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Operations



TEAMING DIRECTIVE

COMPLIANCE WITH PUBLICATION IS MANDATORY

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This Operating Instruction (OI) revises the SAF/IA teaming procedures and institutes a structured, synergistic teaming process to plan and implement security cooperation (SC) and security assistance (SA) programs.

SUMMARY OF REVISIONS

This OI expands what is required to conduct successful teaming; broadens the scope of responsibilities for Country Directors (CDs) and Action Officers (AOs); revises the Disclosure Checklist; identifies metrics that will evaluate SAF/IA's internal teaming performance; introduces the SAF/IA Teaming Action Plan template; and provides links to the Teaming SharePoint website. This document will serve as a desktop guide for CDs and AOs within SAF/IA.

1. SAF/IA Teaming Directive

- 1.1. Purpose: Ensure SAF/IA stakeholders, including CDs, and experts on weapons, disclosure, training, policy, and strategy optimally plan and implement teaming actions pursuant to international initiatives and politico-military (pol-mil) assessments in a manner consistent with SAF/IA's vision and mission. Teaming is the process of collaborating with stakeholders in government departments, agencies, organizations, defense industry, and international partners to support the SC goals and interests of the U.S. Government (USG) and its partners. Essentially, it establishes the framework for how SAF/IA personnel *must* conduct business to successfully develop Foreign Military Sales (FMS) programs and International Armaments Cooperation (IAC) initiatives.
 - 1.1.1. Vision: To be the recognized U.S. Air Force lead in enhancing international cooperation, capability and capacity to strengthen global security.
 - 1.1.2. Mission: SAF/IA is a team of international affairs experts committed to enabling conflict prevention and joint/coalition operational success through sustained security cooperation activities in the air, space, and cyberspace domains. Our focus is on maintaining and building trust with existing and new international partners for our mutual security interests while strengthening U.S. and global security.
- 1.2. Scope: This OI directs the planning, development, implementation, and required actions to promote efficient and effective security assistance capability and capacity delivery to international partners.
 - 1.2.1. This document is consistent with SC policies and guidance (e.g., Arms Export Control Act; Foreign Assistance Act; DSCA Manual 5105.38-M; AFMAN 16-101; AFI 16-110; and AFI 16-201). Teaming procedures will be employed to plan, implement, and execute Air Force SC activities, and include, but not limited to the following initiatives:

1.2.1.1. FMS, FMS-Direct Commercial Sales (DCS) Hybrid programs, Leases, Loans, issues with pol-mil sensitivity, and other situations deemed necessary by division leadership. At a minimum, teaming should be considered for cases that involve:

- First-time purchase of a defense article or service by an FMS purchaser
- First-time FMS purchase by a specific country or international organization with limited experience or knowledge of FMS processes/procedures
- Case requires engineering, system integration, or special acquisition
- Requested use of the system is different from our use
- Detailed release/disclosure coordination required
- Complex pricing effort required
- Extraordinary coordination required inside or outside the IAs
- Specific designation on the SAF/IA priority list

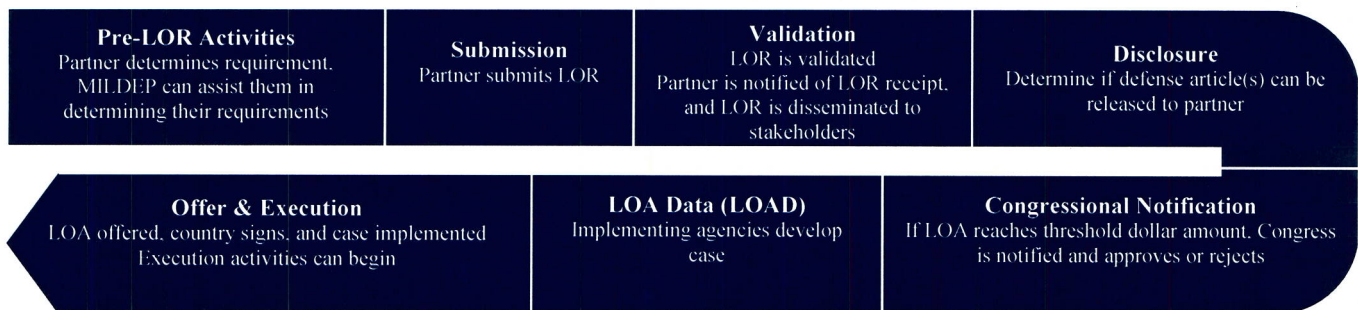
1.2.1.2. IAC initiatives are comprised of cases for which the U.S. cooperates with other countries and international organizations to research, develop, acquire and sustain military systems. IAC is generally conducted with international partners that have solid political and economic ties with the U.S., similar military requirements, and a reasonably robust defense science and technology base.

1.2.1.3. Staff actions and products that include SA/SC policy issues, special projects and tasks directed by the President, Secretary of Defense, Chairman of the Joint Chiefs of Staff, or other USG, DOD, or Air Force senior leaders, as well as actions and products, inclusive of the US Air Force Global Partnership Strategy (GPS) and associated Security Cooperation Engagement Guidance (SCEG) documents

2. Letter of Request (LOR) and Letter of Offer and Acceptance (LOA) Process

2.1. To successfully team and ensure an efficient process throughout the LOA development phases, the appropriate SAF/IA divisions must be integrated early. Below is an overview that provides a high-level description of key phases, along with the key steps within those phases:

LOR-to-LOA Development Overview



LOR-to-LOA Development Key Processes

Activity	Partner Submits LOR	IA Validates & Distributes LOR	SAF/IAR Builds LOA Team	SAF/IAR Includes Disclosure	SPO sends CN inputs to SAF/IA	IA and SPO Provide Price & Availability or LOAD	IA tasks LOA to SPO
Owners	DSCA, IA, SCO, Partner	IA, SCO, SAF/IAR, DSCA DoS	SAF/IA Divisions, IA, GCI, SCO, DSCA	SAF/IAR, SAF/IAPD, SAF/IARW	SPO, IA, SAF/IAR, SAF/IAPX, DSCA, DoS	IA, SPO, SAF/IAR	IA, DSCA, Partner
Sub Activities	Partner submits request to USG, use of LOR-A tool is encouraged	Determine if LOR is valid and executable	Initiate Teaming meeting if necessary	Determine configuration of system or capability and whether ENDP is required	Determine whether CN is required	Determine nature of the sale/request	IA writes LOA and submits package to DSCA for approval
	IA receives LOR from Partner	Ensure information is accurate and complete	Determine resource and information needs	Obtain approval from appropriate national security committees	Determine Congressional schedule	Research price and availability based on the nature of request	DSCA approval is obtained and IA signs LOA
	IA verifies that SCO received LOR	Conduct next steps for LOA Development	Contact appropriate Departments and Divisions	Determine if request requires foreign national visits and access to U.S. information system	Obtain Country Team Assessment (CTA)	IA provides P&A data	IA sends signed copies of LOA to partner for partner country's signature
	IA acknowledges receipt to partner country	Distribute and disseminate LOR to SAF/IAR, DSCA, DoS	Utilize past experiences and best practices	Identify arrangements or agreements that cover gov-to-gov transfers and disclosure of info	Obtain FOUO Approval or Annotate CN transmittal number	SPO provides LOA data/LOAD	Partner country signs LOA and case execution begins

IA = Implementing Agencies authorized to receive the LOR based on content (SAF/IA, AFLCMC, AFSAT)

3. Roles/Responsibilities of SAF/IA Directorates and Divisions

- 3.1. Directorate leadership will ensure this directive is effectively implemented and utilized by encouraging the dissemination of the Teaming OI to new AOs during appropriate trainings and meetings (Newcomers Briefing, AO Quarterly Training, etc.).
- 3.2. Division leadership will ensure AOs employ teaming procedures in compliance with this OI.
 - 3.2.1. Division leadership will ensure AOs participate in regular teaming meetings and are familiar with the Security Cooperation Engagement Guidance (SCEG), the Global Partnership Strategy (GPS), the USAF Security Cooperation Enterprise and the relevant Combatant Command (COCOM) as they pertain to their area of responsibility.
 - 3.2.2. AOs should also consider external agencies and counterparts from Headquarters Air Force (HAF), MAJCOMs, OSD, DSCA, Combatant Commands, Joint Staff, Army and Navy staffs, Department of State (DoS), U.S. Embassy Country Team (i.e., SDO/DATT/SCO, Air Attachés), foreign embassies in the U.S., joint military commissions, and the U.S. defense industry.
 - 3.2.3. At first indication, CDs will inform appropriate team members that an international partner will submit a FMS request. CDs will involve additional personnel, as necessary, in an effort to promote early and accurate requirements definition from international partners.
- 3.3. SAF/IA Division Chiefs/Deputies, CDs, and AOs will:
 - 3.3.1. Collaborate with counterparts at the HAF, MAJCOMs, OSD, DSCA, COCOMs, Joint Staff, Army and Navy staffs, DoS, U.S. embassies abroad, foreign embassies in the U.S., joint military commissions, and U.S. defense industry, among others, to facilitate teaming on international initiatives and programs.
 - 3.3.2. SAF/IAGS will collaborate with team members on USAF strategic engagement activities, e.g.,

SCEG initiatives that could evolve into USAF-supported programs and partner LORs.

4. Team Membership

4.1. For initiatives involving FMS programs, leases, or significant pol-mil implications, the team structure should be:

4.1.1. **Team lead:** Appropriate directorate determined by SAF/IA leadership.

4.1.2. **Required team members:** SAF/IAPX, SAF/IAPD, SAF/IARW, SAF/IAGS

4.1.3. **Optional team members:** SAF/GCI, SAF/FM, subject matter experts from other SAF/IA divisions and USG/DoD offices or agencies that have equity in or must support/approve Air Force initiatives (i.e., system program office, AFLCMC, AETC, DSCA, DTSA, NSA, NGA, Joint Staff, Security Cooperation Office, SAF/AQ, HAF, DoS, Army, Navy, defense industry).

4.2. For initiatives involving International Armament Cooperation (IAC), exchanges, loans, MOUs/MOAs, the team structure should be:

4.2.1. **Team lead:** SAF/IAPQ or SAF/IAPS AO.

4.2.2. **Required team members:** Appropriate disclosure, financial, legal, international affairs, strategy, and program management communities as stipulated in Attachment 3.

4.2.3. **Optional team members:** Subject matter experts from other SAF/IA divisions, USG/DoD agencies, and agencies that have equity in or must support/approve Air Force initiatives as required. This includes representatives from DTSA, Security Cooperation Offices, NSA, NGA, NRO, SAF/AQ, AFMC, AFRL, AFOSR, DoS, Army, Navy, and defense industry personnel. For a full description of such requirements, refer to AF1 16-110 and AFMAN 16-114.

4.3. For international affairs policy issues and special projects/tasks, particularly combatant command-sponsored SC conferences and events, SAF/IA senior leaders will determine the makeup of teams formed to address these initiatives. The pol-mil importance will determine what level of leadership will direct the stand-up of the appropriate task-organized team.

4.3.1. **Team lead:** Appropriate SAF/IAR regional division deputy as applicable.

4.3.2. **Required team members:** SAF/IAGS, SAF/IAPX, SAF/IAPD, and SAF/IARW.

4.3.3. **Optional team members:** As applicable.

5. Procedures

5.1. Teams will meet as necessary to ensure effective completion of required tasks and/or actions. Meetings should be planned to achieve specific actionable objectives.

5.2. On a quarterly basis, SAF/IA Division Chiefs will submit one example of a successful teaming effort for the SAF/IA Teaming Award, which will be presented during the SAF/IA Quarterly Call.

5.3. Team leads will also develop and implement a written action plan (template provided in Attachment 4) approved by the appropriate Division Chief that addresses the following items:

5.3.1. Identify action items required to progress the initiative to international agreement signature or task completion.

5.3.2. Determine the feasibility and potential scope of the initiative in preparation for developing the

necessary staff action product(s), be it an LOA or armaments cooperation agreement.

5.3.3. Ensure adequate resources and management support for the initiative.

5.3.4. Delineate team leader/member responsibilities.

5.3.5. Establish timelines and milestones to measure progress for achieving the action plan by an established date.

5.3.6. Ensure strategic communication considerations, e.g., messaging, briefings, public affairs releases, are coordinated with SAF/IAGS.

5.4. SAF/IA CDs and AOs will use the attached documents to guide and promote cross functional teaming efforts within SAF/IA Divisions to support FMS, DCS, and International Armaments Cooperation initiatives.

6. Teaming Metrics

6.1. In order to quantify the degree of teaming and measure organizational performance, SAF/IAPX will capture a range of metrics and disseminate them to SAF/IA leadership. The metrics will include quarterly SAF/IA AO teaming surveys and an analysis of the quarterly LOA return rate metrics. These will enable SAF/IA to identify specific areas for improvement.



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Attachments:

- 1. LOA Development Planning Document**
- 2. Weapons and Disclosure Security Assistance Planning Questionnaire**
- 3. International Armament Cooperation Planning Document**
- 4. SAF/IA Teaming Action Plan Template**

Attachment 1

LOA Development Planning Document

Because LORs are the basis for the development of timely and quality LOAs, it is important to ensure that the LOR is valid and complete. LORs are also reviewed for policy implications based on requirements identified in the LOR. CDs may be required to assist international partners in writing the Letter of Request (LOR); thus, they should use the questions below (Phase 1) to help guide LOR development. Requirements are validated and refined through the teaming process and via coordination with other U.S. Government FMS stakeholders and international partners. The questions below contain links to the SAF/IA Teaming SharePoint page, where CDs can find further details such as SAMM references, timeline guidance, and OPRs. This is not an all-inclusive and exhaustive list of issues, but rather a list of the most important considerations for proper LOA Development.

The phases of the LOR/LOA development are:

Phase 1: Receive and Validate LOR:

1. Determine if LOR is for standard [FMS](#), [Hybrid](#) or [Lease](#). If LOR is for [Hybrid](#), also refer to the Hybrid Pamphlet. LORs for [Lease](#) cases require a slightly different process than Hybrid and FMS cases (see the [LOR Lease Checklist](#)).
2. Note the Date of LOR and the Date LOR was received
3. Determine whether the [LOR requestor](#) is valid (i.e., does the person signing the LOR have the authority to make this request?). Has receipt of LOR been acknowledged to International Partner? Must be acknowledged within 5 days.
4. Was LOR channeled through [DSCA and SCO](#) (and DoS if SME)?
5. Has a copy of LOR been [provided to others](#) (i.e., MAJCOMs, SAF/IAR, SAF/IAP, etc.)?
6. What is the [funding source](#) (e.g., national funds, Foreign Military Financing [FMF], Operations & Maintenance Funds [O&M])?
7. What are the desired defense articles and/or services? Is an [LOR Capabilities checklist](#) provided, if applicable?
8. Are requested defense articles and/or services [releasable](#)? (See SAF/IAPD)
9. Has International Partner requested [sufficient sustainment/support](#) (e.g., training, spares, etc.) that enables a total package approach (TPA)? If not, is an explanation provided?
10. What is the International Partner's requested timeline for LOA delivery? Country Director may consider adding the case to the SAF/IA Case Prioritization List
11. What is the International Partner's requested product/services delivery date?
12. Are any current [FMS & DCS comparison studies](#) being conducted?
13. Is a [non-recurring cost \(NC\)](#) waiver for Major Defense Equipment (MDE) requested? If yes, internal processing required.
14. Is [sole source](#) requested? If yes, internal processing required.
15. Are grant [excess defense articles](#) (EDA) requested? Is the International Partner authorized to receive grant EDA? If yes, internal processing required.
16. Does the LOR require additional meetings with the International Partner (e.g., a site survey)? If an [FMS case](#)

[is not funding the requirement](#), see link for use of admin funds and internal processing.

17. Are there any [offsets](#) included in this sale?
18. Any [special terms, requests, or legal requirements/issues](#)?
19. Are DCS requested items designated as [FMS only](#)? When advising international partners regarding potential DCS procurements, CDs should note that there are certain items that are designated as [FMS-Only](#).

Phase 2: Other areas for consideration prior to LOA Development

20. Is a [country team assessment](#) (CTA) required? If yes, case development should not begin until CTA is received.
21. Is a requested item not yet approved for AF inventory (i.e., Operational Test and Evaluation (OT&E) Incomplete)? If yes, a [“Yockey” waiver](#) is required.
22. Is [dependable undertaking](#) authorized? If no, international partner must pay the full amount of contracted support in the FMS case initial deposit (usually 70-90% of total case value for System Sales). If a waiver is required see Link for internal processing.
23. Are there any requested items requiring [Enhanced End Use Monitoring](#) (EEUM) (i.e., special notification/security requirements)? Are there any requirements to revise existing EEUM items?
24. Does Partner have an [Acquisition Cross-Servicing Agreement](#) (ACSA)?
25. Is a [congressional notification](#) (CN) AECA Section 36(b)(1) required? If yes, internal processing required.

Phase 3: LOA Development (All Issues addressed/resolved/communicated)

26. CD [tasks AFLCMC/AFSAT](#) to develop the LOA. (Annotate requested action on SAF/IA Teaming Action Plan—Attachment 4).

Additional Information to Annotate

27. Pseudo case identifier (for LOAs requiring CN or classified LOAs)
28. Actual case identifier
29. Program name, if applicable (obtain from SAF/AAZ), e.g., Peace Falcon
30. Milestones and required actions indicated in Attachment 4, the Teaming Action Plan Template

LOA Development Planning Quick Reference Guide

Action Items	OPR	OCR
1. Country Team Assessment (CTA)	SCO/Embassy Personnel	SAF/IAR Country Director
2. Congressional Notification (CN)	SAF/IAR Country Director (Obtain info from AFLCMC/ AFSAT CCM/SPO)	SAF/IARW, SAF/IAPD, SAF/IAPX (Prior to forwarding to DSCA)
3. Dependable Undertaking Waiver	SAF/IAR Country Director	DSCA
4. Nonrecurring Cost Waiver (NRC)	SAF/IAR Country Director (obtain info from AFLCMC/AFSAT CCM/SPO)	SAF/FMCE to DSCA
5. Sole Source Processing	AFLCMC/AFSAT CCM	AFLCMC/WFISB or AETC/IA. SAF/IAPX process disapprovals, w/SAF/GCI and SAF/IAR coord (Prior to forwarding to DSCA)
6. Excess Defense Articles (EDA) Available	SAF/IAR Country Director	SAF/IARW
7. Manpower Requirements Package (MRP)	AFLCMC/AFSAT CCM to MAJCOM Manpower Offices	SAF/IAPX
8. FMS Only Determination	SAF/IARW	DSCA
9. Acquisition Cross-Servicing Agreement (ACSA)	AF/A4LX	SAF/IAR Country Director (Info)
10. Yockey Waiver	SAF/IAR County Director	DSCA
11. Enhanced End Use Monitoring (EEUM) Requirements	SAF/IAPX	DSCA
12. Program name	SAF/IAR Country Director	SAF/AAZ

Attachment 2

Weapons and Disclosure Security Assistance Planning Questionnaire

Many of the items below require close coordination from both Weapons (SAF/IARW) and Disclosure (SAF/IAPD). The questions below contain links to the SAF/IA Teaming SharePoint page, where CDs can find further details such as SAMM references, timeline guidance, and OPRs.

1. Does LOR identify weapon system with advanced technology? If so, the LOR requires a [Technology Security & Foreign Disclosure \(TS&FD\)](#) assessment.
2. Has the Country Director determined which items are currently established in the International Partner's [Existing Baselines](#)?
3. Does the LOR identify any non-U.S. inventory items requiring a [Top-line](#)?
4. What is the [specific configuration of the system or capability](#) identified in the LOR?
5. Does the Air Force have [delegated disclosure authority](#) for all the classified systems/capabilities, or are any of the information or aircraft sub-systems identified in the LOR owned by another Service?
6. Does the country have a [General Security of Military Information Agreement \(GSOMIA\) or Communication Interoperability and Security Memorandum of Agreement \(CISMOA\)](#)?
7. Do any of the systems in the LOR exceed country authorizations delineated in the [NDP-1](#) or exceed any thresholds in an NDP-1 policy statement document maintained in SAF/IAPD?
 - a. Is an [Exception to National Disclosure Policy \(ENDP\)](#) required?
8. If an ENDP is required, has the SCO submitted a [Country Team Assessment \(CTA\)](#)?
9. If an ENDP is required, has the Country Director completed a pol-mil assessment?
10. Are there any low observable (LO) and counter low observable (CLO) equities that require coordination with and approval by the [LO/CLO Executive Committee](#)?
11. Will [COMSEC](#) items be part of LOA?
12. Are there COMSEC/CRYPTO equities associated with the requested systems that require coordination or [approval by the Committee on National Security Systems \(CNSS\)](#) IAW the CJCS 6510 process?
13. Does the LOR identify Terrain Avoidance and Warning System for mapping and topographical data requiring [National Geospatial-Intelligence Agency \(NGA\) approval](#)?
14. Does the LOR identify electronic intelligence database support for infrared and electronic warfare systems requiring [National Air and Space Intelligence Center \(NASIC\) approval](#)?
15. Is [DOD Chief Information Officer \(CIO\) approval](#) required to support Global Positioning System (GPS) capability (i.e., EGD)?
16. Are any [foreign national visits or assignments](#) to USAF bases and facilities anticipated?
17. Is there a requirement for [foreign national access to U.S. information systems](#)?
18. Is a contractor involved in the case? If so, is an [export license or ITAR exemption](#) required?
19. Is there any procurement with foreign companies? If so, has [clearance](#) been received from the Foreign Disclosure Office (FDO) prior to solicitation?

20. Is there a [public affairs communications plan](#) requiring disclosure support?
21. Are there arrangements for the [government-to-government transfer](#) of classified information or capabilities?
22. Is there an [existing international agreement](#) that covers the disclosure of information to the partner?
23. Is the system, capability, or information [authorized for disclosure](#)?

Attachment 3

International Armaments Cooperation Planning Document

I. Initiation Phase (OPR Varies)

IAC programs begin with an idea. These ideas originate from a multitude of sources, including forums led by SAF/IAPQ, SAF/IAPS or AFRL (such as the ASNR or TWGs), various SPOs and PEOs, and sometimes potential partner nations.

Once an idea is formed, exploratory discussions are held between the proponent and foreign counterpart. Such preliminary discussions are often characterized as “brainstorming sessions”, but may include the exchange of ideas governing the scope, management, money, and schedule of a potential program. However, proponents cannot make or accept binding commitments during these discussions. At this stage, SAF/IAPQ or SAF/IAPS participates as needed.

For AFRL originated ideas, the Technical Project Officer (TPO) begins by developing a technical planning document. This document is designed to capture the objectives of a nascent cooperative program and scope of work, sharing of tasks, and possible funding sources for inclusion in a supporting IAC agreement. Upon completion of such work, AFRL/XPPI forms an International Cooperative Agreements Team (ICAT).

For an idea generated at the HQ USAF level, SAF/IAPQ will form the ICAT. Participants shall include representatives from the Foreign Disclosure Office (FDO), Financial Management (SAF/FM), and AFRL.

In each instance, the objective of the ICAT is to develop a draft IAC agreement and its supporting documents (i.e., Summary Statement of Intent (SSOI) and Delegation of Disclosure Authority Letter) – referred to as the International Agreement package. For IEPs, a Quid-Pro-Quo analysis is drafted instead of an SSOI, according to the AFI 16-110 and AFMAN 16-114.

Once the IA package has been reviewed by the ICAT, field proponents staff the agreement through their chain of command. The lead office for these field proponents then submits the package to SAF/IAPQ for Headquarters Air Force (HAF) staffing.

II. Development and Negotiations Phase (SAF/IAPQ-Led)

The staffing of draft IAC agreements and its supporting documents often takes between 4-9 months, and is referred to as the development and negotiation phase. The steps in question unfold as follows:

1-4 Weeks: Once the IA package is received, SAF/IAPQ will review the draft agreement, SSOI, and DDL to identify errors in the documents, missing information, and areas that require clarification or revision. Once these corrections have been made, SAF/IAPQ holds an internal peer review session, or “murder board”, to review all draft documents and make further revisions as required. All changes/comments are shared with the ICAT.

2 – 4 Weeks: The draft agreement is coordinated for HAF review and concurrence prior to the commencement of negotiations (known as the Request for Authority to Develop (RAD)). Coordination is conducted with SAF/GCI, SAF/FMBMM, SAF/AQRT, SAF/IAPD, and SAF/IAR division (appropriate regional division). (NOTE: If the agreement is a new MOU/A, it must be staffed through OSD (AT&L) IC/IN). Once HAF coordination is obtained, SAF/IAPQ will transmit the draft IA to the foreign partner for their comment/approval.

Variations: Negotiation time between SAF/IAPQ and a foreign partner(s) varies depending on the complexity of the IA. Most negotiations are conducted via email. Face-to-face negotiations are only conducted when necessary. Ideally, MOU/MOAs are negotiated within 9 months, Project Agreements (PA) within 6 months, and Loan Agreements (LA) within 4 months.

1 Week: If substantial changes are made to the IA during negotiations, SAF/IAPQ will lead another “murder board” prior to staffing the IA and related documents for Request for Final Authority (RFA) to sign the agreement.

III. Final Review and Approval Phase (IAPQ-Led or OSD-Led)

The final review and approval of negotiated agreements caps the end of the agreements development process. This process often takes between 2-3 months and unfolds as follows:

2 – 4 Weeks: SAF/IAPQ resubmits the draft IA package to HAF for final coordination (known as Request for Final Authority (RFA)) if major changes were made during the negotiation phase.

4 – 5 Weeks: SAF/IAPQ submits the draft IA and SSOI to OSD (AT&L) IC/IN for RFA staffing if required. All IAs with the exception of IEAs and LAs must go through OSD. OSD circulates the draft documents internally (e.g., OSD (P), Comptroller, OSD (GC), etc.), to the other services, and to other government agencies (e.g., Commerce, State, etc.), as needed.

1 – 4 Weeks: Renegotiate any changes received from OSD review with international partner as needed. If international partner has additional changes, resubmit to OSD for final review.

1 – 2 Weeks: Upon approval from OSD, SAF/IAPQ will staff the IA to SAF/IAP for signature on 2 copies.

2 – 4 Weeks: SAF/IAPQ sends two U.S. signed copies of the IA to international partner for signature. After both signature pages are signed, one must be returned to SAF/IAPQ. Once SAF/IAPQ can verify the IA has been signed (via fax, email, etc.), SAF/IAPQ can begin the Case Act process.

1 – 2 Weeks: SAF/IAPQ notifies the project office that the IA has been signed. SAF/IAPQ holds the official copy for record and requests the DDL be released. SAF/IAPQ’s goal is to have MOU/MOAs signed within 3 months and PAs/LAs signed within 2 months.

Attachment 4

SAF/IA Teaming Action Plan Template

Action # 1: <i>Description of action to be accomplished and completed</i>
OPRs/OCRs for action/activity:
Timeline and suspense date:

Action # 2: <i>Description of actions to be accomplished and completed</i>
OPRs/OCRs for action/activity:
Timeline and suspense date:

Action # 3: <i>Description of actions to be accomplished and completed</i>
OPRs/OCRs for action/activity:
Timeline and suspense date:

Action # 4: <i>Description of actions to be accomplished and completed</i>
OPRs/OCRs for action/activity:
Timeline and suspense date: