specifically to the country you are visiting they may cause you to consider them regardless of where you are traveling. Some of them may appear to be extremely brief. That is because they are only a very small part of the FAO's entire trip report, and added as just helpful advice to the next FAOs and families.

3. **Hosting other FAOs.** Depending on the region that you are assigned to, there may be other Marine FAOs either stationed with you, or in other countries in your region that you plan to travel to that you may already be communicating with, or will plan to. Or, there may be FAOs from other service branches in these locations that you will meet or be able to travel with. Chances are that you will be asked by other FAOs, or you will be asking them, to help by offering quarters when space permits, or help them find quarters at reasonable cost, help guide them in your country of assignment if you have learned your way around, facilitate arrangements for meeting with embassy staff etc., and sharing tips and other useful information. These associations may become important later if you and they return to work in the same region or country during your utilization tour.

When you complete your ICT tour please remember to include the lessons learned during your language study, travel and any hosting in your final report to help guide future FAOs.

## Chapter 7

### Recommended ICT Travel Activities

International Affairs Program (IAP) recommends all ICT FAOs build opportunities to accomplish nine categories of events in your Plan of Instruction (POI) during your one-year immersion tour; like a scavenger hunt. IAP understands that all regions are unique and may present irreconcilable challenges to a few events. IAP understands that travel plans and interagency arrangements frequently change at the last minute, and can be influenced by forces outside the control of the FAO and respects that all events might not be achievable.

This list serves as guidance, both for ICT FAOs and for the MARFOR + embassy staff you communicate with. The intent is not to limit your POI. You are free to conduct multiple events in any category. Our recommendation is to include at least one activity in all categories.

1. Participate in (1) MARFOR military-to-military event (i.e. CCMD/MARFOR M2M training, 1206 train and equip case, named operations). Consult CCMD, DAO, or ODC/MILGP.
2. Participate in (1) DoS Security Cooperation Activity (i.e. ACOTA, DEMILing, FMS-related event, 1206 train and equip case). Consult DAO or ODC/MILGP.
3. Participate in (1) community relations (COMREL) style event (i.e. working with an NGO, USAID, DOS PAO at the embassy, or private/commercial relations project of some kind). Consult DAO or USEmb Rep.
4. Visit at least (1) country of MARFOR interest. Consult MARFOR G-5.
5. Visit at least (1) country of Service interest. Consult PLU Regional Desk officer.
6. Visit at least (1) country of threat interest. Consult HQMC Intel Dept.
7. Attend a CCMD related conference. Consult CCMD J-5 or PLU Regional Desk officer.
8. Attend a foreign military school/course. Consult MARFOR G-5 or ODC/MILGP.
9. Attend a formal embassy function. Consult DAO or ODC/MILGP.

## Chapter 8

### Program of Instruction (POI)

1. As outlined in the ICT LOI your POI is the “Performance Oriented Plan” that sets out your specific, individual training objectives and discusses how you plan to get there. Generally, the POI will reflect how you intend to engage in advanced language training in order to achieve a professional skill level, and what regional travel you will complete to build your firsthand knowledge of your region. You should take full advantage of recommendations and other helpful tips and information that may have been left behind for you by a previous FAO, through communication with your predecessors, mentors, guidance by your reporting senior, the DAO and that provided by the IAOP Coordinator, desk officers and others during Pre-ICT. Your POI (as well as trip, mid and end of tour reports) need to be unclassified, and transmitted as MS Word documents (preferably via e-mail) to the IAOP Coordinator and cc to the Assistant Coordinator. Your signature on the reports is not needed. There is no need to send your reports in .pdf format.
2. You will need to submit your POI to the IAOP Coordinator, after review by your RS within thirty (30) days of arrival in country. You can request an extension when circumstances warrant (i.e. when the RS has not completed a review of the POI) but will need to submit your draft plan. The RS and the IAOP Coordinator either approve or recommend modification to your plan. A sample POI is at appendix 3. While you may have received a copy of a predecessor’s POI to review, consider that each FAO will begin ICT with different skills, training, ideas and individual circumstances. Remember that your POI must also be supportable by your budget. Currently each FAO should use \$31,000 as their budget ceiling. In some countries, and in some cases, this amount may have to be adjusted due to exchange rates, high tuition costs, high travel costs, etc. If funds are available the IAOP Coordinator may be able to increase your budget. When you work on the travel portion of your POI you will need to consider not only the transportation, lodging, and anticipated miscellaneous costs, but also the per diem rates you find for the countries you will be traveling in. In some cases you may plan, or later choose, to take less than full per diem, or none (such as when participating in a training where the host country is providing meals, lodging etc. or staying with another FAO in a country you are visiting).
3. While the POI of a predecessor may provide you with ideas, your own imagination and circumstances should drive the development of your POI. A choice of school, tutor, or travel plan, may have worked for someone else but may not be right for you. Other factors such as time of year that you arrive, weather, political climate changes, your educational needs, or new opportunities may impact your plan development, or cause you to need to modify it later.



## Chapter 8 (b)

### FAO POI and Blanket Orders

Upon entering an ICT location, a FAO will send their POI listing the locations they plan on visiting as well as the approximate dates and costs of travel to PLU.

Using this POI, Henderson Hall will create a set of blanket orders for the FAO which will consist of:

- A list of countries/destinations the FAO is authorized to visit
- Overall TAD period within which travel can be executed (this period cannot cross fiscal years)
- Estimated total cost of travel associated with this TAD period

These blanket orders will authorize the FAO to travel to the specified locations as many times as necessary within the authorized TAD period.

**NOTE:** Blanket orders cannot be used for reimbursements. TAD requests and travel claims will still need to be submitted for individual trips for funding obligation and reimbursement purposes.

However, the blanket orders will maintain a FAO's authorization to travel even in the event that there is a budget shortfall and individual trips cannot be obligated for/authorized in DTS.

## Chapter 9

### Budget Preparation and Reporting

1. One thing to keep in mind is that your ICT costs are paid from at least three budgets, coordinated by PLU via different HQMC departments. The only budget outline you need to prepare is your ICT budget discussed in paragraph 4 below. But we want you to also be aware of the other budgets that support you. Once you arrive in country one of the first things you would be faced with is getting your quarters arranged. The Service Marine Corps budget funds take care of your PCS claim. PCS claims go through H&S Bn, or whoever is taking care of your admin, which would include travel for yourself (and family if accompanied), temporary living expenses allowance while waiting to get into quarters, dislocation allowance, setting up your overseas housing allowance (if on OHA), and other PCS related items. And once you begin ICT travel those TAD claims will also pass through the Marines at H&S Bn and use PLU funds.
2. FAOs overseas will either live in “embassy directed” housing, due to security or other reasons, if required by the embassy, or be able to find their own housing on the local economy and be authorized “OHA” (overseas housing allowance) and receive full BAQ. OHA is similar to VHA in CONUS and provides an allowance for housing based on local costs. Please keep in mind that if you are on OHA that the embassy will not be able to assist you in locating suitable housing, although the Regional Security Officer may be required to inspect and ensure the quarters you select pass security standards.

However, for those who will be assigned to “embassy directed” housing, the lease costs, and “make ready”, and utilities etc. are billed by the embassy and paid by HQMC PP&O, PLU, if the Marine FAO is single or unaccompanied, or USMC I&L Department if the FAO is married and accompanied. Other costs such as ICASS (International Cooperative Administrative Support Services) are paid by PP&O, PLU also. More on ICASS costs later but these are the shared costs for the services the embassy provides to agencies with a presence at the US Mission. Soon after arrival you will be asked to sign up for services you need (more about this also in the ICASS section). If you receive any housing bills or invoices, they need to be directed to either PP&O (ICASS & single Marines) or I&L (married marines). You may be given a copy of the “ICASS workload count” or other bills by the DAO or the embassy which you should forward here to PP&O, PLU Budget Analysts to be signed and returned to the embassy.

If you rate OHA then you must request any advances through H&S Bn. Keep in mind that in some countries landlords may request that you pay up to one year (lease) in advance, or offer you a better deal if you do. Be advised not to sign any long term lease requiring large sums up front unless you have confirmed eligibility to do so through the PERSO at Henderson Hall, H&S Bn. Also, OHA

only reimburses you for what you pay, up to the maximum allowance for your area. There are also some things that cannot be paid or reimbursed to you such as personal services (gardeners, maids etc.); internet fees; personal or household items (such as electronics, furniture, lawn mowers, etc.). These you will need to pay yourself.

3. **ICT Budget.** The budget reports PLU will need from you includes your initial ICT budget, and quarterly updates. You should submit your initial budget along with your POI to the IAOP Coordinator and Assistant within thirty days of arrival in country. The budget reports do not need to pass through your RS/DAO. A budget report example is at appendix 4. The budget report helps to track all of your ICT related expenses that are paid through the HQMC PLU budget. There are also some budget worksheets in the blank forms appendix that may be of assistance in tracking your budget.
4. When you exercise your ICT budget (currently \$31,000) you will be submitting manual travel or tuition claims on a 1351-2 (with attached receipts) through the IAOP Assistant Coordinator to H&S Bn Admin so that we can track your budget status. Travel claim examples are at appendix 8. Blank 1351-2 forms can be found in appendix 9 and also in digital format on the CD you will receive. If you submit manual travel claims through us to get processed then here are some tips to make them easier to process and get your reimbursement to you:
  - a. Make sure you put an X in the split disbursement box at the top of the 1351-2 and then mark \$ 0 (or whatever amount you want to go to your government credit card). Most FAOs will want nothing to go to the GTCC. Be advised though that the Marine Corps expects you to use the GTCC whenever you can for TAD travel (not PCS moves) Making a comment in box 29 that you want all funds to go to your personal bank account will be helpful too.
  - b. **IMPORTANT** - In box 4 please use only the last four of your social security number for security reasons (H&S Bn has the rest).
  - c. You don't need a phone number in box 7.
  - d. In block 15 add either the three letter country code behind the city name, or just include the country name. Adding the three letter code saves the Henderson Hall Marine working as your remote agent some time if they are converting your claim into the DTS form.
  - e. Put all of your lodging under 15. You should not put lodging costs in the reimbursable expenses section 18 (and don't put it in both places). Throughout the 1351-2 form **enter all amounts in USD**. Then on your individual receipts show the conversion calculation you used for the day you paid the expense. Such as "11970 Thai Baht : 35 Baht = 1USD= \$342.00". You should go to "Oanda.com" to do your conversions. This helps H&S Bn zip through the receipts (most clerks won't be able to read the receipts in the languages used) and link them to the amounts on the claim.

- f. Make sure you sign the final 1351-2 claim. Unsigned claim forms will be rejected by DFAS, and reimbursement delayed. Next, scan and email the claim and receipts through us to H&S Bn. We will send you a confirmation and start to track your claim.
  - g. When you travel with family members you are authorized to claim only your share of expenses.
  - h. Once your claim has been submitted you should expect a reimbursement in your account in about ten days. If you do not then contact the IAOP Assistant so we can find out where the delay is.
- 5. **Tuition costs** are also paid for through your ICT budget. Once you have selected a university or school language training program, or chosen a tutor, and have either paid in advance or received an invoice, the next step will be forwarding your claim. If you paid in advance you will need to submit a receipt for the amount you paid (translated into English if needed) and converted from local currency into USD. If the school or tutor has not or cannot provide you with a receipt then you should prepare one, and then forward it via email to the Assistant Coordinator for processing through H&S Bn. Turn-around time to get reimbursed should be about ten days. No 1351-2 form is needed for this transaction, just a receipt for the amount paid and converted into USD. However if you are presented with an invoice for a large amount and cannot pay in advance from your own funds, and claim for reimbursement, then you can ask that your tuition be paid through a wire transfer of funds from DFAS to the bank account of the overseas school/university. The steps to do this begin with asking for an invoice from the school, and then you would gather information from the school to enter onto a “Foreign Exchange Electronic Transfer” form (blank form is in appendix 9 and on the CD). The form asks for banking data from the school, their “SWIFT” banking code, point of contact, phone numbers, etc. in order to get it where it needs to go. Scan and email your “wire transfer request to the Assistant Coordinator. We will review and forward through H&S Bn to DFAS for processing.
- 6. Miscellaneous expenses may also be reimbursed through your ICT budget. In countries where you can’t bring a car, transportation costs to and from a school for example(i.e. taxi or car and driver) may be authorized; museum fees; maps; tour guides etc. If you are unsure whether you can be reimbursed for something then ask the IAOP Coordinator. Club fees, gym memberships etc. are examples of non-authorized expenses.
- 7. “Miscellaneous in lieu of receipt” forms (on ICT CD) can be used for expenses not exceeding \$75.00

# Chapter 10

## Trip Reports

1. Trip reports are your individual record of regional travel (or training events) as they occur. As outlined in the LOI they should be written in memorandum form and sent through your RS to the IAOP Coordinator (copy to the Assistant Coordinator). In preparation for each trip you would have cleared your plan via the POI through your RS, and the IAOP Coordinator and established a priority. You would have determined the importance of each country to your studies. Visiting a country just because it's in your region is not the way to establish priority or importance. You should try to build training objectives for each country and what questions you will try to answer. Remember that later on down the road you may be asked during a payback or utilization tour for these answers. We do encourage you to travel together with other FAOs when you can, and because of this we expect you to collaborate at times on building your reports, but you must still write separate reports. Sometimes your observations and perceptions of the same things may contain different and valuable insights we might not otherwise get. Since things can change quickly overseas don't forget to check the DoD Foreign Clearance Guide to see if you may need a clearance before traveling. The DAO can also help to facilitate/arrange meetings with staff and FAOs in other countries. Depending on your plan and time available you may want to ask for meetings with some of these staff in other countries: DAO, MILGRP, SAO, RSO, Political Officer, Economics Officer or others. By the same token be careful not to overload your schedule. Allow for delays, changes.
2. When you are preparing your report double check facts that you are unsure of. It's always a good idea to also check spelling and grammatical form before submitting. Remember that your report will likely be read by your RO also. Ideally try to submit your report as soon as you can after a trip since delaying may cause a late report when you are already starting your next one. Reports should be submitted no later than 30 days after return. Submit your reports in MS Word format. No need to use .pdf format. You **do not** need to sign these reports or your Mid and End of Tour reports. As far as endorsements go none of your reports will need an endorsement from your RS or the DATT. If they still prefer to include one that's fine. A trip report example is at appendix 5.

# Chapter 11

## Mid Tour Reports

1. About half way through your ICT (usually between week 26 and 29) is when you should complete and forward your Mid-Tour report through your RS to the IAOP Coordinator. The Mid-Tour report should be a gauge of your progress on your POI. It's also an opportunity to request/make modifications to it and a good place to outline the lessons learned up to this point, as well as to make recommendations for future FAO ICT travel and training. Most Mid-Tour reports are completed in 5 to 10 pages. We look for substance, not length. A sample Mid-Tour report is at appendix 6 and it is longer than it needs to be but we left it in to show the various items that might be discussed in a Mid Tour Report. It also discusses some support issues that have been corrected long ago. So clearly we want you to identify issues that need to be addressed for program improvement.
2. Outline the report, recap your experiences to date, review training objectives, progress in language proficiency, and significant observations in the region.

# Chapter 12

## End of Tour Reports Redeployment

1. **End of Tour Report.** As you wind down your In Country Training and are preparing to depart, one of the last things to accomplish is submission of your End of Tour report. Per the POI you should complete and forward this report between week 49 and 52, and before you leave country, unless your tour was shortened for some reason. This report does not pass through your RS on it's way to the IAOP Coordinator. If there are compelling reasons to submit the report after departure from your country you must request an extension from the IAOP Coordinator. Remember that award of your AMOS may be withheld, pending receipt of all required reports.
2. Similar to the Mid-Tour the End of Tour report is the final recap of the entire tour. It is not necessary to restate what already has been said in earlier reports, instead just provide your analysis of the tour, what you accomplished, your overall observations, and add in your recommendations for the future, especially that which will assist other FAOs following behind you.. This may be thoughts about the ICT location, regional travel, language training ideas, administrative matters or other suggestions and things you have discovered and feel are important to note. Your perceptions observations and tips will be valuable to all who follow you. An example is at appendix 7.
3. **Redeployment.** Keep in contact with your monitor throughout your ICT tour and discuss your next PMOS tour assignment. As you get closer to redeployment you should also be in contact with the Embassy and Henderson Hall, or other admin support if you are assigned elsewhere (ie. MARFOR). Check on Web Orders and communicate with the IAOP Coordinator about your departure and follow on assignment. Henderson Hall may need you to submit some forms in advance (PCS Data sheet, DLA request, PCS Advance Travel Pay). If a MARFOR or another Marine office is assisting then ask them what they will require you to complete. At the end of your tour (and usually as the group completes their tours) the IAOP Coordinator will forward the request to MMOA-3 to award the Regional AMOS that you have earned. This may also be a good time to look over all the options that are available to you for language sustainment during your PMOS tour. Working to maintain your language proficiency will not be easy but is important to do in preparation for your Utilization Tour which you should expect right after your PMOS tour. Plan to retake your DLPT at the end of your ICT.

# Chapter 13

## ICASS & Housing

1. An explanation of the International Cooperative Administrative Support Services (ICASS) provided by the State Department follows behind this chapter. In short though, at every US Embassy in the world (except Iraq) the services that agencies and their employees receive from the embassy while assigned there represent costs that must be paid for. The way that is accomplished is through the ICASS system. Each agency has a code and shares the costs with all other agencies represented in the embassy. The US Mission itself pays the lion's share of costs. FAO presence in the embassy is usually minimal and our share is generally low. Our code for the USMC share is 1712. Around the world embassies list the services provided into "cost centers". Most large embassies use 32 cost centers (ICASS Standard) and many smaller ones use 16 cost centers (ICASS Lite). Most of the embassies where we have FAOs use ICASS Standard. The services in ICASS Lite are the same as in ICASS Standard— just bundled more tightly together.
2. Soon after arrival for orientation at the embassy you will be asked to "sign up" (sign an MOU) for services under ICASS. Once you choose what services you need, a billing is later created and sent to PP&O (or should be) for your share of the ICASS costs. You are not authorized to sign any bill or invoice. If you are presented with one you must immediately forward it to our budget analysts in PLU, Mr. Lee Capuno and Mrs. Pamela Thompson (you will receive more information and their contact information during your briefing here). They are the **ONLY** persons who can approve and sign ICASS Agreements for Marine FAOs. You can sign up for services you need but they have to approve the ICASS agreement with the Embassy. As far as actual services/cost centers – you will find out that for the most part ICASS is a voluntary system but there are two Mandatory services that everyone must accept – they are **Basic Package** and **Community Liaison function (CLO)**. Basic package includes things like host country documentation, driver's licenses, emergency action plan, and other services that benefit everyone. CLO services benefit everyone also such as assisting newly assigned personnel and their families with orientation and activities, cultural and other events and as a go-to place for answers to a wide range of issues. Depending on your situation you may need no other, a few or several other services such as mail, family medical, vouchering, travel services etc. If you are single or unaccompanied you may need fewer services than if you are with your family, or you may be receiving some services from the host country or host military. As an example Olmsted scholars need fewer services due to having virtually no presence at the embassy and as such are billed for a smaller percentage of services. A FAO with a family and children will likely need to sign up for more services than a single FAO. There are also some services that even though they may be available you are not authorized to request. One major



example would be motor pool and vehicle usage. Army FAOS will usually sign up for this but we are not authorized to use embassy vehicles. If in doubt about any cost center or service ask the budget analysts and the IAOP Assistant Coordinator first.

3. While assigned to the embassy you may hear about periodic ICASS council meetings. We do not have a seat at the ICASS Council at the embassies – our Marine interests are generally handled for us by the DATT who does have a seat. However, as an agency we are entitled to participate in the **ICASS Budget Committee meetings** and you should be permitted to attend if you have an issue and feel you need to participate in them. These budget meetings may occur only a few times during your one year tour. All Marine ICASS costs are paid out of a separate budget managed by PP&O, PLU and are not associated with your ICT travel and tuition budget.

What follows next is information about ICASS provided by State Department that should assist you in navigating the ICASS issue at your embassy as a Marine FAO.

## CHAPTER 12 a What Is ICASS



International Cooperative Administrative Support Services

### WHAT IS ICASS?

The International Cooperative Administrative Support Services (ICASS) system is the principal means by which the U.S. Government provides and shares the cost of common administrative support at its more than 200 diplomatic and consular posts overseas. In the spirit of the Government Performance and Results Act, the ICASS system seeks to provide quality services at the lowest cost, while attempting to ensure that each agency bears the cost of its presence overseas. ICASS, through which more than 280 billing entities obtained support services valued at more than \$1.3 billion in Fiscal Year 2007, is a break-even system; the charge to the customer agencies equals the cost of service inputs.

#### *ICASS Services*

A full range of administrative services is available through the ICASS program. These include motor pool operations and vehicle maintenance, travel services, reproduction services, mail and messenger services, information management, reception and telephone system services, purchasing and contracting, personnel management, cashiering, vouchering, accounting, budget preparation, non-residential security guard services, and building operations.

#### *Signing up for Service*

ICASS is, for the most part, a **voluntary** system. Each agency selects which services it would like to receive via the ICASS system and may obtain services from non-ICASS sources or provide the services for itself.

Two ICASS services are mandatory for all agencies at post. The first is called the Basic Package, which is a cluster of functions that the Department of State performs for all agencies operating in a country. These include obtaining driver's licenses and other documentation from the host government, maintaining the post's Emergency Action Plan,

hardship differential report, retail price schedule, and other reports, and similar actions that are either required by virtue of association with the post or benefit all employees. The other mandatory service is the community liaison function, which benefits the post community as a whole. Community Liaison Offices send out welcome packets to newly assigned employees, coordinate orientation programs for newly arrived employees and their family members, arrange community activities and participation in cultural events, and act as a sounding board for employees with regard to living and working conditions at post.

Agencies subscribe to ICASS services by signing a **Memorandum of Understanding (MOU)** with the service provider. The post-specific MOU and its attachments describe the services offered by the service provider and the performance standards for each service. There is also an **ICASS Charter** that establishes the ICASS system at post and describes the basic operating procedures.

### *The ICASS Players:*

#### *At Post*

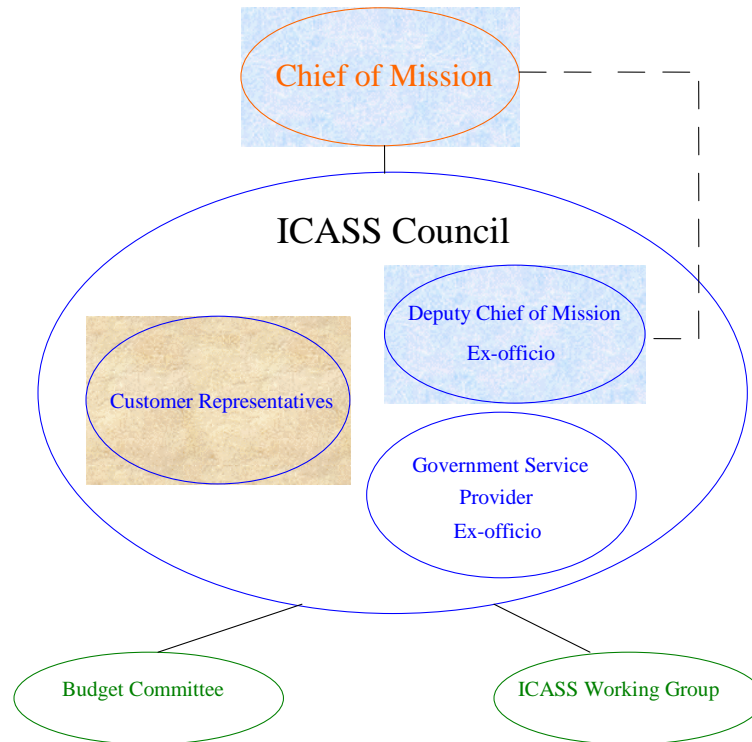
The ICASS system is established at post under the authority of the **Chief of Mission**. The Chief of Mission is responsible for ensuring that the post has a functioning ICASS Council and that the relationship between the Council and service provider(s) is constructive such that ICASS services are delivered fairly and effectively. In the event that an ICASS Council cannot resolve a dispute with the service provider or between agencies on the Council, the Chief of Mission must make a ruling to resolve the dispute.

The post **ICASS Council** is comprised of cabinet level and independent agency representatives, mirroring the representation on the ICASS Executive Board (IEB). The Council focuses on broad issues of resources and performance, including setting shared service priorities, selecting service providers, approving the post's ICASS budget, approving new ICASS support positions and annually assessing the performance of all service providers at post. Each post has a standing **Budget Committee (BC)** comprised of individual agencies and departments with separate appropriations. The BC develops service standards collaboratively with the service provider, reviews and approves workload count modification requests, and reviews and recommends budget approval to the Council. Some post ICASS Councils establish ad hoc **Working Groups** to research specific ICASS issues and develop proposals for improving ICASS services.

The **service provider** is responsible for delivering services in accordance with the MOU. There may be different service providers for different ICASS services at post, and a service provider need not be an agency of the U.S. Government. As of the eleventh year of full ICASS operations, however, the Department of State, with over 22,000 ICASS employees overseas, remains the principal, and most often only, service provider at our diplomatic and consular posts around the world. The head of a U.S. Government service provider – the **Management Counselor**, in the case of the Department of State – sits on

the ICASS Council as an ex-officio member. The post's **Deputy Chief of Mission**, the Ambassador's alter ego, also sits on the Council as a non-voting member.

### POST ICASS GOVERNANCE STRUCTURE



### *The ICASS Players:*

#### *In Washington*

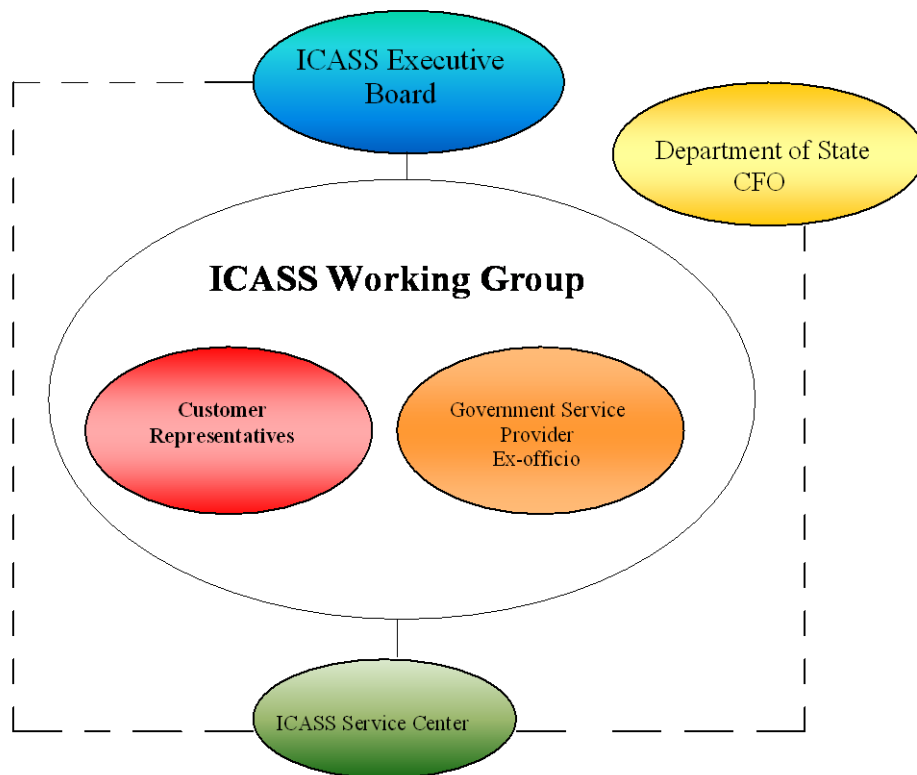
ICASS is a system for delivering shared services at overseas posts. It is supported in Washington by the **ICASS Executive Board**, composed of fifteen senior representatives of cabinet level agencies and chaired by the Assistant Secretary of State for Administration. The Board, which meets four times a year, is the highest level policy making body in the ICASS system and the final court of appeals for ICASS disputes.

The Washington-based **ICASS Working Group**, which reports to the Board, is composed of representatives of any U.S. Government agency or program that receives its own ICASS invoice. The Working Group meets monthly to address ICASS policies and practices, and its meetings are open to members and non-members.

The **ICASS Service Center** serves as the Secretariat to both the ICASS Executive Board and the ICASS Working Group. It is an interagency staffed and funded office within the Department of State's Bureau of Resource Management, the Center works with many other offices throughout the Department of State and other participating agencies to

facilitate the effective operation of the ICASS system. With a staff of eighteen fulltime employees, it coordinates the ICASS budget and allotments process, and develops and maintains the software on which the ICASS budget and cost distribution system is based. It also provides policy guidance, practical information, orientation materials and technical advice to those operating ICASS programs overseas, and runs a training program for overseas posts.

### WASHINGTON ICASS GOVERNANCE STRUCTURE



### *ICASS Principles*

Administered by the U.S. Department of State, ICASS is a truly interagency endeavor. Representatives from customer agencies on post ICASS Councils and on the Washington-based ICASS Executive Board and ICASS Working Group work together to ensure the integrity of the system's operating principles.

**Local Empowerment:** Post ICASS Councils make decisions as to service priorities, service budgets and how services are to be obtained. They also participate in establishing service standards and assessing the quality of the services received.

**Equity:** All agencies are charged for service according to use, based on workload factors that vary by service.

**Transparency:** The budget and cost distribution software system makes it possible to explain to customers how their invoices are developed, the extent of their use by service, and the unit cost of the service consumed.

**Customer Focus:** Customers, through their post ICASS Councils, express their preferences for service and their assessment of the services delivered. Councils and service providers collaborate in developing performance standards for each service offered.

**Selection of Service Providers:** Post ICASS Councils decide who will provide each service required. Although Department of State administrative personnel currently provide most ICASS services, the ICASS Council can select other U.S. Government agencies or commercial firms to provide services if those providers can demonstrate a competitive advantage.

### ***Distributing ICASS Costs***

The costs of shared administrative support are distributed to cost centers representing the services being offered. The ICASS system takes into account the differences between large posts and small. Large posts and some medium-sized posts distribute costs to 32 different ICASS cost centers. Most medium and smaller posts generally use a system called ICASS Lite, which distributes the cost of the same services to 16 cost centers for ease of administration.

The factor for determining agencies' use of services varies by cost center. For some services, actual transactions (e.g., number of miles driven) are the basis for determining use. For others, use is calculated by allocating a percentage of the cost based on head count, number of square meters of office space occupied, number of computer peripherals serviced or a similar factor. In some cases, an agency may perform portions of a service itself and not require the full range of functions offered by the ICASS service provider for that service. In such cases, the ICASS Council may agree to modify the agency's usage or workload count for that service either to 30 or 60 % of full service. Not all ICASS services are modifiable.

When the initial budget for the fiscal year is prepared at each diplomatic mission, the post utilizes each agency's actual use of services in the prior year, or projects usage for new subscriptions. The expenses for each service are then divided by the total number of units used to establish a unit cost. The unit cost is then multiplied by the number of units used by agency to determine each agency's cost for that service. To this figure is added a proportional share of the cost of administrative overhead and the cost of services consumed by ICASS administrative personnel to arrive at each agency's invoice for

services at that post. Agency heads at post sign their invoices at the time that the post's ICASS Council approves the budget.

### ***Paying for ICASS Services***

Washington consolidates posts' ICASS invoices and adds the costs of Washington ICASS programs that are not post-specific, such as the salaries and operating costs for the ICASS Service Center, the Office of Medical Programs and the Office of Overseas Schools. The ICASS Service Center sends an initial invoice representing 70 % of an agency's prior year total bill to ICASS customer agencies in the Fall. This policy insures adequate cash flow in the ICASS Working Capital Fund. A second and final invoice, adjusted on the basis of a final budget review, is sent to each customer agency in the Summer.

### ***The ICASS Working Capital Fund***

Unlike many U.S. Government programs, which operate on the basis of single-year appropriations or funding, the ICASS system uses a no-year Working Capital Fund. ICASS funds not spent at the end of the fiscal year are rolled over for use by post in the next fiscal year. This is a significant advantage because it allows posts to spend their funds for shared support more in accordance with their needs, and to budget for depreciation and capitalization.

### ***ICASS: An Agent for Change***

The ICASS system's more flexible Working Capital Fund, its ability to track costs more precisely by service, and its explicit partnership between customer and service provider encourage posts to examine how they are providing ICASS services and to make changes to improve the quality, cost and timeliness of service delivery. Sharing best practices, optimizing the use of information technology and identifying business processes that might be automated, extending additional administrative authorities to posts, and exploring alternate staffing options for overseas operations are some of the ways those involved in the ICASS system are striving to provide and obtain quality services at the lowest cost.

### ***For More Information***

More information about the ICASS program can be obtained by visiting the ICASS websites on the Internet ([www.icass.gov](http://www.icass.gov)). The websites include information on the one, two and four-day ICASS courses offered by the Foreign Service Institute.

## Chapter 14

### Emergencies, Medical Treatment, Evacuations

1. Whether its you, a family member, a wife who is pregnant, or an emergency lockdown, or evacuation of the embassy and all non-essential personnel, emergencies can and do occur. Knowing what the procedures are in place at your embassy is the best preparatory first step. This information should be provided during your initial embassy briefing. You need to make sure that you and your family are included in the embassy's "Non-combatant Evacuation Operation (NEO) Plan". If you are aware of or informed of possible NEO actions discuss the impact on you and your status with the DAO/MARA as soon as possible.
2. There are two types of evacuations: **Authorized** and **Ordered**. When an Authorized Departure is declared dependents are authorized to depart the country and the DAO will facilitate the preparation of orders. When an Ordered Departure is declared then families and non essential personnel (read FAOs) must evacuate. Remember that any departure of dependents **prior** to an Authorized or Ordered departure being declared will be at the service member's expense.
3. For medical treatment planning you should call "Overseas TRICARE" and ask how TRICARE will work for you in your country, for both routine treatment and a medical emergency. You can also check on their website – **[www.tricare.mil/overseas](http://www.tricare.mil/overseas)**. Ask about medical treatment options and know where the regional military medical treatment facility is. You may also find differences between the way TRICARE Prime and TRICARE Standard works overseas. For medical evacuation issues, and emergency treatment, TRICARE should be contacted first. When you arrive at your embassy or overseas duty station ask for additional information about Tricare Overseas.



Appendix 1-7: see CD

Appendix 8: Frequently Asked Questions (on CD)

Appendix 9: Travel Claim 1351-2 examples (See examples on CD)

Appendix 10: Blank Forms (on CD)

Appendix 11: FAO/Embassy acronyms and Glossary (on CD)

Appendix 12: Maps (on CD)

Appendix 13: Travel Tips and Cautions (on CD)

## Appendix 14

### Websites

These are some of the countless websites that may contain many volumes of information and helpful advice that you can make use of before and during your overseas tour as a family. We will add and update these links periodically. Please let us know if a link is not working, has changed, or if you discover others that should be added here.

**FAOWeb:**

<http://www.fao.nps.edu>

**US State Department website lists for Embassies, Consulates:**

[www.usembassy.gov](http://www.usembassy.gov)

**US State Department Travel information:**

[www.state.gov/travel](http://www.state.gov/travel)

**Personal World Clock:**

<http://www.timeanddate.com/worldclock/personal.html>

**Defense Language Institute:**

[www.dliflc.edu](http://www.dliflc.edu)

**Other language related sites:**

[www.voanews.com](http://www.voanews.com) (Voice of America)

[www.rferl.org](http://www.rferl.org) (Radio Free Europe)

**Currency Converters:**

<http://www.oanda.com/convert/classic>

<http://www.xe.com/>

**Languages of the World:**

[http://www.ethnologue.com/country\\_index.asp](http://www.ethnologue.com/country_index.asp) <

**Tricare Overseas:**

<http://www.tricare.mil>

<http://www.tricareonline.com>

<http://www.tricare.mil/mybenefit/home/overview/Regions/RegionsNonUS>

**Sites for information on living abroad/ expat info exchange:**

<http://www.expatechange.com/living.cfm>

<http://www.talesmag.com/index.shtml>

<http://www.transitionsabroad.com/listings/living/index.shtml>

**DoD Schools overseas:**

<http://www.dodea.edu/home/>

**Military One Source website, wide range of information and links:**

<http://www.militaryonesource.com/skins/MOS/home.aspx>

**International Drivers Licenses: (AAA & Idriverlicense.com)**

<http://www.aaa.com/Vacation/idpf.html> [http://www.idriverlicense.com/index-](http://www.idriverlicense.com/index-2.html)

[2.html](http://www.idriverlicense.com/index-2.html)

<http://www.aaa.com>

**Advice from travelers on travel/hotels etc.:**

<http://www.tripadvisor.com>

**CIA Fact Book (wide range of country information):**

<https://www.cia.gov/library/publications/the-world-factbook/index.html>

**IAP website**

<http://www.marines.mil/unit/hqmc/planspolicies/PL/PLU/Pages/welcome.aspx>

**Facebook - Marine Corps International Affairs Program (IAP)**