



DEFENSE SECURITY COOPERATION AGENCY

WASHINGTON, DC 20301-2800

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In reply refer to:  
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MEMORANDUM FOR DEPUTY UNDER SECRETARY OF THE ARMY  
(INTERNATIONAL AFFAIRS)  
DEPARTMENT OF THE ARMY

DIRECTOR, NAVY INTERNATIONAL PROGRAMS OFFICE  
DEPARTMENT OF THE NAVY

DEPUTY UNDER SECRETARY OF THE AIR FORCE  
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DEPARTMENT OF THE AIR FORCE

DIRECTOR, DEFENSE LOGISTICS AGENCY

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PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE  
(AT&L) DP/FC

DEPARTMENT OF COMMERCE  
DEPUTY ASSISTANT SECRETARY, BUREAU OF EXPORT CONTROL

Subject: Enhancing Partnership Through TEAM INTERNATIONAL

Export sales and transfers are complex transactions involving three primary stakeholders: US government, allied and friendly governments, and US defense commercial contractors. Each stakeholder operates under a unique set of constraints and objectives. It is the goal of the Defense Security Cooperation Agency to recognize and accommodate each of those legitimate constraints and objectives to the best of our ability. Achieving this goal will require advance planning, information sharing, and a close working relationship among the three stakeholders.

There is a recognized need to bring the relevant parties in an export sale together at the earliest possible time to better define program requirements and influence program execution. By developing a true partnership among the US government, the foreign customer, and US industry, the overall export sales and transfer process will be improved through greater understanding of each other's needs, expectations, and limitations.

The concept of “Team International” offers a powerful mechanism to achieve our stated goal of accommodating each stakeholder’s interests and objectives. Team International emerged from a series of reinvention studies and efforts initiated by the Military Departments (MILDEPs). Team International is intended to exploit available mechanisms for the transfer of defense-related goods and services, identify timely solutions to problems, and improve communications and participation so that the needs of our foreign customers are better met. The purpose of this policy memo is to establish Team International as a formal business practice throughout the security cooperation community.

Team International is actually an Integrated Process Team (IPT) that combines the efforts, knowledge and interests of the various stakeholders. Team participants may include (but are not limited to) representatives from: the MILDEP policy and/or executing activities; the Program Manager and Program Office (the Program Executive Office for whom they work); the MILDEP country director; the relevant U.S. Unified Command; Department of Defense (DoD) contracting community; Departments of Commerce and State; U.S. industry; the country team; the foreign customer(s); and DSCA. A Team International can be made up of all or some of these (or other) activities. Stakeholders are considered to be any activity with sufficient equity in the outcome as to warrant the potential expenditure of significant time and resources. It is a competency-aligned team that brings all stakeholders and their perspectives to the table early in the process. This creates a forum for communication among all participants to identify and to resolve issues regarding accountability, legal/security risks, technology transfer, cost reduction, customer satisfaction, and timely responsiveness to the foreign customer. Team International is a vehicle to achieve the quality of results possible only when the efforts and resources contributed by all stakeholders are aligned.

Team International will meet the needs of the DoD, our foreign customers, and U.S. industry by:

- Establishing a working forum, to include U.S. industry and DoD to anticipate emerging operational requirements of customer countries.
- Identifying and coordinating releasability and licensing issues as early as possible.
- Considering flexible acquisition possibilities, to include Foreign Military Sales (FMS) and hybrid arrangements [i.e., combined FMS and Direct Commercial Sales (DCS)], as well as Cooperative Research and Development (R&D) to meet the needs of the international customer and also enhance the competitiveness of U.S. products.

Team International is best suited for programs that:

- Introduce a weapon system into a customer's inventory.
- Integrate a weapon system on a nonstandard or non-U.S. platform.
- Involve more than one military department.

To facilitate the use of Team International, any stakeholder has the opportunity to propose the formation of Team International for any program; however, the probability of a positive response is enhanced if the program falls within the parameters listed above.

The attached guidelines are provided to assist in the implementation of this new business practice. DSCA recognizes the need for flexibility when implementing Team International with individual foreign countries and that different business and operational processes are employed in each of the MILDEPs. DSCA will update the Security Assistance Management Manual (SAMM) to reflect any necessary policy changes required by the Team International concept. Each MILDEP is encouraged to establish its own policy directives implementing Team International within the guidelines accompanying this memo. Please provide a copy of any implementing directives to DSCA, ATTN: P3.

Team International guidelines have been developed by an Integrated Process Team comprised of members from all three Military Departments, the Department of Commerce, DSCA, the Acquisition community, defense industry associations and the Foreign Procurement Group. It is a true joint and combined effort.

The DSCA point of contact is Ms. Mary Buehler, DSCA/PPP, (703) 601-3856, or e-mail [mary.buehler@osd.pentagon.mil](mailto:mary.buehler@osd.pentagon.mil).

  
A.R. KELTZ  
DEPUTY DIRECTOR

Attachment:  
Guidelines For Team International

## **GUIDELINES FOR IMPLEMENTATION OF TEAM INTERNATIONAL**

**Team International** may be formed to leverage the advantages and synergies created by teaming US Government (USG), US industry, and the eligible ally, coalition partner or friendly nation (customer). Therefore, such teaming arrangements should be focused on the support of a specific opportunity to transfer or sell defense items or services (such as a major weapon system) to a customer. Any such transfer or sale must be consistent with US national security and foreign policy objectives. While Team International is principally a coordination and information exchange body, U.S. governmental decisions relevant to Team International deliberations can only be made by USG officials. (Note: No priority is assigned within these guidelines; each of the reasons given or actions to be taken will be considered on a case-by-case basis).

### **Team International has multiple purposes.**

- Identify emerging or potential needs of customers early.
- Enable the customer to participate in the process of US defense exports, sales, and transfers.
- Facilitate customer acquisition of new or upgraded/enhanced US platforms and major weapon or combat support systems.
- Identify and coordinate releasability and licensing issues early.
- Allow US industry an opportunity to shape comprehensive and effective international business and sales strategies for major US platforms and/or weapon systems through the fostering of cooperative relationships.
- Respond to the US Unified Commander-In-Chief's (CINC) near term and long-range requirements (e.g. Theater Engagement Plans, coalition efforts, multi-national logistics operations, and interoperability)
- Meet customer needs by exploring alternative procurement strategies.

### **Team International can be formed for any of the following reasons:**

- Respond to a customer's preliminary and formal requests for information, release of technical data, pricing, procurement, and delivery schedules regarding a potential acquisition of US platforms, weapons and/or major military systems and services.
- Promote increased participation by key stakeholders in the development of Letters of Request (LOR)/Letters of Offer and Acceptance (LOA) or other documentation and the supporting contract.
- Assist the customer in identifying or refining requirements for an acquisition, systems support, or systems upgrade program.

- Support transfer and deployment of specific capabilities within the customers' armed forces.
- Maintain and expand or extend the service life of existing systems deployed in customers' armed forces through the service life and upgrade or improvement programs.

**Team Goals and Objectives.** When established, each Team International may have many specific goals and objectives. The following objectives will apply to each Team International:

- Promote US national security objectives and foreign policy interests.
- Further US military engagement strategy.
- Provide customers accurate and coordinated information regarding potential acquisitions.
- Assist the customer to establish effective and coherent acquisition and employment strategies.
- Facilitate USG/US industry coordination to ensure the appropriate exchange of information.
- Facilitate resolution of regulatory and administrative issues pertaining to releasability, disclosure, technology transfer, licensing, delivery schedules, and contracting techniques.
- Present the customer with potential acquisition options.
- Tailor the transfer/sale to the customer's acquisition needs.
- Treat all US commercial entities fairly (e.g. do not favor one US company over another in a customer's competition process).

**Potential Scenarios For Establishing a Team International:**

- A customer advises or notifies a USG stakeholder (i.e. a country team, Defense Security Cooperation Agency (DSCA) MILDEP, or the Unified CINC) about its desire to acquire and deploy US platforms or weapons systems.
- US industry advises or notifies DSCA or the cognizant MILDEP that, through its own international marketing and sales efforts, it is aware of a potential customer's acquisition desires that may warrant establishing a Team International.
- USG becomes aware of an unfulfilled interoperability or operational capability/requirement for allied, coalition and/or friendly forces as defined in a US Unified CINC's Interoperability and/or Theater Engagement Plan.
- A MILDEP implementing agency and/or US industry wants to develop a coordinated business strategy for a proposed or existing US platform or weapon system through its life cycle or improvement/upgrade program.
- A customer informs a USG representative about its desire to incorporate a range of USG managed capabilities, systems and weapons on a non-US platform.

### **Procedures for establishing a Team International:**

- Any stakeholder can request that the cognizant MILDEP for the subject platform or weapons system consider forming a Team International.
- The cognizant MILDEP will review the stakeholder's request and will either approve and establish a Team International or will decline a request and provide rationale for the declination.
- Team membership will typically be based upon individual MILDEP or vendor equities, as well as customer requirements.
- The Chairman of the Team International will be from the appropriate MILDEP implementing agency (IA), even when competing U.S. industries are involved. In the event of competing MILDEPs/platforms (e.g., F-16 vs F/A-18), DSCA will chair until down select to a single platform, at which time the cognizant MILDEP will assume the chair. For Hybrid DCS programs, US industry may serve as co-chair.

### **Funding for USG Participation in Team International:**

- USG efforts provided in support of a Team International should be funded in accordance with DSCA Policy 00-19 (FMS Review Policy Guidance). DSCA is pursuing a legislative initiative that would allow for reimbursement of IA work on Direct Commercial Sales from other sources (i.e., from the contractor who is requesting the support). Until that legislative initiative is enacted, the IA's should continue to fund their efforts in accordance with existing guidance. In all cases, U.S. government appropriations can only be used for authorized purposes.
- For extended Team International efforts, the foreign customer may be asked to establish an FMS case to fund on-going USG support.

### **The general responsibilities of the Chairman of the Team International effort may include, but are not limited to:**

- Identifying and inviting the appropriate stakeholders to participate.
- Drafting the Team's charter and defining specific team goals and objectives.
- Hosting Team meetings, drafting minutes and overseeing completion of action items.
- Ensuring that all customer information and requirements are equally disseminated to all Team participants.
- Disbanding the Team when the Team's goals and objectives are achieved or there is no longer a need for the Team to continue action.
- Ensuring advocacy issues comply with SECDEF advocacy policy guidelines.
- Ensuring that when there are more than one U.S. contractor, each of whom are in a competitive situation with the other, that their participation on Team International is managed on an equal footing - especially with regard to information and customer access.

## Recommended Check List:

The issues addressed by a Team International will reflect the specific goals of the Team and therefore will vary from program to program. However, in situations where a Team has been formed in support of a possible systems acquisition, transfer or upgrade the following checklist may be used:

- A. Purchaser Information (***What does the customer want? What is the Team offering?***)
  1. Identification of weapon system
    - a. Description/nomenclature of weapon system
    - b. Quantity
    - c. Configuration
    - d. Delivery time frame/Availability
    - e. Degree of commonality with equipment currently in US or foreign inventory
  2. Plan for use (***How will it be used?***)
    - a. Mission/Operations/Training
    - b. Usage or expenditure rate
    - c. Basing (facility support required)
  3. Planned maintenance (***Is the necessary support available?***)
    - a. In-country maintenance plan at what level
      - (1) Organization
      - (2) Intermediate
      - (3) Depot
    - b. In-country manpower skill levels/requirements
  4. Economic factors (***Is there funding for the program?***)
    - a. Estimated budget
    - b. Purchaser procurement plan/payment schedules
    - c. Foreign competition
  5. Specific Customer concerns (***What is unique about this effort?***)
- B. Disclosure Information (***Is everything releasable? Can we jump-start the review process?***)
  1. Internal MILDEP approvals
  2. National Disclosure Policy requirements
  3. Disclosure Concerns
- C. Acquisition Plan (***By what means will the Team buy or sell?***)
  1. FMS, DCS, Cooperative International Agreement or Hybrid? (***Refer cooperative international agreement opportunities to cognizant MILDEP acquisition program manager for integration into the MILDEP's own systems acquisition strategy.***)
  2. Supplier information: Industry participants (both U.S. and foreign), USG resources

3. If FMS, what is the source of the material (contract, stock issue, RIK, EDA)
  4. If from USG inventory what is the status of OPEVAL (***Is a Yockey waiver needed?***)
  5. Any sole source direction
  6. Projected contract award date
  7. Uncertainties which could affect pricing information
  8. Logistics (***How does Team propose to support this sale?***)
    - Data requirements (***How much data does the customer want?***)
      - Technical Data Package (***Is data releasable?***)
      - Publications (***Do these need to be tailored?***)
      - Parts Cataloging (***Is standard cataloging data available?***)
        - Where (***In-country or CONUS?***)
        - How (***DoD, Contractor or Hybrid***)
      - Training devices (***Are they available? Simulator procurement required?***)
      - Maintenance Concept (***What does the customer want? What can it afford? What does the Team propose?***)
      - Spares (***To what level, initial or lifecycle support?***)
      - Supply Support (***Can DoD facilities absorb an additional customer?***)
      - Support Equipment (SE) (***What SE does the customer currently have?***)
      - Facilities (***New construction, existing, or upgrades?***)
      - Environmental considerations
      - Staging (***Where and how?***)
      - Transportation (***Surface or air?***)
  9. Training (***Where and how?***)
    - Where (***In country or CONUS?***)
    - How (***DoD, Contractor or Hybrid?***)
  10. Engineering Support Requirements
    - Contractor Engineering Technical Services (***Is it needed?***)
    - Engineering technical services (***How much is required, what systems?***)
      - Software support
  11. Program Management
    - Liaison offices (***Are these needed, if so when and where?***)
    - Program Management Support (***How much is required?***)
  12. Other elements
- D. Miscellaneous
1. Legal impediments (***Any conflicts of interest involved?***)
  2. Congressional considerations (***Is the sale in the Javits report? When can MILDEP/DSCA notify Congress?***)

Team International is established to fulfill specific goals and objectives. There is no intent to make any Team International a standing entity. This would unduly burden the already limited availability of individuals and resources to support team efforts. The appropriate time to disband the Team is left to the discretion of each Team chairman.