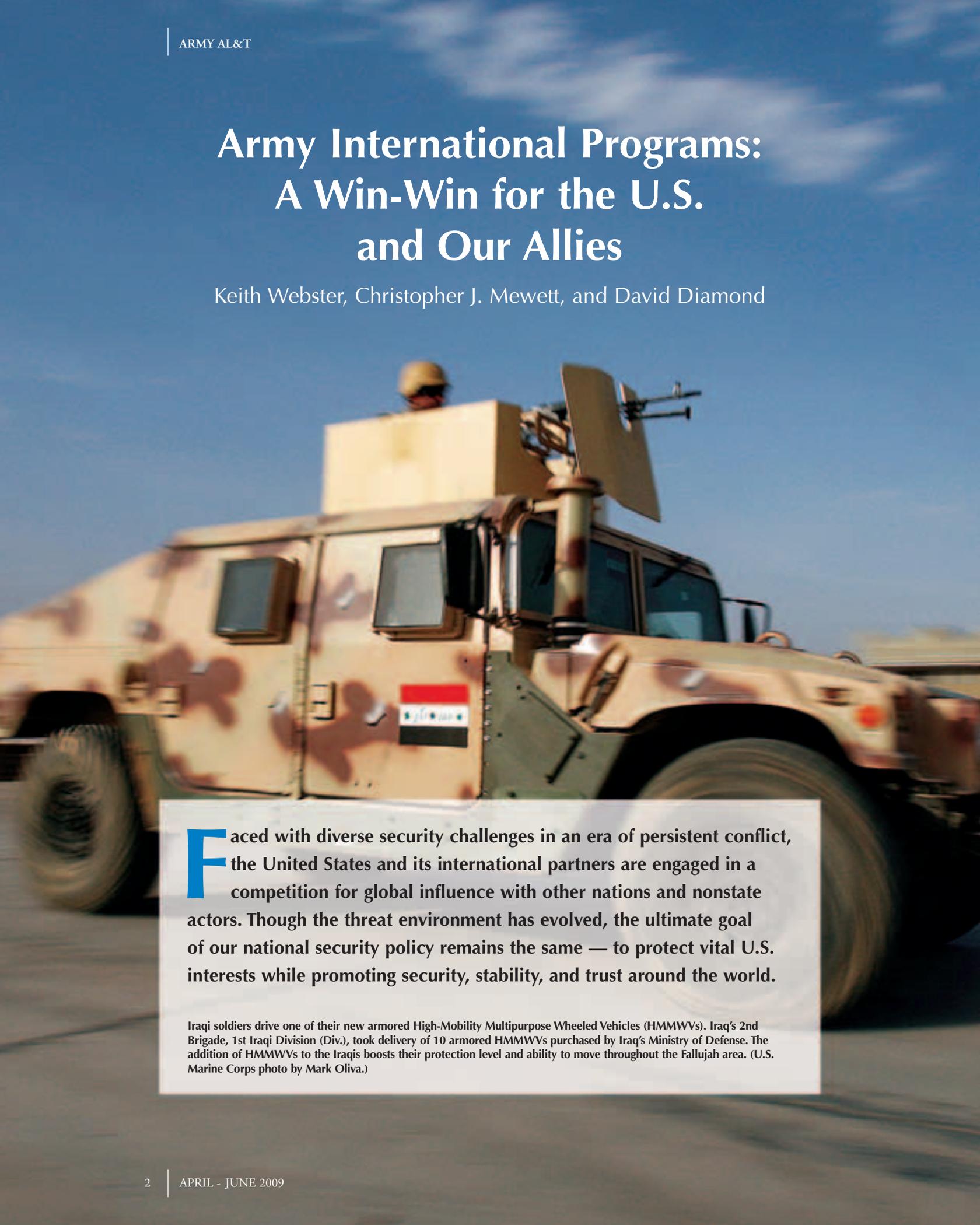


Army International Programs: A Win-Win for the U.S. and Our Allies

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Faced with diverse security challenges in an era of persistent conflict, the United States and its international partners are engaged in a competition for global influence with other nations and nonstate actors. Though the threat environment has evolved, the ultimate goal of our national security policy remains the same — to protect vital U.S. interests while promoting security, stability, and trust around the world.

Iraqi soldiers drive one of their new armored High-Mobility Multipurpose Wheeled Vehicles (HMMWVs). Iraq's 2nd Brigade, 1st Iraqi Division (Div.), took delivery of 10 armored HMMWVs purchased by Iraq's Ministry of Defense. The addition of HMMWVs to the Iraqis boosts their protection level and ability to move throughout the Fallujah area. (U.S. Marine Corps photo by Mark Oliva.)

Activities that shape the complex security environment have become an integral part of the campaign continuum. Such shaping efforts include a range of international programs that develop allied and friendly military capabilities for self-defense and coalition operations, improve information exchange, and provide U.S. forces with peacetime and contingency access and infrastructure. The Army sets security cooperation objectives — enhancing U.S. and partner interoperability, building partner capacity, and expanding relationships with partners old and new — to ensure that our forces are prepared to operate globally and in concert with our friends and allies, while allowing partner countries to meet many security challenges independently.

International engagement and interoperability requirements will have greater influence in the development and acquisition of new weapon systems and materiel for U.S. Soldiers. Traditional Army acquisitions focused on finding domestic technologies and solutions that typically met our needs. While domestic solutions will continue to dominate our acquisition strategies, international security cooperation and associated solutions will play an increasingly larger role in our efforts to rapidly field solutions for the Current Force while finding cost-effective solutions to grow our Future Force. Engagement with foreign research centers and governments can help Army laboratories and acquisition authorities identify gaps in technology and systems and address those gaps in a timely, cost-effective manner. Furthermore, we will leverage international investments in our systems to develop the next-generation solutions, and we will leverage international sales to fill our production gaps while reducing our per-unit costs.



Keith Webster, DASA(DE&C) and SNR(A), and BG Hakan Espmark, his Swedish counterpart, jointly sign the minutes from the 2008 U.S.-Sweden SNR(A) Meeting. (Photo by David Garner.)

The Army's security assistance and armaments cooperation programs are the responsibility of the Office of the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA(DE&C)). That organization also develops foreign disclosure policy for Army weapon systems and directs the service's review of export license cases. The DASA for Research and Technology (R&T), U.S. Army Corps of Engineers, U.S. Army Training and Doctrine Command (TRADOC), and U.S. Army Materiel Command (AMC) and its components — specifically the U.S. Army Research, Development, and Engineering Command (RDECOM) and U.S. Army Security Assistance Command (USASAC) — also play important parts in facilitating the Army's security cooperation programs.

Foreign Military Sales (FMS)

Perhaps the most visible way the Army engages with its international partners is through the security assistance program, or FMS. Foreign partners solicit the purchase of U.S. systems to improve their own warfighting capabilities and enhance interoperability with U.S. and coalition forces. DASA(DE&C) oversees the policy and resources for the FMS program, acting as the liaison between foreign

governments and U.S. contractors to facilitate the rapid transfer of defense equipment to allies and partner nations. USASAC manages the execution of the security assistance mission, calling on all AMC life cycle management commands and TRADOC, as well as other DOD agencies and U.S. industry, for support. USASAC is responsible for managing FMS cases from development to execution, financial management, accounting, and closure. The sale of equipment to an overseas customer often entails the same "total package" of materiel, spare parts, training, publications, technical documentation, maintenance support, and other services AMC would provide a procuring U.S. Army unit.

The Canadian government's purchase of Excalibur munitions to support forces operating in Afghanistan was a prominent success for the security assistance program. When Canada submitted a letter of request for Excalibur, the system had not completed initial operational test and evaluation or Army safety certification. Critical program information was not yet identified, the security classification guide and program protection plan — documents that govern the classification level and releasability of sensitive data — did not yet exist, and

no exportable version of the system had been developed. These conditions constituted a considerable barrier to meeting the Canadian government's request. However, close collaboration between DASA(DE&C) and the Excalibur program manager resulted in a workable solution.

Canadian personnel were allowed to participate in the limited user test and fire a number of training rounds within the United States. In theater, rounds were provided to Canadian forces from U.S. Army ammunition supply points. Canadian forces returned unexpended rounds to the United States for reimbursement or exchange for an exportable variant, effectively facilitating coalition operations while appropriately and securely bypassing foreign disclosure roadblocks. Through the Excalibur exchange, the U.S. Army was able to increase the capability and operational effectiveness of coalition forces, enhance interoperability with American units in a vital theater of conflict, and deepen our relationship with a key international partner.

Armaments Cooperation

Armaments cooperation is another important component of the Army's international partnering activities. Cooperative research and technology development:

- Mitigates risk by providing access to multiple prototypes.
- Reduces developmental costs by sharing costs.
- Ensures that the best technologies are brought to the design stage.

Most of the Army's international cooperative research, development, and acquisition agreements, which help leverage foreign technologies in support of Future Force requirements,

are initiated by RDECOM's laboratories and research centers. RDECOM manages the nine Army international technology centers, arrayed across five continents, that facilitate Army access to foreign technologies and materiel solutions.

The exploration of promising technologies is supported — and partially funded — by DASA(R&T), which prioritizes focus areas for international science and technology cooperation efforts. DASA(DE&C) negotiates with foreign partners on behalf of the individual Army labs, centers, and program executive offices (PEOs), helping to ensure unity of effort and obtain cost and contractor work-share arrangements that are advantageous to both the Army and the domestic industrial base.

The U.S.-Australian Joint Light Tactical Vehicle (JLTV) program is one example of successful armaments cooperation. The efforts of both the United States and Australia have been vital to the development, fabrication, and testing of a robust fleet of JLTV prototypes. The Australian government funded the design of the vehicle's steering system

and weapons mount, as well as the fabrication and testing of nine otherwise unfunded prototypes. The JLTV program also took advantage of Australia's tropical environment for testing and ballistics assessments.

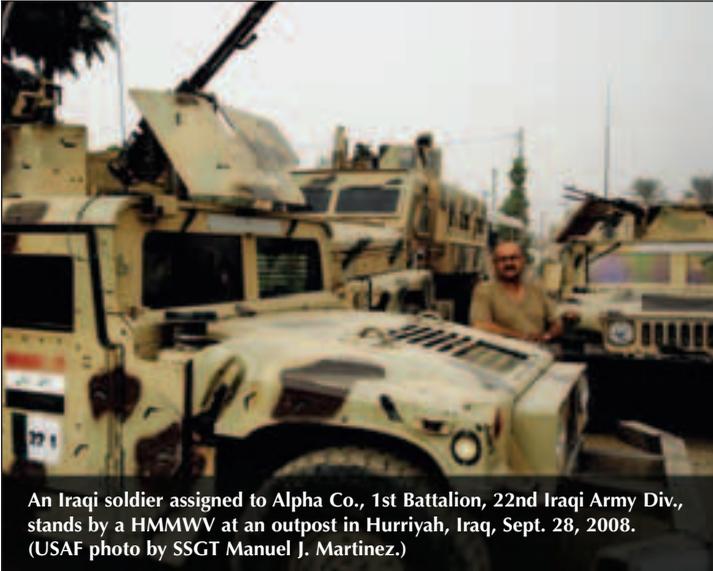
This collaboration dramatically lowered technical and program risk for U.S. acquisition authorities by making competitive prototyping possible and broadening the scope of testing. The U.S.-Australian coordination also paved the way for cost savings by identifying potential design flaws.

Direct Commercial Sales (DCS)

The facilitation of U.S. weapon system transfer via DCS — a third crucial element of DASA(DE&C)'s international portfolio — allows U.S. contractors to market their products to overseas customers. Additional production from DCS creates economies of scale, lowers acquisition costs, and maintains a production line that allows product improvements without high startup costs. Co-production agreements with foreign parties also allow U.S. firms to compete for production contracts abroad that may not otherwise be accessible.



An Iraqi soldier assigned to 8th Division Iraqi Army scans his area of responsibility from the gun turret of his HMMWV in Afak, Iraq, Nov. 30, 2008, during a cordon and knock operation. (U.S. Air Force (USAF) photo by SrA Eric Harris.)



An Iraqi soldier assigned to Alpha Co., 1st Battalion, 22nd Iraqi Army Div., stands by a HMMWV at an outpost in Hurriyah, Iraq, Sept. 28, 2008. (USAF photo by SSGT Manuel J. Martinez.)

DASA(DE&C) develops export policies for Army weapon systems, determining what level of technical disclosure is appropriate to foreign end users. It also presents the service's perspective during the export license review process, which is conducted by the U.S. Department of State.

In some instances, the work of Army activities is essential to the successful export of U.S.-made products through DCS. In 2007, PEO Combat Support and Combat Service Support (CS&CSS) identified numerous export compliance obstacles to the hiring of indigenous labor by the U.S. Central Command. The stringent export restrictions mandated by the *International Traffic in Arms Regulations (ITAR)*, which govern the export of defense articles, disclosure of related technical data, and provision of defense services to foreign parties, were circumscribing the Army's ability to maintain its fleet of noncombat vehicles, equipment, and watercraft.

Through an administrative process known as a commodity jurisdiction, the State Department licensing authorities determine whether an article intended for export falls under the jurisdiction of the U.S. Munitions

List and, thus, is *ITAR*-controlled. If it is not, the item can be exported as a dual-use item under the more permissive *Export Administration Regulations*.

At the direction of DASA(DE&C), numerous items managed by PEO CS&CSS were subjected to the

commodity jurisdiction process. After reviewing those requests, the State Department's Directorate of Defense Trade Controls issued a ruling that removed the equipment from *ITAR* control and eased the administrative burdens placed on both the PEO and the equipment manufacturers. This streamlined export of the requested items and facilitated employment of indigenous personnel to operate and maintain the noncombat vehicles and equipment.

For each of the foregoing examples, front-end coordination and planning was essential to realizing the strategic benefits of the U.S. Army's international activities. Early communication streamlined an inherently complicated process, and systematic preparation identified foreign disclosure and export control roadblocks at an early stage. A comprehensive, forward-looking plan for international engagement will always yield a clearer understanding of the effect a security cooperation program will have on U.S. development costs and the production potential of our industrial base.

As the cost and complexity of military systems increase, it is incumbent on the acquisition apparatus to increase

the sophistication of its approach. With foresight and effective strategic planning, the U.S. Army can ensure that defense exports and international cooperative programs continue to help protect the U.S. industrial base, equip foreign partners in overseas contingency operations, leverage foreign technologies to meet U.S. requirements, and achieve the best value for the acquisition community and our warfighters.

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