



DEFENSE ACQUISITION UNIVERSITY

Learn. Perform. Succeed.



International Acquisition and Exportability (IA&E)

**ACQ 405 International Elective
September 21, 2016**

DT Tripp
Defense Systems Management College
duane.tripp@dau.mil
(703) 805-5151

Topics

- Strategic & Business Advantages
- Terms and Roles
- Law and Policy
- Program Forms
- TSFD/EC Initiatives
- Take Aways

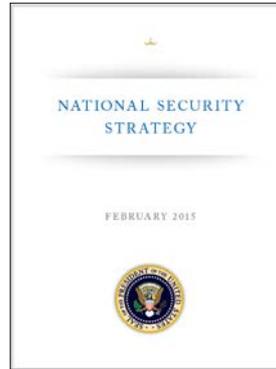
International Acquisition & Exportability (IA&E)



Strategic Guidance

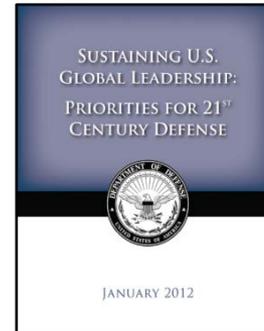
National Security Strategy

- Advance the nation's interests, universal values, and a rules based international order through American leadership
- Promote peace, security, and opportunity through **stronger cooperation**
- Strengthen and grow **global alliances** and partnerships, **forge diverse coalitions**, and lead the UN and other Multilateral organizations



DoS/USAID Strategic Plan

- Prevent & respond to crises and conflict and provide humanitarian assistance
- Overcome global security challenges through diplomatic engagement and **development cooperation**
- Combat climate change & global health challenges

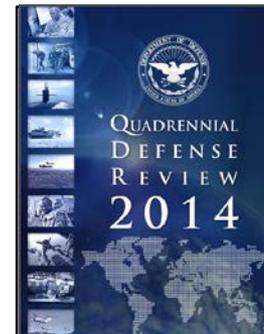
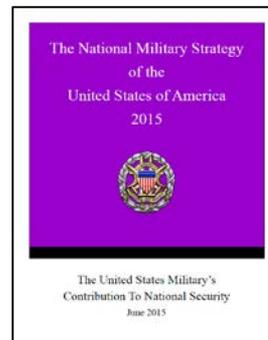


Defense Strategic Guidance

- Challenging global security environment
- Rebalance to Asia-Pacific
- **Delicate balance between available resources and security needs**
- Maintain broad/versatile capability portfolio

National Military Strategy

- Strategic environment driven by globalization, diffusion of technology, and demographic shifts
- Both state actors and violent extremist organizations propose threats
- **Need for U.S. military to remain globally engaged; preserve alliances and expand partnerships**



2014 QDR

- Protect the homeland
- Build security globally
- Project power/win decisively
- Innovation and reform
- **Rebalance to Asia-Pacific; focus on Middle East**



Sustaining U.S. Global Leadership: Priorities for 21st Century Defense

Global presence emphasizing the Asia-Pacific and Middle East while ensuring our ability to maintain our defense commitments to Europe, and strengthening alliances and partnerships across all regions

Europe

- **Principal partner in seeking global and economic security**
- Enduring interests in supporting peace and prosperity in Europe and bolstering the strength and vitality of NATO
- Maintain Article 5 commitments and work with NATO allies to develop a “Smart Defense” to pool, share, and specialize capabilities

Middle East

- **Emphasize security in collaboration with Gulf Cooperation Council countries**
- Place premium on U.S. and allied military presence; support of partner nations in and around this region

Asia-Pacific

- Expand networks of cooperation with emerging partners throughout the Asia-Pacific
- **Invest in long-term strategic partnership with India**

- **Be security partner of choice, new partnerships with growing number of nations including Africa and Latin America**

- Develop innovative, low-cost, and small-footprint approaches to achieve security objectives
- Effective operations to counter proliferation of **WMD** with domestic and foreign partners
- Invest in advanced capabilities for **network defense and cyberspace** and **space resiliency** with domestic and international allies and partners
- **Reduction in resources requires innovative and creative solutions** to maintain support for allied and partner interoperability and building partner capacity



Contributions to Affordability

Technology Development

- Access to foreign technology can reduce technology development cost and risk
- Foreign NDI can reduce/avoid development

EMD

- RDT&E costs can be shared
- Foreign test facilities used at reduced costs

Production & Deployment

- Non-recurring costs can be shared
- Economies of scale through defense sales

Operations & Support

- Share non-recurring mod and upgrade costs
- Create overseas support footprints

Terms and Roles



Security Cooperation

All DoD interactions with foreign defense establishments to **build defense relationships** that promote specific US **security interests**, develop allied and friendly **military capabilities** for self-defense and multinational operations, and provide US forces with peacetime and contingency **access** to a host nation.



Security Cooperation is a DoD Term (Joint Pub 1-02)



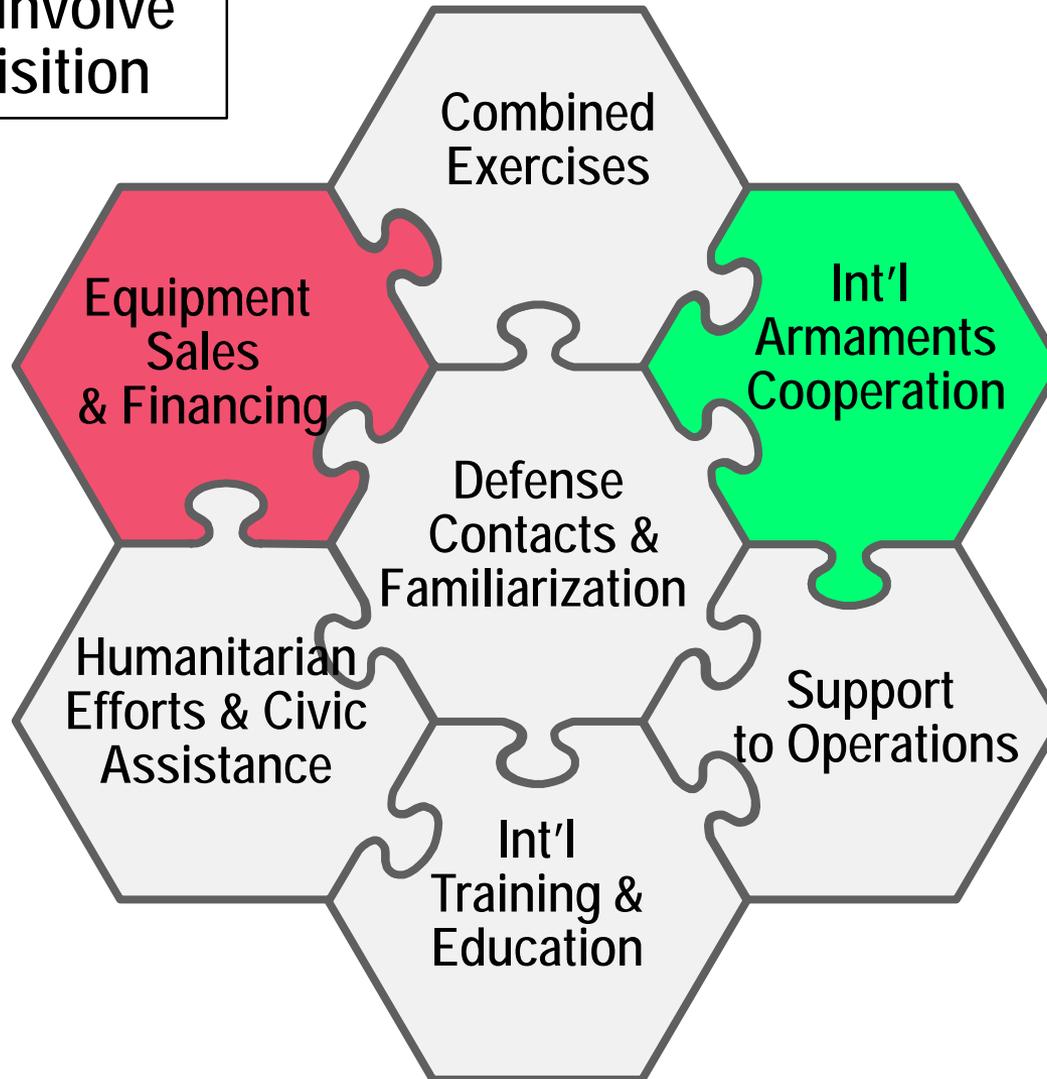
Security Cooperation Elements





Security Cooperation Elements

Elements that involve defense acquisition



Major Players



- Congress

- Authorizes programs and appropriates funding
- Exercises oversight



- State Department "Title 22"

- Determines which countries can have programs
- Determines which sales, leases, and transfers will be made
- Issues export licenses for commercial sales
- Determines foreign assistance funding levels



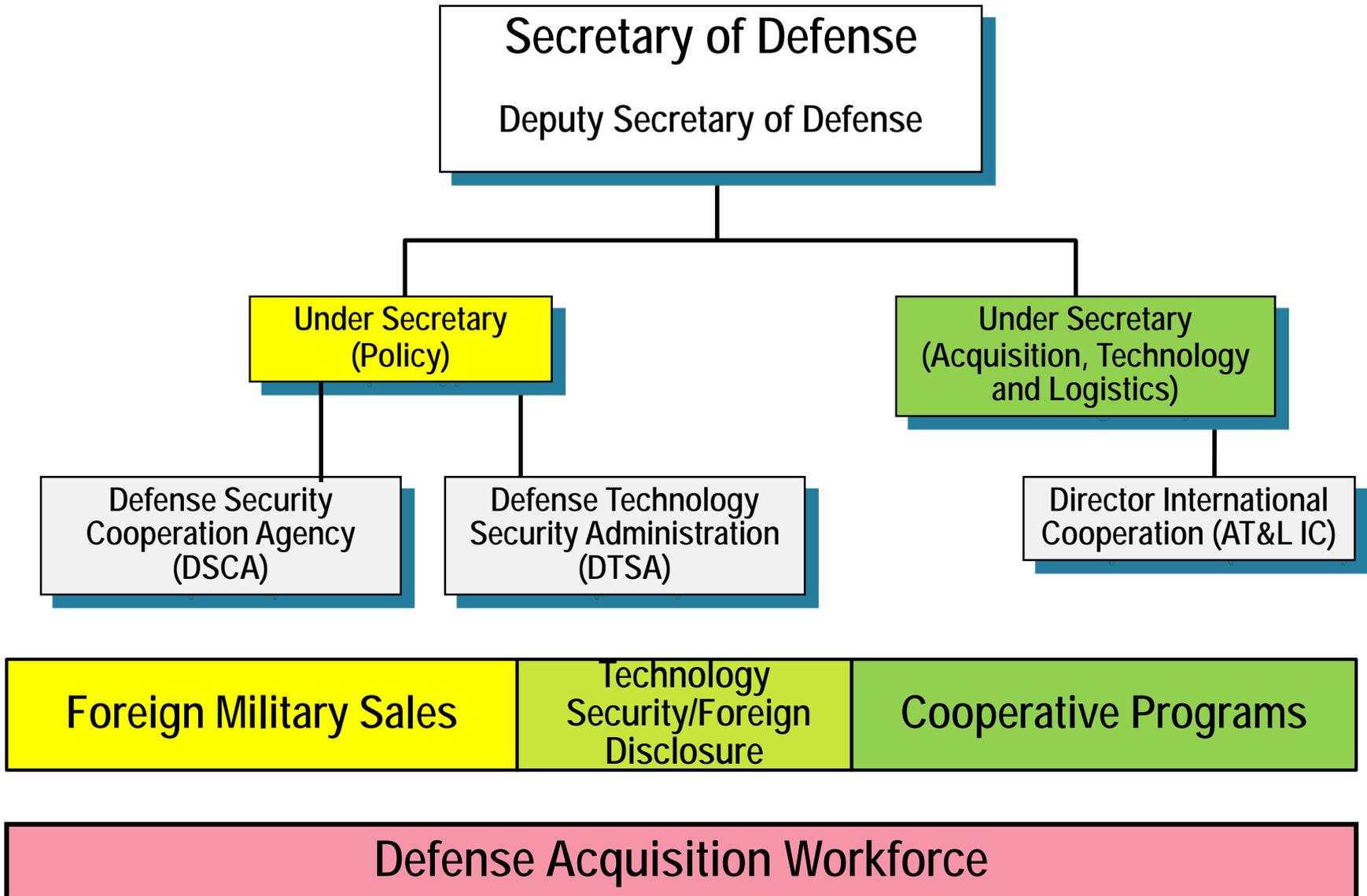
- Defense Department "Title 10"

- Extensive input on security cooperation policy
- Determines what is available for sale or lease
- Recommends foreign assistance funding levels
- Implements Security Assistance programs on behalf of State Department
- Conducts international cooperation within the Defense Acquisition Management System





DoD Organization Complicates the Challenge



Law and Policy



Major IA&E Policy Summary

Allied and Coalition Partner Interoperability

- Standardized or interoperable equipment & JCIDS attributes

Acquisition Strategy

- Integrate IA&E considerations at each milestone/decision point

Program Protection Planning

- Consider TSFD and exportability throughout life-cycle

International Cooperative Programs (ICPs)

- Preferred form; must consider partnership opportunities throughout life-cycle

Defense Exportability Features (DEF) (BBP 2.0)

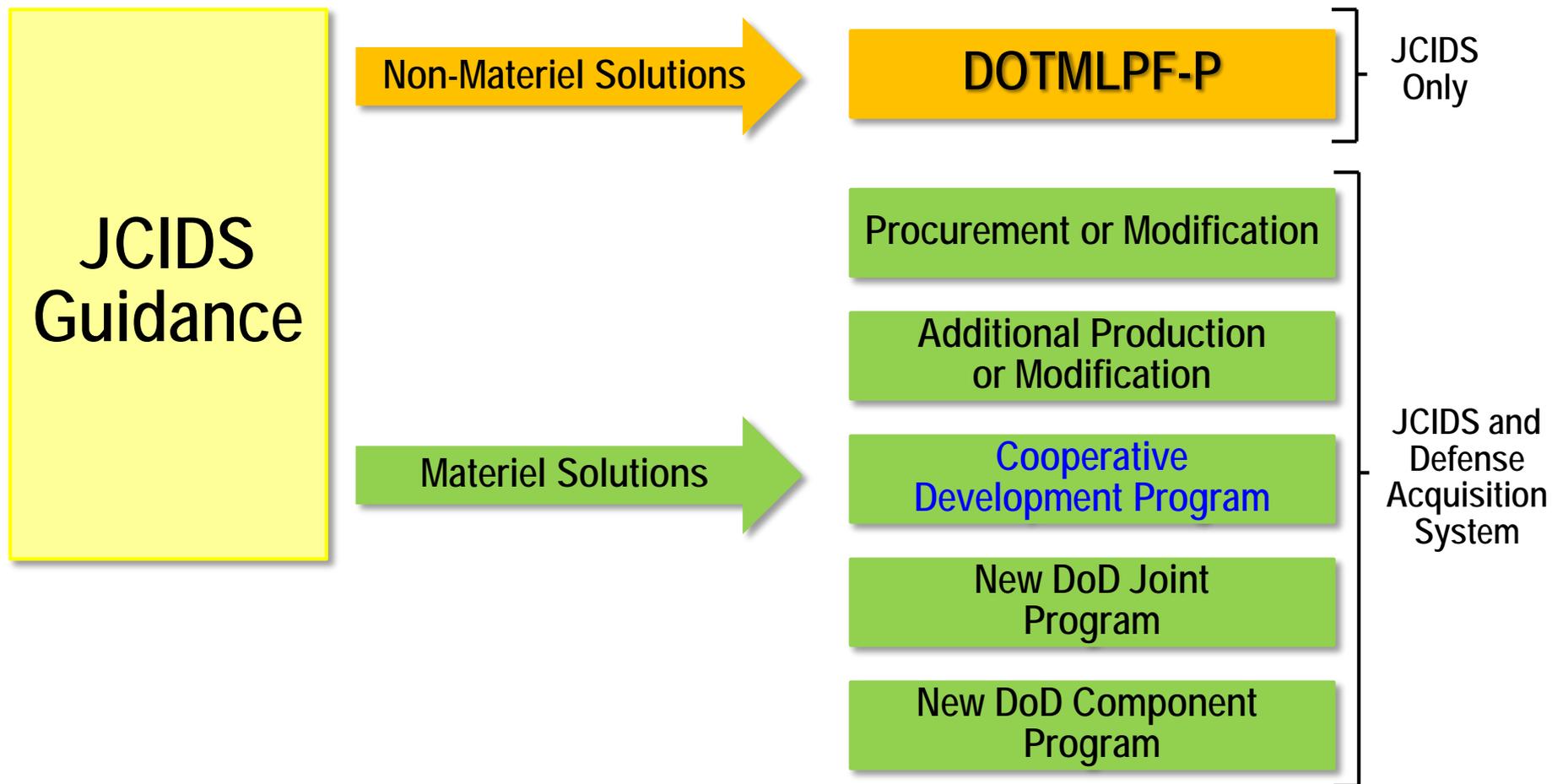
- Develop/incorporate technology protection features during the R&D phase

Better Buying Power (BBP 3.0)

- Improve DoD outreach for technology and products from global markets



Preferred Order for Solutions





Cooperative Opportunities Document

- 10 USC 2350(a)(e) - Cooperative Opportunities Document (COD)
- COD must be prepared before first milestone or decision point for review by the Milestone Decision Authority (MDA)
 - Required for MDAP, MAIS, ACAT II & III
 - Is a similar project in development or production by another country, organization, or NATO?
 - If yes, an assessment required as to whether that project could satisfy, or could be modified in scope so as to satisfy DoD military requirements
 - An assessment of the advantages and disadvantages with regard to program timing, developmental and life cycle costs, technology sharing, and Rationalization, Standardization, and Interoperability (RSI) of a cooperative development program
 - Recommendation to MDA as to whether the DoD should explore the feasibility and desirability of a cooperative development program

Documented in Acquisition Strategy (AS) or Business Case for initial milestone (A, B, or C)
(DoDI 5000.02, Table 2 (Milestone and Phase Information Requirements), Page 47)



Defense Exportability Features (DEF) Pilot Program

- FY11 NDAA directed SECDEF to “carry out a pilot program to develop and incorporate technology protection features in a designated system during the research and development phase of such system.”
- FY12 NDAA Amendment – Industry to share at least half the cost of the pilot program
- FY14 Amendment – Extends pilot program through Oct. 1, 2020
- Program Scope/Status
 - Identify MDAPs for which there is significant anticipated export demand and whose technical aspects are amenable to DEF
 - Pilot program to provide funding to evaluate exportability and facilitate planning for, design, and incorporation of exportability features during RDT&E
 - AT&L selects candidate programs; most are pre-Milestone A



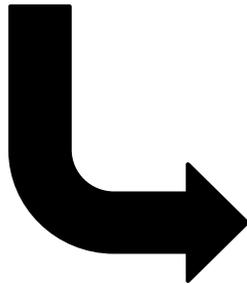
Better Buying Power (BBP)

BBP 2.0

Control Costs Throughout the Product Lifecycle

- Increase the incorporation of defense exportability features in initial designs

Continued in
BBP 3.0



BBP 3.0

Promote Effective Competition

- Improve DoD outreach for technology and products from global markets



Outreach for Technology & Products in Global Markets

Much of today's technical innovation occurs outside the U.S.

Allies and friends who share our values can assist us in pursuing innovation and technological superiority

Non-U.S. products may be adequate and more affordable freeing up resources for other priorities

Increased investments in cooperative research, co-development, and co-production may also provide better products for our warfighters at reduced cost



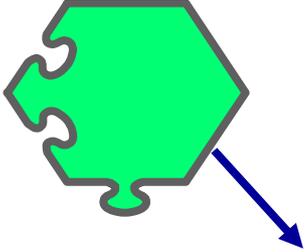
BBP 3.0 Implementation Actions

- Establish centralized process that integrates and provides awareness of global technology for potential application in acquisition and S&T programs
- Improve knowledge base of acquisition professionals, enabling greater awareness of foreign solutions and processes
 - Assess current career field training to identify opportunities for IA&E training not in international positions
 - Target communities are Program Managers and U.S. Embassy Security Cooperation Organization (SCO) personnel

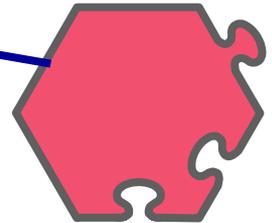
Program Forms



International Acquisition Program Forms



- **International Armaments Cooperation (IAC)**
- **Equipment Sales and Financing**
 - **Foreign Military Sales (FMS)**
 - **Building Partner Capacity (BPC)**
 - **Direct Commercial Sales (DCS)**



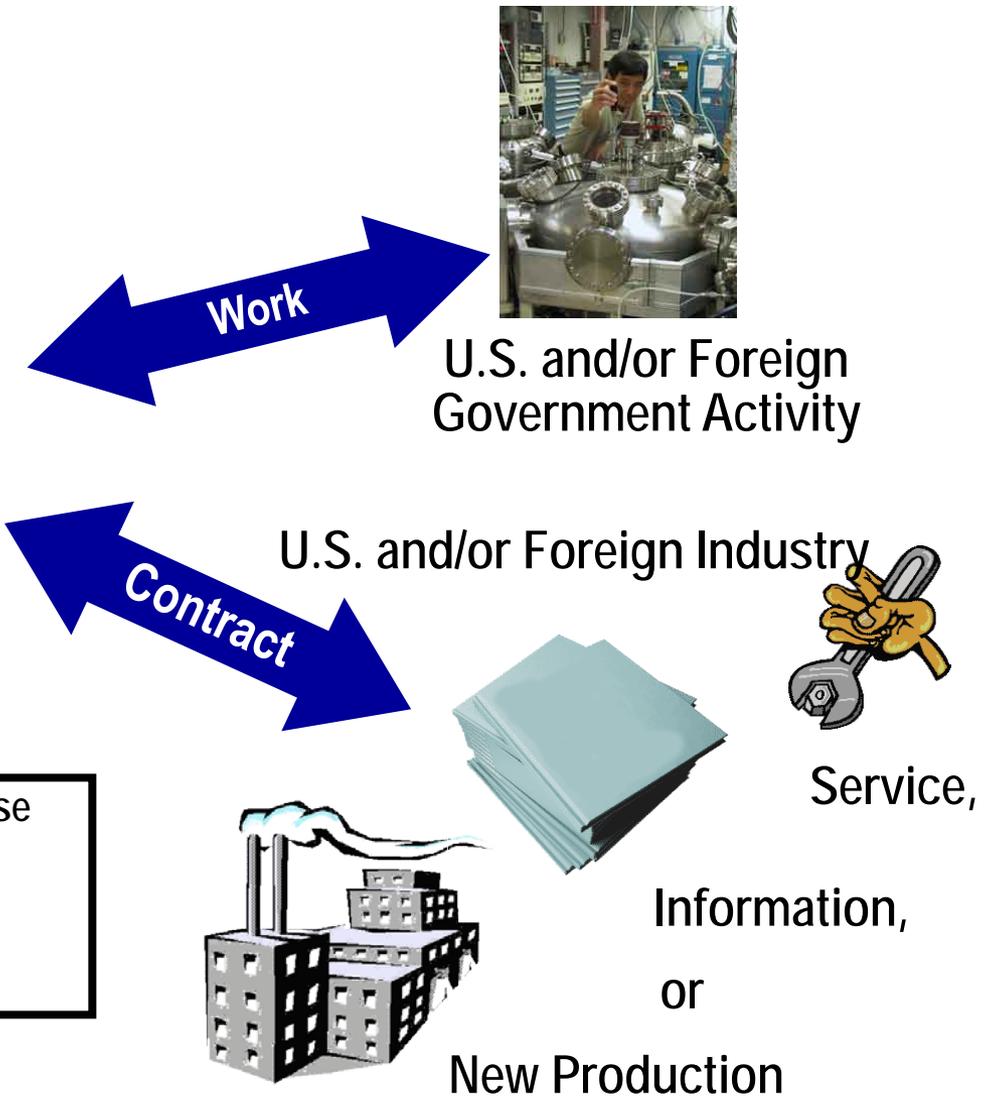
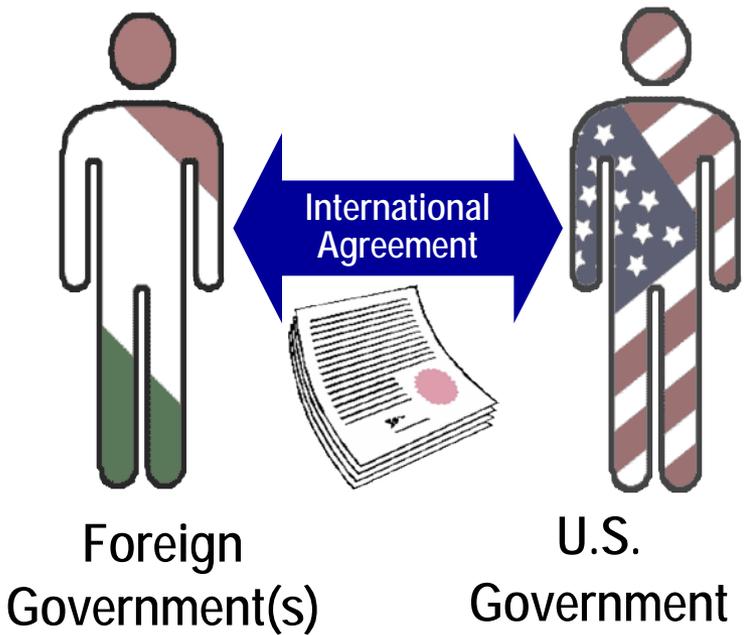
Hybrid programs are becoming more common



International Armaments Cooperation (IAC)

- Cooperative research, development, and acquisition projects and programs
- Includes
 - Exchanges of R&D information and personnel
 - International Cooperative Programs
 - Acquisition and Cross Servicing Agreements
 - DoD procurement of foreign equipment or logistics support

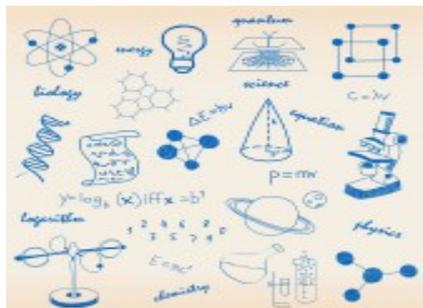
DAU International Cooperative Program



- Acquisition or technology project in any Defense Acquisition Management System phase
- Partnering relationship
- Jointly managed
- Costs, benefits, risks shared equitably

An international cooperative program is any acquisition program or technology project that includes participation by one or more foreign nations, through an **international agreement**, during **any phase** of a system's life cycle.

From



Science Projects

to the



Joint Strike Fighter

DoDI 5000.02, *Operation of the Defense Acquisition System*, Encl 10, para 5. b.



International Cooperative Programs (ICPs)

Scope

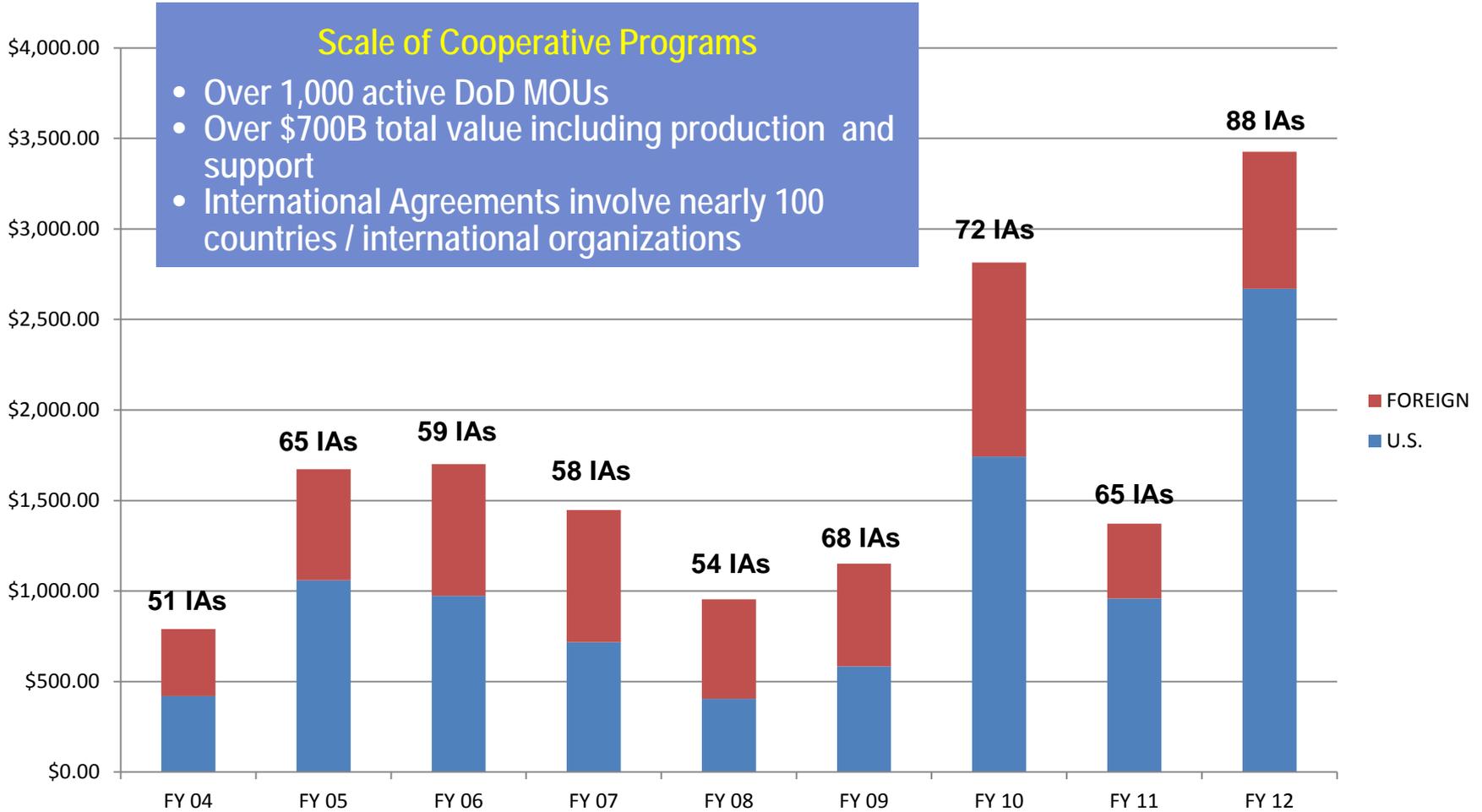
- DoD concludes about ~30 international agreements/year for ICPs
- Most agreements are for S&T or early R&D projects
- Some agreements for cooperation on a “piece” of a program
- Limited number of fully cooperative major system development/production programs

Major System Examples

- F-35 Joint Strike Fighter (JSF)
- NATO Alliance Ground Surveillance (AGS)
- Rolling Airframe Missile (RAM)
- Evolved SeaSparrow Missile (ESSM)
- Multifunctional Information Distribution System (MIDS)
- Guided Multiple Launch Rocket System (GMLRS)
- Wideband Global SATCOM (WGS)



Cooperative Programs are Steady

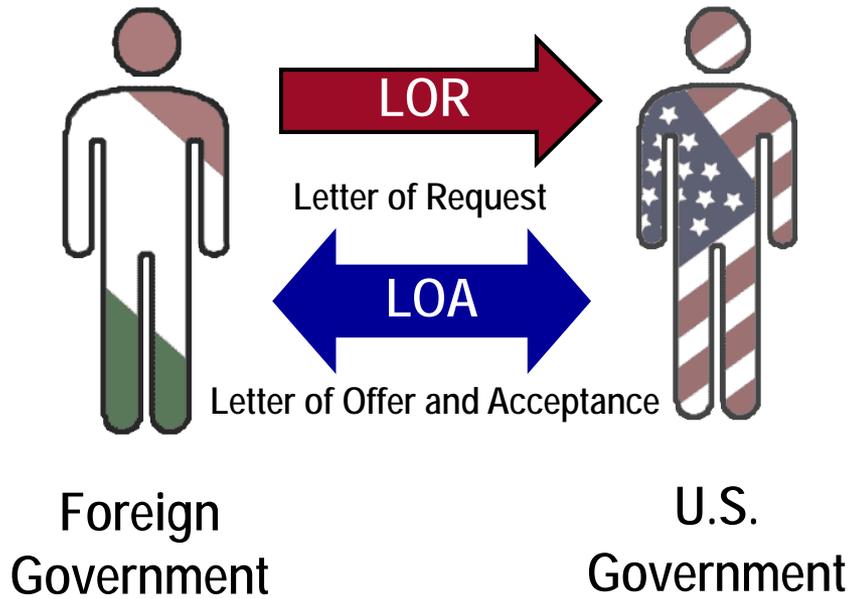


This graph reflects only cooperative R&D MOU contributions

IA = International Agreement



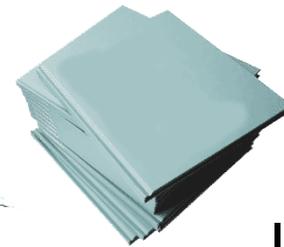
Foreign Military Sales (FMS)



From Stock



Services,



Information,

or



New Production

- Sale of U.S. defense equipment/services by U.S. Government
- Buyer-seller relationship
- Foreign Funds (or U.S. grants/loans) with administrative surcharge
- Conducted under State Department Title 22 authority



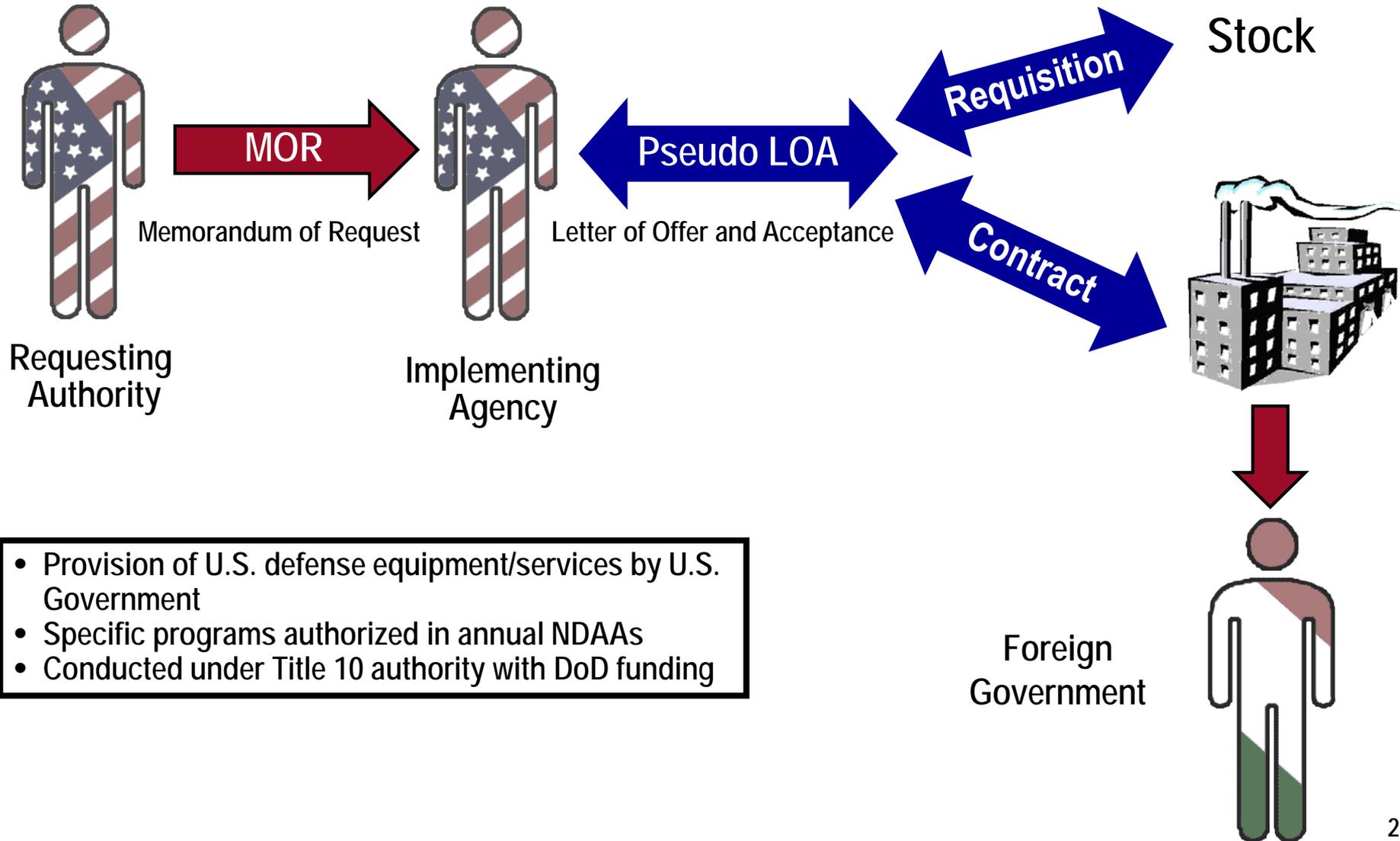
Building Partner Capacity (BPC)

- Title 10, DoD Security Cooperation programs; funded by the DoD and executed through FMS infrastructure
- Differences from traditional FMS
 - U.S. Government Requesting Authority submits Memorandum of Request (MOR)
 - “Pseudo”-LOAs are not signed by country
 - Title transfers in country
- Variety of legal authorities provided through annual National Defense Authorization Acts (NDAAs)

Policy contained in Chapter 15 of the Security Assistance Management Manual (SAMM)

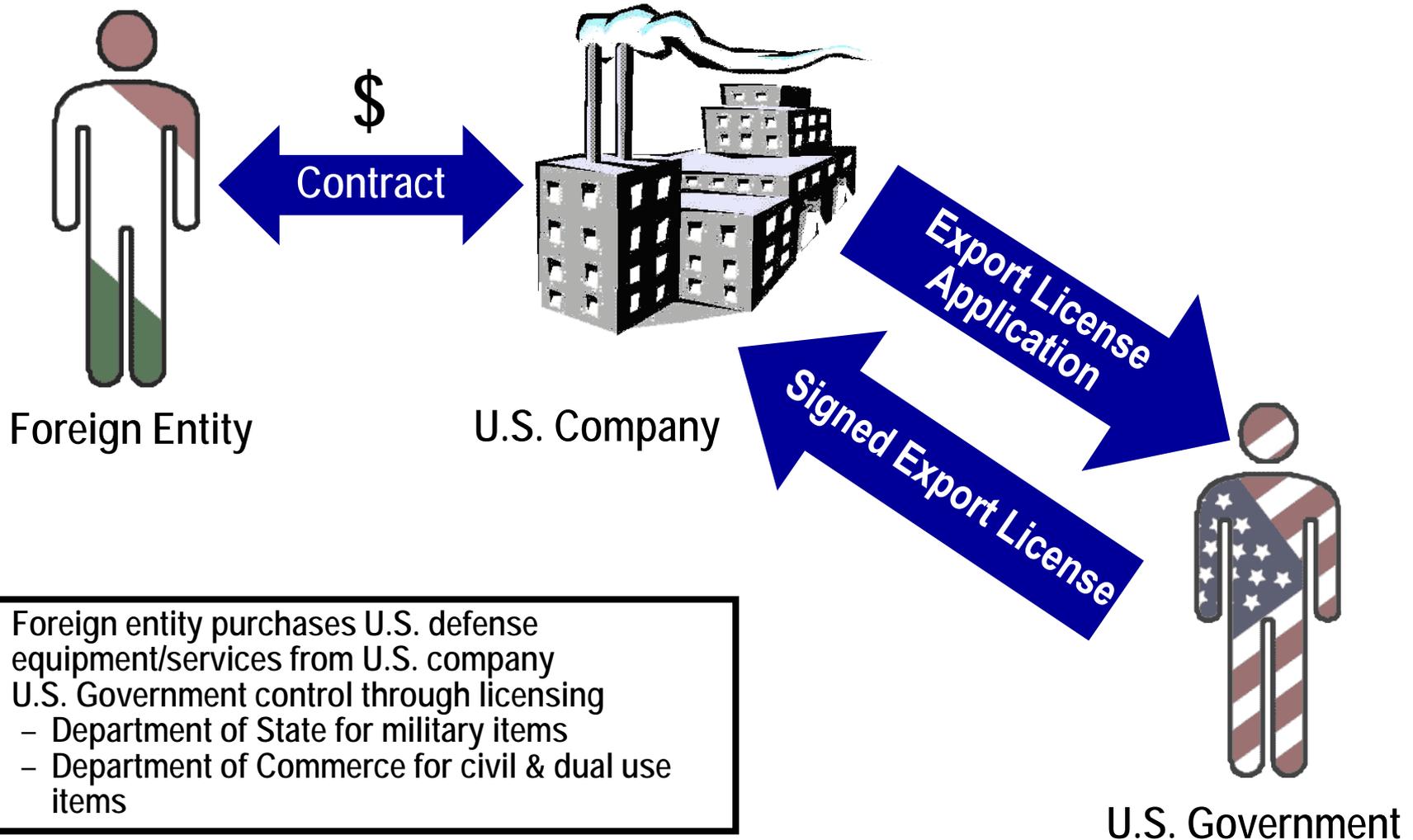


Building Partner Capacity (BPC)





Direct Commercial Sales (DCS)





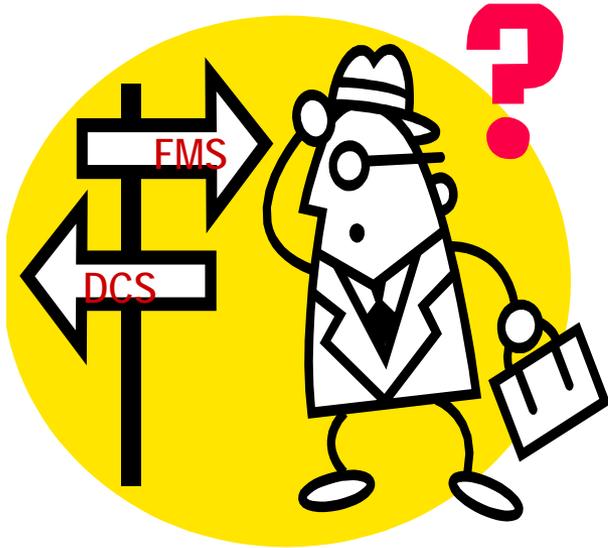
HYBRID: U.S. UK Rivet Joint (RJ) Cooperation

- FMS Purchase (UK-D-SAO)
 - Three Rivet Joint Weapon Systems; total case value of \$1.03B
 - Includes: three aircraft; reach-back, training and processing systems; ground support equipment; and initial spares
- Sustainment & Follow-on Development (SFD) MOU
 - Based on 20 Rivet Joint Fleet (3 UK RJ & 17 US RJ)
 - Funding & manpower in accordance with 3 to 17 ratio
 - Agreement through March 2025; total cost ceiling of \$6.74B



Hybrid FMS and Cooperative Programs are Possible

FMS vs DCS

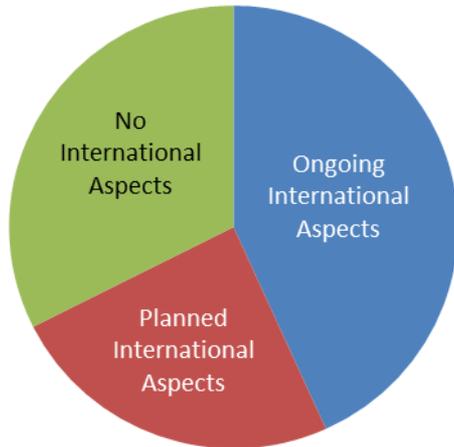


- DoD is generally neutral whether a foreign country purchases through FMS or DCS
- Certain items can be designated FMS only; based on complexity, sensitivity, interoperability, relationships
- Most major system DCS programs will have an FMS companion effort for FMS-only items (i.e. a hybrid program)



International Program Impact

Breakdown of International Acq Aspects in 111 MDAPs/Pre-MDAPs



36 MDAPs: no current/planned FMS or Cooperative Development (32%)

27 MDAPs: planned FMS or Cooperative Development (25%)

48 MDAPs: active FMS or Cooperative Development (43%)

FMS and Service Procurement: 5-Year Average, FY10-14



#1. \$45.1 Billion Navy (incl. USMC)

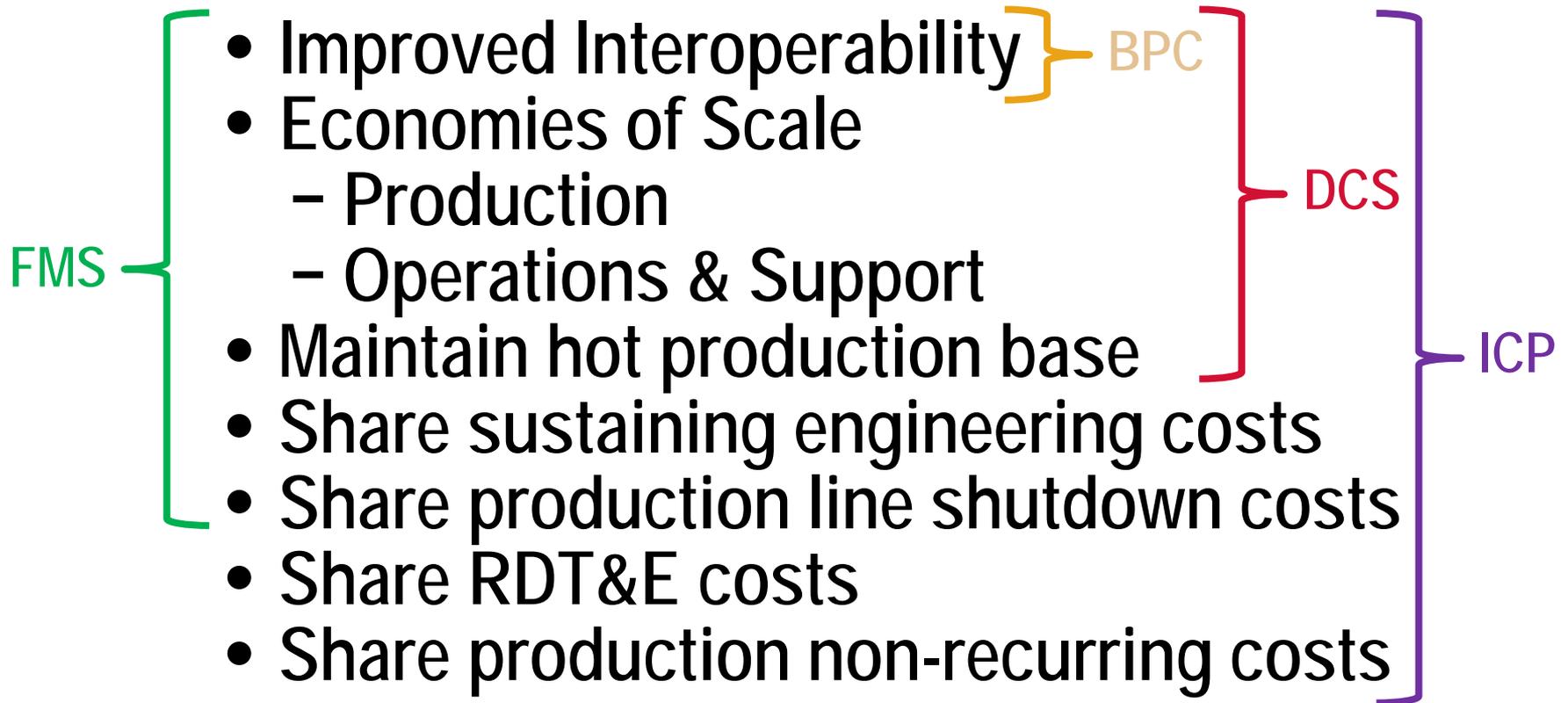
#2. \$39.0 Billion FMS

#3 \$38.8 Billion Air Force

#4 \$32.4 Billion Army



International Acquisition Benefits



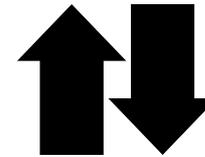
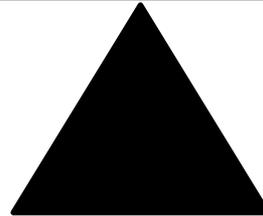
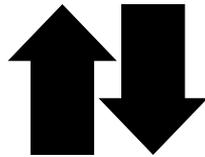
Technology Security, Foreign Disclosure, Export Control

OSD Initiatives

The Dilemma & Challenge

Provide required capabilities to allies and friends

Protect the “crown jewels” of U.S. defense technology



How can the USG/DOD best balance these two competing demands?

Type of Authorizations

TSFD

Export

Foreign Visits

Release Conditions

- Not transfer or use for other purposes without U.S. consent
- Provide substantially the same degree of protection as U.S.

DAU USG/DoD TSFD Authorizations

- Internal MILDEP processes
- Four primary DoD processes
- Eight specialized DoD processes



- All running independently under leadership of different offices
- Required for FMS and cooperative programs; prerequisites to Export License approval for DCS



TS&FD “PIPES CHART”

Process Mapping Overview

MILDEP Processes

DoD Lead: Various

MILDEP-specific various

MILDEP Process

Other DoD Processes

DoD Lead: Various

Org.-specific various

Few documented processes

NDP (National Disclosure Policy) ★	Policy	Primary
LO/CLO (Low Observable/Counter Low Observable)	AT&L	Primary
AT (Anti-Tamper)	AT&L	Process
COMSEC (Communications Security) ★	NSA & CIO	Primary
SAP (Special Access Program)	SAPCO	Specialized
DSC (Defensive Systems Committee)	AT&L + Policy	Specialized
MTCR (Missile Technology Control Regime) ★	Policy	Specialized
NVD/INS (Night Vision Device/Inertial Navigation System)	DTSA	Specialized
Intel (Intelligence) ★	USD(I)	Specialized
Data Links/WF (Waveform)	CIO or AT&L?	Specialized
PNT/GPS (Positioning, Navigation & Timing /Global Positioning System)	CIO or AT&L?	Specialized
GEOINT (Geospatial Intelligence) ★	NGA	Specialized
EW (Electronic Warfare) ★	None	No single process

★ Interagency process



TS&FD Initiatives

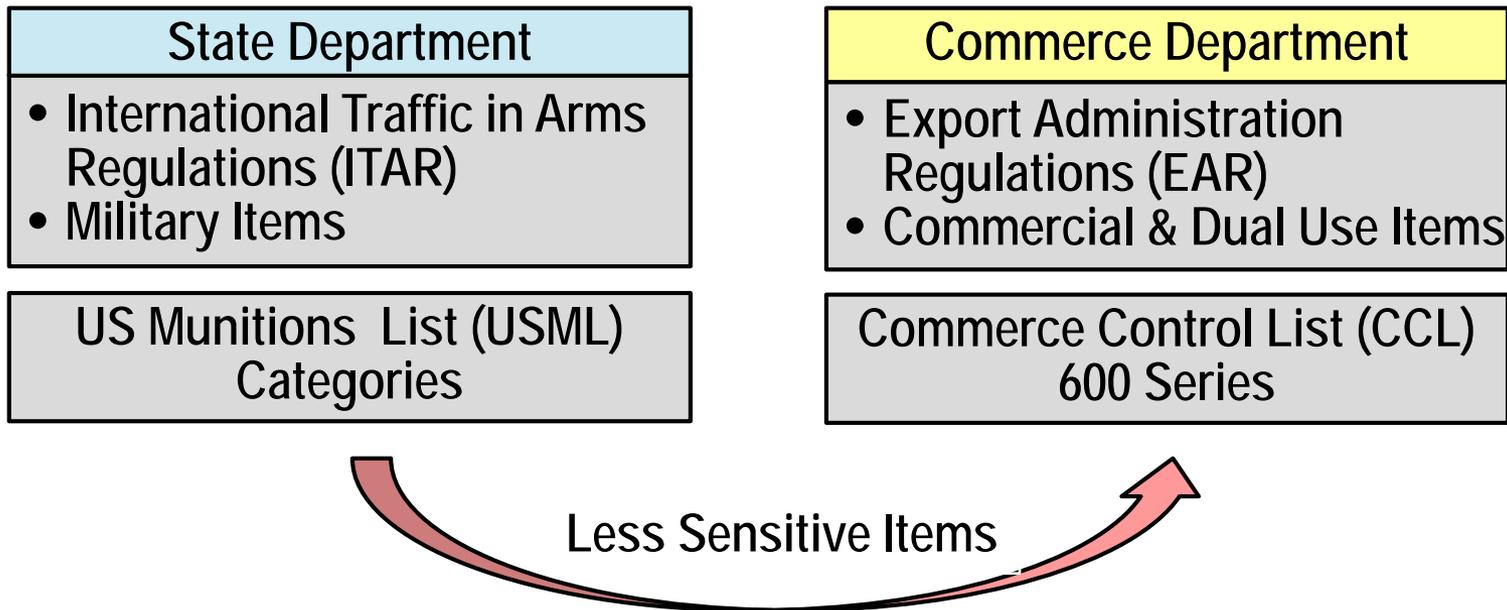
- Arms Transfer and Technology Release (ATTR) Senior Steering Group (SSG) established
 - Overarching DoD authority to ensure clear senior-level direction for TS&FD reviews
 - Serves as appeals board and mediation body when TS&FD stakeholders are unable to achieve consensus
 - USD(P) & USD(AT&L) co-chairs; members include USD(I), OSD(GC), VCJCS, MILDEP Secretaries, Dir NSA, Dir NGA, and interagency reps as invited
- TSFD Office (TSFDO) established
 - Serves as ATTR SSG Executive Secretariat and assesses/recommends changes to policies
 - Develops and implements procedures and checklists, coordinates documentation and policy, and conducts outreach

DEPSECDEF Directive Type Memorandum (DTM) 11-053; January 9, 2012

<http://www.dtic.mil/whs/directives/corres/pdf/DTM-11-053.pdf>



Export Control Reform (ECR)



Four Reform Major Areas:

- Single export control enforcement coordination center (*established*)
- Single USG IT system for export control (*nearing completion*)
- Single export control list (*US Munitions List to Commerce Control List migration*)
- Single licensing agency (*requires legislation – very unlikely to occur*)

Take Aways



Summary

- Security Cooperation is an integral part of the DoD mission and our national security strategy
- Variety of international acquisition program forms; hybrid programs becoming more common
- Consideration of cooperative development required by law and policy
- PM mandate to pursue opportunities throughout the acquisition life cycle that enhance international cooperation and improve interoperability
- Many reform initiatives underway; more under study
- Increased emphasis on defense exportability as a contributor to affordability



Take Aways

Prediction

International Acquisition and Exportability (IA&E) emphasis within DoD will continue to increase as U.S. and foreign budgets decrease

Advice

IA&E is a complex area – when in doubt, “get professional help” from your DoD Component International Program Organization (IPO), OSD (AT&L/IC, DSCA, and/or DTSA) or DAU

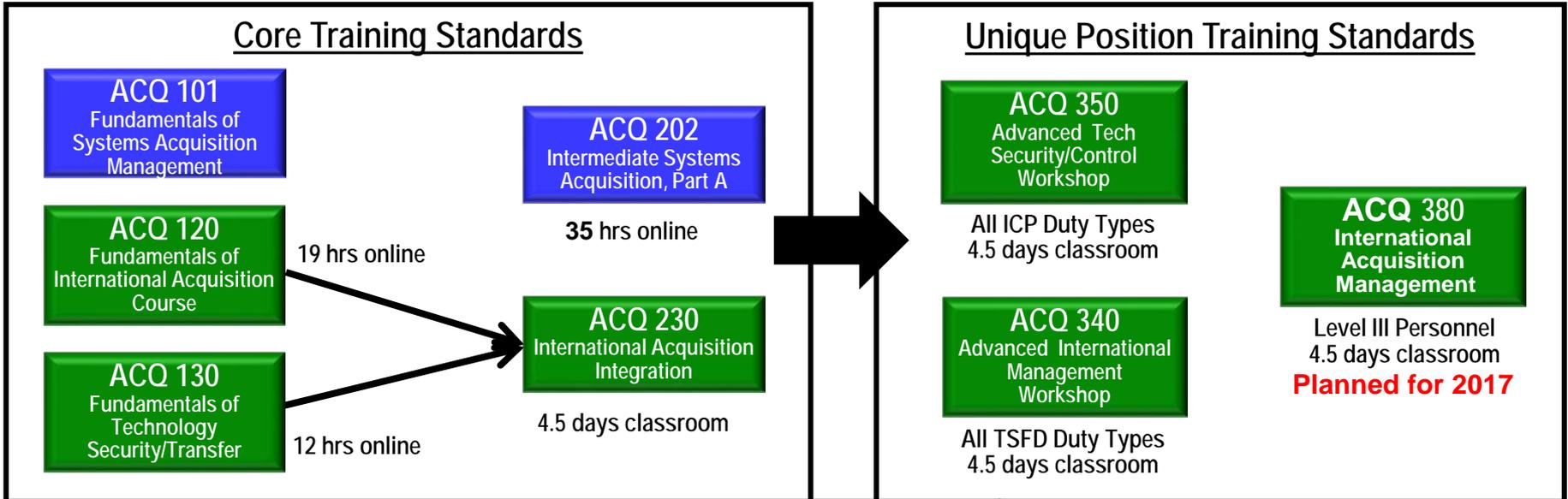
Observation

It’s not easy, but there are “pots of gold at the end of the rainbow” for programs that put in the hard work to be successful at IA&E

International Acquisition Career Path (IACP)



IACP Curriculum



Core Plus Development Guide		Type of Duties			
Desired Training		ICP	Def Sales	Acq Strat	TSFD
CLC 027	Buy American Act	✓	✓	✓	✓
CLC 052	Contracting with Canada	✓	✓	✓	✓
CLC 125	Berry Amendment	✓	✓	✓	✓
CLE 022	Program Manager Introduction to Anti-Tamper	✓	✓	✓	✓
CLE 068	Intellectual Property and Data Rights	✓	✓	✓	✓
CLI 001/002/003	International Armaments Cooperation (IAC), Part 1/2/3	✓			
CLI 004	Information Exchange Program (IEP), DoD Generic	✓			
CLI 005/006	RDT&E (IEP) Army-Specific/RDT&E (IEP) Navy-Specific	✓			
CLI 007	Technology Transfer and Export Control	✓	✓	✓	✓



Int'l Acquisition Courses

<u>Number</u>	<u>Name</u>
ACQ 120 (on-line)	Fundamentals of International Acquisition
ACQ 130 (on-line)	Fundamentals of Technology Security/Transfer
ACQ 230	International Acquisition Integration
ACQ 340	Advanced International Management Workshop
ACQ 350	Advanced International Security & Technology Transfer/Control Workshop

Backup



What Can PMs Do?

- Assess international cooperation during the AoA
- Identify Critical Program Information (CPI) early, develop a Program Protection Plan (PPP), incorporate anti-tamper measures, and encourage modular architectures
- If a full cooperative development strategy is impractical, consider cooperation on a “piece of a program”
- Plan for defense sales and incorporate international considerations in training and sustainment plans

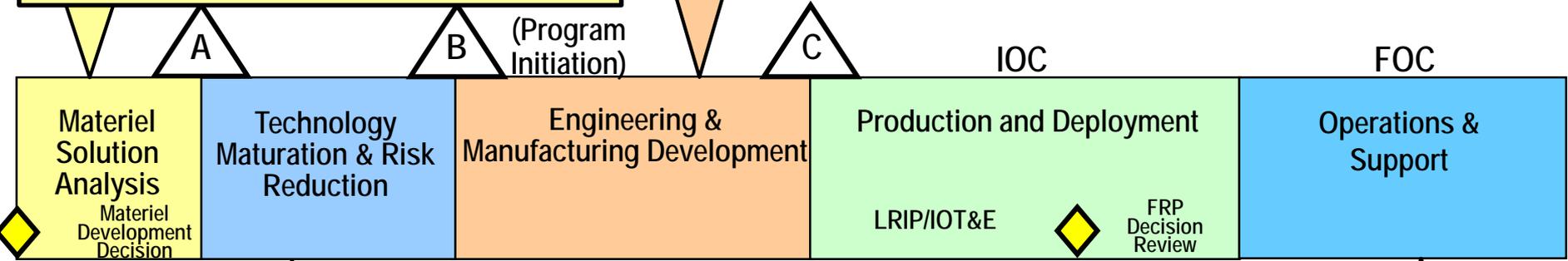
Opportunities to leverage international cooperation exist across life cycle



International Program Management

- Identify potential partners/assess cooperative program viability
- Discuss program with potential international partners to harmonize requirements and schedules
- Conduct feasibility studies with partners to support the AoA
- Involve partners in developing the CDD
- Identify candidate CPI / potential countermeasures and develop initial PPP
- Document cooperative opportunity assessment in the Acquisition Strategy

- Conduct system or subsystem cooperative EMD
- Incorporate AT and modular architectures in systems engineering plans
- Plan/integrate technology transfer and export control with program schedule
- Consider U.S.-ratified standardization agreements
- Conduct tests at foreign ranges
- Incorporate international considerations in training and Life Cycle Sustainment Plans



- Determine if foreign S&T or subsystem designs can be leveraged
- Cooperative R&D of technology demonstrators
- Consider using foreign test facilities in TEMP
- Consider future international sales in product support strategy
- Prepare comprehensive PPP including CPI and countermeasures such as anti-tamper
- Document cooperative opportunity assessment in the Acquisition Strategy

- Manage cooperative production or coproduction efforts
- Yockey waiver for FMS & DCS sales before FRP decision
- Assist potential FMS purchasers in defining LORs
- Develop P&A data and LOA data using a total package approach
- Address FLO placement security considerations
- Plan and execute FMS acquisition, training, and sustainment activities
- Monitor contractor DCS activities and support FMS hybrids
- Monitor foreign-funded modifications for DoD use

- Incorporate international purchasers in PBL
- Use CLSSAs & ACSAs
- Pursue blanket third-party transfer approvals to allow spares sharing
- Share costs of modifications through cooperative development
- Dispose of equipment through EDA grants/sales

Acquisition & Cross Servicing Arrangement (ACSA)
 Analysis of Alternatives (AOA)
 Anti-Tamper (AT)
 Capability Development Document (CDD)

Cooperative Logistics Supply Support Arrangement (CLSSA)
 Critical Program Information (CPI)
 Excess Defense Articles (EDA)
 Foreign Liaison Officer (FLO)

Foreign Military Sales (FMS)
 Full Rate Production (FRP)
 Letter of Offer & Acceptance (LOA)
 Letter of Request (LOR)

Performance-Based Logistics (PBL)
 Price & Availability (P&A)
 Program Protection Plan (PPP)



JCIDS Provisions

“For capability requirements documents advocating creation of international acquisition programs with allies/partner nations, Sponsors will **consider to the greatest extent possible, foreign disclosure review and document structuring to facilitate releasability, in whole or in part, to the nations concerned.**”

“Other system attributes may include physical and operational security needs, including **technology security, foreign disclosure, defense exportability features, and anti-tamper.**”

JCIDS Manual **(New in 2015 version)**



Allied Interoperability

- Equipment procured for U.S. forces employed in NATO, other allied, and coalition operations must be standardized or at least interoperable with equipment of allies and coalition partners
- DoD complies with U.S.-ratified International Standardization Agreements to maximum extent feasible, subject to systems engineering tradeoffs
- Program Managers to pursue opportunities throughout the acquisition life cycle that enhance international cooperation and improve interoperability

DoDI 2010.06, "Material Interoperability and Standardization with Allies and Coalition Partners"



Acquisition Strategy

“Program management is responsible for **integrating international acquisition and exportability considerations into the program’s Acquisition Strategy at each major milestone or decision point.** Program management will consider the potential demand and likelihood of **cooperative development or production, Direct Commercial Sales, or Foreign Military Sales** early in the acquisition planning process; and, where appropriate, **program managers will pursue cooperative opportunities and international involvement throughout the acquisition life cycle** to enhance international cooperation and improve interoperability in accordance with DoD Instruction 2010.06.”

DoDI 5000.02 (Enclosure 2, paragraph 7.a.) **New**



Program Protection

“Program protection also supports international partnership building and cooperative opportunities objectives by enabling the export of capabilities without compromising underlying U.S. technology advantages.”

Program managers will describe in their PPP the program’s critical program information and mission-critical functions and components ... [including] planning for exportability and potential foreign involvement.

Countermeasures should include anti-tamper, exportability features, security ... and other mitigations ...”

DoDI 5000.02 (Enclosure 3, paragraph 13) **New**



DoD Policy

“PMs shall pursue international armaments cooperation to the maximum extent feasible, consistent with sound business practice and with the overall political, economic, technological, and national security goals of the United States.”

DoDD 5000.01, *The Defense Acquisition System*, Enclosure 1 Para E1.1.1.



Acquisition Strategy

“The [acquisition] strategy must reflect the Program Manager’s understanding of the business environment; [*cost, schedule, technical, etc.*] ... **opportunities in the domestic and international markets; foreign disclosure, exportability, technology transfer, and security requirements;** and the plan to support successful delivery of the capability at an affordable life-cycle price, on a realistic schedule.”

DoDI 5000.02 (Enclosure 2, paragraph 6.a.(1)) **New**



FY12 DEF Pilot Programs

AT&L reviewed all Major Defense Acquisition Programs (MDAPs) and designated 6 MDAPs and one non-MDAP as DEF pilot programs for FY12

Army DEF Pilot Program Candidates	Milestone
Joint Proximity/Height of Burst Fusing (HBOF)	Pre-A
Army Integrated Air and Missile Defense (AIAMD)	Post-B
* Indirect Fires Protection Capability, Increment 2 – Intercept (IFPC2-I)	Pre-A
* Ground Combat Vehicle (GCV)	Pre-B
* Common Infrared Counter Measures (CIRCM)	Pre-A

Navy DEF Pilot Program Candidates	Milestone
Broad Area Maritime Surveillance (BAMS)	Post-B

Air Force DEF Pilot Program Candidates	Milestone
Three Dimensional Expeditionary Long Range Radar (3DELRR)	Pre-B

- Four out of seven pilot program selectees were funded to execute feasibility studies in FY12, three with matching contractor funds.
- The three remaining DEF pilot program selectees (*) will execute feasibility studies in FY13



FY13-14 DEF Pilot Programs

Programs	MILDEP	Contractor	Milestone
Next Generation Jammer (NGJ)	Navy	Source Selection	Post-A
Air & Missile Defence Radar (AMDR)	Navy	Source Selection	Post-B
P-8A Poseidon	Navy	Boeing	Post-C
E2D Advanced Hawkeye	Navy	Northrop Grumman	Post-FRP
Small Diameter Bomb II (SDB II)	Air Force	Raytheon	Post-B
MQ-9 Reaper	Air Force	General Atomics	Post-C
Joint Air-to-Surface Standoff Missile (JASSM)	Air Force	Lockheed Martin	Post-C
Joint Ground to Air Missile (FY14)	Army	Lockheed Martin (LM)	Pre-B
Armed Aerial Scout and Ground Combat Vehicle	Army	N/A	N/A



TDS/AS International Content

PDUSD(AT&L) April 20, 2011 memorandum standardizes content of Technology Development Strategy/Acquisition Strategy; international involvement in paragraph 10

- 10.1. Indicate any limitations on foreign contractors being allowed to participate at the prime contractor level

- 10.2. International Cooperation
 - 10.2.1. Plans for cooperative development with foreign governments or cognizant organizations; list MOAs in place and contracting activities
 - 10.2.2. Plans to increase the opportunity for coalition interoperability as part of the developing DoD program
 - 10.2.3. Employ the AT&L-developed Coalition Interoperability Section template in the Acquisition Strategy

- 10.3. Foreign Military Sales
 - Specify the potential or plans for FMS and/or DCS and the impact upon program cost due to program protection and exportability features