

Introduction

Overview

Issues related to contracting methods and instruments, funding, contract administration/surveillance and ethics are all important for the Contingency Contracting Officer (CCO).

There are other considerations a CCO must be aware of so that he or she can fully capitalize on the capabilities that exist in-theater, while adapting to changing circumstances.



Objective

Following this lesson you will be able to identify special issues relevant to serving as a deploying CCO and interacting with non-DoD personnel and institutions.



Interaction with Non-DoD Elements

CCOs will likely interact with DoD customers, host nation officials, other (non DoD) federal agencies, coalition partners and non-governmental organizations (NGO's). That is why it is important to learn as much as possible about the various roles in the contingency environment and how they may impact the ability to accomplish DoDs mission.

The following pages address some of the organizations a CCO may encounter during a deployment, both CONUS and OCONUS. This information is not all-inclusive, but intended to prepare CCOs for the flexibility needed when working alongside non-DoD organizations at deployed locations.



Interaction with Non-DoD Elements, Cont.

Department of Homeland Security

The **Department of Homeland Security** was created in 2002 as a consequence of the terrorist acts of September 11, 2001. One of its primary agencies [Federal Emergency Management Agency \(FEMA\)](#) is responsible for responding to natural disasters in the United States.

FEMA processes requests from Governors for disaster assistance, and coordinates Federal operations under a disaster declaration. FEMA has a Federal Response Plan, which categorizes relief efforts into twelve Emergency Support Functions (ESF).

DoD is the primary agency for the Public Works and Engineering ESF. Many DoD personnel, including contracting professionals, were involved in the response to Hurricane Katrina.



Interaction with Non-DoD Elements, Cont.

U.S. State Department

The U.S. State Department maintains embassies in all countries where the United States has diplomatic relations. The US ambassador heads the embassy and has broad authority as the personal representative of the President. Of particular interest to CCOs is the ambassador's procurement authority.

Within each embassy is a General Services Officer (GSO) who typically has an unlimited dollar value warrant to procure goods and services and minor construction in support of embassy operations.

For a new contingency operation, CCOs should include contacting the GSO during contingency contracting planning and the early execution phase. The GSO may be able to provide advice and assistance on issues such as: business conditions and practices in the country; recommended sources of supply; cultural issues; and dispute resolution procedures.

For example, the host nation may permit only selected companies to offer on DoD solicitations. CCOs must understand this constrained competitive environment.



Interaction with Non-DoD Elements, Cont.

U.S. State Department, Cont.

The State Department and American embassies are independent of DoD, and have a short reporting chain to the President of the U.S. Attempts to direct or coerce embassy officials for support of contingency operations are counter-productive.

The State Department must be reimbursed for any support actions which require the expenditure of its resources. The use of GSO employees for translation, market survey or purchase support may result in a charge for services.



[U.S. Agency for International Development \(USAID\)](#)

Was established by the Foreign Assistance Act of 1961 to promote the foreign policy, security, and general welfare of the United States by assisting peoples of the world in their efforts toward economic and social development and internal and external security, and other purposes.

USAID often works side-by-side with DoD during foreign contingencies. Their role and interaction with DoD during operations in Iraq and Afghanistan were significant.

Interaction with Non-DoD Elements, Cont.

Non-Governmental Organizations

Non-Governmental Organizations (NGOs) are present in virtually all contingency environments. CCOs must be aware of the NGOs operating in their area, their status with both the host nation and US military, and the parameters restricting support to or from the NGO before entering into any contractual arrangement where an NGO is either the customer or supplier.

Various private, and nonprofit NGOs work with host government agencies to relieve suffering, promote the interests of the poor, protect the environment, provide social services, or undertake community development.

Many NGOs such as Doctors Without Borders, CARE International, World Vision, and the International Committee of the Red Cross and Red Crescent are well known.

Support received from or provided to the DoD from these humanitarian and developmental agencies have legal and often times political strings attached. Actions such as loaning equipment, providing military manpower, supplying relief materials, and security support arrangements are examples of logistics support that non-DoD agencies may request or be offered.



Interaction with Non-DoD Elements, Cont.

Coalition Partners

Coalition partners may also present in a CCOs area of responsibility. The U.S. has historically participated in military operations with allied nations or coalition partners to accomplish its missions.

What has changed in recent years is the integration of multinational forces at much lower command levels than in the past.

The formation of the Rapid Reaction Corps in Europe, Operation Restore Hope in Somalia, Operation Uphold Democracy in Haiti, and Operation Joint Endeavor in Bosnia are examples where multinational operations are being conducted at the operational, and even tactical, levels.



Interaction with Non-DoD Elements, Cont.

Coalition Partners, Cont.

More often than not, in multinational contingency operations procurement remains a national responsibility.

This means each participating nation is responsible for procuring for its own forces. When this is the case, the differences between US-only and multinational operations will for the most part be transparent to the CCO.

However, there may be instances where this is not the case. When operating as part of a multinational force, the most significant differences from US-only contracting operations are:

- Rules, procedures and forms are dissimilar from the Federal Acquisition Regulation (FAR)
- Procurement authority is generally much more centrally controlled at higher organizational levels than in DoD
- National procurement followed by reimbursement from the multinational organization is often employed, placing a premium on timely and accurate record keeping



Coordination with Other Contracting Activities

In addition to working and cooperating with non-DoD activities in the contingency environment, it is important to coordinate with other DoD contracting activities that may be set up in an area which overlaps yours.

This is particularly relevant when a contingency operation is relatively new, and a Joint Contracting Command or Multinational Force organizational structure has not yet been established.

CCOs from different DoD commands, Special Operating Forces, and the Army Corps of Engineers may all be sent into an area at the outset of a contingency without initial coordination among their organizations.

Sources of supply are frequently limited in a contingency area, so it is important that CCOs do not work at cross purposes with one another and jeopardize each other's mission.

By seeking out and contacting any other CCOs in the area, you can discover if there are any common mission requirements and work to ensure that limited sources of supply are not being pulled in two or more different directions.



CCOs in Non-Traditional Role

An important lesson to remember the roles and tasks of a military CCO in a contingency environment can change on very short notice. A military CCO can be pulled from his or her normal procurement duties to tasks such as physically lifting heavy equipment to setting up a new office, serving as a security escort for third-world laborers, or even participating in search and recovery missions in disaster struck areas.

As part of the south Asia tsunami relief efforts, some CCOs were involved with recovering bodies of deceased victims. As a CCO, you may also have to provide first aid to fellow Americans if there is an enemy attack.

The key point is this: As a military member, you may be directed to assume duties, some of which may be unpleasant, that you did not anticipate having to perform as a CCO.



Useful Links

A major advantage of being a CCO in the Internet Age is the availability of useful information.

Some the resources include the following:

- DAU [Contingency Contracting Community of Practice](#)
- [Federal Acquisition Regulation](#), [Defense FAR Supplement \(DFARS\)](#), and [DFARS Procedures, Guidance, and Information. FAR Part 18](#) in particular identifies acquisition flexibilities permitted for emergency acquisitions (including those in support of contingency operations)
- [DPAP Contingency Contracting Site](#)
- [DoD Contingency Contracting Handbook](#)
- [Defense Logistics Agency Procurement Quick Links](#)
- [Defense Contract Management Agency Guidebook](#)
- [DoDI 3020.50 Private Security Contractors \(PSCs\)](#)
- [JP 4-10 Operational Contract Support](#)
- [DoDI 3020.41, Operational Contract Support](#)



Lesson Summary

In this lesson you identified special issues relevant to serving as a deployed CCO and interacting with non-DoD personnel and institutions.



Knowledge Review

Which three of the following are entities that you may encounter during an overseas tour as a CCO? (Select all that apply)

- ☒ Military coalition partners
- ☐ Federal Emergency Management Agency
- ☒ The United Nations
- ☒ U.S. State Department

Check Answer



Military coalition partners, the United Nations, and the U.S. State Department are three entities that you may encounter during an overseas tour as a CCO.

Knowledge Review

Which of the following would the military CCO **not** be required to do?

- ☐ Perform search and recovery duties
- ☐ Provide security escort of laborers
- ☐ Move heavy office equipment
- ☒ All of the above are possible military CCO responsibilities

Check Answer

All of the above are possible military CCO responsibilities.



Module Completion

You have completed the content for this lesson.

At this point you should have completed all of the lessons in this module.

Please take the Module Exam and complete the Module Survey so you may receive credit for this course.

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