Fiscal Year 2017 President's Budget

Defense Security Cooperation Agency (DSCA)

February 2016

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Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

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

	FY 2015 Actual	Price Change	Program Change	FY 2016 Enacted	Price Change	Program Change	FY 2017 Estimate
DSCA	2,665,108	45,133	-2,205,389	504,852	8,877	-16,975	496,754

* The FY 2015 Actual column **includes** $2,142,631 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
* The FY 2016 Estimate column **excludes** $1,627,000 thousand of FY 2016 OCO Appropriations funding (PL 114-113).
* The FY 2017 Estimate column **excludes** $1,412,000 thousand for OCO.

I. Description of Operations Financed: The Defense Security Cooperation Agency (DSCA) administers funding for the Regional Centers for Security Studies, Wales Initiative Fund (formerly Warsaw)/Partnership for Peace Program, Combating Terrorism Fellowship Program, Partner Outreach and Collaboration Support (formerly Regional International Outreach), Defense Institute of Security Assistance Management, Authority to Build the Capacity of Foreign Security Forces (formerly Global Train and Equip Program), Ministry of Defense Advisors Program, Defense Institution Reform Initiative, Increasing Partner Capacity Building in Rule of Law Context, Global Theater Security Cooperation Management Information System, South China Sea Maritime Security Initiative (MSI), Global Security Contingency Fund, Coalition Support Funds, and Lift and Sustain Support. The DSCA also provides program management and program implementation support to the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs, which are funded in the Overseas Humanitarian, Disaster and Civic Aid (OHDACA) appropriation.

I. Description of Operations Financed (cont.)

The Regional Centers for Security Studies: The Near East South Asia Center for Strategic Studies (NESA), Washington, D.C.; Africa Center for Strategic Studies (ACSS), Washington, D.C.; Asia-Pacific Center for Security Studies (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 are known collectively as the Regional Centers. Also included in the overall Regional Center funding is Regional Center program management. The Regional Centers support defense strategy objectives and policy priorities primarily through executive development programs, the exchange of ideas among military and civilian participants in these programs, research, information sharing, and outreach to vibrant alumni networks. As a result, the Centers are able to build strong, sustainable international networks of security leaders who are sensitized to key U.S. security interests and U.S. perspectives on shared security challenges. These networks promote enhanced policy understanding and mutually supporting approaches to security challenges, effective security communities that support collective and collaborative action, and improved sustainable partner institutional capacity and capabilities, thus reducing the burden on U.S. forces and resources worldwide. They provide key strategic listening and 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.

The DSCA has been the Executive Agent for the Regional Centers since October 2005. Unified management improves the Regional Centers' ability to support the defense strategy by linking security communities across regions and developing friendly global networks. The funding for the Regional Centers addresses the following specific objectives:

I. Description of Operations Financed (cont.)

- Provides 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.
- Increase sustainable security communities that provide access to DoD leaders and provide critical regional policy feedback through a mix of conferences, seminars, and web-based discussion groups.
- Facilitate efforts to combat transnational security threats, such as terrorism, that cross Combatant Command (COCOM) boundaries through a series of collaborative working groups that partner centers and their networks.
- Conduct activities that leverage the network of past Regional Centers' graduates to advance U.S. interests and share lessons learned and best practices.
- 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.

Wales Initiative Fund (WIF)/Partnership for Peace (PfP) Program: During the NATO summit in Wales in September 2014, the Secretary of Defense rebranded the Warsaw Initiative Fund as the Wales Initiative Fund, and opened eligibility for the program to include not just the Partnership for Peace (PfP) countries of Eastern Europe and Central Asia, but all developing NATO Partners, including the Mediterranean Dialogue and Istanbul Cooperation Initiative (ICI) countries. The relevant portion of his remarks follows:

"For the past 20 years, the United States' 'Warsaw Initiative' has been helping 'Partnership for Peace' countries strengthen their defense institutions and bolster

I. Description of Operations Financed (cont.)

interoperability to further their NATO partnership goals ... Today we are extending that program to all developing NATO partners worldwide, under a program that will now be known as the Wales Initiative. This is a testament to the value we place on expanding our relationships with a broader pool of partners."

The WIF remains a bilateral U.S. security cooperation program. It is one of the primary tools the Department of Defense uses to promote defense reform efforts and defense institution building with developing partners that are members of the North Atlantic Treaty Organization's (NATO) PfP program as well as developing, formal, NATO partners, particularly, from the Mediterranean Dialogue and ICI partnerships. The program activities are conducted in the following areas: defense policy and strategy; human resource management; logistics and infrastructure; professional defense and military education; stability and peacekeeping operations; emergency planning and consequence management; border security and control; and English language familiarization. Program activities include, but are not limited to, workshops, seminars, and conferences; civilian and military personnel exchanges; partner country participation in U.S. and NATO military exercises; and functional area familiarization visits.

Combating Terrorism Fellowship Program (CTFP): The CTFP is a security cooperation program permanently authorized in the National Defense Authorization Act of 2004 (10 USC 2249c). This legislation allows DoD to provide foreign military officers and government security officials with strategic and operational education to enhance partners' capacity to combat terrorism. The goals of CTFP are:

- Build and strengthen a global network of combating terrorism experts and practitioners at the operational and strategic levels;

I. Description of Operations Financed (cont.)

- Build and reinforce the combating terrorism capabilities of partner nations through operational and strategic-level education;
- Contribute to efforts to counter ideological support to terrorism; and,
- Provide DoD with a flexible and proactive program that can respond to emerging combating terrorism requirements.

The CTFP is a key tool for Geographic Combatant Commands to foster regional and global cooperation in the war against terrorism. The CTFP not only complements existing security assistance programs, it fills a void in the U.S. Government's efforts to provide non-lethal combating terrorism assistance. The program has developed mobile and resident institutional courses tailored to the specific need 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.

DSCA Administrative Operations: The DSCA administrative operations fund salaries and operating expenses of the personnel who provide program and financial management to the DoD-funded security cooperation programs noted above, along with the Humanitarian Assistance, Foreign Disaster Relief, and Mine Action program management costs. In addition, this program funds required support costs for DFAS accounting services and DFAS IT system support.

Partner Outreach and Collaboration Support (POCS)(formerly Regional International Outreach): The POCS (GlobalNET) program provides an open source information technology solution assisting 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 DoD

I. Description of Operations Financed (cont.)

educational institutions. The POCS outreach, education, and collaboration efforts are directly tied to building partnership capacity. The POCS is a tool that will enable the 30,000+ members of the GlobalNET to share information, collaborate on projects, build international communities of interest, and improve administrative activities resulting in time and manpower savings.

The Defense Institute of Security Assistance Management (DISAM): The DISAM is the DoD's only dedicated institution for the education and training of thousands of U.S. and partner country personnel involved in the planning, management, and assessment of security cooperation and partner capacity-building programs-Title 10 and Title 22. The DISAM is primarily funded via Title 22 authorities, and was not until FY 2012 resourced to support training and education on the integrated planning, management, assessment, and interagency coordination of DoD security cooperation efforts, including many new Title 10 programs. These Title 10 programs are of particular importance to the DoD in meeting the emergent needs of military commanders in support of overseas contingencies as well as furthering U.S. foreign policy goals worldwide. The DISAM continues to provide a comprehensive education platform for training U.S. personnel assigned to embassies, headquarters, COCOMS and other security sector establishments on the proper integrated planning, management, assessment, and interagency coordination of security cooperation efforts and Title 10 program execution. The DISAM also provides training to partner country personnel who are important in maintaining close ties/security relationships with U.S. counterparts.

Defense Institution Reform Initiative (DIRI): The DIRI is a critical Department of Defense security cooperation tool for supporting partner nation efforts to develop

I. Description of Operations Financed (cont.)

accountable, effective, and efficient defense governance institutions. The DIRI program provides support by focusing on the following areas.

- Supporting the establishment and improvement of functional capabilities necessary to organize, train, equip and sustain security forces under civilian control.
  - Defense policy, strategy and planning
  - Resource management (including capability planning, budgeting, financial management and oversight, and contracting/procurement)
  - Human resource management (including professional Military Education (PME) and civilian defense cadre management and development)
  - Logistics and acquisition.
- Supporting the establishment and improvement of civil-military relations and inter-ministerial coordination.
- Facilitation of OSD to MOD engagements that strengthen our relationships with partners and allies.

The DIRI meets these objectives through a systematic methodology that involves scoping, requirements determination, program development and execution, and progress assessment. DIRI consults extensively with USG and partner nation stakeholders to identify projects that meet shared strategic priorities. Sustained engagement with partner nations is built on the principle of partner nation ownership of reform. Partner nations should demonstrate high-level buy-in for program objectives, develop working groups to oversee reform efforts, and devote their own resources to complete the activities necessary for reform. As a result of such efforts, partners are better able to field and sustain any operational and tactical training as well as equipment that the USG may provide.

I. Description of Operations Financed (cont.)

Increasing Partner Capacity Building in Rule of Law Context: Effective security cooperation or related defense institution building in support of Security Sector Reform requires sustained engagement and Rule of Law programming. 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 (USC 10, Section 2282): Impressed with the success of the 1206 Global Train and Equip Program, in the 2015 NDAA Congress and the President enacted legislation that codified, extended and enhanced the 1206 Program. Enacted under section 1205(a) of the FY2015 National Defense Authorization Act, P.L. 113-291, section 2282 of title 10, U.S. Code now provides the Department of the Defense with the authority to build the capacity of foreign security forces. While this new legislation preserves many aspects of the original 1206 Program, it also broadens the scope of what the Department of Defense can do. With the concurrence of the Secretary of State, the Secretary of Defense is authorized to conduct or support a program or programs as follows:

1. To build the capacity of a foreign country's national military forces in order for that country to –
   a. Conduct counterterrorism operations; or
   b. Participate in or support on-going allied or coalition military or stability operations that benefit the national security interests of the United States.
2. To build the capacity of a foreign country's national maritime or border security forces to conduct counterterrorism operations.

I. Description of Operations Financed (cont.)

3. To build the capacity of a foreign country's national-level security forces that have among their functional responsibilities a counterterrorism mission in order for such forces to conduct counterterrorism operations.

Section 2282 preserves the requirement for human rights training and respect for civilian control of the military. The Defense Institute for International Legal Studies (DIILS) will continue to provide this training. Small scale military construction, as a component of a program, not as a stand-alone project, also continues. In a very welcome and thoughtful step, Congress included a full operational capability as part of the cross fiscal year authority. This feature allows the Section 2282 Program to provide all services and articles necessary to achieve a full operational capability and to cross fiscal years to provide this capability. This is an excellent feature of the new authority.

Training and equipping foreign forces to address their own security problems is a military requirement to avoid future military interventions and mitigate long term risk. As former Secretary of Defense Gates stated, "Arguably the most important military component in the War on Terror is not the fighting we do ourselves, but how well we enable and empower our partners to defend and govern their own countries. The standing up and mentoring of indigenous armies and police - once the province of Special Forces - is now a key mission for the military as a whole."

The Section 2282 programs are designed to build the capacity of foreign security forces. The Section 2282 programs are:

- Co-formulated, reviewed, and vetted by Defense and State, both by Combatant Commanders and Ambassadors in the field, and in Washington D.C
- Approved by the Secretary of Defense and the Secretary of State

I. Description of Operations Financed (cont.)

- Notified to Congressional oversight committees via congressional notification packages
- Compliant with Foreign Assistance Act (FAA) and Arms Export Control Act (AECA) security, end-use, and retransfer agreements
- Directed toward partner nations that uphold human rights, attendant fundamental freedoms, and the rule of law

These programs allow combatant commanders and ambassadors, working together, to train and equip foreign security forces and to become more capable partners. By building the capacity of partners to handle their security problems, these effects reduce stress on U.S. forces. The Geographic Combatant Commanders consider this authority DoD's single most important tool to shape the environment and counter terrorism outside Iraq and Afghanistan.

Ministry of Defense Advisors (MoDA) Program: The MoDA program deploys senior DoD civilian experts as advisors with foreign counterparts to build defense institutions and enhance ministerial capabilities in key areas such as personnel and readiness, acquisition and logistics, strategy and policy, and financial management. As DoD security cooperation efforts help develop partner nation personnel and units, the institutions required to manage and support them must be developed as well. MoDA is designed to forge long-term relationships that strengthen a partner's defense ministry, while also strengthening the DoD civilian workforce.

Four aspects make the MoDA program unique:

I. Description of Operations Financed (cont.)

- Extensive 8-week pre-deployment training for advisors;
- Temporary backfill for the advisor's parent organization;
- Long-term relationships between civilian advisors and their counterparts; and
- A structured defense institution building reach-back mechanism.

The MoDA program supports the Department of Defense priority to prevent and deter conflict, and addresses partners' institutional and human capital needs. MoDA advisors build the security capacity of key partners by helping them establish the core competencies of an effective and accountable defense ministry. Although initially conceived in response to operational requirements in Afghanistan, the program is now in the process of expanding across the globe. The FY15 NDAA also authorized an expansion of the program to regional organizations with security missions, and the Department will seek to take advantage of this new authority to meet critical defense priorities.

Global Theater Security Cooperation Management Information System (G-TSCMIS) Program: The G-TSCMIS is an Office of the Secretary of Defense (OSD) initiative to develop and deploy a common web-based, centrally-hosted Management Information System (MIS) that will serve as the information focus point for the Department's Security Cooperation (SC) efforts by providing decision makers, SC planners and other users with the ability to view, manage, assess, and report SC activities and events. The G-TSCMIS will consolidate, improve upon and is intended to replace legacy TSCMIS solutions hosted at over 20 Department of Defense (DoD) Services, Agencies, and Combatant Commands. It will provide a comprehensive picture of whole-of-government SC activities, and will contribute to planning more effective cooperative security activities to align or meet desired outcomes in support of defense strategy end states. The program is an evolutionary rapid Information Technology (IT) acquisition program that provides users at every user command

I. Description of Operations Financed (cont.)

with greater capability through several iterations and releases that are developed and implemented over time. The Department of Navy (DoN) was assigned acquisition lead for the effort by Deputy Secretary of Defense (DEPSECDEF).

South China Sea Maritime Security Initiative (MSI): The MSI represents a fundamental, steady-state component of DoD's contribution to the U.S. rebalance to the Asia-Pacific. MSI is also a manifestation of Secretary Carter's May 30, 2015 announcement at the Shangri-La Dialogue to improve the maritime security of our partners and allies in the South China Sea (SCS) region.

Global Security Contingency Fund: This authority was established to enhance the capabilities of a country's national military forces, and other national security forces that conduct; border and maritime security, internal defense, and counterterrorism operations, as well as the government agencies responsible for such forces; conduct border and maritime security, internal defense, and counterterrorism operations; and participate in or support military, stability, or peace support operations consistent with United States foreign policy and national security interests. For the justice sector (including law enforcement and prisons), rule of law programs, and stabilization efforts in a country in cases in which the Secretary of State, in consultation with the Secretary of Defense, determines that conflict or instability in a country or region challenges the existing capability of civilian providers to deliver such assistance.

II. Force Structure Summary:

N/A

III. Financial Summary ($ in thousands)

		FY 2016					
			Congressional Action				
A. BA Subactivities	FY 2015 Actual	Budget Request	Amount	Percent	Appropriated	Current Enacted	FY 2017 Estimate
1. Regional Centers	70,781	57,841	-2,122	-3.7	55,719	55,719	58,550
2. Wales Initiative Fund/Partnership for Peace	23,950	19,889	12,396	62.3	32,285	32,285	21,845
3. Combating-Terrorism Fellowship	26,966	32,630	-7,010	-21.5	25,620	25,620	26,797
4. DSCA Administrative Expense	11,809	13,980	-381	-2.7	13,599	13,599	14,264
5. Program Outreach and Collaboration Support	2,285	2,483	-1	0.0	2,482	2,482	2,460
6. Security Cooperation Training and Support	3,616	4,797	-55	-1.2	4,742	4,742	4,467
7. Defense Institution Reform Initiative	13,122	12,470	-88	-0.7	12,382	12,382	25,603
8. Increasing Partner Capacity Building in Rule of Law context	1,790	2,609	-1	0.0	2,608	2,608	2,610
9. Build The Capacity of Foreign Security Forces (formerly 1206)	359,274	344,275	-143	0.0	344,132	294,132	270,218
11. Ministry of Defense Advisors Program	13,614	10,802	-16	-0.2	10,786	10,786	9,199
12. Coalition Support Funds	1,612,540	0	0	n/a	0	0	0
13. OCO Lift and Sustain	168,755	0	0	n/a	0	0	0
14. Global Security Contingency Fund	0	22,200	-22,200	-100.0	0	0	0
15. Global Theater Security Cooperation	233	747	-250	-33.5	497	497	741

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2015 Actual	FY 2016 Budget Request	FY 2016 Congressional Action Amount	FY 2016 Congressional Action Percent	FY 2016 Appropriated	FY 2016 Current Enacted	FY 2017 Estimate
Management Information System							
16. South China Sea Maritime Security Initiative	0	0	0	n/a	0	50,000	60,000
Counterterrorism Partnerships Fund	181,487	0	0	n/a	0	0	0
European Reassurance Initiative	174,886	0	0	n/a	0	0	0
Ukraine Security Assistance Initiative	0	0	0	n/a	0	0	0
Total	**2,665,108**	**524,723**	**-19,871**	**-3.8**	**504,852**	**504,852**	**496,754**

* The FY 2015 Actual column **includes** $2,142,631 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
* The FY 2016 Estimate column **excludes** $1,627,000 thousand of FY 2016 OCO Appropriations funding (PL 114-113).
* The FY 2017 Estimate column **excludes** $1,412,000 thousand for OCO.

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2016/FY 2016	Change FY 2016/FY 2017
Baseline Funding	**524,723**	**504,852**
Congressional Adjustments (Distributed)	-17,340	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-2,531	
Subtotal Appropriated Amount	**504,852**	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	**504,852**	
Supplemental	1,627,000	
Reprogrammings		
Price Changes		8,877
Functional Transfers		
Program Changes		-16,975
Current Estimate	**2,131,852**	**496,754**
Less: Wartime Supplemental	-1,627,000	
Normalized Current Estimate	**504,852**	

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III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2016 President's Budget Request (Amended, if applicable)		**524,723**
1. Congressional Adjustments		-19,871
a. Distributed Adjustments		
1) Wales Initiative Funds	14,160	
2) Global Security Contingency Fund	-22,200	
3) Combating Terrorism Fellowship Program	-7,000	
4) Civilian Personnel Compensation	-2,300	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8077 Foreign Exchange Rates	-2,029	
2) Section 8024 FFRDC	-311	
3) Section 8037 Indian Lands	-191	
FY 2016 Appropriated Amount		**504,852**
2. War-Related and Disaster Supplemental Appropriations		1,627,000
a. OCO Supplemental Funding		
1) Coalition Support Funds	1,160,000	
2) Ukraine Security Assistance Initiative	250,000	
3) Lift and Sustain	200,000	
4) Ministry of Defense Advisors Program	12,000	
5) European Reassurance Initiative	5,000	
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		**2,131,852**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		**2,131,852**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-1,627,000
FY 2016 Normalized Current Estimate		**504,852**
6. Price Change		8,877
7. Functional Transfers		

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
8. Program Increases		25,872
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Defense Institution Reform Initiative The increase will support USG objectives for the African Security Governance Initiative. (FY 2016 Baseline: $12,382 thousand)	12,998	
2) South China Sea Maritime Security Initiative The increase will support ongoing USG objectives in maritime security in PACOM's AOR. (FY 2016 Baseline: $0 thousand)	9,100	
3) Regional Centers This increase is to facilitate efforts to combat transnational security threats and conduct activities that leverage the network of past Regional Center graduates. (FY 2016 Baseline: $55,719 thousand)	2,231	
4) Combating-Terrorism Fellowship Program Increase to support student throughput and curriculum development. (FY 2016 Baseline: $25,620 thousand)	721	
5) DSCA Administration Increase to support continued DoD audit readiness initiative and transition to the Defense Agency Initiative enterprise accounting system. (FY 2016 Baseline: $13,599 thousand)	587	
6) Global Theater Security Cooperation Management Information System Funds will support increased requirements for the	235	

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
help desk to support the DoD community. (FY 2016 Baseline: $497 thousand)		
9. Program Decreases		-42,847
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Build the Capacity of Foreign Security Forces (2282) Reduction in funding accommodates a reduced number of training and equipping of foreign partners for counterterrorism and stability operations. (FY 2016 Baseline: $344,132 thousand)	-29,209	
2) Wales Initiative Fund Decrease to be achieved by limiting course size, duration and number of students. (FY 2016 Baseline: $27,000 thousand; -1 FTEs)	-11,019	
3) Ministry of Defense Advisors Program Planned reduction in base program support. (FY 2016 Baseline: $10,786 thousand; +0 FTEs)	-1,781	
4) Decrease in Compensable Days Decrease in civilian personnel funding due to two less working days in FY 2017	-382	
5) Defense Institute of Security Assistance Management Reduction to be achieved through curriculum adjustments. (FY 2016 Baseline: $4,742 thousand)	-345	
6) Partner Outreach and Collaboration Support (POCS) The decrease to this program is a reduction in costs identified through program efficiencies. (FY 2016 Baseline: $2,482 thousand)	-66	
7) Increasing Partner Capacity Building in Rule of Law	-45	

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Context		
Reduction to be achieved through program efficiencies.		
(FY 2016 Baseline: $2,608 thousand; +0 FTEs)		
FY 2017 Budget Request		**496,754**

IV. Performance Criteria and Evaluation Summary:

Performance Criteria

The Defense Security Cooperation Agency (DSCA) administers funding for the Regional Centers for Security Studies, Wales Initiative Fund (formerly Warsaw)/Partnership for Peace Program, Combating Terrorism Fellowship Program, Partner Outreach and Collaboration Support (POCS), (formerly Regional International Outreach – Partnership for Peace Information Management System (RIO-PIMS)), Defense Institute of Security Assistance Management, Authority to Build the Capacity of Foreign Security Forces (formerly Global Train and Equip Program), Ministry of Defense Advisors Program, Defense Institution Reform Initiative (including the African Security Governance Initiative), Increasing Partner Capacity Building in Rule of Law Context, Global Theater Security Cooperation Management Information System, South China Sea Maritime Security Initiative (MSI), Global Security Contingency Fund, Coalition Support Funds, and Lift and Sustain Support. The DSCA also provides program management and program implementation support to the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs, which are funded in a separate appropriation.

The DSCA's performance measures support implementation of the defense strategy and COCOMs' Theater Security Cooperation Strategies. These programs enable the Department 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

IV. Performance Criteria and Evaluation Summary:

optimize allies' and partners' contributions to their own security and to our combined activities.

Regional Centers for Security Studies

The Regional Centers for Security Studies (Regional Centers) serve as international venues for bilateral and multilateral research, communication, and exchange of ideas involving military and civilian participants in support of the U.S. Department of Defense's (DoD) security cooperation objectives. Fulfilling the Under Secretary of Defense for Policy's (USD(P)) guidance, the Regional Centers facilitate engagement with and among foreign participants to:

- Enhance regional security through the creation of collaborative communities of interest among military and civilian officials from States of their respective regions, and examine fundamental causes of security challenges and the most effective means to counter them;
- Strengthen sustainable institutional capacity at national and transnational levels to enhance national, regional, and international security consistent with the norms of democratic governance and civil-military relations;
- Foster defense support to civil authorities in dealing with disasters in a manner consistent with each country's legal, historical, and cultural norms and the proper role of the military in democratic societies; and

IV. Performance Criteria and Evaluation Summary:

- Promote critical thinking on global security challenges, as related to the respective specified geographic region of the world.

To meet these objectives, in FY15 the Regional Centers conducted a wide array of activities to include: resident executive development programs, in-region seminars, workshops, research and alumni outreach. These activities were the result of extensive coordination and planning with the USD(P), Geographic Combatant Commanders (GCCs), Defense Security Cooperation Agency (DSCA), U.S. Department of State, U.S. Agency for International Development (USAID), U.S. Department of Justice, and other U.S. agencies, country teams at U.S. Embassies, and host country and regional stakeholders.

I. FY15 ASSESSMENT:

A. FY15 ACCOMPLISHMENTS:

Despite a significant budget cut and reduction in personnel, FY15 was another outstanding year for the Regional Centers, where they responded to stakeholder objectives through continued successful programming and activities, positively affecting the targeted audience in their respective regions. The Regional Centers made significant enhancements to building and sustaining active security communities, providing access to DoD leaders and regional policy feedback. Further capitalizing on these communities, the Regional Centers continued to create a federated network of functional communities of influential individuals, including U.S. and foreign partner personnel, who actively exchanged insights on security issues, evaluated security trends, and provided feedback on national and security policies, increasing cross GCC efforts to combat transnational security threats. Specific accomplishments include:

IV. Performance Criteria and Evaluation Summary:

- Africa Center for Strategic Studies

The Africa Center entered FY2015 with a 52 percent cut to the budget and workforce, making the Center's #1 priority to complete a comprehensive review resulting in the following strategic vision and mission. ACSS's strategic vision is to focus efforts aimed at achieving *"Security for all Africans championed by effective institutions accountable to their citizens."* The Center's new mission is *"to advance African security by expanding understanding, providing a trusted platform for dialogue, building enduring partnerships, and catalyzing strategic solutions."* The Africa Center's FY15 program plan included 10 transformative programs, 14 short-term events, 4 bilateral engagements, 5 special initiatives, and a robust research program. As a result, ACSS engaged 556 persons, over 155 programs days, for a total of 3,025 contact days. While sustaining its focus on strategically relevant leadership seminars, thematic workshops, bilateral engagements, and policy relevant research products aimed at advancing USG security objectives in Africa. ACSS took on significant new work in 2015 that will set the stage for the Center to make a significant contribution to the Administration initiatives.

- Security Governance Initiative: The Africa Center worked closely with OSD and Department of State to support country assessments, development of joint country action plans, and will be an implementer for a number of discrete strategic level engagements during the execution phase of the program. ACSS faculty served as the DoD lead for Tunisia's SGI assessments and as SME for Ghana, Kenya, Mali, Nigeria, and Niger throughout FY2015.

IV. Performance Criteria and Evaluation Summary:

- The Counter Terrorism Partnership Fund (CTPF) Roundtable Series, jointly hosted with the Office of the Secretary of Defense for Policy, sought to foster a frank and open dialogue among the interagency on how best to employ security cooperation and assistance resources for countering terrorism (CT) and violent extremism (VE) in Africa. Each Roundtable focused on the security landscape and building partner capacity efforts in a particular African region: East Africa (29 May 2015), the Sahel/Maghreb (12 June 2015), and the Lake Chad Basin (26 June 2015). The series contextualized CT/VE interventions within the broader security landscape of three regions and examined the efficacy of USG security cooperation and building partner capacity efforts. The common thread was identified as the critical governance-CV linkage, identifying corruption both as a driver to VE grievances and inhibitor of effective response mechanisms. The Africa Center will continue to play a critical role in reconciling and coordinating more effective DoD resourcing and interventions to regional/international factors driving violent extremism.

- The Gulf of Guinea Maritime Security and Law Enforcement Summit—Implementing the Yaoundé Code of Conduct focused on ways to strengthen and harmonize maritime legal regimes in the Gulf of Guinea. This workshop, jointly organized with the Department of State, International Maritime Organization, U.S. Africa Command (AFRICOM), and the Government of Cameroon brought together fifty-two senior-level representatives from eight African countries. The program focused on implementation of the Yaoundé Code of Conduct developed over the past three years by reinforcing an integrated and holistic African response spanning from the maritime incident at sea to the prosecution ashore. It was also an opportunity to highlight the importance of the need to develop legally binding multilateral agreements, to operationalize the Zone D Interregional Coordination Center and to designate a national authority for the coordination and oversight of national actions at sea consistent with necessary

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legal authorities. The participants stressed that African states cannot do it alone; working with the USG and African Union to implement a Pan-African Code of Conduct is essential.

- Senior Leaders Summit—Professionalization of Forces: AFRICOM, the Combined Joint Task Force Horn of Africa (CJTF-HOA), and ACSS conducted a three-day summit on the Professionalization of Forces in the Horn of Africa. This event was attended by senior military and civilian leaders from the region, representing member states, regional bodies, regional security forces, academia, and policy institutions. This methodology allowed regional leaders to discuss, plan, and coordinate the advancement of professionalism within the armed forces and the broader security apparatus, both in their respective countries and regionally. Recommendations for security sector actors in the Horn of Africa set four priorities: (1) improve analysis mechanisms to assess potential threats and the manner in which security forces respond to threats; (2) invest in long-term professionalism, with particular focus on ethical leadership and citizen security, which entails engagement with the broader security sector; (3) explore options to address ethics in authoritarian political systems; and (4) develop a shared vision of professionalism among regional actors. Stakeholders and participants agreed to regionally review progress in one year.

- Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)

  - DKI APCSS conducted 12 courses with 1,170 Fellows and 13 short-term seminars and workshops, both resident and in-region, with 819 participants, resulting in a total projected throughput of 1,989 for the year. This include two Chiefs of

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Defense Conferences, an ARF Maritime Security engagement, and a trilateral engagement between Japan, India and the United States.

- DKI APCSS introduced a new pillar to the foundation of its traditional business model of resident courses, workshops and alumni engagement through the addition of Security Dialogues. The addition of Security Dialogues have allowed for more engagement at lower cost, with more flexibility and a lower profile than Workshops. Dialogues place most of the administrative and resource burden on our willing partners, with DKI APCSS providing subject matter expertise and the draw of the Center’s convening authority. DKI APCSS plans to complete 4 Dialogues in FY15 with an estimated 240 participants.

- DKI APCSS strengthened the whole-of-government and whole-of-security approach to security solutions by embedding Department of State funded International Visitor Leadership Program (IVLP) and Symposium on East Asia Security (SEAS) participants in Courses, further expanding our Fellows’ understanding of comprehensive security cooperation.

- DKI APCSS FY15 programs enhanced 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. Fellows’ Projects remain a significant mechanism for achieving these outcomes. For example, a CSRT 15-1 alumnus, Director and Acting Chief of the Nepal Telecommunications Authority, worked on a Cyber Security Strategy for Nepal while at DKI APCSS, which is currently being finalized within Nepal's government. He has also recently been appointed to a

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Nepal Ministry of Information and Communications committee to establish Nepal's first National Computer Emergency Response Team (CERT). At the invitation of DKI APCSS, he will be speaking at the CHOD conference in September 2015 and will be a speaker at the DKI APCSS workshop on "Cyber Security and Critical Infrastructure in South Asia and Southeast Asia" to be held in Kuala Lumpur, Malaysia in March 2016. Another Nepal Fellow's earthquake preparedness and recovery awareness initiative was ultimately funded by the United Nations Development Program, enabling the renovation and retrofitting of 232 school buildings for earthquake resilience; these retrofitted buildings all withstood the April 2015 earthquake in Nepal.

- DKI APCSS programs continued to build Asia-Pacific partner nation and USG capacity for effective, whole-of-society security cooperation in FY15. A recent Comprehensive Security Responses to Terrorism (CSRT 15-1) alumna, Director of the Nepal Industrial Development Corporation Ltd., has focused her Fellow's Project on "Streamlining Official Declaration to Revive Nepal's Conflict Affected Industries" to the next level and collected information of an additional 14 industries to analyze them for consideration for governmental assistance. A Malaysian alumnus from the same course has furthered his Fellow's Project on "Upgrading Preparedness of the Medical Sector in Eastern Sabah Safety Zone to Treat Mass Casualties" by getting his superior to plan an exercise in 2015 to test the capabilities of one hospital in the Sabah district as a baseline for the broader project. The APCSS Women, Peace, and Security (WPS) program, which focuses on three pillars of increasing female participation in our activities, integrating WPS issues into all programs as appropriate, and identifying credible and compelling evidence on the impact of women on peace and security, has contributed to these outcomes by

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achieving an increase in female participation from 14% in 2011 to 21% in 2015, with a growing number of successful alumni Fellows Projects related to WPS.

- Asia-Pacific Center for Security Studies alumni published papers via DKI APCSS' Alumni Perspectives platform, expanding global understanding of regional viewpoints on Women, Peace and Security, as well as Countering Violent Extremism. Among them, LTC Vanndy Piv, Chief of the International Relations Office of the High Command's Cabinet, Royal Cambodian Armed Forces wrote on "Empowering Cambodian Women's Full Participation in Defense and Security Sectors," Ms. Fozia Fayyaz, Director of Special Services Administration, Ministry of Foreign Affairs for Pakistan wrote on "Developing the Human Resource Potential of South Asia," Ms. Lisa R. Wulan, an Indonesian security analyst wrote on "Enhancing the Role of Women in Indonesia to Counter Terrorism," and Mr. Kris Mada, a journalist for Kompas Morning Daily wrote on "Empowering Indonesia's Local Seafarers to Contain Smuggling."

- George C. Marshall European Center for Security Studies (GCMC)

  - Conducted 13 resident courses with 798 participants and graduated 363 participants in 24 PLTCE resident courses. In all GCMC completed over 19,515 participant days for resident courses alone. For non-resident events, GCMC conducted over 243 outreach, PfPC, PLTCE, and alumni events across the region reaching 1,945 participants and completing 23,961 participant days.

  - Transnational. Conducted 18 transnational related events with 967 participants. These can be divided into 14 capacity building events (754 participants) and four

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networking events (213 participants). Examples of transnational events included the inaugural Program in Cyber Security Studies (PCSS), the Program on Terrorism Security Studies (PTSS), the Program on Counter Narcotic Illicit Trafficking (CNIT), and the Seminar on Transatlantic Civil Security (STACS). Transnational networking events included separate community of interest engagements for each of the transnational resident course listed above.

- Regional. Conducted 28 regional, capacity building events with 868 participants. These can be divided into 18 capacity building events (587 participants) and 10 networking events (281 participants). Regional events are focused on Europe and Eurasia (specifically Europe's Eastern and Southern Flanks). Examples of regional events included a Baltic and Central European Security Conference, a tailored seminar on Ukraine and the Contemporary Security Environment, Trends in Maritime Transnational Organized Crime Seminar (Mediterranean focus), Security Sector Capacity Building Seminar, Tailored Seminar for Georgia and Ukraine Parliamentarians, and a Regional Migration and Refugees Conference.

- Operationalizing the Network. GCMC continues to grow and operationalize the network globally. Network operationalization begins with selecting the right demographic (whole-of-government diversity, gender, professional background, seniority, etc.) for participation in GCMC events and is strengthened through outreach events (event and participant numbers as noted above). The network is reinforced through the use of the internet-based GlobalNET, a communication and information exchange facilitator. For FY15, the GCMC GlobalNET had 11,718 member accounts from 137 countries, and recorded 75,415 site visits with 821,694 actions. Member account visitor locations and numbers are as follows: North America –

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32,656 visits; Europe – 36,748 visits; Central America – 261 visits; Asia – 3,304 visits, South America – 757 visits; Oceania – 279 visits; Africa – 790 visits; unknown – 539 visits.

- Capacity Building. GCMC continues to generate enlightened professionals that return to their countries and build upon what they have learned at GCMC. Examples of this are as follows: a Palestinian participant founded a counter-terrorism unit based entirely on GCMC advice; two GCMC alumni facilitated a joint counterterrorism training program between Turkey and Azerbaijan; Romanian GCMC alumnus helped organize an International Security Research Seminar that was fully funded by Romania; a Bahamian requested GCMC review their draft Counter Terrorism Strategy inspired by GCMC course attendance; both Ukraine and Moldova requested GCMC assistance in developing their country's' National Security Strategies.

- Near East South Asia Center for Strategic Studies (NESA)

- Conducted 27 resident programs for 978 participants from 73 countries, resulting in 757 new alumni. Additionally, NESA Center continues to provide strategic depth to CENTCOM (7), AFRICOM (9), ARCENT (2), DTRA (1), and the Joint Staff (2) by executing 21 tailored programs focused on addressing various regional security issues.

- The 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 regional issues such as counting terrorism, gender issues, border

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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. The interaction and feedback from the participants provide US policy-makers significant points of discussion, strategic assessments, and key recommendations. In fact, the annual NESA program co-hosted by the prestigious London-based Institute for International Security Studies in Muscat, Oman brings together high-level regional government officials with key US policy makers.

- 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 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 Center continued to lead the regional "Strategic Studies Network (SSN)" which helps strengthen civil society in the NESA region and gives the USG a window into the thinking of "informed outsiders". The SSN comprised of four working groups brought together 107 participants from 30 countries and 72 strategic studies centers at its annual conference producing policy research publications such as: An edited joint policy volume on "The Arab Spring in a Comparative Perspective" (http://www.iemed.org/publicacions-en/historic-de-publicacions/joint-policy-studies/the-arab-spring-in-comparative-perspective); and The 'Maritime Security in the Indian Ocean Region (IOR)' working group paper, entitled, "Harnessing

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Opportunities and Overcoming Challenges: Maritime Security in the Indian Ocean Region," was published in a Routledge peer-reviewed journal, Strategic Analysis (http://www.tandfonline.com/doi/full/10.1080/09700161.2015.1047229).

- NESA partners with and receives increasing funding from AFRICOM for NESA-led programs with ACSS and regional and US partners. The series of North African-Sahel programs started in FY12 with two workshops, is now in its third year with eight workshops. We have brought Maghreb-Sahel countries (plus Egypt) to programs focused on Radicalization/Youth and Returnees; Security Sector Transformation; Border Security/Management; Good Governance (focused on "whole of government" and "whole of society" initiatives); and Regional Cooperation (on security, economics, religion). Our goal is to establish regional networks of experts, to share best practices, to enhance regional capacity, to encourage creative regional solutions, and to develop recommendations. To date, we have over 300+ recommendations many of which participants have briefed up through their Ministries for action.

- The William J. Perry Center for Hemispheric Defense Studies (WJPC)

- Conducted 8 resident courses for 323 participants from 33 countries, including one program fully funded by Peru. The Perry Center also conducted one in-region seminar in Colombia. There were 19 virtual activities for 10 countries reaching well over 1,000 alumni and others. In addition, the Perry Center conducted multiple events in Guatemala and Haiti in support of their respective White Paper efforts.

  - In support of OSD Policy objectives the Perry Center introduced the Managing Security and Defense course (MSD) attended by 36 VIP participants, including two Vice Ministers. Designed to build the capacity of senior executives in the

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defense and security sectors, this course will serve as the model for similar events for similar audiences both in Washington, DC, and in the region. Another new academic event introduced this year was the Regional Seminar to Combat Transnational Organized Crime, the first of which included 56 participants from 10 countries. The objective of this program is to build capacity and develop a community of practice (COP) that will collaborate on national, regional, and international strategies to promote security and prosperity in combating the threats posed by transnational organized crime, terrorism, and illicit networks in Latin America.

- Each year the Perry Center conducts a Washington Security and Defense Seminar (WSDS) for new foreign military attaches and diplomats to introduce them to the security and defense environment and the policymaking processes of Washington. As diplomatic relations have been renewed with Cuba, the State Department extended an invitation to the Cuban Embassy to participate in the WSDS, reinforcing the high value the US Government places on the Perry Center's relationships and reputation across the hemisphere and the Center's utility as a unique, non-threatening engagement vehicle.

- In concert with the Defense Institutional Reform Initiative (DIRI), the Perry Center facilitated four events in Guatemala attended by several dozen senior members of the Guatemalan National Security Council and various ministries to continue the process to develop and refine Guatemala's National Security Strategy incorporating the concepts of inter-agency cooperation and strategic dialogue. The primary efforts in Guatemala, supporting the VMOD for Plans and Policy, are focused on consolidating and institutionalizing the defense management platform which produces, among other things, their Force Design and

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Metrics-based evaluation efforts. The support also aims to continue developing a culture and institutional processes that are based on transparency in accounting and resource allocation. Perry Center efforts contributed to the publication of a security White Book in July 2015. The Perry Center Director also traveled in May as part of the US delegation with DASD-WHA, Dr. Rebecca Chavez, to the US-Guatemala Bilateral Working Group, which met at the Ministry of Defense HQ in Guatemala.

- USG partners continued to collaborate with and seek the assistance of the Perry Center in FY15. USSOUTHCOM asked Perry Center faculty to support senior leader portions of the PANAMAX and Fuerzas Comando regional exercises which promote stronger military-to-military relationships, increased interoperability and improved regional security; and facilitate several dialogues for the Commander and his senior staff.

- The Perry Center continued its strong support of the Mexican Navy War College (CESNAV), with Perry Center faculty teaching a series of multi-day segments in their doctoral program. CESNAV paid for all costs associated with this endeavor, an ongoing program which allows valuable interactions with participants in the course, made up of top admirals and generals from Mexico and Central American nations.

- A Perry Center faculty member appeared before the U.S. House of Representatives Committee on Financial Services, Task Force to Investigate Terrorist Financing, to testify as a subject matter expert on terrorist financing and the convergence of illicit networks. The hearing, titled "A Dangerous Nexus:

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Terrorism, Crime, and Corruption," examined a broad spectrum of national security threats from illicit actors like ISIL, Hezbollah, the FARC, Venezuela, and Iran and discussed U.S. counterterrorism finance and anti-money laundering endeavors to confront these threats.

B. FY 15 CHALLENGES:

- ACSS
  - Fiscal and personnel reductions to the Africa Center's baseline O&M budget in FY15 (and persisting for FY16 and beyond) necessitated fundamental changes to the ACSS business model—funding, personnel, and operations. Consequently, ACSS moved towards a more integrated approach to programming and engagement while still mindful of the realities inherent in operating on the African continent. ACSS did this by leveraging research, academic programs, and alumni chapter engagements more intentionally to continue to provide face-to-face and virtual platforms where partners can exchange views on priorities and best practices. Each project within a program theme therefore identifies complementary research, academic programs, and pre- and post-engagement activities.

    - Funding efficiencies in 2015: from FY14 to FY15 ACSS budget was cut from $13.3M to $6.5M for a total reduction of 52%. This cut was absorbed by reducing both USG and contract staff, closing regional support offices in Ethiopia and

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Senegal, curtailing academic programs, reducing support requirements during programs, and expanding the use of partner funds.

- Personnel efficiencies in 2015: from FY14 to FY15 ACSS reduced staffing from 68 government and contractor FTEs to only 39 for a 43% reduction. This was accomplished mostly through attrition, management directed personnel transfers, and reduced contracting support all without special personnel reduction authorities.

- The Africa Center continues to support OSD policy priorities, Combatant Command Lines of Effort, and other Administration and Interagency Africa security priorities.

- DKI APCSS
  - Funding reductions and increasing demand for DKI APCSS programs continue to challenge program planning and execution. Creative solutions were implemented to mitigate the impacts of the $756K budget decrement. These included securing additional USPACOM funding support to mitigate the cut and significant expansion of the Regional Security Studies Internship program and COCOM and Service School Fellowships, both of which help support components of the academic program. DKI APCSS is currently operating at capacity, but does achieve some flexibility by continuing to emphasize efficiencies and strong partnerships to meet higher demand.

- GCMC
  - Conformance to DSCA's CCaR requirement has caused GCMC to incur substantially more manpower costs than expected or forecasted, and CCaR's difficult FY15 rollout has

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caused an elevated steady-state workload at GCMC. GCMC experienced human resources-related challenges throughout FY15 due to CPAC hiring delays and deficient applicant referral lists causing the late selection and hiring of employees. Finally, GCMC lacks a dedicated program of record for sustainable funding for the Cyber Program; the program is currently funded through OMD and CTFP at a level that is insufficient to meet increasing demand.

- NESA
  - The major FY15 challenge was moving and establishing the organization at the National Defense University while assuming nearly a 50% cut in operating budget. Despite budget limitations NESA was able to secure a significant increase in Gulf nation participation, particularly from Saudi Arabia.

- WJPC
  - In light of substantial funding and personnel reductions, WJPC sought to focus mission support on the programs and activities of highest importance to OSD Policy. This entailed a shift to place primacy of efforts on supporting Security-Defense Institution Building (SDIB). Accompanying this change was the need to develop new programs/courses/syllabuses and realign faculty efforts consistent with this mission. The single greatest challenge of FY 15 has been curriculum development in a field of study that is not well documented.

II. BUDGET YEAR FY 16 PLANS AND OBJECTIVES:

- ACSS

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- In alignment with the 2015 OSD Policy Guidance, the Africa Center will implement a new methodology to strategically address priority themes across our FY16-17. ACSS' new business model will focus Center resources on interagency and international consultation, strategic research, programming, bilateral engagement, exercise support, and ultimately the synthesis of strategic level products to further the priorities of the USG and the Center's new vision and mission. The deliberate approach to the FY16-17 program plan is intended to generate the necessary predictability and inclusivity ACSS needs to apply limited resources and subject matter expertise while leaning hard on measurable outcomes and strategic impact.

- The FY2016 Program Plan identifies the tangible ways in which ACSS will contribute toward making its vision a reality for more Africans. Each program theme entails a dedicated effort in research and publications, strategic communications, workshops and seminars, and outreach activities; leveraging a growing community of interest across the continent, evidence-based analysis, and 16 years of unique insight as the only DoD-Africa forum for bilateral and multilateral study of African security challenges. The Center also intends to expend its effort to strategically leverage and engage with relevant regional security organization (e.g. the African Union and the Economic community of West African States) to advance security goals. ACSS will focus efforts along the following work streams:

    - Countering Terrorism and Transnational Threats
    - Strengthening Leadership, Strategy & Governance in Africa's Security sectors
    - Stabilizing Fragile States: Strengthening Security Sector Institutions & democratic Accountability
    - Countering Terrorism and Transnational Threats

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- Advancing Collective Security: African Peace and Security Architecture Continental & Regional Mechanisms
- Interagency Support

- DKI APCSS
  - APCSS will continue pursuing efficiencies while ensuring it continues to offer activities that respond effectively to USD (P) and USPACOM goals and requests. The APCSS FY16 plan addresses capacity-building and other policy priorities through an expanded program focusing on key and urgent priorities, maximizing return on investment, and delivering enduring outcomes. The plan leverages existing APCSS executive education capacity in a coherent program of interlinking lines of effort that maximize support to the strategic Asia-Pacific Rebalance efforts. Resident courses will remain the foundational program component, supplemented by a strong and complementary workshop and dialogue program addressing key topics derived from OUSD(P), ASD/APSA and USPACOM policy guidance. These will be woven together by a robust Strategic Alumni Security Initiative to ensure that alumni are strategically networked, nurtured and leveraged to maximize their contribution to increased individual and organizational capacity through their Fellow's Projects, alumni association and functional community of interest (COI) involvement. Developing APCSS partnerships with Department of State and others will continue to strengthen the whole-of-society approach to security solutions.

  - Continually nurtured development of the 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

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of APCSS teaching faculty. Other efficiency measures employed in FY16 include increasing use of the other volunteer support, focusing on partnerships that bring operational efficiencies, continuing to pay below per diem rates for course Fellows, and adopting renewable energy alternatives for cost savings.

- GCMC

- The GCMC seeks to develop and sustain a network of policy practitioners that build joint, interagency, and interoperable partner capacity. Advances toward this outcome will be made through a focus on transnational and regional issues conducted via resident and non-resident courses, and alumni outreach. Finally, GCMC is working to implement a new German-American Memorandum of Agreement that will strengthen German-American cooperation.

- Transnational issues will be addressed by developing the existing Counternarcotics and Illicit Trafficking program into the Counter Transnational Organized Crime program, by continuing to offer existing programs such as 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. There is now an Alumni Specialist assigned to each Transnational Program to help develop a robust global network of functional specialists.

- Regional issues will be addressed by existing courses such as the Seminar on Regional Security, the Program in Applied Security Studies, as well as two new courses that address security problems on Europe’s eastern and southern flanks. GCMC’s course on

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Security Sector Capacity Building will be dropped in FY16 although these essential capacity building elements will continue to be covered in various resident courses.

- NESA

- As NESA looks to FY16 the Center will conduct 57 programs – producing nearly 1,400 alumni, continue to execute an expanding FMS Case program with the UAE National Defense College (NDC), and deliver programming in direct support of their stakeholders.

- Education: The Center's 57 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 amongst 45 participants from the NESA region. Eleven (11) "Middle East Programs" will focus on regional topics such as the future of ISIL and its impact on region, and gulf military integration. Eight (8) "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. Eleven (11) 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).

- 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.

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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 SSN 2016 conference theme is the "NESA Region in 2020." The conference will examine how the NESA region (North Africa, the Levant, the Gulf, South Asia, and Central Asia) will look in the coming few years and the implications for United States policy objectives. Additionally, NESA will continue its Alumni outreach to keep course graduates up to date on American policy trends and issues.

- WJPC

- Continue expansion of SDIB programs with the introduction of the Conflict Assessment and Program Analysis (CAPA) course. This course, as with the newly introduced Managing Security and Defense (MSD), target senior leaders and decision-makers in the defense and security sectors. The MSD will also be conducted in FY 16.

- Seek to transform the existing alumni relations paradigm to a new model focused on Communities of Practice (COP) in accordance with OSD Policy guidance. By focusing

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resources on this COP, WJPC seeks to enhance SDIB efforts throughout the region by nurturing a network of practitioners and a peer-supported base of knowledge that can provide both the academic and policy foundations for capable, transparent ministries and good governance.

- Increase 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.

- Actively de-conflict programming and initiatives with the other RCs in accordance with OSD Policy guidance as well as identify opportunities to increase Regional Center collaboration;

- Expand stakeholder investment from COCOMs and other USG agencies and funding streams (1206, CTFP, Counter Narcotics, the US Department of Justice, and International Narcotics & Law Enforcement Affairs (INL));

- Increase the number of self-funded participants.

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

III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

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- ACSS
  - In 2017, ACSS envisions continued increases in program requirement to support Executive-level security and governance priorities (SGI, CTPF, and AMEP), Office of the Secretary of Defense policy priorities (Countering Terrorism and Transnational Threats, Security Sector Reform, and Strengthening Defense Institution), U.S. Africa Command and its Service Components Lines of Effort, and other interagency security priorities.

- DKI APCSS
  - With increasing demand and continuing downward pressure on budgets, APCSS will continue to review its business model in order to form effective partnerships that will allow increased efficiencies to meet OUSD(P) and USPACOM expectations for priority and high demand programs. In addition to the continued employment of FY15 and FY16 efficiency measures, APCSS will also leverage technology for virtual engagement, where appropriate and feasible, to help minimize travel budgets.

- GCMC
  - Continue to execute plans and objectives started in FY16.

- NESA
  - Continue to execute plans and objectives started in FY16.

- WJPC

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- Maintain SDIB country programs and expand to appropriate priority partner nations, as directed by OSD Policy

- Expand resident course offerings to include two-week programs on measuring defense outcomes and competency-based professional defense education

- Continue support to OSD-WHA and the Government of Trinidad and Tobago in final preparation for and follow-up to October 2016 Conference of Defense Ministers of the Americas (CDMA)

- Increase emphasis on influencing senior executives who and institutions that can directly implement national policy;

- Continue to support the functional specialization pilot program implemented in FY15 at the George C Marshall European Center for Security Studies by recommending the best English-speaking candidates from priority nations;

- Continue to leverage technology with in-region and virtual programs

Wales (formerly Warsaw) Initiative Fund (WIF)/Partnership for Peace Program

I. FY 15 ASSESSMENT:

WIF program efforts are conducted in accordance with regional and country-specific priorities established by OSD Policy, U.S. European Command (USEUCOM), and U.S. Central

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Command (USCENTCOM), and also NATO Individual Partnership Action Plan (IPAP) and Partnership Goals (PGs) as agreed to by the Partners. WIF directly supports the strategic objectives identified in the 2014 Quadrennial Defense Review (QDR) and the security cooperation objectives identified in the Guidance for Employment of the Force (GEF). WIF provides a mechanism for the U.S. government (through a DoD security cooperation program) to demonstrate its commitment to NATO and its Partners by strengthening security and stability in the Partnership for Peace (PfP) region.

FY15 activities were planned in 12 countries in Southeastern Europe, Eurasia* (Moldova and Ukraine), Central Asia, and the South Caucasus. They included: regional and bilateral exercises to enhance Partner interoperability to prepare for and operate in a coalition environment; exchanges, conferences, seminars, and workshops; support to the Ministries of Defense (MoD) of Partner nations to enhance professional military education; and, support for Partner country efforts to reform defense institutions as well as advance MoD and interagency cooperation for emergency preparedness and consequence management.

**Although Russia and Belarus are WIF-eligible countries as PfP "developing" Partners, there were no WIF-funded events with Belarus or Russia in FY15.*

A primary advantage of the WIF program is the flexibility it offers to the Department to address a broad range of capacity building requirements to meet both current and evolving defense security priorities. WIF program implementation in FY15 was no exception. Among the top priorities the WIF program supported in FY15 centered on U.S. and coalition interests: (1) Partner preparations for deployed operations as contributors to NATO's Resolute Support Mission (RSM) and International Security Assistance Force (ISAF)

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mission, and other international and coalition missions; and, (2) active engagement with Central Asian partners to sustain access and nurture the institutional structures necessary for facilitating unfettered logistics through the Northern Distribution Network (NDN).

- USEUCOM relies on WIF resources for exercises, military-to-military, defense reform, and tailored capacity-building activities with nine USEUCOM PfP countries: Armenia, Azerbaijan, Bosnia-Herzegovina, Georgia, Macedonia, Moldova, 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.

- USCENTCOM continues to rely heavily on WIF for its military-to-military commitments and overall bilateral engagement strategy in Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. WIF funding and activities comprise approximately 90% of USCENTCOM’s partner engagements in Central Asia outside of counter-terrorism and counter-narcotics programs. The flexibility of the WIF program is

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particularly useful in responding to a range of emergent requirements that ensure continued and uninterrupted access to the NDN and support to coalition operations in Afghanistan. As RSM operations 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.

I. FY 15 ASSESSMENT:

A. FY 15 ACCOMPLISHMENTS:

There were many bilateral and multilateral/regional successes. The following are some examples of FY15 accomplishments:

Armenia:

- The Defense Institution Building (DIB) program in Armenia made steady strides in FY15 as Armenia continued to take ownership of its second Strategic Defense Review (SDR) process (2016-2020). Robust senior-level commitment and the expansion of an Interagency Committee and MoD/General Staff (GS) working group demonstrate Armenia's commitment to making progress in this area. Quarterly engagements supported the successful completion of Phase 3 (Task Lists) and Phase 4 (Force Structure), the latter being the longest and most difficult phase. The MoD and GS have also held high-level discussions on transitioning to mission command, which has been supported by the SDR team.
- The CMEP program conducted an exercise development and interagency tabletop workshop. These efforts focused on: enhancing national interagency cooperation; increasing capacities for crisis communications; familiarizing interagency public information

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officers with information flow; and how to communicate critical information to the public via the mass media during disasters.

Azerbaijan:

- The DIB program continued to provide support focused on the long-term groundwork for future generational change in the MoD. The Azerbaijani J-1 began to show genuine interest in pursuing strategic level personnel reforms, though engagements became inconsistent during the latter half of the year. Engagement with the interagency Maritime Strategy Working Group also came to a halt mid-way through FY15. DIB program and EUCOM agreed that all possible theoretical work had already been covered and that further engagement would be contingent on senior leadership forming working groups to begin actual implementation of the Maritime Security Strategy (MSS). In addition to HRM and Maritime Strategy, DIB introduced the MoD/GS to the strategic force development planning process, as well as drafting strategy/policy documents on standardization and international military cooperation.

- DEEP was particularly active in Azerbaijan, devoting three events to preparations to launch a new senior-level course focused on the operational and strategic levels of war sometime during early 2016. DEEP also added a final exercise as the culminating event for Azerbaijan's intermediate-level Joint War College curriculum.

Bosnia-Herzegovina:

- With a series of events on procurement and contracting regulations, the DIB program culminated support for MoD strategic level logistics development. With this culmination, the DIB program launched new efforts in resource management and human resource management. DIB experts supported the MoD Finance Directorate and Bosnia-

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Herzegovina JS J-8 in their efforts to develop a revised resource management system that is transparent, responsive and supports development and enhancement of key defense capabilities as well as a prioritized budget request. The DIB program also supported MoD / JS efforts to transition to a more effective system to address HRM requirements, with an initial emphasis on career management issues. The Bosnia-Herzegovina J-1 Director said that the human resource management (HRM) team has "opened his eyes" and he better understands the need to grow a manageable officer inventory.

Georgia:

- The DIB program continued to support a number of HRM reforms. The ongoing implementation of a pay-by-rank system, which has been a NATO Partnership Goal for several years, represents a major success. Quarterly workshops also supported Georgian human resources (HR) personnel with developing and refining their competence management/job classifications, performance management, military selection processes, and military pensions. In the area of resource management, the DIB program conducted a workshop to prepare personnel from ten different MoD departments for the first-ever mid-year review. Participants were introduced to the key principles and mechanisms of analyzing the execution of a program-based budget.
- DEEP efforts complemented HRM reforms by assisting Georgia with the adaptation of student evaluation methods through faculty development events.
- CMEP executed three workshops focused on Defense Support to Civil Authorities, Scenario Planning, and National Exercise Program. The DSCA and scenario planning events identified shortfalls in personnel training and disaster planning.

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Kazakhstan:

- The DIB program, in alignment with USCENTCOM objectives, engaged in two lines of effort to support Kazakhstan's MoD professionalization efforts in HR and Training Management in response to the government's decision to end conscription. The MoD HRM Directorate initiated a major reorganization to accommodate the needs of a volunteer force and the Mobilizations Department has begun adapting to the requirements of retaining formerly conscripted soldiers and transitioning them to volunteer service. In addition, the Kazakhstanis have been exploring necessary legislative changes to move to a professionalized force. DIB efforts also supported the MoD as it expands testing of U.S.-like Training Management techniques.
- DEEP has supported Kazakhstan with final steps of curriculum development to build pilot courses focused on Western Operational Art and Legal Aspects of Peace Support Operations.

Macedonia:

- The DIB program conducted a program review in early FY15. The review enabled a prioritization of efforts, clarified progress on current DIB projects, examined what remains to be accomplished within existing efforts, and yielded a better understanding of what other DIB requirements should be addressed. As a result, DIB personnel supported the MoD in developing effective and transparent resource management system scenarios. DIB activities also include support for Macedonian efforts to enhance the effectiveness of the operational logistics system and processes in accordance with Western and NATO best practices.

Moldova:

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- Overall pace of DIB decreased during FY15 in Moldova. However, following a GCMC security sector reform seminar and publication of Moldova's NATO Defense Capacity Building (DCB) package (late FY15), the MoD has begun an effort to revise its National Security Strategy and conduct the requisite threat assessment. Both DIB and GCMC will support these efforts going forward.
- The DEEP program helped achieve a significant milestone when capacity was declared for Moldova's PME program upon the graduation of its first class of students from its military academy. With capacity declared, Moldova is providing SMEs as faculty development providers to other NATO partner nations via DEEP.

Montenegro:

- DIB support focused on finishing the Long-term Development Plan (LTDP) and HRM aspects of the LTDP. The Defense Minister was able to present the LTDP to NATO ahead of the December 2015 Foreign Ministers Meeting, where MNE was invited to join the Alliance.
- DIB efforts supported Montenegro as it takes the necessary actions to implement a financially-based re-structuring program for its forces that was initiated in 2013.
- CMEP conducted an Emergency Operations Center (EOC) workshop and a follow on Emergency Preparedness workshop for Montenegro. These efforts focused on intra- and intergovernmental communications, civil-military coordination, national exercises, and related planning efforts.

Serbia:

- The DIB program continued to build on efforts to support development of strategic logistics capacity and expeditionary planning. DIB teams supported MoD efforts to enhance and expand its ability to deploy peacekeeping forces abroad. This includes

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a better understanding of the need to establish a good working relationship within the whole of the Serbian government and establishing lateral communication below the strategic level. DIB efforts have also continued to work with Serbian personnel on HRM concepts as part of broader discussions.

- WIF-funded DEEP efforts focused on the initiation of a Serbian Battle Staff Course for staff NCOs.
- CMEP activities focused on Scenario Planning to follow up previous efforts on disaster planning and national flood response lessons learned workshops in FY14.

Tajikistan:

- DIB efforts focused on broad familiarization with the discipline. Completed workshops addressed Military Decision Making Processes, Information Assurance, and the risks of ethnic and religious conflict.

Ukraine:

- DIB efforts continue to support the high-level focus of the U.S. Ambassador and USEUCOM on Ukraine as a top priority country. Despite challenges presented by the ongoing events in the eastern part of the country, Ukraine approved new drafts of the National Security Strategy and Military Doctrine. Through a series of workshops, DIB supported Ukrainian development of a new Maritime Concept for the Ukrainian Navy. DIB participated in and co-sponsored several events with Ukraine, NATO, and EUCOM that resulted in significant improvement in medical military capacity. Work has also begun with MoD Personnel Department in HRM to develop more effective systems for personnel evaluations and assessments, personnel rotation policies, a personnel training system, and the military pay system. The DIB team has worked

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closely to evaluate and propose recommendations for major reforms of the Ukraine MoD and GS.

- U.S. DEEP activities in Ukraine are part of a multinational DEEP program driven by Poland and NATO. Consonant with the development of the Maritime Concept with the DIB program, DEEP is facilitating U.S. Naval Academy support to Bulgaria and Poland as part of a collaborative effort to reestablish the Ukrainian Naval Academy.

Uzbekistan:

- The DIB program conducted familiarization workshops on Military Decision Making Processes and Information Assurance.
- DEEP efforts focused on faculty development activities. Faculty development is a key driver for change at the Armed Forces Academy (staff college/war college-equivalent).
- CMEP conducted a geospatial information systems workshop and an interagency tabletop workshop. Both events were focused on using geospatial-based tools to improve Uzbekistan's civil-military cooperation and preparedness for disasters.

Multilateral/Regional:

- CMEP provided SME support to multiple planning events and execution of the Joint Reaction 15 Regional Disaster Response Exercise. CMEP contributions enhanced the overall exercise connection to NATO by: 1) Facilitating NATO involvement, and 2) Supporting interoperability through use of NATO disaster request/assistance procedures.

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- CMEP provided SME support to multiple planning events and execution of the Joint Reaction 15 Regional Disaster Response Exercise. CMEP contributions enhanced the overall exercise connection to NATO.

B. FY 15 CHALLENGES:

1. A continuing challenge is securing funding and appropriate authorities to ensure relevant organizations and ministries (other than the MoD) are present during discussions about interagency cooperation to collaboratively identify gaps, authorities, and discuss ways to reduce overlap of efforts during a disaster or crisis. In particular, a lack of representation from civil authorities to provide input on defense support to civil emergency services at times inhibited the potential effectiveness of CMEP programming. However, a possible solution to delegate statutory authority, Title 10 U.S.C 1051(c), is currently under consideration within OSD Policy in order to provide a basis to fund critical non-MoD representatives with WIF (i.e. Ministry of Foreign Affairs, Ministry of Emergency Situations, and Ministry of Interior), when appropriate.

2. The uncertainty of WIF availability in the out-years presented challenges for COCOMs trying to anticipate the level of support required to conduct security cooperation activities in the PfP countries and how possible shortfalls will impact meeting theater and country cooperation strategic objectives.

3. Geopolitical dynamics created pressures on some partners in the former Soviet space to distance themselves from U.S. engagement. No progress was made on negotiating a new Defense Cooperation Agreement with Kyrgyzstan.

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4. The drawdown of NATO forces from Afghanistan triggered a stronger demand signal from Central Asian MoDs for increased mil-to-mil cooperation in response to the looming challenges Central Asian states expect to face as their responsibilities increase for providing security and stability in the region. Managing expectations for Central Asian partners was a challenge given impending budget reductions and shifting strategic priorities.

5. While political unrest and domestic violence in Ukraine caused some events to be cancelled mid-FY14, it led to a spike in activity in FY15. The large scope and scale of security cooperation and assistance activities in Ukraine, challenges in access and engagement by some elements of the defense sector, and managing expectations are all ongoing challenges.

6. Some access and transparency issues with less-engaged PfP partners inhibited reaching the full potential of cooperative engagement. Additionally, this created some difficulties in planning for activities, resulting in the cancellation of some planned events. Program providers also struggled with some partners to match the level of demand with the right amount of engagement so as not to overwhelm the absorptive capacity of MoDs.

II. BUDGET YEAR FY 16 PLANS AND OBJECTIVES:

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In FY15, the WIF budget of $34.0 million enabled the Department both to meet planned WIF activities and to respond to significant emerging geopolitical developments in the region. Despite the anticipation of an overall reduction in the Defense-wide Operations & Maintenance (O&M) account, the demand for funding to meet important U.S./NATO objectives continues to grow. As the developments of the previous year demonstrated, one challenge for the Department is making decisions about programming that account for enduring programming and emerging contingencies, despite the U.S. government budgeting process to plan for one fiscal year at a time.

For FY16, the Department prioritized defense institution building efforts, support to NATO Partnership Goals, strengthening Partners' logistics capacity, and expanding the program outside of the PfP framework. Moving forward, WIF will provide greater support to defense strategy implementation by broadening WIF eligibility to the full range of current and selected, developing NATO Partners, such as North African and Middle Eastern developing countries of NATO's Mediterranean Dialogue (MD) and Istanbul Cooperation Initiative (ICI). The MD Partners are Algeria, Egypt, Israel, Jordan, Mauritania, Morocco, and Tunisia. ICI Partners are Bahrain, Kuwait, Qatar, and UAE. A small portion of WIF ($700k) has been allotted to support MD/ICI efforts in FY16.

III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

During the FY17 program build, the Department will continue to analyze each event and exercise systematically for sound objectives and program design as well as meaningful deliverables. After Action Reports completed by the providers on executed FY16 events will also be reviewed to examine the utility of the events based on WIF objectives. Priority

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efforts likely will continue to involve Ukraine, Moldova, and Georgia. A possible "re-set" of security cooperation activities in Central Asia also is under consideration.

Combating Terrorism Fellowship Program (CTFP)

I. FY 15 ASSESSMENT:

A. FY 15 ACCOMPLISHMENTS: The CTFP sponsored more than 60 Combating Terrorism (CbT) educational events in Fiscal Year (FY) 2015. These events involved approximately 2,900 security personnel from 122 countries, all with the goal of meeting the needs identified by the six Geographic Combatant Commands (GCCs). Programs ranged from two master's degree programs, "short courses" lasting three to twelve weeks, and shorter programs conducted in the continental United States as well as in PNs.

1. U.S. Africa Command (USAFRICOM)

In FY 2015, CTFP-funded programs and activities were considerably robust throughout Africa, reflecting the priorities expressed in the National Strategy for Counterterrorism, the U.S. Special Operations Command (USSOCOM)-focused country list, and the Guidance for Employment of the Force (GEF). Concerns over rising terrorist threats in Africa, notably from Boko Haram in Nigeria, al-Shabaab in Somalia, Al-Qaida in the Islamic Maghreb (AQIM), and the Libyan Islamic Fighting Group, fueled the broadening of CTFP-funded programs and activities on the continent.

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The CTFP-sponsored education and training programs for more than 520 security officials in the USAFRICOM AOR. These officials returned to their respective countries with a better understanding of how to: collaborate effectively to develop and strengthen human and intellectual capital to counter ideologies and mechanisms of terrorism; build CbT capabilities and strengthen global network of CbT experts; counter violent extremisms proactively; and harmonize views about threats from VEOs and their evolution.

2. U.S. Central Command (USCENTCOM)

In FY 2015, CTFP-sponsored activities strengthened capabilities of regional militaries and security forces pulling together a network of CbT experts committed to the U.S. efforts against violent extremism and transnational threats.

USCENTCOM CTFP events for FY 2015 ranged from individual training conducted at a variety of training sites in the United States (including master's degree programs) to attendance at seminars and conferences hosted by the regional centers (GCMC, CCMR, NESA, and APCSS) to METs working in the USCENTCOM AOR. Over the course of the year, the CTFP funded education and training programs (including Master's degrees) for 256 security officials in the USCENTCOM AOR.

3. U.S. European Command (USEUCOM)

In FY 2015, the CTFP-sponsored activities brought together a regional network of CbT experts to synchronize views regarding terrorist threats across Europe and the United States. USEUCOM collaborated with the U.S. Special Operations Command Europe (USSOCEUR) and the CTFP to educate and train more than 100 mid- to senior-level civilian and military government officials from various PN ministries (interior, foreign affairs, law enforcement, and defense) in CbT-related in-resident courses. Additionally, the CTFP

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organized four MET events and trained more than 280 officials from various security sectors across multiple ministries in Europe. Altogether, the CTFP sponsored more than 380 government officials across USEUCOM AOR through bilateral, regional, and global METs, as well as in-resident and master's degree programs.

The four MET engagements were held in Jericho (West Bank), Bosnia and Herzegovina, and Greece. These engagements were specifically tailored to combat terrorist threats, as well as to fill in capability gaps in the USEUCOM AOR.

4. U.S. Northern Command (USNORTHCOM)

In FY 2015, CTFP funding assisted USNORTHCOM to accomplish its regional objectives through tailored CbT educational and training activities. The CTFP sponsored nearly 80 international military and civilian students from the USNORTHCOM AOR to receive METs, master's degree courses, and in-resident education and training courses. One student from the USNORTHCOM AOR completed a CTFP-sponsored master's degree program in Counterterrorism Policy and Strategy at the NPS – a graduate degree program designed to strengthened PN capacity to understand more fully terrorist organizations, operations, financing, and the legal framework to combat these activities. Additionally, six international military members participated in the Sovereign Challenge Seminar that focused on how extremist threats can violate a country's sovereignty and encourages countries to develop programs to counter or prevent extremism and enhance security within the global environment.

5. U.S. Pacific Command (USPACOM)

CTFP funding enabled USPACOM to achieve its desired end-state through tailored CbT educational and training activities. In FY 2015, CTFP-sponsored activities strengthened

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alliances and partnerships of its regional network of CbT experts committed to U.S. efforts against transnational threats. In the USPACOM AOR, more than 430 international officials attended CTFP-sponsored training programs. In addition to the working groups and mobile programs, USPACOM also had two partner-nation officials earn master's degrees from NPS in Monterey, California. The programs were aimed at continuing to bolster the region's counterterrorism forces. Among these programs were the Federal Bureau of Investigation National Academy Associates Asia-Pacific Re-trainer Conference; Cooperation against Trans-National Threats (CATT); International Intelligence Fellows Program (IIFP); and the Counterterrorism Incident Response and Lessons Learned Workshop.

6. U.S. Southern Command (USSOUTHCOM)

In FY 2015, more than 1,200 mid- to senior-level military officers and government officials from USSOUTHCOM attended CTFP courses throughout multiple education venues in the continental United States (CONUS) and in regional centers. Of those, 29 attended senior professional military education courses with six earning master's degrees and four attending the Homeland Defense Short Course at NDU, Fort McNair.

7. Continuing Engagement

In keeping with its mission to build a network of CbT professionals in PNs, re-engaging CTFP alumni is a key element in building long-term CbT partnerships – a priority noted frequently by the Secretary of Defense and other U.S. Government leaders. Many of these alumni have taken on increasingly prominent positions – including chiefs of their military services –since attending CTFP strategic-level courses.

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By offering graduates new opportunities after their foundational course, graduates are encouraged to remain connected with their fellow CTFP alumni and their schoolhouses. In many cases, this provides an entrée for senior U.S. Government and military leaders to discuss sensitive CbT issues.

The program's success and maturity have resulted in the development of a continuing engagement strategy. Implementation began through providing resources and enabling partner institutions to maintain and grow their educational relationships with past participants. This "phase two" of the CTFP allows DoD to realize the value of its investment more fully. In FY 2015, the CTFP conducted 14 continuing engagement events bringing together 422 alumni and enabling them to build upon previous coursework, continue to develop, stay involved in the network, and receive support in their continued CbT efforts.

B. FY15 CHALLENGES: Changing global priorities and an uncertain budget environment were the biggest challenges for FY15

II. BUDGET YEAR FY 16 PLANS AND OBJECTIVES:

In FY16, 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 2016 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 continue to develop its global, online

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presence through the Global ECCO platform which will help maintain connectively with alumni. Additionally, in early 2016 the CTFP plans to run a cyber-media program for Asia designed to help Asian countries counter terrorist use of cyber space to recruit and train new members.

III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

In FY 2017, the Program will target expansion into areas of the world that will continue to experience an equal expansion of terrorist threats. In order for the Program to stay ahead of the evolving threats resources must be dedicated to developing, and fielding new training programs and courses. In FY 2017, it is anticipated that it will be able to maintain the numbers of foreign military and security officials to attend CTFP-funded programs (~3,000 to ~3,200) through sustained program funding; though it may be impacted by increased operating costs to support training and travel. This may be offset with the continued expansion and utilization of virtual education opportunities and programs.

Partner Outreach and Collaboration Support (POCS), formerly: Regional International Outreach – Partnership for Peace Information Management System (RIO-PIMS)

I. FY 15 ASSESSMENT:

FY 15 ACCOMPLISHMENTS: The following systems operations and maintenance items were accomplished on the 17 GlobalNET collaboration Suite Instances to support the

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five Regional Centers for Security Studies, Partnership for Peace (PfP) associates, and additional DoD educational institutions and building partnership programs – currently with over 62,550 users.

- Provided internet hosting in a Risk Management Framework (RMF) commercial Cloud facility, for the GlobalNET platform (17 DoD and partner) communities including monitoring for intrusions, malware, system performance, and uptime
- Provided 24/7 email help desk support for operational issue support
- Provided software changes in response to change requests
- Provided configuration management support
- Provided software fixes; delivered patches
- Reviewed application exception logs and user trouble reports
- Performed troubleshooting
- Developed work-arounds and patches for critical problems
- Performed system administration and preventative and corrective maintenance.

Continued to provide contractor support to assist stakeholder communities regionally based. The personnel provide day to day assistance and coordination on GlobalNET platform usage and training, and assist organizations in the implementation of the platform.

Continued to resource local commercial internet service for nine Partner institutions in eight countries in the USCENTCOM and USEUCOM AORs. The service allows these Ministries of Defense to coordinate with the regional Combatant

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Commands in an efficient and timely manner on mutual defense and national issues and concerns.

Continued to provide 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 US embassies.

Continued operations and maintenance support to the Regional Center Person/Activity Management System (RCPAMS).

- FY 15 CHALLENGES:

  No challenges were experienced during FY15, with Team Civic Actions operational support of the GlobalNET collaboration platform in its operational environment; nor the internet service, equipment and support, nor RCPAMS.

II. BUDGET YEAR FY 16 PLANS AND OBJECTIVES:

Continue to provide the GlobalNET and RCPAMS platform operations and maintenance support as detailed below:

- Provide internet hosting for the GlobalNET platform, and RCPAMS including monitoring for intrusions, malware, system performance, and uptime in a certified facility
- Provide email help desk support for all operational issues for 24/7 support

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- Provide software changes in response to change requests
- Provide configuration management support
- Provide software fixes; deliver patches
- Review application exception logs and user trouble reports
- Perform troubleshooting
- Support the systems and assist users who are having performance issues.

Provide support personnel to work with institutions and partners globally during courses, seminars, outreach events, and the civic Actions development team.

Continue to support equipment and internet requirements:

- Limited equipment and operations support to the Military Partnership Directorate Division (MPD) at the Supreme Headquarters Allied Powers Europe (SHAPE), and for the COCOM coordinators in the EUCOM and CENTCOM AORs.
- Internet service to eight Ministries of Defense/Defense Universities/Peace Keeping Units in Central Asia and Eastern Europe.

III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

Continue to provide the systems operations and maintenance support for the GlobalNET and RCPAMS detailed below.

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- Provide internet hosting for RIO-PIMS GlobalNET system and RCPAMS including monitoring for intrusions, malware, system performance, and uptime
- Provide email help desk support for all operational issues for 24/7 support
- Provide software changes in response to change requests
- Provide configuration management support
- Provide software fixes; deliver patches
- Review application exception logs and user trouble reports
- Perform troubleshooting.

Provide support personnel to work globally with institutions and partners during courses, seminars, and outreach events.

Provide limited IT equipment and operations support to the Military Partnership Directorate (MPD) at the Supreme Headquarters Allied Powers Europe (SHAPE), and equipment for the COCOM coordinators in EUCOM and CENTCOM AORs.

Internet service to eight Ministries of Defense/Defense Universities/Peace Keeping Units in Central Asia and Eastern Europe.

DSCA Administrative Operations

The DSCA administrative operations fund salaries and operating expenses of the personnel who provide program and financial management for the DoD-funded security cooperation

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programs, along with the Humanitarian Assistance, Foreign Disaster Relief, and Mine Action program management costs. In addition, this program funds costs for Defense Finance and Accounting Service accounting support and Information Technology systems support.

Defense Institution Reform Initiative

- Established in 2010, the Defense Institution Reform Initiative (DIRI) is DoD'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 approximately 16 concurrent country projects tailored to address DOD priority issues. DIRI methodology for project design and execution is based in best

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practices identified by the security cooperation and security sector reform communities and operationalized and validated over the past five years of DIRI experience.

I. FY 2015 Assessment

A. FY 15 Accomplishments

The DASD for Security Cooperation directs the countries where DIRI works, based on the Guidance for Employment of the Force, input from OSD-P regional offices, and the Geographic Combatant Commands. Highlights of DIRI work in FY15 include:

- Acting as the lead on DoD support to the Africa Security Governance Initiative (SGI), a White House interagency initiative designed to improve oversight and management of security institutions and enhance citizen security in six African partners: Kenya, Mali, Niger, Ghana, Tunisia and Nigeria. (SGI is widely cited as the lead initiative operationalizing Presidential Policy Directive 23 on Security Sector Assistance and DIRI support has entailed collaboration on the development of new interagency approaches for SSA.)

- Providing the analysis and engagement plans needed to respond to Hill requirements that State Department and DoD incorporate sustainment and defense institution building into training and equipping requests made for African countries through the Counter Terrorism Partnership Fund (CTPF). Congress desires comprehensive programs that will ensure equipment delivered can be converted into capabilities that will be effectively employed and sustained by the recipient nation.

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- Continuing strong support for defense institution building in the Western Hemisphere, a priority highlighted in the US National Security Strategy, the President's Central American Strategy, OSD-P WHA policy guidance, and SOUTHCOM operational objectives). This includes working to support the Colombian Minister of Defense, General Command, and Service HW's as they seek to sustain previous security gains and supporting Guatemalan and Salvadoran efforts to manage their defense sectors more effectively, efficiently, and transparently.

- Strong support for Indonesia and Thailand as part of the Department's rebalance to the Asia-Pacific. DIRI's work with the Indonesians has supported the Ministry of Defense and TNI in considering the challenges of the rapid changes needed to Indonesia strategy, defense planning, joint operational concepts, and resource allocation to implement the new President's maritime vision and convert civilian policy guidance into effective and affordable military capabilities as part of a broader modernization effort.

- Sustained engagement with the Lebanese Armed Forces HQ and operational commands to support their efforts to plan more effectively to field and sustain the billions of dollars in equipment and training they are receiving from international funds.

By the end of FY15, DIRI will have conducted 95-100 highly tailored partner nation engagements with over three thousand participants in 21 countries worldwide. Depending on the country, DIRI often directly participates in and supports the objectives of bilateral working groups between OSD and counterpart Ministries of Defense, between the US Joint Staff and counterparts, and even between Service HQs.

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Country-specific examples of DIRI support for PN defense institution building (DIB) efforts follow:

AFRICOM

In addition to DIRI support for SGI throughout the FY and planning support for CTPF at the end of the FY, DIRI concluded projects in Botswana, Ghana, and Liberia and initiated a State Department-funded Trans-Sahara Counterterrorism Partnership (TSCTP) effort to assess defense institution building needs in Cameroon, Chad, and Mauritania.

Kenya: DIRI led interagency development of the Joint Country Action Plan (JCAP), a strategic framework developed jointly with partner governments that will guide bilateral cooperation under SGI. DIRI also contributed expertise to the border management focus area, the Government of Kenya's top priority for SGI, resulting in the establishment of an interagency border management coordination structure that will play a critical role in improving border security and reducing Al Shabaab attacks in Kenya

Niger: DIRI led interagency development of the JCAP and contributed significant expertise to the JCAP team in the areas of national security strategy and policy, defense planning and resource management, human resource management and logistics. At the end of FY15, DIRI was leading interagency design of a comprehensive program that will improve the Government of Niger's ability to effectively govern its security forces and respond to critical terrorist threats along and within its borders.

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Mali: DIRI led development of the defense section of the JCAP, resulting in a plan to improve the ability of the MOD and Malian Armed Forces to align limited human and financial resources with pressing operational requirements.

In **Ghana, Tunisia and Nigeria,** DIRI has provided defense expertise for initial high level consultations that will shape future cooperation as SGI in these countries progresses from initial scoping to project design and implementation in FY16.

CENTCOM

Lebanon: The DIRI team traveled to Beirut five times during FY15 and participated in the Joint Staff Talks at the Pentagon in April. The overall effort supports LAF HQ as they seek to effectively implement the CENTCOM-supported Capabilities Development Plan. The LAF's DIRI-supported Strategic Planning team has been able to identify "strategic consistencies" to guide LAF planning (a first according to an EU representative, who stressed the challenges posed by the confessional nature of the political system in Lebanon). The LAF team has also identified future scenarios of concern; risk assessments; mission areas and definitions; operational challenges; mitigation options; and recommendations, which (once approved by leadership) are expected to inform force modernization efforts now underway.

The acquisition line of effort is intended to address the inability of the Lebanese system to procure items. (The defense sector was only able to spend $5 million of $100 million allotted to them for capability development.) Lebanese processes for acquisition (including procurement, contracting) and budgeting have been mapped and potential

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improvements identified for action. (An unplanned spin-off from this line of effort but one demanded by the LAF is the creation of much needed job descriptions for nearly all positions within the LAF HQs.) In addition, the team is addressing the need for a new system for producing the valid technical specifications necessary for all equipment procurement, since inadequate specification has foiled nearly every procurement attempt in the past. DIRI leveraged the need for patrol carriers (a $200M+ line in the CDP) within the land border regiments (LBRs) to successfully introduce the intermediate concepts of "key performance parameters" that pull in operator expertise; and "requests for information" that aim to collect data from potential vendors in the development of much improved "technical specifications."

Broader DIRI support to build the institutional capacity to identify, plan, and budget for the enablers required to field and sustain effective capabilities is underway. This builds on relationships built to date and the new and productive communications channels developed within the LAF as a result of DIRI work. These have enabled unprecedented collaboration between various staff directorates within the LAF HQs; between the LAF HQs and MoD; between the LAF HQs and operational units; and between the LAF and other parts of the Lebanese government. As one of the most senior officers in the LAF stated, 'DIRI is helping us get out of the past, better understand the present, and more fully consider and plan our future."

EUCOM

Most DIB work in the EUCOM AOR is led by the Wales Initiative Fund Defense Management team. Kosovo was the notable exception in FY15.

IV. Performance Criteria and Evaluation Summary:

Kosovo: From 2012-2014, DIRI supported the Ministry of the Kosovo Security Force (MKSF) in leading an inter-ministerial Strategic Security Sector Review (SSSR) focused mainly on developing recommendations for the transformation of the Kosovo Security Force into an effective, affordable defense force that contributes to regional stability. Although SSSR implementation has been delayed by delays in passage of key legislation, in FY15 DIRI supported a number of important steps that will be essential for successful KSF transformation over the next ten years. Accomplishments include the establishment of a full time Transformation Department in the Ministry and an MKSF/KSF Commission to oversee SSSR implementation, the development of detailed implementation plans and the development of key staff processes to manage implementation.

PACOM

As part of the rebalance toward the Asia-Pacific region, DIRI deepened its existing projects in Indonesia and Thailand in FY15, and supported a PACOM exchange with India on Logistics.

Indonesia: The DIRI team traveled to Jakarta seven times in FY15 helping Ministry of Defense (MoD), military (TNI), and Embassy Jakarta achieve Defense Institution Building (DIB) objectives. Arrival of Ministry of Defense Advisor (MoDA) has deepened and broadened DIB achievements. DIRI's work with MoD's Planning Directorate (Renhan) demonstrated best practices in defense management and highlighted linkages between strategy, joint capability planning, defense resource management, and data management. Using best practices, Renhan then built Indonesia's first-ever, top-down, jointly

IV. Performance Criteria and Evaluation Summary:

planned, resource constrained, mid-term (5 year) Defense Strategic Plan(DSP) (Renstra II) 2015-2019.

As President of Indonesia Widodo took office in Oct he announced a sweeping new "maritime vision". DIRI capacity building efforts with Kemhan helped MoD and TNI consider the challenges of rapid changes to Indonesia strategy, defense planning and resources to implement the Presidents vision and supported the integration of a maritime emphasis into their defense White Paper. More importantly, the MoD recognized gaps in defense planning systems that will need to be addressed if civilian policy guidance is to be converted into operational results. As a result, MoD Secretary General (number three senior MOD leader) agreed DIRI should expand to four projects across MoD and TNI to address interrelated defense gaps across three Kemhan directorates – Defense Strategy; Defense Planning; and Defense Industry. In addition, the Navy and Air Forces have expressed interest in work on Readiness and Operational Cost Analysis and the Joint Staff is exploring the development of Joint Operational Concepts, all efforts which will support the development of effective capabilities. DIRI's FY 15 accomplishments have also led to Indonesian requests for continued Defense Institution Building support into 2016 and beyond, which will support the implementation of an updated bilateral defense agreement under negotiation by both countries.

Thailand: The DIRI team traveled to Bangkok five times, participated in the Royal Thai Army's bilateral planning meeting with the US Army Pacific Component in Hawaii November 2014 and met with a Royal Thai Army (RTA) logistics team in Washington, DC in May 2015 in support of USG objectives to professionalize the force and contribute to overall defense reform. On the human resource management front, the DIRI team provided technical support to a MoD-led, collaborative, transparent effort to update their special pay regulations

IV. Performance Criteria and Evaluation Summary:

for the armed forces. Currently, DIRI is supporting RTA on Life Cycle Costing (LCC) analysis beginning on three candidate systems: the HUMMV, the CH-47D and the M60A3. This includes field visits to RTA units to further investigate and understand operations and infrastructure costs for these systems.

SOUTHCOM

Defense institution building resonates with key partners in the region and is a central emphasis of the US National Security Strategy for the Western Hemisphere. The return on investment of existing DIRI projects and stakeholder interest in DIB has allowed for important advances in FY15 in integrating DIB into the bilateral relationship and institutionalizing it in security cooperation planning. Most notable is the success of DIRI support for the Guatemalan Ministry of Defense, which facilitated an increasingly robust OSD-P (WHA) relationship with the Ministry, resulting in the first Bilateral Working Group (BWG) meeting held in May 2015. The BWG, in turn, created a mechanism designed to ensure better coordination of security cooperation efforts between Guatemala and the DOD. In Colombia, the current MILGP CDR is emphasizing DIB in his Country Cooperation Plan; US Army South has provided key support to human resource management efforts with the Colombian Army that DIRI is leveraging; and DIRI has worked to support the integration of numerous stakeholders (e.g., SOUTHCOM J4) and providers into logistics efforts in country.

Colombia: The DIRI efforts in Colombia helps to safeguard over $9 billion in USG investments in the Colombian Public Forces by ensuring that past and ongoing investments in equipment and force structure can be resourced and sustained over time. This is done through DIRI's support to the Colombian Ministry of National Defense (MND) as they focus on identifying medium-term equipment recapitalization costs, evaluating the affordability

IV. Performance Criteria and Evaluation Summary:

of the current force structure, and developing integrated capability and resource planning solutions to address known shortfalls in both. During 2015 DIRI supported MND efforts to: 1) develop and implement necessary program budgeting and readiness reporting processes; 2) integrate capability planning with affordable materiel and non-materiel solution proposals; 3) evaluate and cost defense support activity requirements common to all Public Forces; and 4) begin working with the Colombian Military (COLMIL) to develop affordable and implementable force modernization plans.

Work also included support for the MND/COLMIL as they revamp their logistics system to increase effectiveness and find efficiencies through joint action, as well as improving standardization of personnel life-cycle management practices across the Public Security Forces. As the peace process materializes and the end of war taxes increases fiscal pressures, the MND will need to use its increasing defense management capability to make hard decisions to ensure a future force that is affordable and well suited to shifting missions domestically, while continuing to play a leadership role regionally.

Guatemala: During FY15, DIRI continued to support the establishment of the partner nation security and defense sector strategic planning and programmatic capacity to improve transparency, accountability, and effectiveness of core functions such as budgeting, capability planning, logistics, and human resources. The MND's new defense management framework, called SIPLAGDE (Integrated Defense Management and Planning System), is now driving key MND decisions that include the adoption of the MND's new Regional Command force laydown, which begins aligning the defense sector's operational structure with national defense objectives; and incorporation of USSOUTHCOM's security cooperation support into the SIPLAGDE planning cycle.

IV. Performance Criteria and Evaluation Summary:

President Otto Perez Molina complimented SIPLAGDE for its accountability and transparency standards, and directed the MND to support the GTM Ministry of Interior and his National Security Staff efforts to adopt key elements of this management framework. Implementation of the reformed senior Professional Defense Management Education (PDME), a joint DIRI-Perry Center initiative, is in full swing with the incoming class of the Superior War Course being the second to receive the new instruction - of which half is devoted to classes on SIPLAGDE. The GTM Chief of Staff is also finalizing SIPLAGDE-driven plans that propose a limited Base Realignment and Closure process; development of an integrated C4/ISR framework to support both operations and logistics requirements; personnel policy reforms that will guide long-term structural changes in the Pension System and creates a new personal system that best supports new force design requirements; and development of an Integrated Logistics System (ILS) that creates a national defense procurement and acquisition center, a consolidated logistics management process, a defense-wide network of preventive maintenance facilities; and articulation of an MND-wide Defense Technology Policy that orients requirements, establishes efficient procedures and guides national defense procurement/acquisition processes.

El Salvador: After hearing about successful Guatemalan reform efforts, the Ministry of National Defense (MND) of El Salvador asked the US Ambassador and DOD for DIRI support. This began in March 2015 and with DIRI support, the Salvadoran MND core reform team has finished an intense analytical effort to identify key policy, legal, and defense management gaps including the need for a broader national security and strategy policy formulation framework to collaboratively address strategies, missions and objectives; defense legal environment 'gray areas' regarding the military's authority to participate in internal security operations; and supporting a modernized force structure with properly apportioned roles, capable of performing required missions, and able to do so within allocated national resources.

IV. Performance Criteria and Evaluation Summary:

The Salvadoran MND's core team established necessary working groups to drive FY16 work. This includes groups working on an Integrated Decision Framework/Normative Architecture; Defense Policy; Force Design and Organization. Program Budgeting; and Doctrine and Education. The short term intent is to respond to Ministry of Finance requirements for a results-based budget by June 2016, which will require analyzing and costing future mission areas, capability requirements, the current force structure, and acquisition priorities in order to develop program recommendations that are integral part of the budget development process.

Chile:

DIRI's support in FY15 for joint work by the MOD (Sub-Secretariat of the Armed Forces) and respective Armed Forces staffs on Life-Cycle Costing (LCC) resulted in completion and ongoing use of a standardized sector-wide LCC methodology that is now codified in a directive signed and promulgated by MINDEF Burgos. The Chilean Ministry of Finance has fully embraced this new methodology. In addition, work has begun on the development of a standardized budget framework that will serve as a key interim step for development of a more sophisticated results-based budgeting framework that can support complicated capability cost estimates needed for future Sub Secretariat of Defense (SSDEF)-led capability planning efforts. DIRI has provided support to SSDEF efforts to develop a strategic and capability planning process in FY15 and will deepen this line of effort in FY16.

B. FY 2015 Challenges

DIRI conducted fewer sustained country projects in FY15 than in preceding years as a result of the ongoing OSD-P prioritization process. As projects drew to a close at the end of FY 14 and throughout FY15, new programming was put on a hold. This had the most

IV. Performance Criteria and Evaluation Summary:

impact on the Asia-Pacific, where only two projects were underway and no new projects were started. This hold on project was offset somewhat by presidential initiatives for Central America and Africa, which permitted new projects to be scoped and initiated in El Salvador and 7 African countries. However, since most of the new projects in Africa were to take place within the interagency/ SGI context (requiring National Security Council approval), the initiation of those projects was more time consuming than is usually the case.

II. FY 2016 Plans and Objectives

Support for CTPF planning and subsequent execution of institutional capacity building in key African countries will be a priority effort in FY16, along with ongoing support for the interagency Security Governance Initiative in Africa. Work in the Asia-Pacific is expected to increase significantly, assuming partner nation interest. Given the importance of defense institution building to broader DoD and USG objectives for Colombia and Central America, DIRI support will continue – and will continue to focus on integrating DIB more fully into country cooperation plans and institutionalizing it as a key part of security cooperation planning in the hemisphere.

DIRI will also continue its work on assessments and monitoring and evaluation in support of program objectives as well as broader State Department and DOD objectives for effective and integrated security sector assistance and security cooperation. Finally, DIRI will continue to develop and disseminate best practices and lessons learned in support of the development of a Community of Interest on Defense Institution Building and will continue to collaborate, as directed, in leading the development of a Community of Practice.

IV. Performance Criteria and Evaluation Summary:

III. FY 2017 Plans and Objectives

The forthcoming OSD-P guidance on DIB countries will shape planned FY2017 country activities, per new Defense Planning Guidance. Actual partner nation engagements in FY17 will be dependent on FY16 developments and emerging policy priorities.

The Defense Institute of Security Assistance Management (DISAM)

The Defense Security Cooperation Agency (DSCA) provides program management, financial management and program implementation for the Regional Centers for Security Studies, Wales Initiative Fund/Partnership for Peace Program, Combating Terrorism Fellowship Program, Regional International Outreach, Defense Institute of Security Assistance Management, Global Train and Equip Program, Ministry of Defense Advisors Program, Defense Institution Reform Initiative, Increasing Partner Capacity Building in Rule of Law Context, Global Theater Security Cooperation Management Information System, Building Partnership Capacity – Yemen and East Africa Authorities, Global Security Contingency Fund, Coalition Support Funds, and Lift and Sustain Support. The DSCA also provides program management and program implementation support to the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs, which are funded in a separate appropriation.

The DSCA's performance measures support implementation of the defense strategy. By focusing on coalition and alliance requirements; defense institution building; security sector reform; planning, training, exercises and education of personnel from allied and friendly nations; and various DoD programs that support access, interoperability, and the

IV. Performance Criteria and Evaluation Summary:

building of partner capacity to support peacekeeping, search and rescue, and humanitarian operations; DSCA helps to effectively link DoD's strategic direction with those of allies and friendly nations.

I. FY 2015 Assessment

FY 15 ACCOMPLISHMENTS:

a. Maintained the SC workforce trained at 89.9% (as of 13 August 2015).
b. Constant integration of critical building partnership capacity and other Title 10 partner-relations building programs into appropriate DISAM courses. We emphasize to the CCMD, JCS, and Service HQ desk officer course (Security Cooperation Management Action Officer course or SCM-AO) and the Security Cooperation Officer (SCO) course (Security Cooperation Management Overseas or SCM-O). Curriculum addresses the utility of programs that aid in Building Partner Capabilities such as 2282, Counter-Narcotics, Humanitarian Assistance, and The Global Security Contingency Fund and the proper planning and implementation of these programs as part of theater security cooperation or other campaign plans. Recent senior leadership visits have validated these additions to the courses.
c. Enhanced online learning opportunities with revised SCM Familiarization and International Programs Security Requirements (IPSR) Online Courses reaching over 4,000 students. Developed and posted on the DISAM website several stand-alone modules of instruction (learning guides) for training and/or reference for the SC workforce.
d. O&M student funding. A total 2,453 student throughput for IPSR, MTCR, and SCM-AO. (Student count 1505 for IPSR - OL, 240 for IPSR-3, 119 for MTCR, 589 for the AO). (Data as of 8-25-14)

IV. Performance Criteria and Evaluation Summary:

e. Continued the upgrade of our audiovisual technology to allow for more access to SC educational tools and resources not previously accessible through existing systems. We are working the security measures to permit us to provide the U.S. military officers headed overseas to receive critical classified blocks of instruction starting in 2016 to better prepare them to support U.S. national priorities as directed by DOD and CCMDs.
f. Received security authorities for DCEPS - ATO (Mar 2015), SAN - IATO (Oct 2015 & Jul 2015), SORN - DISM - Pending (60 Day Notice, SSNR and PIA are approved), SORN -SAN - Pending (60 Day Notice, and PIA are approved), and Net Support - AF approval (Aug 2015).
g. Completed renovation to get full use of the space and better workflow of the leadership and administrative responsibilities of DISAM.

FY 15 CHALLENGES:

a. Decrease in funding required cancellation of International Programs Security Requirements class supporting contract in the summer of 2015 resulting in no classroom offerings for at least a portion of 2015-2016. Online training continues to be available.
b. Working with WPAFB on currency of the Host Tenant Support Agreement (HTSA); they are reducing services while increasing cost. Establishing direct contracts for formerly base provided services.
c. Adapting time critical legislative and policy changes to our curriculum to meet real-time processes and procedures.
d. Ensuring we are maximizing the resident, online and onsite courseware opportunities and attendance.

IV. Performance Criteria and Evaluation Summary:

e. Awaiting final decisions on moving IA workforce into SC workforce with impacting policy and IT changes.
f. Continuing the evolution of IT infrastructure to meet additional training requirements in conjunction with Authorities to Operate meeting system security requirements.

II. BUDGET YEAR FY 16 PLANS AND OBJECTIVES:

- Support DSCA SC Workforce Managers in facilitating community efforts.
- Continue to educate the O&M SC workforce by resident, online and onsite education. Add additional on-line and resident courses to meet continually changing requirements.
- Maintain the currency of all DISAM course content by incorporating time critical legislative and policy changes to our curriculum to meet real-time processes and procedures as well as fully deploying courses to each Geographic CCMD at least once in 2016 as well as maintaining current offerings. Explore the opportunity for a Security Cooperation Office simulation for graduation from the "Overseas" course.
- Implement the upgraded International Affairs (IA) Professional Development and Security Cooperation (SC) Workforce Databases to better support the SC workforce and DOD needs.
- Expand academic partnerships with other institutions and organizations.
- Broaden online opportunities – largely by means of stand-alone modules of instruction (learning guides). Plan to complete an international military visitor briefing.

IV. Performance Criteria and Evaluation Summary:

III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

- Continue to meet the challenges imposed by the SC Community efforts in order to improve the education of the SC workforce.
- Add additional on-line and resident courses to meet continually changing requirements. Plan for the IPSR online course update to permit targeted IPSR training by student needs.
- Continue to provide excellent support to the SC academic mission in a budget restrained environment.

Increasing Partner Capacity Building in Rule of Law Context

I. FY 2015 ASSESSMENT:

A. FY 15 ACCOMPLISHMENTS:

O&M D-W funding supported the development and implementation of some 40 legal engagements aligned with priorities in the 2014 QDR, the Guidance on Employment of the Force (GEF) and the Geographic Combatant Commanders' (GCC) Country Campaign Plans. In FY 15, DIILS was actively engaged in all GCC areas of responsibility.

DIILS' strength continues to be the modest investment required to execute strategically agile, programmatically flexible, timely, sustained engagements in support of evolving security cooperation priorities. DIILS leverages Active Duty and

IV. Performance Criteria and Evaluation Summary:

Reserve JAG officers, as well as U.S. Government civilian legal experts as instructors for these events at minimal cost (travel and per diem).

In the Pacific, DIILS launched a Defense Institution-Building (DIB) initiative in Mongolia at the request of OSD Policy to develop a cadre of judge-advocates who could deploy globally with that country's peacekeeping units. DIILS continued human rights discussions with the Burmese military, conducted at the request of OSD Policy, aimed at eroding long-standing government bias and human rights violations against ethnic minorities. In Cambodia, DIILS has opened discussions with the military aimed at building awareness and ultimately compliance with international human rights norms. DIILS conducted, in partnership with Australia's Asia Pacific Centre for Military Law (APCML) and the New Zealand Defence Force, a fourth annual multilateral workshop on Maritime Security in the Western and Central Pacific. It promoted best practices and the removal of impediments to regional cooperation in disaster preparedness and the protection of marine resources that are key elements of the security and stability of these island nations.

In Africa, DIILS continued its engagements with Botswana in support of that nation's efforts to update the body of legislation that undergirds the defense sector. In support of U.S. Africa Command, DIILS participated in several regional discussions with Gulf of Guinea countries, designed to facilitate the implementation of a regional maritime security code of conduct.

In South America, DIILS opened engagements with Trinidad & Tobago (TTO), designed to (1) support the development of a cadre of military judge-advocates who can support military operations – especially in cooperation with U.S. authorities, and (2) build

IV. Performance Criteria and Evaluation Summary:

Defense maritime security capacity. These two tracks of engagement focused on supporting homeland security objectives by enabling this island nation to enhance operations against trafficking and violent extremist organizations.

In the Middle East, DIILS engaged Lebanon on border security and refugee law in order to facilitate those nations' role in hosting refugees from the conflict in Syria. DIILS also conducted a CONUS planning visit for the UAE to discuss future engagement in maritime and border security.

B. FY 15 CHALLENGES:

DIILS was unable to execute all Defense Institution-Building O&M requirements because of insufficient staff, vacant billets, and factors within partner nations, some of whom were unable to engage because of domestic instability, disease, embassy workload, and personnel turnover.

II. BUDGET YEAR FY 16 PLANS AND OBJECTIVES:

DIILS plans to prioritize engagement in accordance with OSD Policy DIB guidance in the final stages of approval as of this writing. Planned events in the PACOM area include: (1) continued engagement with, in support of that nation's request for U.S. assistance to build a cadre of JAGs who can deploy with units participating in coalition PKO; (2) continued human rights and international humanitarian law dialogue with Burma at OSD request; (3) continuing multilateral and related bilateral workshops to enhance international cooperation and promote the development

IV. Performance Criteria and Evaluation Summary:

of more robust partner legal frameworks for maritime domain awareness and maritime security in the nations of the Western and Southern Pacific; (4) discussing security-sector legislative and regulatory modernization with Cambodia; opening engagement with Indonesia, Thailand and Malaysia on maritime security, defense-sector transparency and human rights compliance.

In Africa, DIILS engagement will enable the Botswanan military to implement the results of their effort to modernize military laws and regulations. DIILS will continue to support AFRICOM efforts to enhance regional military cooperation in the area of maritime security, particularly in the Gulf of Guinea. DIILS will also continue to support the President's Africa Security Governance Initiative through engagement in Kenya (human rights and civilian authority over the military), Mali (management of professional military education for judge-advocates, development of a military justice system, and implementation of an inspector-general capability), and Tunisia (strengthen defense institutions, enhance border security, professionalize the officer and NCO corps). In Nigeria, DIILS will focus on military justice capacity-building and trafficking in persons and corruption.

In the Middle East, DIILS plans to continue engagement with Lebanon to build defense sector capacity to address border security issues and accommodate refugees from the conflict in Syria. DIILS plans to conduct maritime and border security engagements with UAE to enhance that country's capacity to combat illegal trafficking and migration.

In Latin America, DIILS will engage with Belize and Trinidad & Tobago to build military legal capacity to support military operations.

IV. Performance Criteria and Evaluation Summary:

In Europe, DIILS plans to launch engagements with the Baltic States to support legislative reforms attendant to responding to increased Russian aggression in the region.

III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

Funding in FY 2017 provides for the continuation of development and global implementation of legal engagement with a focus on U.S. strategic priority partners in PACOM and AFRICOM, fulfilling the requirement for sustained engagement with international partners that is necessary for the comprehensive implementation of long-term defense institution building within security sector reform. It 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 O&M, D-W 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.

Authority to Build the Capacity of Foreign Security Forces (2282)

The foreign security forces capacity building programs are designed to build the capacity of foreign security forces to conduct counterterrorism operations and to participate in

IV. Performance Criteria and Evaluation Summary:

or support on-going allied or coalition military or stability operations that benefit the national security interests of the United States. The authority builds on the very successful 1206 Program and seeks to ensure the success of these Department of Defense capacity building efforts by including a cross fiscal year authority which allows for the delivery of a full operational capability. The authority is timely, strategy-driven, integrated across diplomacy and defense, and measurable.

I. FY 2015 ASSESSMENT:

A. FY 15 ACCOMPLISHMENTS:

The 2282 Program provides Combatant Commanders with the resources to enable partner nations to participate in counterterrorism operations and stability operations. In FY15, the 2282 Program was used to support 49 individual Department of Defense and Department of State approved programs valued at more than$532M. These programs ranged from support to African partners in Somalia to EUCOM partners supporting operations in Afghanistan. 2282 is an incredibly dynamic and valuable tool for the department

II. BUDGET YEAR FY 2016 PLANS AND OBJECTIVES:

In FY16, the 2282 Program will be used to address Combatant Command identified priorities to support partner nations in conducting counterterrorism operations and stability operations. The Department of Defense and the Department of State will

IV. Performance Criteria and Evaluation Summary:

approve each program. The Department of Defense will notify all programs to congress.

III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

In FY17, the 2282 Program will be used to address Combatant Command identified priorities to support partner nations in conducting counterterrorism operations and stability operations. The Department of Defense and the Department of State will approve each program. The Department of Defense will notify all programs to congress.

Ministry of Defense Advisors Program

The Ministry of Defense Advisors (MoDA) Program deploys U.S. Department of Defense (DoD) 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 DoD temporary global authority to deploy civilian advisors to support security cooperation and defense institution building activities worldwide. The authority expires in FY17 but OSD(P) has requested that it be made permanent.

I. FY 2015 ASSESSMENT:

IV. Performance Criteria and Evaluation Summary:

The MoDA program met expectations in FY15 by maintaining support to the DoD mission in Afghanistan; maintaining advisors in Bosnia, Georgia, Montenegro and Kosovo; supporting a Defense Education Enhancement Program (DEEP) engagement in Mongolia; deploying new advisors to Indonesia, Ukraine, and Vietnam; and developing requirements in a number of other countries.

A. FY 15 ACCOMPLISHMENTS:

In FY15 MoDA successfully recruited, trained, and deployed 70 civilian advisors in support of RESOLUTE SUPPORT Mission Headquarters (HQ RS), which absorbed the ministerial development mission from Headquarters ISAF. After responding to significantly changed requirements, MoDA achieved a fill rate of over 90% late in the fiscal year with 73 advisors on the ground in Afghanistan.

Feedback from HQ RS 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 FY15, 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 Indonesia, Ukraine, and Vietnam; and is currently working to fill additional advisor requirements for ASEAN, Botswana, Georgia, Uzbekistan, and several other countries. The program

IV. Performance Criteria and Evaluation Summary:

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. FY 15 CHALLENGES:

The main challenge to the program stems from uncertain funding, a lack of personnel billets, coordination challenges, and the temporary nature of the current authority, which makes key stakeholders hesitant to commit organizational resources. However, MoDA continues to gain traction and is becoming increasingly integrated into COCOM and country team security cooperation planning.

II. BUDGET YEAR FY 2016 PLANS AND OBJECTIVES:

In FY16, the MoDA team will maintain a balanced program management capability, including government as well as contractor support, based on operational experience. Lessons learned in FY15 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 FY16 Global MoDA requirements.

In accordance with current U.S. and NATO planning for FY16, MoDA will provide approximately 82 trained DoD civilian advisors to support ongoing assistance mission requirements in Afghanistan. Advisors will be recruited, trained, and deployed in three cycles, January to March, April to June, and July to September, with up to 28 advisor candidates per cycle as required.

IV. Performance Criteria and Evaluation Summary:

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 FY15, conclude the advisor mission in Montenegro, and expand the program to a target of 10 deployed global advisors by the end of FY16. 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.

III. BUDGET YEAR FY 2017 PLANS AND OBJECTIVES:

If the MoDA authority is extended beyond FY17 or made permanent, increasing awareness and integration of the program into COCOM planning processes will result in significantly increased demand and continued expansion of the Global MoDA program. MoDA will maintain support provided to Afghanistan and the planned Defense Security Cooperation Management Office as required.

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

IV. Performance Criteria and Evaluation Summary:

G-TSCMIS is an Office of the Secretary of Defense initiative to develop and deploy a centrally-hosted web-based tool to facilitate management and oversight of the Department of Defense's (DoD) security cooperation portfolio. G-TSCMIS provides decision makers, planners and other users with the ability to plan for, synchronize, assess, view and report the status of security cooperation (SC) efforts in the context of DoD objectives and resources.

G-TSCMIS will consolidate, improve upon and ultimately replace over 20 legacy stand-alone SC management systems used by the military services, defense agencies, and combatant commands. DoD components without a SC management system, such as OSD and the Joint Staff, will gain access to such a system for the first time via G-TSCMIS. G-TSCMIS release 2, iteration 3 has been fielded to the combatant commands and military services. G-TSCMIS releases 3-5 will provide additional required functionality. OSD and the Joint Staff will begin to use G-TSCMIS starting with release 3.

The G-TSCMIS program is an evolutionary rapid information technology acquisition pilot program, as described in FY2010 National Defense Authorization Act (NDAA) Section 804 that provides users with greater capability through iterative releases that are developed and implemented over time. The Department of Navy (DoN) was assigned acquisition lead for the effort by Deputy Secretary of Defense (DEPSECDEF).

II. BUDGET YEAR FY 2016 PLANS AND OBJECTIVES

Continue development of Release 2 software. This will include CSITs for Iterations 1 and 2, and user community participation.

IV. Performance Criteria and Evaluation Summary:

Conduct/complete government IV&V testing, IA testing, and IT with operational test agency participation for risk reduction. User stories and scenarios will be developed to support testing.

As each software iteration is tested and verified, installation of that iteration with all necessary IA and maintenance fixes to G-TSCMIS software will be conducted at the two data centers for operational use.

Develop new training guides and courseware to reflect major upgrades to G-TSCMIS user interface in Release 3 Iteration 2.

Complete efforts with JS J6 to finalize all Release 4 functional and architectural requirements in support of the Release 4 Build Decision and define contract strategy for software development of remaining requirements.

Finalize applicable contracting documentation to support the Release 4 Request for Proposal (RFP) and begin source selection activities.

III. BUDGET YEAR FY 2017 PLANS AND OBJECTIVES

Complete development and fielding of Release 3 software and begin development and fielding of Release 4 software after contract award. This will include contractor, government and user community testing. User stories and scenarios will be developed to support testing.

IV. Performance Criteria and Evaluation Summary:

Complete source selection activities for Release 4 software development and conduct Release 4 Build Decision to commence development of new capabilities.

Applicable acquisition, training, and contractual documentation to be updated and finalized to support Release 3 Fielding Decision and training efforts, Release 4 Build Decision, and contract award efforts.

Funding provides 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 timely and effective delivery of G-TSCMIS throughout DoD.

The Director, DSCA, is the G-TSCMIS resource sponsor and chairs the G-TSCMIS Governance Council. DSCA will work closely with other Governance Council Members who include the Joint Staff J5 and J6 directorates; the Office of the Deputy Assistant Secretary of Defense for Security Cooperation; and the (U.S. Navy) Program Executive Office for Command, Control, Communications, Computers and Intelligence – and the broader DoD security cooperation Community of Interest to develop, deliver, and maintain a system that is operationally valuable to DoD.

The Program Office will support:

IV. Performance Criteria and Evaluation Summary:

(1) The G-TSCMIS Help Desk, which runs 24/7 to meet the needs of the worldwide DoD 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.

(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 DoD/USG users outside the .mil network (such as DoD personnel assigned to U.S. embassies).

The South China Sea Maritime Security Initiative (MSI)

The Maritime Security Initiative represents a fundamental, steady-state component of DoD's contribution to the U.S. rebalance to the Asia-Pacific. MSI is also a manifestation of Secretary Carter's May 30, 2015 announcement at the Shangri-La Dialogue to improve the maritime security of our partners and allies in the South China Sea (SCS) region.

IV. Performance Criteria and Evaluation Summary:

I. FY 15 ASSESSMENT

Developing the Plan: Over the past six months (FY15), the Department established a multifunctional working group to develop a five year, capability-based approach. DoD 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 will include providing detailed assessments, socializing key initiatives at the strategic-level, and making discrete purchases of equipment to create the foundation for future MDA, interoperability, and information-sharing efforts. Our goal is to use FY 17 to demonstrate the communications architecture and recently-fielded capabilities through exercises and engagements in the multinational fora while expanding our interactions with other countries.

II. BUDGET YEAR FY 16 & FY 17 PLANS AND OBJECTIVES

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 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 countries (Philippines, Vietnam, Indonesia, Malaysia, and Thailand) in an effort to help them sense, share, and contribute to maritime security and maritime

IV. Performance Criteria and Evaluation Summary:

domain awareness. The Secretary has also committed $425M over the fiscal year development plan (FY16-20), with an initial investment of $50M available in FY16 toward this effort. 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 and will rely on State Department increases in Foreign Military Financing (FMF) as a reliable source of major end items supportive of broader U.S. efforts aimed at strengthening maritime security in the region.

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V. Personnel Summary	FY 2015	FY 2016	FY 2017	Change FY 2015/ FY 2016	Change FY 2016/ FY 2017
Civilian End Strength (Total)	351	381	380	30	-1
U.S. Direct Hire	326	368	367	42	-1
Total Direct Hire	326	368	367	42	-1
Foreign National Indirect Hire	25	13	13	-12	0
Memo: Reimbursable Civilians Included	18	32	32	14	0
Civilian FTEs (Total)	351	381	380	30	-1
U.S. Direct Hire	326	368	367	42	-1
Total Direct Hire	326	368	367	42	-1
Foreign National Indirect Hire	25	13	13	-12	0
Memo: Reimbursable Civilians Included	18	32	32	14	0
Average Annual Civilian Salary ($ in thousands)	140.4	136.6	137.5	-3.8	.9
Contractor FTEs (Total)	55	45	45	-10	0

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

		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
OP 32 Line	Actual	Price	Program	Enacted	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	43,865	537	1,884	46,286	703	-534	46,455
199 Total Civ Compensation	**43,865**	**537**	**1,884**	**46,286**	**703**	**-534**	**46,455**
308 Travel of Persons	22,453	382	6,561	29,396	529	821	30,746
399 Total Travel	**22,453**	**382**	**6,561**	**29,396**	**529**	**821**	**30,746**
696 DFAS Financial Operation (Other Defense Agencies)	1,260	70	-30	1,300	-52	152	1,400
699 Total DWCF Purchases	**1,260**	**70**	**-30**	**1,300**	**-52**	**152**	**1,400**
771 Commercial Transport	552	9	-272	289	5	213	507
799 Total Transportation	**552**	**9**	**-272**	**289**	**5**	**213**	**507**
901 Foreign National Indirect Hire (FNIH)	2,875	35	-1,537	1,373	21	1	1,395
912 Rental Payments to GSA (SLUC)	860	15	25	900	16	34	950
914 Purchased Communications (Non-Fund)	519	9	675	1,203	22	79	1,304
915 Rents (Non-GSA)	2,567	44	-330	2,281	41	-121	2,201
917 Postal Services (U.S.P.S)	1	0	17	18	0	0	18
920 Supplies & Materials (Non-Fund)	1,150	20	724	1,894	34	-610	1,318
921 Printing & Reproduction	103	2	251	356	6	157	519
922 Equipment Maintenance By Contract	6	0	750	756	14	26	796
923 Facilities Sust, Rest, & Mod by Contract	0	0	316	316	6	21	343
925 Equipment Purchases (Non-Fund)	88	1	986	1,075	19	53	1,147
926 Other Overseas Purchases	1,669	28	-1,697	0	0	0	0
932 Mgt Prof Support Svcs	11,358	193	-7,113	4,438	80	1,998	6,516
933 Studies, Analysis & Eval	1,709	29	37	1,775	32	-1,807	0
960 Other Costs (Interest and Dividends)	29	0	71	100	2	-92	10
964 Other Costs (Subsistence and Support of Persons)	52	1	-53	0	0	0	0
987 Other Intra-Govt Purch	2,558,169	43,489	-2,205,805	395,853	7,125	-11,956	391,022
989 Other Services	10,119	172	4,378	14,669	264	-5,402	9,531

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		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
OP 32 Line	Actual	Price	Program	Enacted	Price	Program	Estimate
990 IT Contract Support Services	5,704	97	-5,227	574	10	-8	576
999 Total Other Purchases	**2,596,978**	**44,135**	**-2,213,532**	**427,581**	**7,692**	**-17,627**	**417,646**
Total	**2,665,108**	**45,133**	**-2,205,389**	**504,852**	**8,877**	**-16,975**	**496,754**

* The FY 2015 Actual column **includes** $2,142,631 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
* The FY 2016 Estimate column **excludes** $1,627,000 thousand of FY 2016 OCO Appropriations funding (PL 114-113).
* The FY 2017 Estimate column **excludes** $1,412,000 thousand for OCO.