Fiscal Year (FY) 2018 Budget Estimates
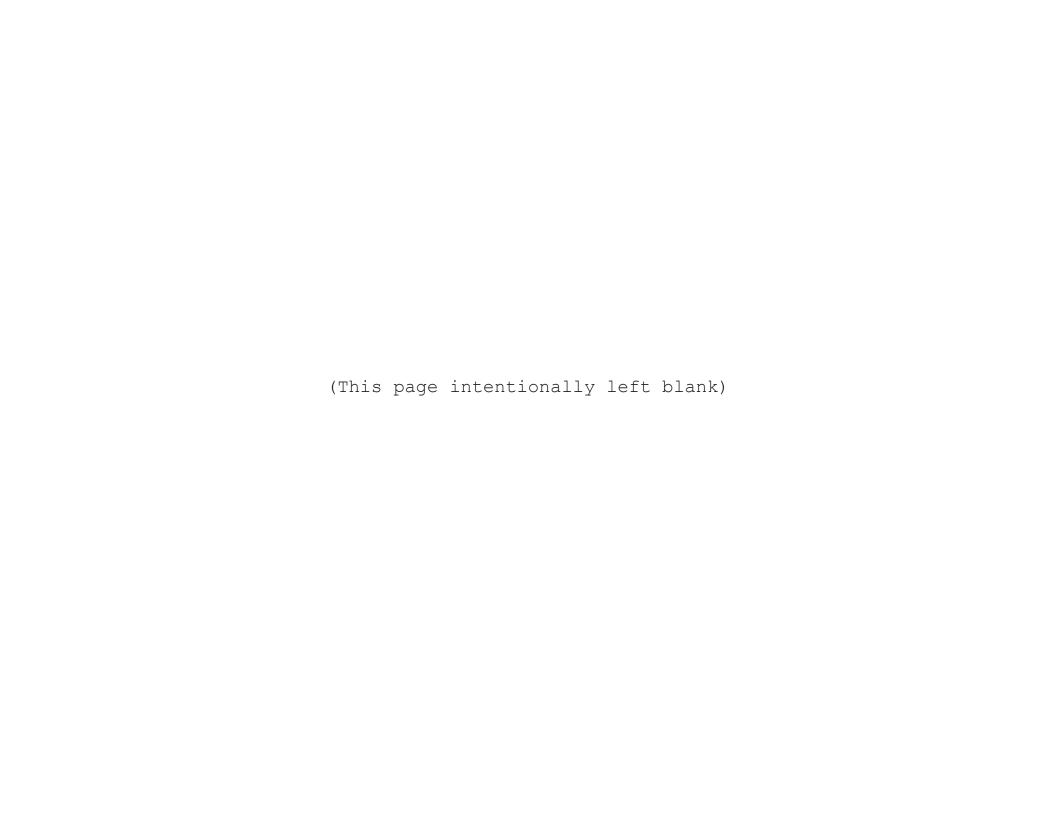
Defense Security Cooperation Agency (DSCA)

Operation and Maintenance, Defense-Wide

May 2017

(This page intentionally left blank)

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
          Budget Activity (BA) 04: Administration & Servicewide Activities

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DSCA	1,985,723	37,581	-1,526,550	496,754	9,828	215,914	722,496

* The FY 2016 Actual column <u>includes</u> $1,483,059.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $1,412,000.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $2,312,000.0 thousand of FY 2018 OCO Appropriations funding.

I.   **Description of Operations Financed**:

The Defense Security Cooperation Agency (DSCA) leads the Security Cooperation Community (SCC) in developing and executing innovative security cooperation solutions that support mutual U.S. and partner interests. DSCA directs, administers and provides Department of Defense (DoD)-wide guidance for the execution of assigned Security Cooperation programs and activities. DSCA issues are often complex, urgent, and span the phases of conflict from shaping the environment to enabling civil authority activities. The agency performs these activities by collaborating closely with the interagency, industry and partner nations. Moreover, DSCA seeks to maximize Security Cooperation program effectiveness and ensures that efforts align with national security priorities. The FY 2018 budget request supports the day-to-day operations of the DSCA Headquarters, the DoD Regional Centers for Security Studies, Defense Institute of Security Cooperation Studies (DISCS), and the Defense Institute of International Legal Studies (DIILS). Under the provisions of the FY 2017 National Defense Authorization Act (NDAA), the FY 2018 budget request will also support initial efforts to develop a DoD framework for the assessment, monitoring, and evaluation of security cooperation activities and develop a workforce development program targeting DoD professionals supporting DoD security cooperation programs, including the

I.   Description of Operations Financed (cont.)

execution of security assistance programs and activities under the Foreign Assistance Act and the Arms Export and Control Act. Additionally, the DSCA budget request supports program management and administration of the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs funded within the Overseas Humanitarian, Disaster and Civic Aid (OHDACA) appropriation.

Regional Centers for Security Studies

The Regional Centers provide key strategic communication tools, assisting U.S. policymakers in formulating effective policy, articulating foreign perspectives to U.S. policymakers, and building support for U.S. policies abroad. Funding for the Regional Centers addresses: (1) the ability of the five Regional Centers to harmonize views of common security challenges by expanding their program of seminars and courses to affect a wider and more appropriate audience in their respective regions; (2) increase sustainable security communities that provide access to Department of Defense leaders and provide critical regional policy feedback through a mix of conferences, seminars, and web-based discussion groups; (3) facilitate efforts to combat transnational security threats, such as terrorism, that cross Geographic Combatant Commands (GCCs) through a series of collaborative working groups that partner centers and their networks; (4) conduct activities that leverage the network of past Regional Centers' graduates to advance U.S. interests and share lessons learned and best practices; and (5)build a federated network of functional communities of influential individuals, including U.S. and foreign partner personnel, who actively exchange insights on security issues, evaluate security trends, and provide feedback on national and security policies.

The Regional Centers for Security Studies include the Near East South Asia Center for Strategic Studies (NESA), Washington, D.C.; Africa Center for Strategic Studies (ACSS),

I. Description of Operations Financed (cont.)

Washington, D.C.; Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS), Honolulu, Hawaii; William J. Perry Center for Hemispheric Defense Studies (WJPC), Washington, D.C.; and the George C. Marshall European Center for Security Studies (GCMC), Garmisch, Germany.

Wales Initiative Fund (WIF)/Partnership for Peace (PfP) Program

The WIF/PfP program, a bilateral U.S. security cooperation program, funds defense reform efforts and defense institution building with developing partners and seeks to deepen interoperability through exercises. The WIF/PfP program funds countries of Eastern Europe and Central Asia, and all developing North Atlantic Treaty Organization (NATO) Partners, such as Mediterranean Dialogue and Istanbul Cooperation Initiative countries. WIF program efforts are conducted in accordance with regional and country-specific priorities established by OSD Policy, applicable Geographic Combatant Commands (GCCs), the NATO Individual Partnership Action Plan (IPAP) and Partnership Goals (PGs) as agreed to by the Partners. WIF supports an array of programs, conferences, exchanges, seminars, military exercises, studies, advisory services and support to execute these activities. The WIF/PfP program is a critical program to support achievement of jointly developed NATO Partnership Goals for PfP nations, strengthening our capabilities for multinational operations, facilitating access for our armed forces during peacetime or contingency operations, and building relationships that promote U.S. security interests.

Combating Terrorism Fellowship Program (CTFP)

The CTFP, authorized in the FY 2004 National Defense Authorization Act (10 USC 2249c), provides foreign military officers and government security officials with strategic and operational education to enhance partners' capacity to combat terrorism. The CTFP is a key tool for GCCs to foster regional and global cooperation in the war against terrorism.

I.   Description of Operations Financed (cont.)

The CTFP enhances the U.S. Government's efforts to provide non-lethal combating terrorism assistance. The program funds mobile and resident institutional courses tailored to the specific needs of key regions and countries in order to advance broader U.S. Government combating terrorism objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human rights issues. Funding for the CTFP: (1) builds and strengthen a global network of combating terrorism experts and practitioners at the operational and strategic levels; (2) builds and reinforce the combating terrorism capabilities of partner nations through operational and strategic-level education; (3) contributes to counter terrorism ideology efforts; and (4) provides the Department of Defense with a flexible and proactive program that can respond to emerging combating terrorism requirements.

DSCA Headquarters

The DSCA Headquarters fund salaries and operating expenses of civilian and contractor personnel providing program and financial management support to the Department of Defense-funded security cooperation programs, to include Humanitarian Assistance, Foreign Disaster Relief, and Mine Action programs. Additionally, this account resources operational and information technology system support costs for the Defense Finance and Accounting Services (DFAS).

Partner Outreach and Collaboration Support (POCS)

The POCS program funds open source information technology solutions to assist the Regional Centers for Security Studies in improving international outreach efforts and fostering collaboration among their faculty, current and former participants, Office of the Secretary of Defense (OSD), and other designated Department of Defense educational institutions. The POCS outreach, education, and collaboration efforts are directly linked

I.   Description of Operations Financed (cont.)

to Department of Defense's building partnership capacity efforts. The POCS is a valuable tool that enables approximately 70,000 international community members to share information, collaborate on national security projects, build international communities of interest on security issues, and improve administrative activities resulting in time and manpower savings.

Defense Institute of Security Cooperation Studies (DISCS)

The DISCS provides a comprehensive education platform for training U.S. personnel assigned to embassies, headquarters, Geographic Combatant Commanders (GCCs), and other security sector establishments on the proper integrated planning, management, assessment, and interagency coordination of security cooperation efforts. Additionally, the DISCS educates and trains partner country personnel involved in the planning, management, and assessment of security cooperation programs.

Defense Institution Reform Initiative (DIRI)

The DIRI program is a core Department of Defense security cooperation tool that works with partner nations to build defense institutions and enhance institutional governance and management capabilities. DIRI projects focus on developing accountable, effective, efficient, and transparent defense institutions that enhance partner governance and enable defense capabilities. The DIRI program is a critical tool to supporting the capacity of foreign partners to exercise responsible civilian control of national security forces. Through extensive consultation with U.S. Government and Partner Nation stakeholders, DIRI identifies and conducts projects that meet shared strategic priorities. DIRI program efforts focus on achieving the following objectives: (1) supporting the establishment and improvement of functional capabilities necessary to organize, train, equip and sustain security forces under civilian control; (2) Defense

I.   Description of Operations Financed (cont.)

policy, strategy and planning; (3) resource management, human resource management, logistics, and infrastructure; (4) supporting the establishment and improvement of civil-military relations and inter-ministerial coordination; and (5) facilitation of DoD to Ministry of Defense engagements that strengthen our relationships with partners and allies.

Increasing Partner Capacity Building in Rule of Law Context

The Defense Institute of International Legal Studies (DIILS) is the lead defense security cooperation resource for professional legal education, training, and rule of law programs for international military and related civilians globally. The DIILS legal capacity-building programs help achieve an international order that advances U.S. interests by reinforcing the rights and responsibilities of all nations.

Authority to Build the Capacity of Foreign Security Forces (10 U.S.C. § 333)

The new combined authority under the provisions of the FY 2017 NDAA expands the Global Train and Equip scope for the purpose of building the capacity of foreign national security forces to conduct one or more of the following: Counterterrorism operations; Counter-weapons of mass destruction operations; Counter-illicit drug trafficking operations; Counter-transnational organized crime operations; Maritime and border security operations; Military intelligence operations; Operations or activities that contribute to an international coalition operation.

The combined authority provides flexibility to meet evolving security challenges and will be indispensable in carrying out the Department's key policy priorities. The integrated approach to planning mandated by the authority will strengthen partner nations' capacity to absorb, apply, and sustain capabilities. Programs developed under this authority are

I.   Description of Operations Financed (cont.)

co-formulated, reviewed, and vetted by the Secretary of Defense and the Secretary of State, facilitating stronger unity of effort across the U.S. government's security sector assistance activities.

Ministry of Defense Advisors (MoDA) Program

The MoDA program supports institution capacity building by deploying trained, senior civilian experts as advisors to partner nation ministries of defense and regional organizations with security missions. MoDA advisors focus primarily on higher level ministerial functions such as personnel and readiness, acquisition and logistics, strategy and policy, and financial management. The MoDA program supports Department of Defense priorities to prevent and deter conflict, and build the security capacity of key partners, by addressing partners' institutional needs and helping them to build the core competencies needed for an effective and accountable defense ministry. Although initially conceived in response to operational requirements in Afghanistan, global MoDA authority was granted in the FY12 NDAA and made permanent in the FY17 NDAA Section 332a. Key aspects of the MoDA program includes a 7-week pre-deployment training program; temporary backfill funding for the advisors' parent organizations; the establishment of long-term, civilian relationships between DoD and partner ministries; and a uniquely valuable professional development opportunities for senior DoD civilian advisors.

Global Theater Security Cooperation Management Information System (G-TSCMIS)

The G-TSCMIS deploys a common web-based, centrally-hosted Management Information System. G-TSCMIS serves as the information focus point for the Department's security cooperation efforts by providing decision makers, planners and other users with the ability to view, manage, assess, and report security cooperation activities and events. It provides a comprehensive picture of whole-of-government security cooperation activities, and will

I.   Description of Operations Financed (cont.)

contribute to planning more effective cooperative activities to align or meet desired outcomes in support of defense strategy. The program is an evolutionary rapid Information Technology (IT) acquisition program that provides users with greater capability through several iterations and releases that are developed and implemented over time.

Southeast Asia Maritime Security Initiative (MSI)

The MSI represents a fundamental, steady-state component of Department of Defense's contribution to address regional security concerns in the Asia-Pacific and to improve the maritime security of our partners and allies in the Southeast Asia. MSI funds equipment, supplies and defense services, training and small-scale construction to support the national military or security forces that have maritime security missions as their fundamental responsibilities. In FY 2018, the Department will continue to focus on increasing partner nations' maritime domain awareness capacity, assist in the modernization and training for maritime patrolling, and assist regional efforts aimed at increasing interoperability and shared response to shared transnational threats. Recipient countries include: Indonesia, Malaysia, the Philippines, Thailand, and Vietnam.

Assessment, Monitoring, and Evaluation

Assessment, Monitoring, and Evaluation (AM&E) is a new statutory requirement for the Department to establish an enterprise-wide view of security cooperation to enable strategic decision making. Under the provision and in accordance with a new DoD policy issuance on AM&E, the Department will establish a comprehensive framework to assess, monitor, and evaluate security cooperation programs and activities from inception to completion. DoD is also committed to providing public summaries of the evaluations it conducts, and to provide Congress an annual report on the AM&E program and the lessons learned and best practices identified by the program. The provision enforces standards

I. Description of Operations Financed (cont.)

for upfront assessments that will be used to ensure security cooperation is thoughtful and holistic.

Counter Weapons of Mass Destruction Program

The Counter Weapons of Mass Destruction program funds military and civilian first responder organizations of partner nations to enhance the capability of such partner nations to respond effectively to potential incidents involving weapons of mass destruction, to include training, equipping, and supplies. This improves interoperability with U.S. Forces supporting Chemical, Biological, Radiological and Nuclear (CBRN) Preparedness and response assistance to these countries. Funds transferred to DSCA will be executed under the new, consolidated train-and-equip authority 10 U.S.C. 333.

Drug Interdiction and Counterdrug Activities International Support

The Drug Interdiction and Counterdrug Activities International Support programs include efforts in the U.S. Central Command, U.S. Southern Command, U.S. Pacific Command, U.S. Northern Command, U.S. Africa Command, and U.S. European Command areas of responsibility to detect, interdict, disrupt or curtail activities related to substances, material, weapons or resources used to finance, support, secure cultivate, process, or transport illegal drugs. This request supports programs or activities by the geographic combatant commands to build the capacity of the national security forces of foreign countries to conduct counter-illicit drug trafficking operations and counter-transnational organized crime operations pursuant to 10 U.S.C. 333. These funds will support validated requirements as developed by the Combatant Commands.

II. Force Structure Summary:

II. <u>Force Structure Summary (cont.)</u>

N/A

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2016 Actual	Budget Request	FY 2017 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
1. Regional Centers	63,582	58,550	0	0.0	0	58,550	61,802
2. Wales Initiative Fund/Partnership for Peace	20,616	21,845	0	0.0	0	21,845	28,569
3. Combating-Terrorism Fellowship	25,075	26,797	0	0.0	0	26,797	26,786
4. DSCA Headquarters	12,760	14,264	0	0.0	0	14,264	15,555
5. Partner Outreach and Collaboration Support	2,392	2,460	0	0.0	0	2,460	2,258
6. Defense Institute of Security Cooperation Studies	3,581	4,467	0	0.0	0	4,467	3,938
7. Defense Institution Reform Initiative	11,829	25,603	0	0.0	0	25,603	30,061
8. Increasing Partner Capacity Building in Rule of Law context	1,890	2,610	0	0.0	0	2,610	2,525
9. Build The Capacity of Foreign Security Forces (10 U.S.C. § 333)	314,146	270,218	0	0.0	0	270,218	347,223
10. Ministry of Defense Advisors Program	17,044	9,199	0	0.0	0	9,199	6,948
11. Coalition Support Funds	1,112,687	0	0	0.0	0	0	0
12. OCO Lift and Sustain	131,484	0	0	0.0	0	0	0
13. Global Theater SC Management Information System	497	741	0	0.0	0	741	741

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. <u>Financial Summary</u> ($ in thousands)

A. <u>BA Subactivities</u>	FY 2016 <u>Actual</u>	Budget <u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	Current <u>Estimate</u>	FY 2018 <u>Estimate</u>
			FY 2017				
			Congressional Action				
14. Southeast Asia Maritime Security Initiative	41,610	60,000	0	0.0	0	60,000	99,603
15. Ukraine Security Assistance Initiative	226,530	0	0	0.0	0	0	0
16. Assessment, Monitoring, and Evaluation	0	0	0	0.0	0	0	3,000
17. Counter-Weapons of Mass Destruction Operations Program	0	0	0	0.0	0	0	18,487
18. Drug-Interdiction and Counter-Drug Program	0	0	0	0.0	0	0	75,000
Total	**1,985,723**	**496,754**	**0**	**0.0**	**0**	**496,754**	**722,496**

* The FY 2016 Actual column <u>includes</u> $1,483,059.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $1,412,000.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $2,312,000.0 thousand of FY 2018 OCO Appropriations funding.

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. <u>Financial Summary</u> ($ in thousands)

B. <u>Reconciliation Summary</u>	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**496,754**	**496,754**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**496,754**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**496,754**	
Supplemental	1,412,000	
Reprogrammings		
Price Changes		9,828
Functional Transfers		93,487
Program Changes		122,427
Current Estimate	**1,908,754**	**722,496**
Less: Wartime Supplemental	-1,412,000	
Normalized Current Estimate	**496,754**	

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**496,754**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**496,754**
2. War-Related and Disaster Supplemental Appropriations		1,412,000
a. OCO Supplemental Funding		
1) Coalition Support Funds	1,100,000	
2) Lift and Sustain	300,000	
3) Ministry of Defense Advisors Program	12,000	
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**1,908,754**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**1,908,754**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-1,412,000
FY 2017 Normalized Current Estimate		**496,754**
6. Price Change		9,828
7. Functional Transfers		93,487
a. Transfers In		
1) Drug-Interdiction and Counter-Drug Program Transfers funding from Counter Narcotics and Global Threats office to comply with section 1241 of the National Defense Authorization Act (NDAA) for FY 2017.	75,000	
2) Counter-Weapons of Mass Destruction Program Transfers funding from Defense Threat Reduction	18,487	

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Agency (DTRA) to comply with section 1241 of the National Defense Authorization Act (NDAA) for FY 2017.		
8. Program Increases		131,309
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Build the Capacity of Foreign Security Forces (10 U.S.C. § 333)	72,090	
Funding supports Combatant Commanders and Ambassadors in training and equipping foreign security forces to build their capacity to conduct a wide array of defense and security operations. Funding restores programs to historical levels. In FY 2017, funding was realigned to Southeast Asia Maritime Security Initiative. (FY 2017 Baseline: $270,218 thousand)		
2) Southeast Asia Maritime Security Initiative	38,403	
Funding provides equipment, supplies and defense services, training, and small scale construction to support the national military or security forces with maritime security missions. Funding increase supports Secretary of Defense's commitment to conduct maritime security and maritime domain awareness. (FY 2017 Baseline: $60,000 thousand)		
3) Wales Initiative Fund/Partnership for Peace	6,288	
Funding increase supports expansion of building institutional capacity efforts to support partnership interoperability with U.S. and NATO partners. All security cooperation efforts will require a		

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

     commensurate Defense Institution Building component
     to ensure sustainability of U.S. investments in
     partner nation defense capabilities. (FY 2017
     Baseline: $21,845 thousand)

   4) Additional Manpower to Support Security Cooperation   4,043
   (SC) Reform
     Funding supports the implementation of the provisions
     found in the FY 2017 NDAA, Public Law No. 114-328.
     Funding will support additional manpower for new
     responsibilities such as Assessment, Monitoring, and
     Evaluation, and SC Workforce Development, which are
     not currently performed within the Department. (FY
     2017 Baseline: $0 thousand)

   5) Defense Institution Reform Initiative   3,945
     Funding supports increasing Defense Institute
     Building (DIB) demands with 20 new country projects
     approved in the FY 2017-2018 DIB Prioritization
     Guidance. Funding supports over 120 events, such as
     workshops and seminars, in various countries. (FY
     2017 Baseline: $25,603 thousand)

   6) Assessing, Monitoring, and Evaluation   3,000
     Funding supports reform and restructure of the
     Department's security cooperation authorities. The
     FY17 NDAA requires an Assessment, Monitoring, and
     Evaluation (AM&E) regime to better integrate and
     track the results of Title 10 funded security
     cooperation efforts consistently across DoD to
     determine return on investment on these efforts.

   7) Regional Centers   2,324

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

<div></div>

        Funding supports efforts to combat transnational security threats. The increase is to conduct activities that promote sustainable security communities and access to foreign defense leaders through a vibrant network of defense alliances at the strategic level. Funding will provide the ability for the Department to remain engaged with current and future security sector leaders. (FY 2017 Baseline: $58,550 thousand)

    8) DSCA Headquarters   1,010
        Funding increase support continued DoD audit readiness initiative and transition to the Defense Agency Initiative enterprise accounting system. (FY 2017 Baseline: $14,264 thousand)

    9) Civilian Pay Raise   206
        Additional funding offsets the annualized cost of the approved pay raise of 2.1 percent effective January 2017.

9. Program Decreases   -8,882
  a. Annualization of FY 2017 Program Decreases
  b. One-Time FY 2017 Increases
  c. Program Decreases in FY 2018
    1) FY17 NDAA SC Reform Manpower   -4,043
        Reduces funding to resource the new administration and execution activities in support of the FY 2017 NDAA SC Reform. DSCA is authorized by the FY 2017 NDAA to leverage existing security cooperation program funding to resource the new and extended DoD SC authorities. Programs reduced to fund additional

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

       manpower are Wales Initiative Fund (WIF), Combating
Terrorism Fellowship (CTFP) program, Partner Outreach
and Collaboration Support (POCS), Authority to Build
the Capacity of Foreign Security Forces, Defense
Institution Reform Initiative (DIRI), Ministry of
Defense Advisors (MoDA) program, and Southeast Asia
Maritime Security Initiative (MSI). (FY 2017
Baseline: $416,122 thousand)

2) Ministry of Defense Advisors Program   -2,435
Funds reduced due to planned reduction in base
program support for MODA global advisors.
Additionally, contract consolidation resulted in
overall efficiencies in the program.
(FY 2017 Baseline: $9,199 thousand; +0 FTEs)

3) Service Requirements Review Board (SRRB) Reduction   -1,962
Reduces funding through efficiencies found in service
support contracts. Planned training events postponed
and planned capabilities reduced in institutional
programs. (FY 2017 Baseline: $43,044 thousand)

4) Program Outreach and Collaboration Support   -252
Funds reduced due to Regional Center (RC) Person
Activity Management System (RCPAMS) platform
consolidation.　(FY 2017 Baseline: $2,460 thousand)

5) Travel Efficiencies   -72
Funds reduced as a result of continuous efforts to
implement travel efficiencies through use of virtual
technologies.

6) Foreign Currency Fluctuation   -68
Funds reduced to reflect the projected change in the

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
value of the U.S. currency based on historical data.		
7) IT Consolidation	-50	
Funds reduced as a result of the Department's efforts to consolidate data center infrastructure.		
FY 2018 Budget Request		**722,496**

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

IV. <u>Performance Criteria and Evaluation Summary</u>:

Performance measures support oversight, planning, and implementation of the defense strategy and Geographic Combatant Commanders' (GCCs) Theater Security Cooperation strategies. These programs enable the Department of Defense to strengthen and deepen partnerships across the globe both to address the dynamic security environment, as no country alone can address the globalized challenges we collectively face, and to help manage our fiscal realities. With reduced force structure and resources, the Department must make greater efforts to coordinate our planning to optimize allies' and partners' contributions to their own security and to our combined activities.

<u>Regional Centers for Security Studies</u>

A. FY16 PRIOR YEAR ASSESSMENT

Authorized under 10 U.S.C. Section 184, the Regional Centers utilize unique academic forums to build strong, sustainable international networks of security leaders. Collectively, the Regional Centers support defense strategy objectives and policy priorities through: (1) offering executive-development strategic-security studies, research and outreach in rigorous outreach programs that foster long-term collaborative relationships; (2) developing and sustaining relationships and communities of interest among security practitioners and national security establishments, especially in defense, throughout the region; and (3) enhancing enduring partnerships among the nations of the region. The Regional Centers accomplish their mission primarily through resident and in-region programs, to include seminars, and courses, as well as through bilateral workshops, alumni outreach events, and research publications.

IV. <u>Performance Criteria and Evaluation Summary</u>:

<u>Africa Center for Security Studies (ACSS)</u>

- ACSS successfully leveraged its resources to conduct programming and activities in accordance with the organization's vision and mission. ACSS activities focused on strengthening leadership, strategy and institutions in Africa's security sectors and addressing drivers of insecurity and advancing collective security. The Africa Center's research program produced practical, strategic analysis of contemporary Africa security challenges relevant to USG and African practitioners and policymakers, as well as external stakeholders to inform and advance understanding of Africa's security challenges. In FY16, ACSS engaged a total of 1,087 unique individuals, alumni and contacts. Of those, 10 were in-region Transformative and Short Term Programs with 531 participants, plus 7 Resident Graduate Programs with 299 participants with a total of 830 registered participants (Alumni) from 69 countries with 3,765 participant days. Moreover, ACSS also conducted 8 Non-Program Outreach & Bilateral events with 4 in-region (Senegal, 2 in Djibouti, & Benin) and 4 resident engagement activities (in Washington) with a total of 254 attendees.

- ACSS actively engaged in publishing a series of policy-relevant research products with supporting engagement seminars and roundtables to inform and publicize research findings. The Africa Center made significant enhancements to building and sustaining active communities of interest within the African security sector. This network of security sector professionals actively exchanged insights on security issues, evaluated security trends, and provided feedback on national and security policies, increasing cross USG efforts to identify trends and address the current and future threats and challenges. Complementing the Africa Center's programs, research and community

IV. <u>Performance Criteria and Evaluation Summary</u>:

outreach; the ACSS strategic communications platforms spotlighted issues of topical interest on the website, compiled a daily media review; and posted relevant content on social media platforms with the goal of informing policy dialogue and advancing understanding of African security issues. Specific accomplishments in FY16 include:

- ACSS continued to offer the Next Generation of African Security Leaders program. This foundational program provided the next generation practical and effective tools upon which they can contribute to draw on their nation's stability and development across a broad range of security topics.

- ACSS continued to offer a foundational program that dates back to the inception of ACSS in 1999 – the Senior Leaders Seminar (SLS). SLS is an executive-level program that provides a forum for high-ranking security sector professionals, primarily from African countries, to critically evaluate strategic approaches to the broad range of security challenges facing the continent and highlight key leadership competencies required for effectiveness. ACSS continues to refine this program to remain relevant and invaluable to policy-makers and practitioners.

- ACSS initiated a workshop designed to address the necessary foundation of a National Security Strategy. This workshop provided the architecture for several other institution building and strengthening programs to include Maritime Safety and Security, Counter-Terrorism, and Counter Insurgency strategies.

IV. <u>Performance Criteria and Evaluation Summary</u>:

<u>Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)</u>:

* DKI APCSS programs continued to enhance knowledge, skills and values about security cooperation in the region, built capacity and resilience, socialized norms of cooperation and collaboration in addressing shared challenges, and thereby contributed to enhanced security. DKI APCSS successfully conducted 11 courses with 1,038 Fellows and 13 short-term seminars and workshops, both resident and in-region, with 771 participants resulting in a total throughput of 1,809.

* DKI APCSS conducted a workshop with the Chinese Academy of Sciences to address climate change and the security impacts on water, food security, and disaster management in High Asia. The workshop focused on building common perspectives and capacities on climate change and enhanced communication and collaboration between the scientific and security communities. Thirty scientists and security practitioners from 10 countries and one international organization met in Beijing to identify national and international approaches to climate change and examine the needs, challenges, and opportunities confronting nations in addressing the threat of climate change to environmental security.

* DKI APCSS programs have directly contributed to regional leadership in various capacities, such as the June 2016 dialogue to prepare the Philippines to assume the ASEAN Chairmanship in 2017. The ASEAN chairmanship dialogue represents a continuity of effort that began with Laos in 2015 and continues next year with Singapore's preparation in 2017. The event focused on raising the awareness of Philippine officials of key security issues likely to figure prominently during their tenure as ASEAN Chair, and resulted in 73 action proposals being generated. Notables among these

IV. <u>Performance Criteria and Evaluation Summary</u>:

   proposals were ways to improve the ASEAN Coordinating Center for Humanitarian
   Assistance (AHA), ideas for enhancing the whole-of-government approach to countering
   violent extremism, the creation of an ASEAN Climate Change Center, and the integration
   of the nexus (energy-food-water) approach in addressing national and regional energy
   security. This dialogue has paved the way for additional engagements with the
   Philippines relating to their upcoming ASEAN Chairmanship, to include two additional
   dialogues addressing maritime security and strengthening the DFA-ASEAN Office's
   strategic communications and messaging skills in preparation for 2017.

- DKI APCSS directly furthered Department policy priorities to support defense reform
   and institution building and promote modern civil-military relations in Burma by
   conducting a workshop entitled "Building Inclusive Security Sector in Myanmar," in
   August 2016. DKI APCSS established a vital working relationship with the Myanmar
   National Defence College (NDC), which co-hosted the event. The workshop brought
   together military and civilian participants to develop a shared perspective on critical
   security challenges and recommendations with a near-term action plan to enhance
   security collaboration and inclusivity within a whole-of-government framework.

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
- WJPC conducted six resident courses for 245 participants from 24 countries. The Perry
   Center also conducted six in-region seminars in six different countries for 315
   participants from 30 countries. The Perry Center hosted seven Hemispheric Forum events
   at NDU for over 1,200 attendees on diverse topics encouraged by and important to OSD
   Policy, including LGBT Personnel in the Armed Forces of the Americas, the Peace Process

IV. <u>Performance Criteria and Evaluation Summary</u>:

    in Colombia, and Emerging Technologies in Security and Defense in Latin America. There were also 9 virtual presentations for four countries reaching 485 alumni and others.

- In support of Department objectives, the Perry Center conducted the first Maritime Sustainment and Strategies Workshop for Central America attended by 16 VIP participants from six Central American nations, to include a diverse and robust representation from the USG Interagency. This week-long workshop was designed to enhance maritime maintenance and logistics systems and to ensure that USG assistance remains focused on improved governance at the ministerial and operational levels by incorporating institutional capacity-building mechanisms and programs.

- WJPC introduced three new models for in-region events in FY16 that included:

  - *Seminar on Security and Defense Institution Building: Methods Practices and Tools*. This seminar was designed to provide concepts and analytical tools to generate and integrate outcome-oriented processes for assessment of strategic context, identification of institutional gaps in decision-making processes, creation of realistic capabilities, and the management and assessment of complex, needs-responsive programs. The event was held in Trinidad for 31 senior defense and security leaders from 13 countries;

  - *Bilateral Transnational Threat Seminar*. This event was held in Mexico for 25 senior leaders and in El Salvador for 39 civilian and military participants. Enthusiastic support by Perry Center alumni expanded the reach of the events and promoted collaborative communities of practice and interest.

IV. <u>Performance Criteria and Evaluation Summary</u>:

- *Regional Transnational Threat Seminar.* This event was held in Jamaica for 59 participants, in Colombia for 82 participants, and in Costa Rica for 79 participants. Focusing on alumni engagement and sustainment, these events examined the threats posed to the host region (Caribbean for Jamaica, South America for Colombia, and Central America for Costa Rica) by international terrorism, transnational organized crime, cyber threats, and extra-regional actors. These programs directly supported the Department's objective of promoting a community of practice (COP) to collaborate on national, regional, and international strategies to promote security and combat illicit networks.

- WJPC conducted the *Washington Security and Defense Seminar* (WSDS) for new foreign military attaches and diplomats to introduce them the security and defense environment and the policymaking processes of Washington. There were 39 full-time participants from 16 countries and an almost equal number of people who attended portions of the seminar. As diplomatic relations have been renewed with Cuba, for the second year, the State Department extended an invitation to the Cuban Embassy to participate in the WSDS. This invitation reinforces WJPC's utility as a unique, non-threatening engagement vehicle.

- With the change in government in Argentina and improving bilateral relations, the Perry Center hosted a delegation of senior Argentine women defense and security professionals, including the first female Argentine admiral, to promote US-Argentina cooperation on women, peace, and security (WPS). WJPC faculty described the mission, organization, and programs of the Perry Center, as well as discussed commonalities

IV. <u>Performance Criteria and Evaluation Summary</u>:

between USG and Argentine national-level and ministry-/department-level efforts on WPS and opportunities for collaboration.

<u>George C. Marshall European Center for Security Studies (GCMC)</u>

* GCMC continues to build capacity and network security sector professionals regionally across Europe/Eurasia and transnationally from across the globe. The Marshall Center maintains and engage a network of trained security professionals to create a positive change for a more stable world through democratic principles. The success of this network begins with selecting the best international candidates nominated through U.S. military combatant commands and U.S. and German country teams. Nomination criteria takes careful consideration of key demographics (whole-of-government diversity, gender, professional background, seniority, likelihood of future success, etc) for participation in GCMC events. The network is further strengthened through community of interest and outreach events where alumni from different resident courses are reengaged to discuss specific threats and to share global best practices for addressing the threat.

* Additionally, GCMC serves as a mentor and clearing house for the alumni network. Alumni are assisted continuously in gaining access or information and connecting with other alumni and/or US/German stakeholders to address a concern. GCMC stays in contact with its 12,600+ member network through a variety of outreach events and digital communication tools. During FY16, GCMC conducted 11 resident courses with 793 participants and graduated 420 participants in 30 PLTCE courses. GCMC completed over 24,219 participant days for resident courses alone. For non-resident events, GCMC

IV. <u>Performance Criteria and Evaluation Summary</u>:

conducted over 251 outreach, PfP Consortium, PLTCE, and alumni events across the region reaching 11,471 total participants.

- *Transnational:* Conducted 23 transnational related events with 1073 participants. These can be divided into 11 capacity building events (498 participants) and 12 networking events (575 participants). Examples of transnational resident events include the Program in Cyber Security Studies, the Program on Terrorism Security Studies, the Senior Executive Seminar, and the Program on Countering Transnational Organized Crime. Transnational networking events included separate community of interest engagements for each of the transnational resident courses listed above, as well as non-resident events such as a seminar discussing how events in the Middle East and North Africa affect southern Europe, a workshop to discuss cross-border identification of foreign terrorist fighters, and a conference that discusses how the security environment has changed across the broader Euro-Atlantic community.

- *Regional.* Conducted 57 regional events with 1602 participants. These can be divided into 26 capacity building events (985 participants) and 31 networking events (617 participants). Regional events are focused on Europe and Eurasia. Examples of resident regional events included the Program in Applied Security Studies, the European Security Seminar-East, the European Security Seminar-South, and the Seminar on Regional Security. Examples of non-resident regional events included a Central European Cyber Workshop addressing *"Strategy and Policy Solutions to Protecting Cyberspace"*, a seminar addressing *"Civil Security*

IV. <u>Performance Criteria and Evaluation Summary</u>:

> *Operations in Managing Refugee Flows"*, a consequence management seminar regarding *"Migrant Flows in Southeast Europe"*, and Outreach Networking Events (ONEs).
>
> - *Capacity Building.* Enlightened security sector professionals continue to return to their countries and build upon what they have learned at GCMC.

<u>Near East South Asia Center for Strategic Studies (NESA)</u>

- NESA conducted 55 resident programs with participants from 82 countries resulting in 878 new alumni and including numerous topical seminars and meetings engaged 2,057 participants. Additionally, NESA Center continues to provide strategic depth and the unique ability to maneuver in the narrative space to CENTCOM (7), AFRICOM (11), ARCENT (2), and the Joint Staff (2) by executing 22 tailored programs focused on addressing various regional security issues.

- NESA Senior and Executive seminars, and numerous DC-based and in-region core programs, generate alumni capable of influencing policy, consistent with USG regional goals and objectives, in governments, think-tanks, and non-governmental agencies throughout the Near East and South Asia. NESA's whole of society approach to solving tough regional issues such as countering terrorism, gender issues, border security, nuclear security, and human security challenges provide the USG a critically unique platform to influence regional policy concepts consistent with American values and culture.

- NESA's Track II programs with the University of California at Los Angles, the University of Ottawa, The Hoover Center at Stanford University and the International

IV. <u>Performance Criteria and Evaluation Summary</u>:

Institute for Security Studies consistently provided the USG with concrete deliverables benefiting US policy. These programs provided direct dialogue and access to senior decision makers regarding such issues as: Israeli Security and Arab-Israeli Peace, US-Iran Nuclear Dialogue, South Asia Regional Security, Middle East-North Africa Security, India-Pakistan Nuclear, and India-Pakistan Military to Military.

- NESA's unique relationship with academic institutions in the region have allowed university students from 45 US universities and 10 regional universities to develop campaigns and social media strategies to counter the violent extremist narrative on social media with credible, authentic and believable peer to peer dialogue. The outcomes from this program provide actionable ideas that are utilized in the effort to combat violent extremism. This program has garnered media coverage from NPR, ABC, Time, Newsweek, Yahoo News and the Frankfurter Allgemeine.

B. FY17 CURRENT YEAR ASSESSMENT

<u>Africa Center for Security Studies (ACSS)</u>

The FY17 program plan focuses on viable opportunities in which the Africa Center will contribute towards making its vision a reality for more Africans. In support of Departmental policy priorities and the USAFRICOM TCP, ACSS efforts will advance key program themes and focus on over-the-horizon cross-cutting themes. Each program theme noted below comprises work streams entailing research and publications, strategic communications, workshops and seminars, and outreach activities that leverage and reinforce our work to deepen the peer learning experience we offer and extend our reach

IV. <u>Performance Criteria and Evaluation Summary</u>:

to create and sustain willing partners on the continent. As evidenced by the expected accomplishments and course objectives, ACSS work streams are linked to reflect harmonization with Department of Defense strategic objectives. Moreover, the strategic framework applied to our program streams has guideposts for assessing, monitoring and evaluating short, medium and long-range indicators of achievement in the form of intended impacts and applied action.

- Strengthening Leadership, Strategy & Institutions in Africa's Security Sectors
  - Leadership, Strategy, and Institutions & Democratic Accountability
- Addressing Drivers of Insecurity and Advancing Collective Security
  - Countering Terrorism & Violent Extremism; Countering Trafficking & Transnational Organized Crime; Development & Security Nexus; Maritime Safety & Security in Africa; and African Peace & Security Architecture

<u>Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)</u>
- The DKI APCSS FY17 plan addresses capacity-building and other policy priorities through an expanded program focused on key and urgent priorities, maximized return on investment, and enduring outcomes. The plan leverages existing DKI APCSS executive education capacity in a coherent program of interlinking lines of effort that are intended to markedly contribute to security in the Indo-Asia-Pacific region. DKI APCSS will continue to pursue efficiencies while ensuring it offers activities that respond effectively to Departmental goals, objectives, and requests.
- Resident courses will remain the foundational program component, supplemented by a strong and complementary workshop and dialogue program addressing key topics derived

IV. <u>Performance Criteria and Evaluation Summary</u>:

   from Departmental policy guidance. These will be woven together by a robust Strategic
   Alumni Strategy that will ensure alumni are strategically networked, nurtured and
   leveraged to maximize their contribution to increased individual and organizational
   capacity through their Fellow's Projects, and through involvement in their alumni
   associations and functional communities of interest (COI). Expanding DKI APCSS
   partnerships with Department of State and others will continue to strengthening the
   whole-of-society approach to security solutions.

- Continually nurtured development of the DKI APCSS Regional Security Studies Intern
   Program and expanded military Service and COCOM Fellowships will provide a blended
   learn/teach/research experience and augment the efficiency and capacity of DKI APCSS
   teaching faculty. Other efficiency measures employed in FY17 include increasing use of
   the volunteer support, focusing on partnerships that bring operational efficiencies,
   maximizing lodging and meals below per diem rates for course Fellows, and adopting
   renewable energy alternatives for cost savings.

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
- In FY17, Defense governance remains the top priority assigned to WJPC. WJPC's
   academic offerings will continue to support Department of Defense's efforts to build
   and sustain transparent, capable defense and security governance institutions. FY17
   programs include the Managing Security and Defense (MSD) Executive Seminar for senior
   policymakers capable of implementing reform; the Defense Policy and Complex Threats
   (DPCT) course, in which mid-level policymakers learn how to build credible future
   alternative scenarios for security and defense challenges and identify institutional

IV. <u>Performance Criteria and Evaluation Summary</u>:

   gaps in confronting complex adaptive conflicts; and short bilateral and sub-regional seminars on defense governance which are programmed in response to partner nation requests and guidance from OSD Policy and U.S. Country Teams.

- Outside the classroom, WJPC will continue to support the Defense Institutional Reform Initiative (DIRI) and work with other security cooperation partners on defense institution building (DIB) country programs, as directed by OSD.

- WJPC will continue to build and leverage Communities of Practice (COP) in accordance with OSD Policy guidance. The Perry Center will cultivate these COPs as venues for transnational cooperation, forums for Department of Defense strategic messaging, and contributors to and repositories of a growing knowledge base in DIB.

- Focus efforts on cybersecurity policy. Academic programs on security and the cyber domain continue to be a top request from partner nation counterparts. WJPC will seek to conduct a cybersecurity program that targets mid-level to senior defense and security policymakers—not IT professionals—and teaches participants how to identify main areas of cyber risk and understand the principles of developing effective national-level cybersecurity policies.

- WJPC will continue to support the Transnational Security Studies Program at the GCMC by recommending the best English-speaking candidates from priority nations;

- WJPC will continue the use of virtual engagement and the entrepreneurial model which leverages some partners' facilities and personnel resources for hosting Perry Center in-region programs, greatly reducing the costs for facility rental and billeting.

IV. <u>Performance Criteria and Evaluation Summary</u>:

<u>George C. Marshall European Center for Security Studies (GCMC)</u>

- As a vital instrument of German-American cooperation, GCMC will continue to support a more stable security environment by advancing democratic institutions and relationships; promoting active, peaceful, whole-of-government approaches to address transnational and regional security challenges; and creating and enhancing enduring partnerships worldwide. The desired intermediate outcome is to develop and sustain a network of policy practitioners that build joint, interagency, and multinational and interoperable partner capacity.

- Advances toward this outcome will be made through a focus on transnational and regional issues conducted via resident programs, non-resident outreach courses, and non-resident alumni events. Finally, GCMC has signed a new German-American Memorandum of Agreement that strengthens German-American cooperation in addressing transnational and regional security concerns.

- Transnational issues will be addressed by continuing to offer existing programs such as the Counter Transnational Organized Crime program, the Program in Cyber Security Studies, the Program in Terrorism and Security Studies, and the Senior Executive Seminar. Additionally, many transnational themes will be incorporated into the Program in Applied Security Studies.

- Regional issues will be addressed by existing courses such as the Seminar on Regional Security, the Program in Applied Security Studies, the European Security Seminar-East, and the European Security Seminar-South.

IV. <u>Performance Criteria and Evaluation Summary</u>:

<u>Near East South Asia Center for Strategic Studies (NESA)</u>

- In FY17, NESA plans to conduct 51 programs, to include engagement with over 1,800 security professionals, and continue to support the FMS Case program with the UAE National Defense College (NDC), as the National Defense University academic partner.

- Education: The Center's fifty one (51) professional military and civilian strategic education initiatives and programs continue as our "flag ship" effort to produce alumni throughout the region and the source for providing USG security issue insights. Twelve (12) "Core Programs" will be conducted in DC and will provide dialogue on security issues among 45 participants from the NESA region. Twelve (12) "Middle East Programs" will focus on regional topics such as the future of ISIL and its impact on region, and gulf military integration. Nine (9) "South and Central Asia Programs" will focus on Afghanistan transition in 2017, regional issues beyond Afghan transition keying on Afghan-Pakistan and India-Pakistan relations and the regional CT posture. Thirteen (13) "North Africa Programs" conducted in region will assist our partners in developing and implementing approached to countering violent extremism due to instability in North Africa and developing security sector governance (SSR and DIB). NESA will conduct Five (5) "Special Initiative Programs" in areas that will focus on security issues throughout the region.

- Engagement: NESA Center has developed long-term, Track II programs with the University of California at Los Angeles, the London-based International Institute for Strategic Studies, Ottawa University and the Hoover Center at Stanford University.

IV. <u>Performance Criteria and Evaluation Summary</u>:

These Track II shaping efforts will continue to provide unprecedented USG access to current and former regional policy makers on issues such as robust biannual Arab-Israeli dialogue; Pakistan-India nuclear dialogue; Pakistan-India Military to military; Afghanistan, Pakistan and India Intelligence programs, and opportunities with Iranians following the P5+1 Agreement.

- Outreach: The NESA-led "Strategic Studies Network (SSN)" ties NESA with over 70 strategic studies centers from 30 countries and continues to serve as an important USG engagement tool. Yearly, NESA brings key alumni from these centers together to survey regional issues and capture security, diplomatic, political, economic, and resource trends. Our SSN partners provide a unique platform to engage academics and young, emerging future regional leaders. The five sub-regional working groups (North Africa, the Levant, the Gulf, South Asia, and Central Asia) that met at the 2016 Strategic Studies Summit have and will continue to meet over the course of FY17 to prepare their policy reports that will be presented at the next Strategic Studies Summit. The Levant and North Africa groups met jointly in Barcelona, Spain from 25 to 27 September for a workshop focused on "Radicalism among Youth." The workshop was convened in partnership with the European Institute of the Mediterranean (IEMed). Additionally, NESA will continue its Alumni outreach to keep course graduates up to date on American policy trends and issues and to receive alumni insights regarding the NESA region.

- Expand stakeholder investment from COCOMs and other USG agencies and funding streams (1206, CTFP, Counter Narcotics, the US Dept. of Justice, and International Narcotics & Law Enforcement Affairs (INL)); NESA through its relationships with academic institutions in the region, will continue to work with university students from 45 US

IV. <u>Performance Criteria and Evaluation Summary</u>:

   universities and 10 regional universities to develop campaigns and social media
strategies to counter the violent extremist narrative on social media with credible,
authentic and believable peer to peer dialogue.

- Reinforce strategic partnerships that will continue to shape the response to the 2012
U.S. Defense Strategic Guidance and the strategic re-balancing it directs;

- Building lasting bridges to and among current and potential military and civilian
leaders throughout the region by leveraging our over 7,013 alumni in 101 countries.

C. FY18 PLANS AND OBJECTIVES

<u>Africa Center for Security Studies (ACSS)</u>
- ACSS plans to increase program requirements to support Executive-level security and
governance priorities (e.g. Security Governance Initiative), Office of the Secretary of
Defense Policy priorities (Countering Terrorism and Transnational Threats, Security
Sector Reform, and Strengthening Defense Institutions), U.S. Africa Command and its
Service Components TCP and Lines of Effort, and other interagency security priorities.

<u>Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)</u>
- DKI APCSS will review its business model in order to form effective partnerships that
allow increased efficiencies to meet Departmental and U.S. Pacific Command expectations
for priority and high demand programs.

IV. <u>Performance Criteria and Evaluation Summary</u>:

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
- Through COPs, build a shared knowledge base of DIB principles and methods that can be utilized by partner nations and, when appropriate, employed by other security cooperation partners outside the Americas.
- Evaluate the relevance, uniqueness, and effectiveness of transnational threats programs based on partner nation feedback, guidance from OSD Policy and COCOMs, and information sharing with the Transnational Security Studies Program at the GCMC.
- Through both hiring and professional development, cultivate a faculty with academic credibility, facility in communicating Department of Defense strategic messages, and the skills to author original research products that inform Department of Defense policymakers.

<u>George C. Marshall European Center for Security Studies (GCMC)</u>
- Execute plans and objectives started in FY17.

<u>Near East South Asia Center for Strategic Studies (NESA)</u>
- Expand and enhance regional defense institution building (DIB) with strategic-level whole-of-government programs that synchronize training and equipping assets provided by the USG at the tactical and operational levels for the purpose of controlling borders and combating transnational threats.

IV. Performance Criteria and Evaluation Summary:

- Expand and enhance narratives via social media programs to combat violent extremism.

Wales Initiative Fund (WIF)

A. FY16 PRIOR YEAR ASSESSMENT

Wales Initiative Fund (WIF) makes it possible for developing countries to participate in the Partnership for Peace (PfP) Program thus supporting NATO partnership goals and Department of Defense objectives in the region. Through the Defense Governance Management Team (DGMT) and associated Defense Institution Building (DIB) partners, WIF efforts seek to institute effective and efficient state defense institutions under civilian and democratic control to meet domestic needs, support national interests and international commitments, and strengthen stability. More broadly, WIF encompasses a nation's efforts to define roles and relationships within the defense sector and determine how the institutions that comprise that sector relate to counterparts in other government sectors (particularly the security and justice sectors). Assessment, monitoring and evaluation continues to be a challenge as activities supporting Combatant Command objectives and NATO partnership goals need to be more clearly linked in the planning process. WIF is the primary funding mechanism to support important institution building requirements for NATO PfP countries and partners. WIF also supports partners as they work to determine how the defense sector serves national interests. Specific regional WIF accomplishments include:

- USEUCOM: WIF resources are used for exercises, military-to-military, defense reform, and tailored capacity-building activities with ten U.S. European Command PfP countries: Armenia, Azerbaijan, Bosnia-Herzegovina, Georgia, Kosovo, Macedonia, Moldova,

IV. <u>Performance Criteria and Evaluation Summary</u>:

Montenegro, Serbia, and Ukraine. These programs foster interoperability and NATO integration, promote regional defense cooperation and stability, and support development of defense institutions needed to maintain interoperability and expeditionary capability made over the past decade. Through these activities, WIF fosters regional partnering and collaboration, contributing to the broader regional stability in the Black Sea, Caucasus, and Western Balkans. WIF provides critical resources for security cooperation activities conducted by USEUCOM and its Service Components, the George C. Marshall Center (GCMC), and other force providers. WIF programs include bilateral activities in the areas of: air forces and land forces interoperability, professional military development, maintenance and logistics capability, C4 interoperability, financial and human resources reform, disaster preparedness and response, military medical capability, cyber security and intelligence security cooperation.

- U.S. Central Command: WIF resources are used for military-to-military commitments and overall bilateral engagement strategy with five countries in Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. WIF funding and activities comprise a large percentage of USCENTCOM's partner engagements in Central Asia outside of counter-terrorism and counter-narcotics programs. The flexibility of the WIF program is particularly useful in responding to a range of emergent requirements that ensure continued and uninterrupted access to the Northern Distribution Network and support to coalition operations in Afghanistan. As Resolute Support Mission operations in Afghanistan trend toward lower levels in the near future, WIF-supported activities will serve as a resilient enabler for building and sustaining regional influence for NATO and the United States.

IV. <u>Performance Criteria and Evaluation Summary</u>:

- In FY16, the Defense Governance Management Team (DGMT), through WIF, will have conducted 81 highly tailored partner nation engagements with over 2780 participants in 16 countries worldwide. Depending on the country, DGMT often directly participates in and supports the objectives of bilateral working groups between the U.S. and counterpart Ministries of Defense, General Staffs, Service Headquarters, and Defense Agencies.

- The Civil-Military Emergency Preparedness (CMEP) Program is a DoD security cooperation program designed to support NATO Partner Nations (PNs) in addressing disaster preparedness and interoperability challenges. CMEP uses WIF funding to support the NATO Partner Cooperation Menu in the areas of Crisis Management (CM) and Civil Emergency Planning (CEP). CMEP's mission is to develop and conduct bilateral and multinational civil-military projects that support Department of Defense security cooperation and capacity building objectives by enhancing partner preparedness, interoperability, and civil-military cooperation related to disaster mitigation and relief, combating weapons of mass destruction (C-WMD), consequence management, stability operations, and other country-specific priorities. In FY16, CMEP executed 20 partner engagements in 11 countries: Armenia, Azerbaijan, Belgium, Bulgaria, Georgia, Germany, Macedonia, Moldova, Montenegro, Serbia, and Ukraine.

- The U.S. contributes to the PfP Consortium (PfPC) through the WIF-funded Defense Education Enhancement Programs (DEEP) program. PfPC implementation in FY16 included the following activities: (1) Writing of generic or "reference" curricula on the topics of counterterrorism, cyber, counterinsurgency, and Gender, which allow partners to start from a multi-nationally agreed upon list of essential components, and tailor

IV. <u>Performance Criteria and Evaluation Summary</u>:

it to their unique needs so that they can develop their own Defense Education Institutions in accordance with the appropriate standards and values; (2) Tailored curriculum development and faculty development programs in select Partner defense academies; (3) Interactive, scenario-based case studies (Table Top Exercises - TTXs) in the area of CT, counter-radicalization, and migration management -- using a whole-of-society approach, and utilizing diverse teams of volunteer subject matter experts (SMEs); and (4) Development and exchange of recommendations regarding current security policy issues by teams of multi-national SMEs. The wide variety of PfPC working groups and their (academic and practitioner) SMEs contribute a richness to Security Cooperation and Defense Institution Building (DIB) discussions & products, by virtue of their multi-national nature.

B. FY17 CURRENT YEAR ASSESSMENT

The OSD DASD for Security Cooperation (SC) issued important guidance for the FY17 program build, helping to prioritize the types, nature and objectives needed from WIF-funded activities to maximize impact in the regions. Despite a relatively flat funding portfolio from FY16 to FY17, this year marks the first year that WIF will be planned and executed in support of these priorities for Mediterranean Dialogue countries through U.S. Africa Command and Department of Defense implementing organizations working in North Africa and Jordan. This will require activities in other traditional WIF-eligible countries to stretch funding in order to meet increasing demands for assistance in these areas. Specifically, DASD SC prioritized the following programs for FY17:

IV. <u>Performance Criteria and Evaluation Summary</u>:

- Partner defense reform and interoperability programs through the Defense Governance Management Team (DGMT) and the Defense Education Enhancement Program (DEEP);
- Support to defense reform in Ukraine, and other Eastern European Partners in line with the objectives of the European Reassurance Initiative;
- Bilateral and regional programs and activities that support Partner integration with NATO;
- Support to defense reform in Jordan, as well as other Mediterranean Dialogue and Istanbul Cooperative Initiative countries where appropriate, in order to strengthen institutional capacities required to sustain and integrate other U.S. provided training and equipment investments;
- Logistics capacity building, including enhancement of Reception, Staging, and Onward Movement (RSOM) and Host Nation Support (HNS) capabilities among partners.

C. FY18 PLANS AND OBJECTIVES

In FY18, the WIF program will focus significant effort on an assessment, monitoring and evaluation framework to ensure activities and programs are clearly linked to CCMD and DoD strategic objectives while supporting NATO partnership goals. Additionally, DIB efforts within WIF will be closely coordinated and linked to broader security cooperation efforts to ensure complementarity of programming.

IV. Performance Criteria and Evaluation Summary:

Combating Terrorism Fellowship Program (CTFP)

A. FY16 PRIOR YEAR ASSESSMENT

The CTFP trained and educated approximately 3,000 foreign security officials in a wide range of combating terrorism (CbT) skills. The CTFP focuses on developing partner nation long term capabilities by enhancing and broadening understanding of the root causes of terrorism. An example of this is the annual Afghanistan-Pakistan Symposium held in Washington, D.C. This program is designed to enhance mutual understanding between these two nations and to help bridge political divides that lead to mistrust and conflict. This bilateral exchange is part of a broader strategy to improve relations between the two countries in order to enhance cooperation in countering terrorism. Other programs in the Middle East included a focused effort in Yemen to improve senior leader understanding of how to foster sustained security within the country.

The CTFP was also very active in Africa. Senior Nigerian defense officials requested CTFP assistance in developing an intelligence fusion center in support of ongoing counter terrorism efforts there. Also in Africa, CTFP teams assisted the Tunisian military in building a more robust countering violent extremism plan of action. This included greater focus on prevention by understanding the fundamental causes of extremism, and helping the government build greater legitimacy with all of its citizens.

In addition to these shorter duration programs the CTFP also sponsored more than 60 international officials in three different masters' degree programs. These programs are the capstone of the education opportunities provided by the CTFP. Officials attending

IV. <u>Performance Criteria and Evaluation Summary</u>:

these longer duration programs have a greater opportunity to interact with not only their American counterparts, but other international CbT officials as well. Unlike similar programs that fund graduate studies, the CTFP aims to remain in contact with its graduates in order to further enhance the global CbT network. Many of the CTFP graduates are now in notable positions of influence within their countries. More importantly, many of them reach back to the CTFP drawing on the programs resources to further CbT efforts. For example, a recent graduate from the Maldives was appointed as Director for National Counterterrorism and has asked for U.S. assistance in developing their national counterterrorism strategy. Other notable CTFP alumni include: the senior operational commander of the Malian Army; the chief of the Columbian Navy; and the Indian Ambassador to Afghanistan to name but a few. Most of these alumni remain in contact with their U.S. counterparts facilitating unfiltered direct access to partner nations.

B.   FY17 CURRENT YEAR ASSESSMENT

In FY17, the CTFP will continue to be a valuable tool for DoD and will continue to support U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs will continue to prove to be an effective strategic tool in the struggle against violent extremism. The programs plans for FY 2017 will be to maintain the initiatives of previous years and expand and operationalize the global network of CbT professionals through targeted continuing education events. Specifically, the CTFP will engage with alumni in Africa to combat the spread of violent extremism. Additionally, the Program will work directly with Middle Eastern alumni to provide a counter narrative to ISIS.

IV. <u>Performance Criteria and Evaluation Summary</u>:

C. FY18 PLANS AND OBJECTIVES

FY18 program plans will maintain the initiatives of previous years and expand and operationalize the global network of CbT professionals. The program will target expansion into areas of the world that will continue to experience an equal expansion of terrorist threats. In order for CTFP to stay ahead of the evolving threats resources must be dedicated to developing, and fielding new training programs and courses. In FY18, it anticipates the ability to allow ~3000 foreign military and security officials to attend CTFP-funded programs, continue the expansion and utilization of virtual education opportunities and programs, and provide approximately 450-500 educational programs to include 45 to 50 events in 30 to 35 foreign countries in all six Regional Combatant Commands. This will include CbT education and training support to emerging regional and sub-regional organizations and alliances.

<u>Partner Outreach and Collaboration Support (POCS)</u>

A. FY16 PRIOR YEAR ASSESSMENT

The POCS program provides mechanisms to connect with international partners: limited IT equipment at the Military Partnership Directorate (MPD) and COCOM coordinators, internet connectivity for select (COCOM supported) MODs, an independent validation and verification team, and GlobalNET an open source IT system located on the web with over 70,000 users, allowing partners to maintain connections and collaborate (tools include but not limited to: 24/7 availability globally, communities of interest, notifications, VTC, an open source learning management system, CAC for US users, ability to

IV. <u>Performance Criteria and Evaluation Summary</u>:

post/comment. System operations and maintenance items were accomplished on 17 GlobalNET collaboration Suite Instances to support the five Regional Centers for Security Studies, Partnership for Peace (PfP) associates, and additional Department of Defense educational institutions and building partnership programs – currently with over 70,000 users. POCS provided internet hosting in a Risk Management Framework (RMF) commercial Cloud facility, for the GlobalNET platform (17 Department of Defense and partner) communities including monitoring for intrusions, malware, system performance, and uptime. Additionally, POCS provided continued information technology equipment and support for communication and collaboration purposes to PfP Partner activities at the Military Partnership Directorate-Supreme Headquarters Allied Powers Europe, NATO's Euro-Atlantic Disaster Response Coordination Centre, and USEUCOM/USCENTCOM coordinators located at US embassies.

B. FY17 CURRENT YEAR ASSESSMENT

Continue to provide the GlobalNET and RCPAMS platform operations and maintenance support, to include internet hosting for the GlobalNET platform, and RCPAMS, to include monitoring for intrusions, malware, system performance, and uptime in a certified facility. Personnel support will be provided to assist institutions and partners globally during courses, seminars, outreach events, and the GlobalNET development team; conduct operational testing, and tier one support.

C. FY18 PLANS AND OBJECTIVES

Continue FY17 operations.

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

IV. Performance Criteria and Evaluation Summary:

DSCA Headquarters Administrative Operations

A. FY16 PRIOR YEAR ASSESSMENT

DSCA's mission to lead the Security Cooperation (SC) community in developing and executing innovative security cooperation solutions that support mutual U.S. and partner interests is only successful with a strong foundation of workforce expertise required to efficiently and effectively manage security cooperation programs. Approximately 60 percent of the overall Headquarters Administrative Operations budget funds civilian pay for the agency, while the remaining 40 percent is allocated to non-pay requirements. These non-pay requirements include support contracts, building rent, security, supplies, and agency-paid morale benefits. The majority of non-pay headquarters operations falls within support contracts, supporting the Department's Financial Improvement Audit Readiness (FIAR) efforts, Defense Finance and Accounting Services (DFAS) support, and the newly deployed Defense Agency Initiative (DAI) accounting system. These key requirements allow DSCA to stay abreast of dynamic changes and remain the premier security cooperation provider.

B. FY17 CURRENT YEAR ASSESSMENT

Continue to make significant progress with audit readiness efforts and integration of the newly deployed Enterprise Resource Program (ERP) to execute security cooperation programs.

IV. <u>Performance Criteria and Evaluation Summary</u>:

C. FY18 PLANS AND OBJECTIVES

Continue FY17 operations and FY18 efforts to secure a clean audit statement.

<u>Defense Institution Reform Initiative</u>

A. FY16 PRIOR YEAR ASSESSMENT

Established in 2010, the Defense Institution Reform Initiative (DIRI) is Department of Defense's primary security cooperation tool to support a partner nation's efforts to develop its defense institutions' capacity to decide, plan, resource, and manage relevant military capabilities and oversee and direct their use in a legitimate manner. DIRI engages with partner nation Ministries of Defense (MoDs), joint/general staffs, and service headquarters to develop the processes, policies, relationships, and plans necessary for effective direction, development, management and sustainment of a nation's armed forces. DIRI works with USG and partner nation (PN) stakeholders to identify projects that meet shared strategic priorities – often addressing institutional gaps that are preventing the realization or sustainment of security cooperation investments; strengthening high-level relations between OSD and Ministries of Defense (MoD); and advancing the principles of transparency, accountability, and rule of law.

DIRI is a low cost, small footprint, high impact program: the program's annual budget funds nearly 30 country projects tailored to address DoD priority issues. DIRI methodology for project design and execution is based in best practices identified by the

IV. <u>Performance Criteria and Evaluation Summary</u>:

security cooperation and security sector reform communities and operationalized and validated over the past six years of DIRI experience.

The DASD for Security Cooperation directs the countries where DIRI efforts are focused through the Defense Governance Management Team (DGMT), based on the Guidance for Employment of the Force, input from OSD-P regional offices, and the Geographic Combatant Commands. Many of the new projects in Africa took place under the auspices of the interagency Security Governance Initiative (SGI) context, relying on National Security Council approval and negotiations within the SGI team and with the subject Africa nation. Launching these projects took longer than anticipated but are now demonstrating real progress. Throughout FY16, increasing demands for DIRI engagement had not been balanced with commensurate manpower growth within the DGMT. Recent authorization to grow core staff at the DGMT will enable the program to continue to expand and meet the increasing demand for DIB in priority countries across the globe.
Highlights of DIRI work in FY16 include:

- **Africa SGI:** Department of Defense and DIRI have lead the defense sector contributions for almost all SGI countries and conducted successful workshops in Mali, Ghana, and Niger. SGI programs in Nigeria and Tunisia are not as developed, due to governmental issues on both sides, but are moving forward at varying paces. SGI Joint Country Action Plans have been approved and signed in Ghana, Kenya, and Tunisia.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

- **Africa CTPF:** DIRI continued to support broader CTPF efforts. DIRI conducted two successful scoping engagements with Chad and Cameroon, and have been working at these nation's paces to implement.

- **Western Hemisphere:** DIRI efforts in Chile, Colombia, El Salvador, Guatemala and Trinidad and Tobago continue to strengthen the linkages between governmental, defense and security sector leaders by building defense governance and management systems able to link policy objectives to budget requirements. Success of ongoing regional defense institutional reform efforts in the Western Hemisphere were highlighted by Secretary Carter during his keynote address to the XII Conference of Defense Ministers of the Americas (11 Oct 2016), where he expressed his intent to "…broaden the scale and scope…" of these efforts to meet increasing demand.

- **Asia-Pacific:** Ongoing DIRI efforts in Indonesia and Thailand continued to work with critical stakeholders on defense management concepts intended to increase readiness and capability. DIRI began addressing the Royal Thai Army's (RTA's) challenges with its UH-60 fleet by conducting a series of pilot life cycle costing projects that will improve the RTA's ability to compare and fund future investments. Similarly, DIRI has familiarized key Indonesian personnel with defense management concepts, particularly as they relate to the sustainment of U.S. FMS cases (Apache and F-16.) FY16 engagements in Indonesia also laid the groundwork for further resource management efforts to support the Navy in improving budgeting for maritime operations and increase readiness of its ships and aircraft. DIRI also conducted successful scoping visits in two new countries, Sri Lanka and Burma. In Sri Lanka, DIRI reached a consensus with the Defense Secretary to support the MoD with transitional issues and begin a Maritime Governance project (reorienting the force

IV. <u>Performance Criteria and Evaluation Summary</u>:

structure and coordinating the new roles and missions of maritime entities). DIRI will follow up a scoping visit in Burma with a series of workshops to introduce the Defense Forces and MoD to civil-military relations in a new democracy.

- **Middle East:** Ongoing DIRI efforts in Lebanon continued to support Lebanese Armed Forces (LAF) in developing capacity to plan for, acquire, sustain, and integrate defense capabilities. A new country project was launched in Jordan during FY16 and is focused on developing a strategic planning capability. New program starts are planned for Iraq (force structure development) and Saudi Arabia (DIB scoping).

By the end of FY16, DIRI will have conducted 113 highly tailored partner nation engagements with over 4400 participants in 26 countries worldwide. DIRI efforts remain focused on supporting the partner-nation and USG meet shared priorities through bilateral and multilateral frameworks. As an FY16 example, DIRI conducted a total of 28 partner engagements in 10 African countries. Countries receiving DIRI support for PN defense institution building (DIB) efforts include:

AFRICOM

Cameroon: Cameroon is an important U.S. partner in the regional fight against Boko Haram (BH). Under the auspices of the Counter Terrorism Partnerships Fund (CTPF), DIRI supports Cameroon in their efforts to professionalize their military and thereby increase the country's ability to combat threats posed by BH and other terrorist actors. In FY16, DIRI conducted a complete and thorough review of defense shortfalls as identified by Cameroonian partners and determined that the appropriate DIB Lines of Effort (LOEs) to

IV. <u>Performance Criteria and Evaluation Summary</u>:

address them include: strategy and doctrine development, logistics and supply chain management, and personnel management.

Chad: DIRI is supporting Chad in advancing its military capacity in order to better contain and mitigate threats from regional extremist groups, strengthen border security to reduce terrorist travel, investigate terrorist incidents, and promote community resilience and government legitimacy. Through CTPF, DIRI efforts are intended to expand the scale and enhance the operations of Chad's counter-terrorism forces. In FY16, DIRI gained access to Chad's Chief of Staff of the Armed Forces (CEMGA), CEMGA Directorates, and Special Anti-Terrorist Group (SATG). DIRI also identified international best practices that Chad could consider when planning the implementation of DIB reform initiatives and gained CEMGA's initial agreement to pursue work with DIRI.

B. FY17 CURRENT YEAR ASSESSMENT

In 2016, the Department of Defense issued a Directive on Defense Institution Building, establishing a DIB Coordination Board which validated DIB Prioritization Guidance for FY17 and FY18 among its other responsibilities. The DIB prioritization process was developed to ensure: 1) a transparent DIB nomination and prioritization process, 2) alignment of DIB efforts with defense strategic objectives, and 3) efficient and effective use of DIB resources. This guidance will inform planning and execution of the DIRI program.

The DIRI program is leaning forward on key elements of the recent Department of Defense Assessment, Monitoring and Evaluation (AM&E) Instruction, ensuring causal relationships

IV. <u>Performance Criteria and Evaluation Summary</u>:

are identified and monitored to ensure Department of Defense strategic objectives are supported by DIRI's DIB efforts and the broader security cooperation objectives. DSCA is working closely with the DGMT on how best to evaluate the effectiveness of DIB programs and integrate planning in security cooperation in order to best support the Department of Defense's strategic objectives.

C. FY18 PLANS AND OBJECTIVES

The DIB Prioritization Guidance for FY17-18 provides the necessary guidance to DIRI as it plans out its FY18 engagements in the functional DIB areas prioritized by country. Actual partner nation engagements in FY18 will be dependent on FY17 developments and emerging priorities.

<u>Defense Institute of Security Cooperation Studies (DISCS)</u>

A. FY16 PRIOR YEAR ASSESSMENT

A total of 2,888 students completed Department of Defense O&M-focused instruction in the International Programs Security Requirements Course (IPSR), Missile Technology Control Regime (MTCR), Security Cooperation Management Action Officer (SCM-AO), and Security Cooperation Management - Overseas (SCM-O) courses. In support of the MILDEP security cooperation workforce, refocused much of security cooperation curriculum to adequately prepare students to execute Department of Defense-funded building partnership capacity programs by:

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

- Expanded the number of overall course offerings to increase the number of opportunities for SC workforce personnel to attain desired training levels.
- Continually integrated use of critical building partnership capacity and other Title 10 partner-relations building programs into appropriate DISCS courses. We emphasize throughout all of our courses the shift to Title 10 programs within the community and the requirements and uses for each.
- Enhanced online learning opportunities with revised SCM Familiarization and International Programs Security Requirements Course (IPSR) Online Courses reaching over 5,700 students. Developed and posted on the DISCS website several stand-alone modules of instruction (learning guides) for training and/or reference for the SC workforce.
- In support of improved training for security cooperation officers:
  - Completed the construction and implementation of a controlled access area (CAA) to allow for classified discussions and classes within the DISCS facility. Extensively used to discuss specific security cooperation plans issues related to their geographic combatant command.
  - Started the transition to electronic tablet technology for both staff and classroom use. Additionally, upgraded the audiovisual technology in several classrooms to ensure proper delivery of all course material.
- In support of the broad Department of Defense & MILDEP workforce:
  - Enhanced online learning opportunities with revised SCM Familiarization and International Programs Security Requirements Course (IPSR) Online Courses

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

> reaching over 5,700 students. Developed and posted on the DISCS website several stand-alone modules of instruction (learning guides) for training and/or reference for the SC workforce.
> - ▪ Completed an online security cooperation programs handbook to tie security cooperation programs instruction with a tool usable by field practitioners.

B. **FY17 CURRENT YEAR ASSESSMENT**
- Support DSCA SC Workforce developers in facilitating DoD security cooperation community efforts to scope FY 2017 NDAA requirements for education, training, and certification of the SC workforce for Operation and Maintenance, Defense-Wide personnel. Scoping includes detailed proposals for costing of the many options for training and education, staffing, and facilities required to develop future budget proposals.
- Continue to educate the SC workforce by resident, online learning and onsite education.
- Maintain the currency of all course content by incorporating time critical legislative and policy changes to our curriculum to meet real-time processes and procedures.
- Expand academic partnerships with other institutions and organizations.
- Broaden online opportunities – largely by means of stand-alone modules of instruction (learning guides).

IV. Performance Criteria and Evaluation Summary:

C.   FY18 PLANS AND OBJECTIVES

Continue to meet the challenges imposed by the FY 2017 NDAA and SC Community efforts to improve the education and professionalization of the SC workforce. Specific activities include on-line and resident courses to meet continually changing education requirements.

Increasing Partner Capacity Building in Rule of Law Context

A.   FY16 PRIOR YEAR ASSESSMENT

DIILS supported development and implementation of 36 legal engagements aligned with priorities in the 2014 QDR, the DoD Guidance on Employment of the Force (GEF) and the Geographic Combatant Commanders' (GCC) Country Campaign Plans. In FY 16, DIILS was actively engaged in all GCC areas of responsibility. DIILS engagements, cost-effectively implemented in priority countries, are critical to the department's success in building partner legal capacity in the defense sector and achieving stability -- in lieu of engaging U.S. forces.

DIILS's strength is the modest investment required to execute strategically agile, programmatically flexible, timely, sustained engagements in support of evolving security cooperation priorities. To serve as instructors for these engagements, DIILS leverages Active Duty, National Guard and Reserve JAG officers, as well as government and civilian legal experts at minimal cost (travel and per diem). In Botswana, DIILS continued supporting the BDF defense legislative drafting committee and the Ministry of Justice legal advisors' efforts to modernize military legal authorities and implementing regulations. The DIILS team and the committee reviewed more than 150 amendments to the

IV. <u>Performance Criteria and Evaluation Summary</u>:

BDF Act. DIILS also assisted the committee in differentiating statutory vice regulatory content.

In Mali, a DIILS officer became the first U.S. service-member to embed with the Malian Armed Forces. Her work as a Military Justice Advisor focused on enhancing the military justice system, operational legal advisor capacity, and the Inspector General's corps. Her efforts resulted in the publication of the first Malian Military Justice Manual and the first Military Justice Conference in Mali. In Kenya, the DIILS objective is to build a self-sustaining capability to educate civil servants and service members, in order to prevent ethical lapses and corruption. DIILS successfully presented recommendations to the Kenyan Ministry of Defense for development and implementation of a training curriculum, and conducted a pilot course entitled "Good Governance and Ethics in Government" with 26 mid-grade MOD personnel.

DIILS engagements strengthened the capacity of the Lebanese Armed Forces to apply the law of armed conflict and human rights law to the on-going conflict with ISIS and refugee operations. These engagements stressed the importance of military compliance with human rights and the law of armed conflict, even when confronting violent extremists who disregard the law. In Jordan, DIILS engagements were designed to ensure Jordanian armed forces' compliance with the law of armed conflict as applied to the combat air operations Jordan is flying with its regional partners against terrorist forces.

DIILS conducted a law of armed conflict and human rights engagement with the Iraqi armed forces that addressed legal issues stemming from their operations against ISIS. DIILS also conducted a legal capacity assessment to examine the military justice system and

IV. Performance Criteria and Evaluation Summary:

suggest improvements to meet the challenges raised by recent combat operations. DIILS conducted a regional operational law seminar in Czech Republic for new legal advisors (attendees included Bulgaria, Czech Republic, Hungary, Poland, and Slovakia). The seminar focused on the challenges faced by legal advisors in international law in various deployed locations and environments and promoted relationship-building.

DIILS presented and facilitated discussions at SOUTHCOM's annual meeting of the Military Legal Committee of the Americas. This international meeting resulted in a SOUTHCOM request for DIILS to engage with Uruguay to develop a course for operational legal advisors supporting national peacekeeping contingents from the Latin American region.

B.   FY17 CURRENT YEAR ASSESSMENT

In FY17, DIILS will continue to support the development and global implementation of rule of law engagement in accordance with Departmental Policy guidance on which countries to engage on rule of law issues. DIILS plans to execute this guidance to the extent feasible, given the enactment of 10 USC 333.

C.   FY18 PLANS AND OBJECTIVES

In FY18, DIILS will continue to develop and implement legal engagement in accordance with Departmental guidance and priorities to the extent feasible. Fulfilling the requirement for sustained rule of law engagement with international partners is necessary for the comprehensive implementation of long-term defense institution building within security

IV. <u>Performance Criteria and Evaluation Summary</u>:

sector reform. Rule of law engagement also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing effective partnerships in support of U.S. national interest and goals.

DIILS will develop proposals to increase staff to align with 50 percent growth in existing mission since 2013, as recommended by the Government Accountability Office Study of Rule of Law Engagement (GAO 17-118), and will also develop proposals to increase staff to implement the statutory requirement for human rights training and defense institution-building contained in the 2017 NDAA (10 USC 333), which imposes a substantial and enduring increase on DIILS mission.

<u>Authority to Build the Capacity of Foreign Security Forces (10 U.S.C. § 333)</u>

The foreign security forces capacity building programs are designed to build partner nation capacity enabling foreign countries to conduct a wide array of defense and security operations and/or to support on-going allied or coalition military or stability operations that benefit the national security interests of the United States. The purpose of this authority is to advance U.S. national security interests by leveraging the interests the United States shares with its partners. The authority builds off of the consolidation of multiple security cooperation authorities. The authority is timely, strategy-driven, integrated across diplomacy and defense, and measurable.

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

IV. <u>Performance Criteria and Evaluation Summary</u>:

A. FY16 PRIOR YEAR ASSESSMENT

Previously conducted solely as "global train and equip" programs, DSCA supported development and implementation of 143 cases aligned with priorities in the DoD's OSD-Policy Guidance, the Guidance on Employment of the Force (GEF) and the Geographic Combatant Commanders' (GCC) Country Campaign Plans. GT&E program meet field-identified requirements with the GCCs and COMs leading the annual effort to produce and submit GT&E proposals, with the Joint Staff, Defense Security Cooperation Agency (DSCA), Military Departments (MILDEPs), and other DoD Components in support. Proposals leveraged both political and military expertise to ensure impacts in the country or region are strategic and benefit U.S. national security objectives. Proposals were jointly formulated and coordinated between the GCC and the appropriate COM.

Previously, the Authority to Build the Capacity of Foreign Security Forces provides Combatant Commanders with the resources to enable partner nations to participate in counterterrorism operations and stability operations. In FY16, the program was used to support 24 individual Department of Defense and Department of State approved programs valued at more than $955.1M. Executed over 143 cases to support these projects. Successfully provided 53 shipments of equipment to 24 countries throughout four Geographic Combatant Commands valued over $185M. These programs ranged from support to African Partners in Cameroon to Pacific Partners in Indonesia.

B. FY17 CURRENT YEAR ASSESSMENT
In FY17, antecedent train and equip authorities will be used to address Combatant Command identified priorities to support partner nations in conducting a wide array of functional

IV. <u>Performance Criteria and Evaluation Summary</u>:

operations. The Department of Defense and the Department of State will approve each program. The Department of Defense will notify all programs to Congress.

C. FY18 PLANS AND OBJECTIVES

In FY18, the program will be used to address Combatant Command identified priorities to support partner nations in conducting counterterrorism operations; counterterrorism operations; counter weapons of mass destruction operations; counter-transnational organized crime operations; maritime and border security operations; military intelligence operations, operations or activities that contribute to international coalition operations, and other security cooperation programs under Chapter 16, 10 U.S.C. The Department of State is required to concur on each program. The Department of Defense will notify all programs to Congress.

<u>Ministry of Defense Advisors Program</u>

The National Defense Authorization Act (NDAA) for FY 2017 requires that the Department of Defense undertake institutional capacity building efforts for building partner capacity programs. The Ministry of Defense Advisors (MoDA) Program deploys U.S. Department of Defense (Department of Defense) civilians to help foreign partners improve ministerial defense capabilities, such as personnel and readiness, strategy and policy, acquisition and maintenance processes, and financial management. Following a two year MoDA pilot program in Afghanistan, the FY12 NDAA granted Department of Defense temporary global authority to deploy civilian advisors to support security cooperation and defense institution building activities worldwide.

IV. <u>Performance Criteria and Evaluation Summary</u>:

A. FY16 PRIOR YEAR ASSESSMENT

The MoDA program met expectations in FY16 by maintaining support to the Department of Defense mission in Afghanistan; maintaining advisors in Georgia, Botswana, Ukraine, and Indonesia; deploying new advisors to Georgia and Uzbekistan; and developing requirements in a number of other countries which were executed in FY17. In FY16 MoDA successfully recruited, trained, and deployed approximately 70 civilian advisors in support of NATO Resolute Support Mission Headquarters (HQ RS RSM HQ), which absorbed the ministerial development mission from Headquarters ISAF. MoDA achieved a fill rate of over 90 percent, with an average of 70 advisors on the ground in Afghanistan. Feedback from headquarters Resolute Support has been consistently positive. Commander, RS (COMRS) and his senior staff consistently characterize MoDA as the asset most critical to RS mission success. Key indicators of achievement include: increasing Afghan capacity in the Ministries of Defense and Interior to direct and manage defense resources professionally, effectively and efficiently without external support; and advisor effectiveness in improving ministerial capacity to enhance U.S. national security. Throughout FY16, in coordination with ODASD (SC), the MoDA program continued to evaluate global nominations and develop individual MoDA country requirements. The program recruited, trained, and deployed individual advisors to Botswana, Georgia, Indonesia, Ukraine, and Uzbekistan. The program continues to maximize cost efficiency by leveraging the current Afghan-centric training capability for broad cultural, organizational, and security training, while tailoring other aspects of the training for global advisors.

B. FY17 CURRENT YEAR ASSESSMENT

IV. <u>Performance Criteria and Evaluation Summary</u>:

The MoDA team will maintain a balanced program management capability, including government as well as contractor support, based on operational experience. Lessons learned in previous years will be applied to MoDA program planning and coordination; as will U.S. and NATO planning for Afghan operations post-2016 and anticipated increases in FY17 Global MoDA requirements. In accordance with current U.S. and NATO planning, MoDA will provide approximately 85 trained Department of Defense civilian advisors to support ongoing assistance mission requirements in Afghanistan. Advisors will be recruited, trained, and deployed in three cycles, January to March, May to June, and July to September, with up to 28 advisor candidates per cycle as required.

Concurrently, Global MoDA will maintain and expand support to building partner capacity missions worldwide. The program will provide administrative and reach back support to the six advisors deployed in FY16, conclude the advisor mission in Montenegro, and expand the program to a target of 18 deployed global advisors by the end of FY17. Although the distribution of supported countries will depend heavily on the absorptive capacity of partner nations, the program will balance resources across the COCOMs in accordance with global priorities established by OSD(P) and the COCOMs to the greatest extent possible. Additionally, as the program expands, the program office will continue to evolve the training program to make greater use of broader Departmental resources.

C. FY18 PLANS AND OBJECTIVES

Increase awareness and integration of the program into COCOM planning processes will result in significantly increased demand and continued expansion of the Global MoDA

IV. <u>Performance Criteria and Evaluation Summary</u>:

program. MoDA will maintain support provided to Afghanistan and the planned Defense Security Cooperation Management Office as required.

<u>Global Theater Security Cooperation Management Information System (G-TSCMIS) Program</u>

A.   FY16 PRIOR YEAR ASSESSMENT

Successfully operated the G-TSCMIS Help Desk to support the fielded Release 2 software. The Help Desk runs 24/7 to meet the needs of the worldwide Department of Defense security cooperation community, including combatant command HQ staff and security cooperation personnel assigned to U.S. embassies overseas. With this support users throughout the SC community are able to accurately track and manage global events. Expanded the G-TSCMIS user base to include non .mil/.smil domain users, which would allow users from the Department of Homeland Security and USAID to access G-TSCMIS. This capability has the potential to allow for thousands of additional users and records, which would require an increase in support to maintain interoperability and compatibility between agencies/departments.

B.   FY17 CURRENT YEAR ASSESSMENT

Funding will provide support for DSCA program management and DoN Program Office (Navy PMW 150) sustainment support. DSCA, as resource sponsor, will provide headquarter-level program oversight and manage program funding and reporting requirements to ensure the

IV. <u>Performance Criteria and Evaluation Summary</u>:

timely and effective delivery of G-TSCMIS throughout Department of Defense. The Program Office will support:

(1) The G-TSCMIS Help Desk, which runs 24/7 to meet the needs of the worldwide Department of Defense security cooperation community, including combatant command HQ staff and security cooperation personnel assigned to U.S. embassies overseas. Help Desk personnel establish new user accounts, assist users in troubleshooting problems, and generate software trouble reports when problems are identified; (2) Hosting the NIPRNET (Charleston) and SIPRNET (New Orleans) versions of G-TSCMIS, as well as configuration management associated with G-TSCMIS, including configuration identification, control, accounting and auditing; and (3) Information assurance and cyber security associated with G-TSCMIS. This includes testing, development of findings and coordination efforts conducted by the Navy Electronic Data Center (NEDC -- Charleston and New Orleans) and SPAWAR Systems Center Atlantic (SSC LANT). Info assurance is a continuous requirement, and the workload is increasing as G-TSCMIS grows, connecting to additional authoritative data sources and Department of Defense/USG users outside the .mil network (such as Department of Defense personnel assigned to U.S. embassies).

C.   **FY18 PLANS AND OBJECTIVES**

Continue FY 17 planning objectives

<u>Southeast Asia Maritime Security Initiative (MSI)</u>
The spend plan for FY 2016 ($50M) cleared Congressional notification on April 4, 2016 and funding has been released over 50 MSI projects. We are anticipating additional $160M to

IV. <u>Performance Criteria and Evaluation Summary</u>:

be made available for FY 2017 and 2018 for Malaysia, Indonesia and Vietnam, while sustaining FY 2016 investment in the Philippines.

A. FY16 PRIOR YEAR ASSESSMENT

Developing the Plan: Over the past 12 months, the Department of Defense established a multifunctional working group to develop a five year, capability-based approach. The Department of Defense assessed capability gaps for each MSI partner and cross-walked existing authorities and ongoing maritime security and maritime domain awareness programs by country. Initial MSI efforts included conducting detailed assessments and socializing key initiatives at the strategic-level, while making discrete purchases of equipment to create the foundation for future interoperability, and information-sharing efforts.

B. FY17 CURRENT YEAR ASSESSMENT

In FY17, complete all assessments and to establish stronger foundation for future MDA, interoperability, and information-sharing efforts. MSI also aims to demonstrate the communications architecture and recently-fielded capabilities through exercises and engagements in the multinational fora while expanding our interactions with other countries.

Defining Success: Our success will be defined by creating enduring capabilities and laying the foundation for a more capable, interconnected region, better suited to the new security environment. Key to this success is long-term USG and partner nation commitments

IV. <u>Performance Criteria and Evaluation Summary</u>:

to develop, maintain, and use this capacity and expanded cooperation to greater effect in the region.

Building Initiative: The Department will rely on the authorities granted in the FY2016 NDAA sec. 1263 authority (South China Sea Initiative) to train, equip, and provide other support to eligible recipient countries in an effort to help them sense, share, and contribute to maritime security and maritime domain awareness. The Secretary has also committed $425M over the Future Years Defense Program (FYDP).

C.   FY18 PLANS AND OBJECTIVES

As policy, MSI will be used to provide enabling support to existing and future partner capabilities and provide niche platforms, when appropriate. MSI activities should complement or enhance other SC tools aimed at strengthening maritime security in the region.

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

V. <u>Personnel Summary</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	Change <u>FY 2016/</u> <u>FY 2017</u>	Change <u>FY 2017/</u> <u>FY 2018</u>
<u>Civilian End Strength (Total)</u>	<u>372</u>	<u>380</u>	<u>414</u>	<u>8</u>	<u>34</u>
U.S. Direct Hire	330	335	372	5	37
Foreign National Direct Hire	0	0	15	0	15
Total Direct Hire	330	335	387	5	52
Foreign National Indirect Hire	24	13	0	-11	-13
Reimbursable Civilians	18	32	27	14	-5
<u>Civilian FTEs (Total)</u>	<u>377</u>	<u>380</u>	<u>405</u>	<u>3</u>	<u>25</u>
U.S. Direct Hire	334	335	365	1	30
Foreign National Direct Hire	25	0	15	-25	15
Total Direct Hire	359	335	380	-24	45
Foreign National Indirect Hire	0	13	0	13	-13
Reimbursable Civilians	18	32	25	14	-7
Average Annual Civilian Salary ($ in thousands)	130.9	137.5	135.7	6.6	-1.8
<u>Contractor FTEs (Total)</u>	<u>36</u>	<u>45</u>	<u>80</u>	<u>9</u>	<u>35</u>

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	47,003	886	-1,434	46,455	908	3,062	50,425
104 FN Direct Hire (FNDH)	0	0	0	0	0	1,126	1,126
199 Total Civ Compensation	**47,003**	**886**	**-1,434**	**46,455**	**908**	**4,188**	**51,551**
308 Travel of Persons	25,536	485	4,725	30,746	615	-2,513	28,848
399 Total Travel	**25,536**	**485**	**4,725**	**30,746**	**615**	**-2,513**	**28,848**
614 Space & Naval Warfare Center	497	5	-502	0	0	741	741
696 DFAS Financial Operation (Other Defense Agencies)	2,258	-91	-767	1,400	-56	1,495	2,839
699 Total DWCF Purchases	**2,755**	**-86**	**-1,269**	**1,400**	**-56**	**2,236**	**3,580**
771 Commercial Transport	564	11	-68	507	10	200	717
799 Total Transportation	**564**	**11**	**-68**	**507**	**10**	**200**	**717**
901 Foreign National Indirect Hire (FNIH)	0	0	1,395	1,395	27	-1,422	0
912 Rental Payments to GSA (SLUC)	860	16	74	950	19	-83	886
914 Purchased Communications (Non-Fund)	582	11	711	1,304	26	-639	691
915 Rents (Non-GSA)	1,173	22	1,006	2,201	44	-1,023	1,222
917 Postal Services (U.S.P.S)	73	1	-56	18	0	58	76
920 Supplies & Materials (Non-Fund)	2,035	39	-756	1,318	26	796	2,140
921 Printing & Reproduction	76	1	442	519	10	-450	79
922 Equipment Maintenance By Contract	907	17	-128	796	16	110	922
923 Facilities Sust, Rest, & Mod by Contract	616	12	-285	343	7	300	650
925 Equipment Purchases (Non-Fund)	656	12	479	1,147	23	-482	688
926 Other Overseas Purchases	120	2	-122	0	0	172	172
932 Mgt Prof Support Svcs	3,527	67	2,922	6,516	130	-2,497	4,149
933 Studies, Analysis & Eval	11,797	224	-12,021	0	0	22,724	22,724
960 Other Costs (Interest and Dividends)	97	2	-89	10	0	104	114
964 Other Costs (Subsistence and	386	7	-393	0	0	483	483

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
Support of Persons)							
987 Other Intra-Govt Purch	1,864,260	35,421	-1,508,659	391,022	7,820	182,619	581,461
989 Other Services	22,239	422	-13,130	9,531	191	11,076	20,798
990 IT Contract Support Services	461	9	106	576	12	-43	545
999 Total Other Purchases	**1,909,865**	**36,285**	**-1,528,504**	**417,646**	**8,351**	**211,803**	**637,800**
Total	**1,985,723**	**37,581**	**-1,526,550**	**496,754**	**9,828**	**215,914**	**722,496**

* The FY 2016 Actual column <u>includes</u> $1,483,059.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $1,412,000.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $2,312,000.0 thousand of FY 2018 OCO Appropriations funding.
*The FY 2017 to FY 2018 change column includes $1,962,000 reductions in Lines 932 and 989, service contracts as a result of the SRRB.