Fiscal Year (FY) 2019 President's Budget
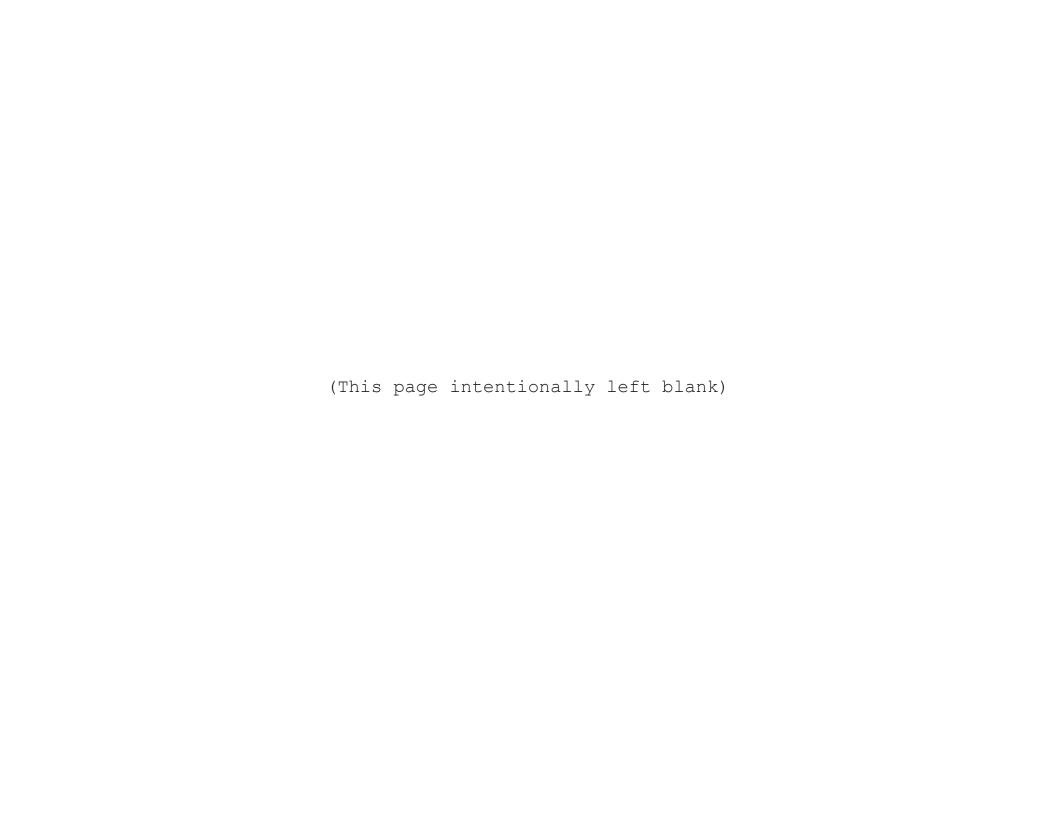
Operation and Maintenance, Defense-Wide

Defense Security Cooperation Agency

February 2018

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Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 Budget Estimate Submission

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DSCA	1,730,235	29,535	-1,037,274	722,496	12,679	19,536	754,711

* The FY 2017 Actual column <u>includes</u> $1,305,017.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $2,312,000.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $2,208,442.0 thousand of FY 2019 OCO Appropriations funding.

I.   Description of Operations Financed: The Defense Security Cooperation Agency (DSCA) leads the Security Cooperation Community (SCC) in developing and executing innovative security cooperation solutions that support mutual U.S. and partner interests. DSCA plans, directs, implements, administers and provides Department of Defense (DoD)-wide guidance for the execution of assigned Security Cooperation programs and activities and facilitates the planning, implementation, monitoring, and evaluation of security cooperation activities funded through the DSCA budget. DSCA activities encourage and enable foreign partners to act in support of U.S. national security objectives. DSCA issues are often complex, urgent, and span the phases of conflict from shaping the environment to enabling civil authority activities. The agency performs these activities by collaborating closely with the interagency, industry and partner nations. Moreover, DSCA seeks to maximize Security Cooperation program effectiveness and ensures that efforts align with national security priorities.

The FY 2019 budget request supports the day-to-day operations of the DSCA Headquarters, the DoD Regional Centers for Security Studies, Defense Institute of Security Cooperation Studies (DISCS), and the Defense Institute of International Legal Studies (DIILS). Under the provisions of the FY 2017 National Defense Authorization Act (NDAA), the FY 2019 budget request will also support ongoing efforts to develop a DoD framework for the

I.   Description of Operations Financed (cont.)

assessment, monitoring, and evaluation of security cooperation activities and expand a workforce development program targeting all DoD professionals supporting security cooperation efforts, including the execution of security sector assistance programs and activities under the Foreign Assistance Act and the Arms Export and Control Act. Additionally, the DSCA budget request supports program management and administration of the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs funded within the Overseas Humanitarian, Disaster and Civic Aid (OHDACA) appropriation.

Regional Centers for Security Studies

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

I.   Description of Operations Financed (cont.)

The Regional Centers for Security Studies are the Near East South Asia Center for Strategic Studies (NESA), Washington, D.C.; Africa Center for Strategic Studies (ACSS), Washington, D.C.; Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS), Honolulu, Hawaii; William J. Perry Center for Hemispheric Defense Studies (WJPC), Washington, D.C.; and the George C. Marshall European Center for Security Studies (GCMC), Garmisch, Germany.

Security Cooperation Workforce Development

The National Defense Authorization Act for Fiscal Year (FY) 2017 enacted Title 10, U.S. Code, Section 384, which directs the Secretary of Defense to establish a DoD Security Cooperation Workforce Development Program (SCWDP). Additionally, Section 384 directs that the Defense Security Cooperation Agency (DSCA) manage the SCWDP.

The SCWDP applies to DoD civilian and military personnel in positions with security cooperation responsibilities, including Title 10 Building Partner Capacity and Title 22 Security Assistance functions. Major elements of the SCWDP include, but are not limited to, identification of DoD billets/positions with security cooperation responsibilities, development of security cooperation career paths, workforce certification based on training and experience, a mechanism for assigning certified personnel into workforce positions, and a school to train and educate the security cooperation workforce.

The Section 384 requirements are new to DoD and DSCA, and will require considerable time and resources to fully implement. While there is an existing school, program of instruction must be updated and expanded considerably in both scope and scale, utilizing a collaborative *university* model to meet Section 384 requirements. All other program

I.   Description of Operations Financed (cont.)

requirements – position identification, career paths, certification, an assignments mechanism, etc. – are in development. These efforts will be completed and implemented in phases from FY 2018 to FY 2022.

Defense Institute of Security Cooperation Studies (DISCS)

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

DSCA Headquarters

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

Security Cooperation (SC) Data Management

The Partnership Outreach and Collaboration Support (POCS) program is an open source information technology solution that assists the Regional Centers for Security Studies, DoD academic institutions and activities, and partners in improving international outreach efforts, track alumni for continuing outreach, and fostering collaboration among their faculty, current and former participants, and other designated DoD and partner educational institutions. The POCS outreach, education, and collaboration efforts are

I.   Description of Operations Financed (cont.)

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

The Global Theater Security Cooperation Management Information System (G-TSCMIS) is the information portal for the Department's security cooperation efforts, providing decision makers, planners, and other users with the ability to plan, execute, monitor, manage, forecast, assess, evaluate, and report on global SC activities and events.
The goal of G-TSCMIS is to deliver a comprehensive picture of whole-of-government security cooperation activities and contribute to planning more effective cooperative activities that align or meet desired outcomes in support of defense strategy.

Wales Initiative Fund (WIF)/Partnership for Peace (PfP)
The WIF/PfP program, a bilateral U.S. security cooperation program, supports defense reform efforts and defense institution building with developing partners and seeks to deepen interoperability through exercises. The WIF/PfP program supports countries of Eastern Europe and Central Asia, and all developing North Atlantic Treaty Organization (NATO) Partners, such as Mediterranean Dialogue and Istanbul Cooperation Initiative countries. WIF program efforts are conducted in accordance with regional and country-specific priorities established by OSD Policy, applicable Geographic Combatant Commands (GCCs), the NATO Individual Partnership Action Plan (IPAP) and Partnership Goals (PGs) as agreed to by the Partners. WIF supports an array of programs, conferences, exchanges, seminars, military exercises, studies, advisory services and support to execute these activities. The WIF/PfP program is a critical tool in supporting development of joint-

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I. Description of Operations Financed (cont.)

NATO Partnership goals for PfP nations, strengthening U.S. capabilities for multinational operations, facilitating access for our armed forces during peacetime or contingency operations, and building relationships that promote U.S. security interests.

Combating Terrorism Fellowship Program (CTFP)

The CTFP, authorized in the FY 2004 National Defense Authorization Act (10 USC 2249c), provides foreign military officers and government security officials with strategic and operational education to enhance partners' capacity to combat terrorism. The CTFP is a key tool for GCCs to foster regional and global cooperation in the war against terrorism. The CTFP enhances the U.S. Government's efforts to provide non-lethal combating terrorism assistance. The program supports mobile and resident institutional courses tailored to the specific needs of key regions and countries in order to advance broader U.S. Government combating terrorism objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human rights issues. Funding for the CTFP: (1) builds and strengthens a global network of combating terrorism experts and practitioners at the operational and strategic levels; (2) builds and reinforces the combating terrorism capabilities of partner nations through operational and strategic-level education; (3) contributes to counterterrorism ideology efforts; and (4) provides the DoD with a flexible and proactive program that can respond to emerging combating terrorism requirements.

Security Cooperation Account

The FY 2017 NDAA transitioned the Counterterrorism Partnership Fund (CTPF) into a cross-regional partner support account, the "Security Cooperation Account". The goal of this account is to enable the Geographic Combatant Commanders (GCCs) to comprehensively plan and implement security cooperation activities with minimal programmatic or administrative

I.   <u>Description of Operations Financed (cont.)</u>
burdens that challenge the Department's ability to apply resources to the right activities with the right partners at the right times. DSCA will use a variety of authorities to implement these resources.

The combined security cooperation account and consolidation of security cooperation authorities provides flexibility to meet evolving security challenges and will be indispensable in carrying out the Department's key policy priorities. The integrated approach to planning was mandated by the FY 2017 NDAA to strengthen partner nations' capacity to absorb, apply, and sustain capabilities. Programs developed under the section 333 authority are co-formulated, reviewed, and vetted by the Secretary of Defense and the Secretary of State, facilitating stronger unity of effort across the U.S. government's security sector assistance activities.

Most activities funded through the Security Cooperation Account will be conducted pursuant to the Authority to Build the Capacity of Foreign Security Forces (10 U.S.C. § 333). This new, combined authority under the provisions of the FY 2017 NDAA expands the Global Train and Equip scope for the purpose of building the capacity of foreign national security forces to conduct one or more of the following: counterterrorism operations; counter-weapons of mass destruction operations; counter-illicit drug trafficking operations; counter-transnational organized crime operations; maritime and border security operations; military intelligence operations; and operations or activities that contribute to an international coalition operation.

In addition to the counterterrorism partnership objectives, on which the former counterterrorism partnership fund had focused, the security cooperation account will continue to address the following security cooperation objectives:

I.   **Description of Operations Financed (cont.)**

– Counter Weapons of Mass Destruction Partnership Activities: These activities enable military and civilian first responder organizations of partner nations to enhance the capability of such partner nations to respond effectively to potential incidents involving weapons of mass destruction, to include training, equipping, and supplies. This improves interoperability with U.S. Forces supporting Chemical, Biological, Radiological and Nuclear (CBRN) preparedness and response assistance to these countries.

– Drug Interdiction and Counterdrug Activities International Support: These activities enable partners to detect, interdict, disrupt or curtail activities related to substances, material, weapons or resources used to finance, support, secure, cultivate, process, or transport illegal drugs. This request supports activities by the geographic combatant commands to build the capacity of the national security forces of foreign countries to conduct counter-illicit drug trafficking operations and counter-transnational organized crime operations pursuant to 10 U.S.C. 333. These funds will support validated requirements as developed by the Combatant Commands and are designed to be complimentary to other counter-drug partnership activities implemented under other authorities and funded by the Counter-drug Central Transfer Account.

Assessment, Monitoring, and Evaluation (AM&E)
Assessment, Monitoring, and Evaluation (AM&E) is a new statutory requirement for the Department to establish an enterprise-wide view of security cooperation to enable strategic decision making. Under the provision and in accordance with a new DoD policy issuance on AM&E, the Department will establish a comprehensive framework to assess,

I.   Description of Operations Financed (cont.)

monitor, and evaluate security cooperation programs and activities from inception to completion. DoD is also committed to providing public summaries of the evaluations it conducts, and to provide Congress an annual report on the AM&E program and the lessons learned and best practices identified by the program.

Defense Institution Reform Initiative (DIRI)

The DIRI program is a core Department of Defense security cooperation tool that works with partner nations to build defense institutions and enhance institutional governance and management capabilities. DIRI projects focus on developing accountable, effective, efficient, and transparent defense institutions that enhance partner governance and enable defense capabilities. At the heart of these efforts is a fundamental program value aimed at supporting the capacity of foreign partners to exercise responsible civilian control of national security forces. Through extensive consultation with U.S. government and partner nation stakeholders, DIRI identifies and conducts projects that meet shared strategic priorities. DIRI program efforts focus on achieving the following objectives: (1) supporting the establishment and improvement of functional capabilities necessary to manage, organize, train, equip, sustain, deploy, and utilize security forces under civilian control; (2) Defense sector governance and management; (3) Defense and security policy, strategy and planning; (4) resource management, human resource management, logistics, and infrastructure; (5) supporting the establishment and improvement of civil-military relations and inter-ministerial coordination; (6) facilitation of DoD to Ministry of Defense engagements that strengthen relationships with partners and allies; and (7) development of the Department's methodology, approach and expertise to conduct defense governance and management activities.

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I.   <u>Description of Operations Financed (cont.)</u>

<u>Defense Institute of International Legal Studies (DIILS)</u>

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.

<u>Ministry of Defense Advisors (MoDA) Program</u>

The MoDA program supports institutional capacity building by deploying trained, senior civilian experts as advisors to partner nation ministries of defense and regional organizations with security missions. MoDA advisors generally focus on higher level ministerial functions such as personnel and readiness, acquisition and procurement, logistics and sustainment, strategy and policy, and financial management, but can be utilized for civilian function.

The MoDA program supports DoD priorities to prevent and deter conflict, and build the security capacity of key partners, by addressing partners' institutional needs and helping them to build the core competencies needed for an effective and accountable defense ministry. Although initially conceived in response to operational requirements in Afghanistan, global MoDA authority was granted in the FY 2012 NDAA and made permanent in the FY 2017 NDAA Section 332a. Key aspects of the MoDA program includes a 7-week pre-deployment training program; temporary backfill funding for the advisors' parent organizations; the establishment of long-term, civilian relationships between DoD and partner ministries; and uniquely valuable professional development opportunities for senior DoD civilian advisors.

I.   Description of Operations Financed (cont.)

Southeast Asia Maritime Security Initiative (MSI)

The MSI represents a fundamental, steady-state component of Department of Defense's contribution to address regional security concerns in the Asia-Pacific and to improve the maritime security of our partners and allies in the Southeast Asia. MSI funds equipment, supplies and defense services, training, and small-scale construction to support the national military or security forces that have maritime security missions as their fundamental responsibilities. In FY 2019, the Department will continue to focus on increasing partner nations' maritime domain awareness capacity, assist in the modernization and training for maritime patrolling, and assist regional efforts aimed at increasing interoperability and shared response to shared transnational threats. Recipient countries include: Indonesia, Malaysia, the Philippines, Thailand, and Vietnam.

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

II. Force Structure Summary:

N/A

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2017 Actuals	FY 2018 Budget Request	FY 2018 Congressional Action Amount	FY 2018 Congressional Action Percent	FY 2018 Congressional Action Appropriated	Current Estimate	FY 2019 Estimate
1. Regional Centers	63,293	61,802	0	0.0	0	61,802	65,401
2. Wales Initiative Fund	18,173	28,569	0	0.0	0	28,569	27,626
3. Combating-Terrorism Fellowship Program	24,343	26,786	0	0.0	0	26,786	24,021
4. DSCA Headquarters	19,577	15,555	0	0.0	0	15,555	22,155
5. Security Cooperation Data Management	2,444	2,999	0	0.0	0	2,999	4,305
6. Defense Institute of Security Cooperation Studies	3,466	3,938	0	0.0	0	3,938	4,923
7. Defense Institution Reform Initiative	20,951	30,061	0	0.0	0	30,061	30,308
8. Defense Institute of International Legal Studies	2,185	2,525	0	0.0	0	2,525	2,573
9. Security Cooperation Base	218,875	440,710	0	0.0	0	440,710	457,205
10. Ministry of Defense Advisors Program	2,910	6,948	0	0.0	0	6,948	6,952
11. Southeast Asia Maritime Security Initiative	47,656	99,603	0	0.0	0	99,603	98,242
12. Assessment, Monitoring, and Evaluation	1,350	3,000	0	0.0	0	3,000	6,000
13. Security Cooperation Workforce Development	0	0	0	0.0	0	0	5,000
14. OCO Coalition Support	629,068	0	0	0.0	0	0	0

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

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Funds							
15. OCO Counterterrorism Partnerships Fund	342,887	0	0	0.0	0	0	0
16. OCO Lift and Sustain	103,859	0	0	0.0	0	0	0
17. OCO Ministry of Defense Advisors Program	13,300	0	0	0.0	0	0	0
18. OCO Security Cooperation	67,262	0	0	0.0	0	0	0
19. OCO Ukraine Security Assistance Initiative	148,636	0	0	0.0	0	0	0
Total	**1,730,235**	**722,496**	**0**	**0.0**	**0**	**722,496**	**754,711**

* The FY 2017 Actual column <u>includes</u> $1,305,017.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $2,312,000.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $2,208,442.0 thousand of FY 2019 OCO Appropriations funding.

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III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	722,496	722,496
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	722,496	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	722,496	
Supplemental	2,312,000	
Reprogrammings		
Price Changes		12,679
Functional Transfers		30,253
Program Changes		-10,717
Current Estimate	3,034,496	754,711
Less: Wartime Supplemental	-2,312,000	
Normalized Current Estimate	722,496	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**722,496**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**722,496**
2. War-Related and Disaster Supplemental Appropriations		2,312,000
a. OCO Supplemental Funding		
1) Coalition Support Funds	1,000,000	
2) Security Cooperation	850,000	
3) Lift and Sustain	300,000	
4) Ukraine Security Assistance Initiative	150,000	
5) Ministry of Defense Advisors Program (Afghanistan)	12,000	
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**3,034,496**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**3,034,496**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-2,312,000
FY 2018 Normalized Current Estimate		**722,496**
6. Price Change		12,679
7. Functional Transfers		30,253
a. Transfers In		
1) Drug-Interdiction and Counter-Drug Program	30,000	
Transfer of funds to DSCA to support counter-illicit drug operations pursuant to Title 10, USC, Sec 333. (FY 2018 Baseline: $75,000 thousand)		
2) DoD Audit Readiness	253	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Funding supports the DoD Consolidated Audit, from the start of the audit engagement until findings are fully remediated. (FY 2018 Baseline: $15,555 thousand; +2 FTEs)		
8. Program Increases		196
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Compensable Day	196	
There will be one additional compensable day in FY 2019. This will result in an increase in civilian manpower costs due to additional workday in FY 2019 (261 days) as compared to FY 2018 (260 days). (FY 2018 Baseline: $51,551 thousand)		
9. Program Decreases		-10,913
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) Building Partnership Capacity Activities	-4,953	
Decrease in global train and equip requirements. (FY 2018 Baseline: $540,313 thousand)		
2) Travel Efficiencies	-2,597	
Funding reduced due to travel efficiencies gained through use of virtual technologies. (FY 2018 Baseline: $33,734 thousand)		
3) Service Requirements Review Board	-2,065	
Reduces funding through efficiencies found in service support contracts. Planned training events postponed and planned capabilities reduced in institutional		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
programs. (FY 2018 Baseline: $95,363 thousand)		
4) Information Technology Efficiencies	-1,298	
Funding reduced based on efficiencies in service		
support contracts. Planned training events postponed		
and planned capabilities reduced in institutional		
programs. (FY 2018 Baseline: $95,363 thousand)		
FY 2019 Budget Request		**754,711**

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

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

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

A. FY17 PRIOR YEAR ASSESSMENT
<u>Africa Center for Security Studies (ACSS)</u>
— ACSS successfully leveraged its resources to conduct programming and activities in accordance with the organization's vision and mission. ACSS activities focused on strengthening leadership, strategy, and institutions in Africa's security sectors. The ACSS research program produced practical, strategic analysis of contemporary Africa security challenges relevant to the United States Government and African practitioners and policymakers, as well as external stakeholders to inform and advance understanding of Africa's security challenges.
— ACSS conducted outreach events to the alumni community that served to simultaneously develop new relationships and deepen existing ones within the alumni community and host nation. Outreach events also served as a platform to promote key ACSS academic and research priorities in accordance with relevant policy priorities.
— ACSS facilitated the Yaoundé Code of Conduct for Maritime Security in the Gulf of Guinea, which established guidelines for regional cooperation to combat piracy for

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

22 countries in Western and Central Africa. This agreement was instrumental in enhancing U.S. African operational cooperation in the Gulf of Guinea resulting in the interdiction of pirate vessels.

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

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

— DKI APCSS addressed regional and global security issues in a suite of twelve courses supporting 1,204 mid-grade to senior security officials. This level of throughput achieved another milestone, increasing from 996 Fellows from the previous fiscal year levels. Courses included the Advanced Security Cooperation Course, which enabled military and civilian leaders to deepen their understanding of security issues within political, socio-economic, defense, and environmental contexts, to the Comprehensive Crisis Management Course, focused on enhancing capacity among security practitioners for crisis preparation, mitigation, response, and recovery. The *Transnational Security Cooperation* course enhanced awareness of transnational security issues, exploring opportunities to strengthen states' capacities and collaborative policies to address them.

— In addition to the enhanced knowledge, skills, and abilities, the course *Fellows* identified specific opportunities to enhance security in partner nations or sub-regions with tangible work plans they implement upon returning to their country. A Jordanian Fellow assembled a panel of experts that enabled him to develop a standard operating procedure for a counter-terrorism program. A Fellow from Maldives received approval for and is currently developing both the logistics and regulatory documents necessary to establish a Counterterrorism Intelligence Fusion Center within the National Counter Terrorism Centre. Notable were ten projects related to Women, Peace, and Security (WPS) from one course alone, with several focused on building national actions plans with WPS objectives.

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

- DKI APCSS, in accordance with the Department's guidance and priorities, developed and conducted eleven seminars and workshops, both resident and in-region, involving 638 participants. These workshops enhanced knowledge, skills, and values relevant to regional security cooperation. Regional workshops conducted in FY 2017 emphasized maritime security and safety issues, with four workshops focusing on maritime security challenges and operational safety at sea, as well as maritime shared awareness and maritime capacity-building activities throughout the Indo-Asia-Pacific. The events provided the opportunity for national experts to focus on areas of common interest in the maritime domain, such as avoiding unsafe incidents at sea to ensure that maritime commerce and economic development are unimpeded; and reinforcing the United State Government's commitment to working with the Association of Southeast Asian Nations (ASEAN) to foster peace and prosperity through maritime information sharing. Other topical areas included Security Sector Development (SSD), bringing together a cohort from selected Indian Ocean littoral countries to foster creation of country-specific plans related to important national SSD issues, along with a networking mechanism for enhanced security sector collaboration within each participant country. A workshop focused on violent extremism in Southeast Asia identified the violent extremist challenges impacting the region and explored opportunities for regional cooperation and collaboration.

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
- In FY 2017, WJPC conducted six resident courses for 314 participants from 30 countries. WJPC also conducted seven in-region seminars in seven different countries for 234 participants from 30 countries. WJPC hosted three local Hemispheric Forum events on the Colombian peace process, Caribbean security, and threat convergence in the Americas, each attended by over 100 people. There were also 18 virtual presentations for four countries.
- WJPC designed and offered courses and seminars to support the Department of Defense's efforts to build and sustain transparent, capable defense and security governance institutions. The flagship FY 2017 program was the *Managing Security*

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

> *and Defense (MSD) Executive Seminar* for senior policymakers capable of implementing reform. MSD satisfied the short-range indicators of success, including appropriate level of seniority for partner nation participants (vice-ministers and one minister of defense for MSD) and survey results indicating both receptiveness to and command of defense governance principles presented. The United States Embassy in Honduras noted a marked and positive change in the Government of Honduras' disposition to institutional governance reform following the minister of defense's MSD participation.

- WJPC conducted the *Defense Policy and Complex Threats* (DPCT) course, in which mid-level policymakers learn how to build credible future alternative scenarios for security and defense challenges and identify institutional gaps in confronting complex adaptive conflicts. DPCT satisfied short- and medium-range indicators of success identified by OSD, including appropriate level of seniority for partner nation participants and the application of course content and methodologies in ministries and armed services.

- WJPC conducted transnational threats programs with an emphasis on Combating Trans-regional Transnational Threats Networks in the format of resident courses (*Countering Transnational Organized Crime and Illicit Networks in the Americas, and Cyber Policy Development*) and three sub-regional seminars focused on the specific challenges faced by Central America, South America, and the Caribbean, respectively. These programs satisfied short- and medium-range indicators of success for two Department policy priorities; supported Department of Defense efforts to combat transnational threats, and supported partners exporting security.

<u>George C. Marshall European Center for Security Studies (GCMC)</u>
- GCMC continued to build capacity and network security sector professionals regionally across Europe/Eurasia and transnationally from across the globe. During FY 2017, GCMC conducted 11 resident courses with 784 participants and graduated 369 participants in 30 Partner Language Training Center Europe (PLTCE) courses. GCMC completed over 19,895 participant days for resident courses alone. For non-resident

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

events, GCMC conducted over 247 outreach, Partnership for Peace Consortium (PfPC), PLTCE, and alumni events reaching 13,568 total participants.

- GCMC served as a mentor and clearing house for the alumni network. Alumni were assisted continuously in gaining access or information and connecting with other alumni and/or US/German stakeholders to address regional concerns. GCMC stays in contact with its 12,600+ member network through a variety of outreach events and digital communication tools.
- *Transnational*: Conducted 57 transnational related events with 3,355 participants. These can be divided into 21 capacity building events (687 participants) and 36 networking events (2,668 participants). Examples of transnational resident events include the *Program in Cyber Security Studies, the Program on Terrorism Security Studies, the Senior Executive Seminar, and the Program on Countering Transnational Organized Crime*.
- *Regional*: Conducted 251 regional events with 9,842 participants. These can be divided into 143 capacity building events (1,051 participants) and 108 networking events (8,791 participants). Regional events are focused on Europe and Eurasia.
- *Capacity Building*: Enlightened security sector professionals continue to return to their countries and build upon what they have learned at GCMC.

<u>Near East South Asia Center for Strategic Studies (NESA)</u>
- NESA Center, using a whole-of-society approach to addressing critical national security issues, was successful in completing 55 resident programs with participants from 106 countries resulting in 945 new alumni-with the addition of numerous topical seminars and meetings-and the engagement of 1,443 participants. NESA's unique ability to use the collaborative interests and knowledge of regional combatant commands and U.S. military organizations including U.S. Central Command, U.S. Africa Command, U.S. Pacific Command, U.S. Army Central, and the Joint Staff, in order to render a specialized set of 22 programs, to address specific regionally sensitive security and defense issues.

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

— NESA's unique relationship with numerous universities, connected to regional think-tanks and other government agencies, facilitates strategic dialogues making NESA an excellent resource for international policymakers. NESA programs, in coordination with the University of California at Los Angeles, the University of Ottawa, the Hoover Center at Stanford University, the Middle East Institute, and the International Institute for Strategic Studies, cover strategic international challenges such as the Arab-Israeli Peace Discussions, the U.S.-Iran Nuclear Dialogue, South Asian Regional Security, Middle East-North Africa Security, the India-Pakistan Nuclear Settlement, and the India-Pakistan Military to Military Relationship.

— NESA's relationship with in-region partners, United States Government stakeholders, alumni, American embassies, and U.S. allies allows for the successful continuity of NESA programs. With their efforts, foreign policy communities around the world are better able to collaborate and provide answers and analysis of tough security challenges that impact global affairs. NESA's partnership of Strategic Studies Network with nearly sixty strategic centers continues to provide USG with feedback from the region, national security issues recommendations to regional governments, and understanding of policies that assist in maintaining access. As extremism becomes a more prevalent topic in the international community, with the rise of terrorist groups like Daesh, NESA hosted a *Peer-2-Peer* workshop in collaboration with the NESA region academic institutions. NESA's *Next Generation* seminars also incorporate and cultivate ideas from youth leaders within the region to present solutions of complex regional crises to key U.S. policymakers.

B. **FY18 CURRENT YEAR ASSESSMENT**

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

— ACSS programs will continue to follow a strategic work stream of programming and activities with concrete goals and objectives to secure positive outputs and advance peer learning through the application of an effective theory of change.

— ACSS activities remain consistent with and supportive of Department priorities working with African countries and organizations to promote security sector

IV. **Performance Criteria and Evaluation Summary:**

governance and strengthen defense institutions through U.S. security cooperation in Africa. The strategic framework applied to its program streams will have imbedded guideposts for assessing, monitoring, and evaluating short-, medium-, and long-range indicators of success. This model will produce benchmarks for further curriculum review, ensuring the basis for institutional effectiveness and efficiency while maintaining sustained relevance, better alignment to U.S. policy objectives, safeguarding stakeholder support and producing greater return on investment. FY 2018 will continue to focus on:

- Strengthening Leadership, Strategy & Institutions in Africa's Security Sectors;
- Addressing of the underlying causes of Insecurity and Improving Collective Security and crisis response;
- Addressing the Governance-Security-Development Nexus; and
- Focusing on Women, Peace, and Security

Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)
- DKI APCSS will continue to build partner capacity and maintain security networks through its executive education programs that reinforce the importance of security cooperation and a rules-based system for the Indo-Asia-Pacific. The workshop and dialogue programs will continue to emphasize maritime security cooperation, defense institution building and security sector development, countering violent extremism, humanitarian assistance/disaster relief, Association of Southeast Asian (ASEAN), and the role of regional institutions in security cooperation. Collectively courses, workshops, dialogues, and other outreach events ensure sub-regional and functional-area coverage.
- DKI APCSS programs will continue emphasis on executive education through resident and in-region courses, workshops, dialogues, and related programs. The suite of resident courses support guidance through tailored curricula and targeted participation primarily by key Indo-Asia-Pacific countries and organizations.

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

- DKI APCSS courses continues to provide foundational grounding in regional security issues and opportunities for cooperation among security practitioners. These are complemented by a cutting-edge, topically-focused workshop and dialogue program, which produces policy-based outcomes and deliverables addressing key topics derived directly from OSD and USPACOM guidance.

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
- In FY 2018, Defense governance remains the top priority for WJPC. WJPC's academic offerings will continue to support efforts of the Department of Defense to build and sustain transparent, capable defense and security governance institutions. FY 2018 programs include the *Defense Policy and Complex Threats* course, in which mid-level policymakers learn how to build credible future alternative scenarios for security and defense challenges and identify institutional gaps in confronting complex adaptive conflicts; the inclusion of governance themes and modules into all English and Spanish foundational courses; publication of independent research on governance, including chapters in *Effective, Legitimate, Secure: Insights for Defense Institution Building* and other edited volumes; and short bilateral and sub-regional seminars on defense governance which are programmed in response to partner nation requests and guidance from OSD Policy and U.S. Country Teams.
- WJPC will continue to build and leverage Communities of Practice (COP) in accordance with Department guidance. WJPC will cultivate these COPs as venues for transnational cooperation, forums for Department of Defense strategic messaging, and contributors to and repositories of a growing knowledge base in Defense Institution Building activities.
- WJPC will continue to develop programs that address regional security needs in the cyber domain. Academic programs on cyber security and defense continue to be a top request from partner nation counterparts. WJPC will expand existing cybersecurity programs, including Principles of Cyber Policy Development, incorporate more cyber domain content into transnational threats programs, and seek partnership opportunities with international leaders in cyber defense.

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

- WJPC will continue to support the *Transnational Security Studies Program* at the GCMC by recommending the best English-speaking candidates from priority nations and continue the use of virtual engagement and the entrepreneurial model which leverages some partners' facilities and personnel resources for hosting Perry Center in-region programs, greatly reducing the costs for facility rental and billeting.

<u>George C. Marshall European Center for Security Studies (GCMC)</u>
- As a vital instrument of German-American cooperation, GCMC will continue to support a more stable security environment by advancing democratic institutions and relationships; promoting active, peaceful, whole-of-government approaches to address transnational and regional security challenges; and creating and enhancing enduring partnerships worldwide. The desired intermediate outcome is to develop and sustain a network of policy practitioners that build joint, interagency, and multinational and interoperable partner capacity. Advances toward this outcome will be made through a focus on transnational and regional issues conducted via resident programs, non-resident outreach courses, and non-resident alumni events.
- Transnational issues will be addressed by continuing to offer existing programs such as the Counter Transnational Organized Crime program, the Program in Cyber Security Studies, the Program in Terrorism and Security Studies, and the Senior Executive Seminar. Additionally, many transnational themes will be incorporated into the Program in Applied Security Studies.
- Regional issues will be addressed by existing courses such as *the Seminar on Regional Security, the Program in Applied Security Studies, the European Security Seminar-East, and the European Security Seminar-South.*

<u>Near East South Asia Center for Strategic Studies (NESA)</u>
- NESA will actively pursue opportunities to enhance the capabilities of our regional partners by integrating our efforts through strategic-level education. The Center's

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

fifty-three professional military and civilian strategic education initiatives and programs constitute our main effort and create a long-term culture of communication and coordination with US Central Command, US Africa Command, US Pacific Command, and United States Government agencies and other regional partners to achieve Department of Defense objectives. For the past five years, NESA has been the academic partner for the strategically important UAE National Defense College Foreign Military Sales (FMS) program. Since its inception, the United Arab Emirates National Defense College (UAE NDC) has provided this key coalition partner with 160 Military Education Learning 1 and Joint Professional Military Education graduates. Currently, the Kingdom of Saudi Arabia seeks an academic partnership for the purpose of transforming their Armed Forces Staff College into a world-class, internationally accredited National Defense University. Combining these programs will greatly enhance the military capabilities of key regional partners and have the potential to shape strategic-level military education across the region.

— NESA will continue its long-term, Track II programs with the University of California at Los Angeles, the London-based International Institute for Strategic Studies, the University of Ottawa, and the Middle East Institute to directly assist in preparing the environment with its regional partners. Track II programs concentrate on the practice of non-governmental, informal, and unofficial contacts and activities between private citizens or groups of individuals, sometimes called non-state actors. Track Il efforts provide unprecedented access to current and former regional policy-makers on key strategic issues such as biannual Arab-Israeli dialogue; Pakistan-India Nuclear dialogue; Pakistan-India Military to Military/Line of Contract discussions; Afghan, Pakistan and Indian intelligence programs; and opportunities to dialogue with Iranians following the PS+ 1 Agreement, which is the preamble of the Joint Plan of Action to ensure Iran's nuclear program remains exclusively peaceful.

— NESA's partnership of Strategic Studies Network (SSN) links NESA with nearly sixty strategic centers and think-tanks from across North Africa and the Middle East, and South and Central Asia and is an increasingly important United States Government

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      outreach tool. NESA brings key regional influencers from these centers together annually 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 that will enhance our long-term ability to prevail in combat.

   — Additionally, NESA in coordination with Office of the Secretary of Defense for Policy and U.S. Embassy Abu Dhabi is partnering with the United Arab Emirates' Office of the Crown Prince to establish a Regional Strategic Policy Center (RSPC). The RSPC partnership will provide assessments and studies in various national security areas of mutual interest, UAE National Security Council workshops, and other regional partners with opportunities to contribute to regional policy and decision making.

C. FY19 PLANS AND OBJECTIVES
<u>Africa Center for Security Studies (ACSS)</u>

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

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

   — Efficiencies will continue to be achieved by carefully growing our Regional Security Studies Intern Program (RSSIP), aimed at attracting carefully-selected students for limited internships, and our military Service Fellowships, which provide a blended learn/teach/research experience to meet specific requirements of the Service.

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

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
— WJPC will continue to provide programming that directly addresses Department policies and priorities. WJPC will host the *Managing Security and Defense (MSD)* executive seminar in FY 2019 that imparts to senior policy makers the strategic benefits of modernized defense governance institutions and instructs them on the theory and principles of executive leadership of organizations in transformation.
— Through Communities of Practices, WJPC will build a shared knowledge base of Defense Institution Building principles and methods that can be utilized by partner nations and, when appropriate, employed by other security cooperation partners outside the Americas. This knowledge base will proactively capture lessons learned from multiyear defense governance reform efforts, including country programs in Guatemala and Trinidad and Tobago.

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

— Additionally, GCMC serves as a mentor and clearing house for the alumni network. Alumni are assisted continuously in gaining access or information and connecting

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

with other alumni and/or US/German stakeholders to address a concern. GCMC stays in contact with its 12,600+ member network through a variety of outreach events and digital communication tools. During FY16, GCMC conducted 11 resident courses with 793 participants and graduated 420 participants in 30 PLTCE courses. GCMC completed over 24,219 participant days for resident courses alone. For non-resident events, GCMC conducted over 251 outreach, PfP Consortium, PLTCE, and alumni events across the region reaching 11,471 total participants.

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

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

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

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

<u>Near East South Asia Center for Strategic Studies (NESA)</u>
- NESA will continue to connect regional countries with United States Government agencies and other partners to achieve Office of the Secretary of Defense for Policy's national security objectives through professional education seminars provided by highly qualified faculty members and supporting staff in Washington D.C. and in region.
- NESA will continue its United Arab Emirates National Defense College (UAE NDC) partnership and its FMS case efforts with the Kingdom of Saudi Arabia to assist in transforming its professional military education system. Both efforts are a key component to building USG allies' ability to operate at the strategic level as part of coalition and joint operations.
- NESA will continue, and modify as necessary, Track II programs with the University of California at Los Angeles, the London-based International Institute for Strategic Studies, the University of Ottawa, and the Middle East Institute to directly assist in preparing the environment with our regional partners.
- NESA will continue its partnership of Strategic Studies Network with nearly sixty strategic centers and think tanks from across North Africa and the Middle East, and South and Central Asia. The RSPC partnership with the UAE will complete its first year and conduct program reviews to determine if the FMS case will expand roles related to providing mutual national security assessments and studies, workshops for the UAE National Security Council or others, and increase regional partner opportunities to engage in dialogue resulting in policy recommendation to senior decision makers.

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

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

A. **FY17 PRIOR YEAR ASSESSMENT**
   – A total of 2,888 students completed focused instruction in the *International Programs Security Requirements Course (IPSR), Missile Technology Control Regime (MTCR), Security Cooperation Management Action Officer (SCM-AO), and Security Cooperation Management – Overseas (SCM-O)* courses.
   – Expanded the number of overall course offerings to increase the number of opportunities for SC workforce personnel to attain desired training levels and continually integrated use of critical building partnership capacity and other Title 10 partner-relations building programs into appropriate Defense Institute of Security Cooperation Studies' courses.
   – Enhanced online learning opportunities with revised *Security Cooperation Management Familiarization and International Programs Security Requirements Course* online courses reaching over 5,700 students. Developed and posted on the Defense Institute of Security Cooperation Studies' website are several stand-alone modules of instruction and learning guides for training and/or reference for the security cooperation workforce.
   – In support of improved training for security cooperation offices, the Defense Institute of Security Cooperation Studies initiated transition to electronic tablet technology for both staff and classroom use. Additionally, upgraded the audiovisual technology in several classrooms to ensure proper delivery of all course material.

B. **FY18 CURRENT YEAR ASSESSMENT**
   – Efforts will continue scoping of education, training, and certification requirements for the security cooperation workforce for Operation and Maintenance, Defense-Wide personnel.

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

- Efforts will continue to educate the SC workforce by resident, online learning and onsite education and expand academic partnerships with other institutions and organizations.

C. FY19 PLANS AND OBJECTIVES
- Effort will continue to meet the objectives in the FY 2017 NDAA and security cooperation community efforts to improve the education and professionalization of the SC workforce. Specific activities include on-line and resident courses to meet continually changing education requirements.

<u>**Security Cooperation Workforce Development Program (SCWDP)**</u>
The FY 2017 National Defense Authorization Act, Section 384 mandates the Department of Defense to establish a Security Cooperation Workforce Development Program (SCWDP), managed by DSCA. The SCWDP is intended to ensure that Department of Defense has the capacity, in both personnel and skills, needed to properly perform its security cooperation missions.

C. FY19 PLANS AND OBJECTIVES
- Key elements of the SCWDP will include(1) workforce analysis, including identification of positions in the workforce and the SC training and experience requirements associated with those positions, (2) establishment of career paths and retention policies, (3) establishment of a professional certification program with training and professional development requirements, (4) establishment of a school to train and educate the workforce, and (5) development of a mechanism for tracking SC positions and personnel, and assigning appropriately certified personnel into key positions.

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

- In addition to addressing these elements, DSCA, via the Defense Institute of Security Cooperation Studies will continue to provide training for the workforce even as courses are revised and new courses are developed. Additionally, DSCA will work to synchronize program requirements with other workforce certification programs such as the Defense Acquisition Workforce Improvement Act (DAWIA) program.

<u>Defense Security Cooperation Agency (DSCA) Headquarters</u>

A. FY17 PRIOR YEAR ASSESSMENT
- DSCA's mission is to lead the Security Cooperation community in developing and executing innovative security cooperation solutions that support mutual U.S. and partner interests. The mission is only successful with a strong foundation of workforce expertise required to efficiently and effectively manage security cooperation programs. Approximately 70 percent of the overall Headquarters Administrative Operations budget funds civilian pay for the agency, while the remaining 30 percent is allocated to non-pay requirements. These non-pay requirements include support contracts, building rent, security, supplies, and agency-paid morale benefits. The majority of non-pay headquarters operations falls within support contracts, supporting the Department's Financial Improvement Audit Readiness efforts, Defense Finance and Accounting Services' support, and the newly deployed Defense Agency Initiative accounting system.
- The FY 2017 NDAA provided the mechanism, in which DSCA and the larger security cooperation enterprise would use to ensure security cooperation tools were used strategically and effectively in support of advancing the Department's mission of defending the homeland; building global security; and projecting power while remaining prepared to win decisively against any adversary, should deterrence fail. As the security cooperation enterprise expands its roles and responsibilities to meet the intent of security cooperation reform, the need for

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

the Department to prioritize, align, and allocate resources has become increasingly important to achieve the Secretary's goals and maximize the return on investment.

B. FY18 CURRENT YEAR ASSESSMENT
— DSCA plans to continue audit readiness efforts and continue to deploy and integrate DSCA's Enterprise Resource Planner (ERP), required to execute security cooperation programs across its Components and the Geographic Combatant Commands. Additionally, DSCA plans to implement the consolidated management, administration, and consolidated reporting of security cooperation activities as required by the FY 2017 NDAA.

C. FY19 PLANS AND OBJECTIVES
— DSCA will continue to restructure the management of programs and current organizations implementing security cooperation efforts to maximize synchronization across the enterprise in support of Department of Defense objectives.

<u>Security Cooperation (SC) Data Management</u>

A. FY17 PRIOR YEAR ASSESSMENT
— Partner Outreach and Collaboration Support (POCS): The POCS program provided IT solutions to enhance alumni tracking, collaboration, and outreach for more than 780,000 alumni of Regional Center programs and other alumni from various Department of Defense and Partner educational and cooperation institutions. Additionally, GlobalNET, an open source collaboration IT system, provided international partners and alumni the ability to continue collaboration with U.S.

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

> and other foreign partners on important security issues. GlobalNET also provided the means for U.S. academic institutions to maintain contact with their alumni to sustain lasting relationships.
> — Global Theater Security Cooperation Management Information System (G-TSCMIS): Successfully operated the G-TSCMIS Help Desk to support the fielded Release 2 software. The Help Desk runs 24/7 to meet the needs of the worldwide Department of Defense security cooperation community, including Combatant Command HQ staff and security cooperation personnel assigned to U.S. embassies overseas. With this support users throughout the SC community are able to accurately track and manage global events. Expanded the G-TSCMIS user base to include non .mil/.smil domain users, which would allow users from the Department of Homeland Security and USAID to access G-TSCMIS.

B. FY18 CURRENT YEAR ASSESSMENT
> — Partner Outreach and Collaboration Support (POCS): Continue to provide the GlobalNET and RCPAMS platform operations and maintenance support, to include internet hosting for the GlobalNET platform, and RCPAMS, to include monitoring for intrusions, malware, system performance, and uptime in a certified Risk Management Framework certified facility. Implement upgrades and development as required. Personnel support will be provided to assist institutions and partners globally during courses, seminars, outreach events, and the GlobalNET development team; conduct operational testing, and tier one support. Continue support to partner countries. Continue to support NATO's e-Learning and Advanced Distributed Learning (ADL) efforts. Maintain mechanisms for partners to collaborate and continue to update the GlobalNET technology to ensure the system remains relevant. Upgrade system to latest version of open source software. Implement GlobalNET application for smart phone use.
> — Global Theater Security Cooperation Management Information System (G-TSCMIS): Continue support for DSCA program management and Department of Navy Program Office

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

sustainment support. Additionally, efforts will be made to modify G-TSCMIS to support security cooperation reform management and reporting.

C. FY19 PLANS AND OBJECTIVES
  - Partner Outreach and Collaboration Support (POCS): Continue to provide the GlobalNET and RCPAMS platform operations and maintenance support, to include internet hosting for the GlobalNET platform, and RCPAMS, monitor the system for intrusions, malware, system performance, and uptime in a risk management framework certified facility. Implement upgrades and development as required.
  - Global Theater Security Cooperation Management Information System (G-TSCMIS): Continue FY 2018 planning objectives and deployment of system enhancements to support FY 2017 NDAA security cooperation tracking and reporting.

<u>Wales Initiative Fund (WIF)</u>

WIF enables developing countries to participate in Partnership for Peace (PfP) programs, thus supporting NATO partnership goals and Department of Defense objectives in the region. Through the Defense Governance Management Team (DGMT) and associated Defense Institution Building (DIB) partners, WIF efforts will institute effective and efficient state defense institutions under civilian and democratic control to meet domestic needs, support national interests and international commitments, and strengthen stability. More broadly, WIF encompasses an ability to define roles and relationships within the defense sector and determine how the institutions that comprise that sector relate to counterparts in other government sectors (particularly the security and justice sectors).

A. FY17 PRIOR YEAR ASSESSMENT
  - WIF supported important institution building requirements for NATO PfP countries and partners, to include support to our partners as they work to determine how the defense sector serves national interests. Specific regional WIF accomplishments include:

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- **U.S. European Command (EUCOM):** WIF resources were used for 105 exercises, 157 multi-lateral engagements, and 171 other various events to include, but not limited to: Tactical Medicine, Military Police Capabilities, Combat Engineering, Medical Co-Deployment, Emergency Response Management, and Logistics in Support of Contingency Operations. These events were in collaboration with eleven EUCOM PfP countries: Armenia, Azerbaijan, Belarus, Bosnia-Herzegovina, Georgia, Kosovo, Macedonia, Moldova, Montenegro, Serbia, and Ukraine. These programs fostered interoperability and NATO integration, promoted regional defense cooperation and stability, and supported development of defense institutions needed to maintain interoperability and expeditionary capability made over the past decade. Through these activities, WIF fostered regional partnering and collaboration, contributing to the broader regional stability in the Black Sea, Caucasus, and Western Balkans. WIF provided 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 included bilateral activities in the areas of: air and land forces interoperability, professional military development, maintenance and logistics capability, C4 interoperability, financial and human resources reform, disaster preparedness and response, military medical capability, cyber security and intelligence security cooperation.

- **U.S. Central Command (CENTCOM):** WIF resources were used for military-to-military commitments and overall bilateral engagement strategy with five countries in Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. WIF funding and activities comprised a large percentage of USCENTCOM's partner engagements in Central Asia outside of counter-terrorism and counter-narcotics programs. The flexibility of the WIF program was particularly useful in responding to a range of emergent requirements that ensure continued and uninterrupted access to the Northern Distribution Network and support to coalition operations in Afghanistan. WIF-supported

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

activities served as a resilient enabler for building and sustaining regional influence for NATO and the United States. Additionally, FY 2017 marked the first year of WIF engagement with Iraq. DSCA was engaged in a multifaceted DIB project with Iraq supporting the modernization of defense structures and processes, with a focus on future force structure and national logistics. Early efforts resulted in the stand-up of new structures – notably a Reform Committee and legislative liaison office – that enhance parliamentary / interagency coordination, improve civil-military relations, and support civilian leader decision making. Future efforts will focus on strategic planning, human resource management, and logistics systems and processes that will enable sustainment of Iraqi defense and security capabilities to ensure territorial integrity and support ongoing anti-terrorism operations. Additionally, key WIF engagements between Tajikistan and U.S. CENTCOM were the Central and South Asia (CASA) Director of Military Intelligence (DMI) Conference, which is designed to familiarize partner nation DMI with CENTCOM's intelligence organization and promote interoperability, as well as to pursue high-level discussions on intelligence sharing, engagements, and cooperation. Moreover, Exercise Regional Cooperation which was hosted by Tajikistan, demonstrated Tajikistan's ability, capacity and desire to work in a more western orientated security sphere.

- **Defense Governance Management Team (DGMT)** conducted 103 highly tailored partner nation engagements with over 3,800 participants in 13 countries worldwide. Depending on the country, DGMT often directly participated in and supported the objectives of bilateral working groups between the U.S. and counterpart Ministries of Defense, General Staffs, Service Headquarters, and Defense Agencies. The WIF program relied heavily on DGMT expertise to collaborate with NATO Projecting Stability efforts, and helped shape Defense and Related Security Capacity Building (DCB) packages and NATO partnership goal-setting with partner nations. Additionally, the DGMT contributed significantly to DCB packages in Georgia, Jordan, and Iraq, and is critical

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

in supporting institutional capacity building in Ukraine and other NATO PfP nations.

- **Civil-Military Emergency Preparedness (CMEP):** CMEP's mission is to develop and conduct bilateral and multinational civil-military projects in support of Department of Defense security cooperation and capacity building objectives by enhancing partner preparedness, interoperability, and civil-military cooperation related to disaster mitigation and relief, combating weapons of mass destruction, consequence management, stability operations, and other country-specific priorities. Additionally, the CMEP program is a Department of Defense security cooperation program designed to support NATO Partner Nations in addressing disaster preparedness and interoperability challenges. In FY 2017, CMEP executed 30 partner engagements with over 800 participants in 11 partner countries in Europe and supported the NATO Partner Cooperation Menu in the areas of Crisis Management and Civil Emergency Planning.

- **Partnership for Peace Consortium (PfPC):** In FY 2017, the U.S. contributed to the Partnership for Peace Consortium (PfPC) through the Defense Education Enhancement Programs (DEEP). PfPC implementation included faculty and curriculum development with: Armenia, Kazakhstan, Mauritania, Serbia and Ukraine professional military education (PME) institutions. In Ukraine, the DEEP-supported Master Instructor program began to create partner pedagogy specialists at three PME schools (National Defense University, Ground Forces Military Academy, and Kiev National University ROTC-like School). The PfPC engaged through 45 partner countries, conducting 58 events with 1,230 participants. Additionally, they completed two reference curricula: Counterinsurgency and Cyber, and have started work on a Counterterrorism reference curriculum. The counterterrorism working group conducted a very timely Table Top Exercise (TTX) on "Foreign Terrorist Fighter Networks: Threats, Challenges and Responses". Featuring moderated scenario-based discussions and role-playing through two task forces, the TTX is intended for use in defense curricula and security institutions. This model employs a case

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

study methodology using a multinational, whole-of-society approach. The conference explored concepts related to broadened partnership efforts, positive narrative development, youth engagement, enhanced information-sharing, and strengthened defense and border security. The wide variety of PfPC working groups and their (academic and practitioner) subject matter experts contributed a richness to Security Cooperation and Defense Institution Building (DIB) discussions & products, by virtue of their multi-national nature. This year marked the launch of the PfPC DIB sub-working group. The United States co-chairs this effort, which focuses on joint implementation and programming, and supports further development and articulation of the DIB discipline.

B. FY18 CURRENT YEAR ASSESSMENT
  – DSCA guidance prioritizes the type, nature and objectives required to maximize impact in the regions. FY 2018 funding supports an increase to NATO's Defense Capacity Building packages, prioritizes Section 333 Train and Equip projects, and deepens engagement with Mediterranean Dialogue countries. Specifically, DSCA prioritization will include:
    • Initiatives that enhance the institutional capacity of partner nations to exercise responsible civilian control of national security forces, contribute to collective security, and absorb, exercise and sustain national security and defense capabilities;
    • Complementary projects to USD(P)-prioritized 10 U.S.C. section 333 Authority to Build Capacity proposals in WIF-eligible countries;
    • Support to defense reform in Ukraine and other Eastern European Partners in line with the objectives of the European Reassurance Initiative;
    • Bilateral and regional programs and activities that support Partner integration and interoperability with NATO;

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

- Logistics capacity building, including enhancement of Reception, Staging and Onward Movement (RSOM) and Host Nation Support (HNS) capabilities among partners.

C. FY19 PLANS AND OBJECTIVES

— In FY 2019, through efforts to implement Department of Defense security cooperation reform, the WIF program will prioritize substance-based planning to better support U.S. strategic security objectives and align with the new security cooperation governance framework. DSCA is working with OSD and U.S. NATO to help shape NATO Partnership Goals and maximize alignment with U.S. security interests, as a means to enable Geographic Combatant Commands (GCCs) better access to WIF as a security cooperation tool and collaborate with NATO Projecting Stability efforts.

<u>**Combating Terrorism Fellowship Program (CTFP)**</u>

A. FY17 PRIOR YEAR ASSESSMENT

— The CTFP trained and educated approximately 3,000 foreign security officials in a wide range of combating terrorism skills. The CTFP focused on developing partner nation long term capabilities by enhancing and broadening understanding of the root causes of terrorism and violent extremism. The programs tiered approach of developing mid to senior level counterterrorism professionals with a common understanding of root causes of terror is providing the Department of Defense with a solid network of international partners willing to assist in the global efforts against terror. Many individuals who participated in educational events in years past are now in senior level positions in their countries and are assisting U.S. efforts to further train and education individuals in these areas. Senior Ministry

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

of Defense officials in Romania, Uganda, Malta and Bosnia have all stepped forward offering their countries as locations for future regional education and training venues. In addition to these regions, the CTFP was also able to directly address specific gaps in counterterror understanding in Africa. Due to feedback and continued interaction by the CTFP network in Africa, programs were developed and executed that specifically addressed key problem areas such as Boko Haram in Nigeria, al-Shabaad in Somalia, al-Qaida in the Islamic Maghreb, and the Libyan Islamic Fighting Group.

— The CTFP was also very active in Africa, training more than 400 security officials. 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 combating terrorism capabilities and strengthen global network of experts; counter violent extremisms proactively; and harmonize views about threats from VEOs and their evolution.

— In addition to these shorter duration programs, the CTFP also sponsored more than 60 international officials in three different Masters' degree programs. These programs are the capstone of the education opportunities provided by the CTFP. Officials attending these longer duration programs have a greater opportunity to interact with not only their American counterparts, but other international combating terrorism officials, as well. Unlike similar programs that fund graduate studies, the CTFP aims to remain in contact with its graduates in order to further enhance the global combating terrorism network. Many of the CTFP graduates are now in notable positions of influence within their countries. More importantly, many of them reach back to the CTFP drawing on the programs resources to further combating terrorism efforts. For example, a recent graduate of the CTFP master's program is now a Division Commander in the Kenyan Army. Other alumni include the Director of Military Intelligence for Niger and Afghanistan's Ambassador to India.

B. FY18 CURRENT YEAR ASSESSMENT

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

— In FY 2018, the CTFP will continue to be a valuable tool for the Department of Defense 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 FY 2018 programs plans will maintain the initiatives of previous years and expand and operationalize the global network of professionals through targeted continuing education events. Specifically, the CTFP will engage with alumni in Africa to combat the spread of violent extremism. Additionally, the program will work directly with Middle Eastern alumni to provide a counter narrative to the Islamic State in Iraq and Syria.

C. FY19 PLANS AND OBJECTIVES

— CTFP program plans will maintain the initiatives of previous years and expand and operationalize the global network of security cooperation professionals. The program will target expansion into areas of the world that will continue to experience an equal expansion of terrorist threats. In FY 2018, the CTFP anticipates the ability to allow ~3000 foreign military and security officials to attend CTFP-funded programs, continue the expansion and utilization of virtual education opportunities and programs, and provide approximately 450-500 educational programs to include 45 to 50 events in 30 to 35 foreign countries in all six Regional Combatant Commands. This will include combating terrorism education and training support to emerging regional and sub-regional organizations and alliances.

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

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

A. FY17 PRIOR YEAR ASSESSMENT
- Previously conducted solely as Global Train and Equip programs, DSCA supported development and implementation of 177 building partner capacity cases aligned with priorities in the Department of Defense's OSD-Policy guidance, the Guidance on Employment of the Force, and the Geographic Combatant Commanders' Country Campaign Plans. Global Train and Equip programs met field-identified requirements with the Geographic Combatant Commands, leading the annual effort to produce and submit proposals, with the Joint Staff, Defense Security Cooperation Agency, Military Departments, and other DoD Components in support. Proposals leveraged both political and military expertise to ensure impacts in the country or region are strategic and benefit U.S. national security objectives.
- Previously, the *Authority to Build the Capacity of Foreign Security Forces* provided Combatant Commanders with the resources to enable partner nations to participate in counterterrorism operations and stability operations. In FY 2017, the program was used to support 56 individual Department of Defense and Department of State approved programs in 29 countries valued at more than $706 million. Additionally, the Global Train and Equip program executed over 108 shipments of equipment to 27 countries throughout the Geographic Combatant Commands with a material value of over $385 million. These programs ranged from support to African partners in Cameroon to Pacific partners in Indonesia.

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

B. FY18 CURRENT YEAR ASSESSMENT
   - In FY 2018, Title 10 U.S.C., Chapter 16, Section 333 train and equip authorities will be used to address Combatant Commander's identified priorities to support partner nations in conducting a wide array of functional operations. The Department of Defense and the Department of State will approve each program. The Department of Defense will notify all programs to Congress.

C. FY19 PLANS AND OBJECTIVES
   - In FY 2019, the program will be used to address Combatant Command identified priorities to support partner nations in conducting counterterrorism operations; counter-illicit drug trafficking operations; counter weapons of mass destruction operations; counter-transnational organized crime operations; maritime and border security operations; military intelligence operations, operations or activities that contribute to international coalition operations, and other security cooperation requirements. The Department of State is required to concur on each program implemented under section 333. The Department of Defense will notify all section 333 programs to Congress.

<u>Assessment, Monitoring, and Evaluation (AM&E)</u>

AM&E is a new statutory requirement for the Department to establish an enterprise-wide view of security cooperation to enable strategic decision making. Under the provision and in accordance with a new policy issuance on AM&E, the Department will establish a comprehensive framework to assess, monitor, and evaluate security cooperation programs and activities from inception to completion. The AM&E program will improve accountability by ensuring that resources address requirements that serve broader U.S. foreign policy objectives. Additionally, the program will ensure allies and partners' efforts promote U.S. national security interests. It will promote effective resource decisions grounded in rigorous analysis.

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

B. FY18 CURRENT YEAR ASSESSMENT
- FY 2018 focuses on the continued effort to implement the FY 2017 NDAA guidance to develop a framework for multi-year assessment, monitoring and evaluation of all significant security cooperation initiatives. This is designed to improve the overall effectiveness of security cooperation assistance, better inform the U.S. Congress on performance of that assistance, as well as to provide information to support decisions on resource allocations. By the end of this fiscal year, the Department will focus on increasing partner nations' AM&E awareness and support each GCC in completing at least one pilot Initial Assessment/Initiative Design Document mandated in DODI 5132.14.
- Proposed planning includes a phased approach. Phase 1 will focus on each Geographic Combatant Commands' initial assessment, monitoring, and evaluation efforts on FY 2018, Section 333 initiatives, applying simple AM&E frameworks. Phase 2 will pilot use of the Initiative Design Document, with a requirement for each Geographic Combatant Command to develop at least (1) Initiative Design Document from the list of authorized Section 333 or other significant security cooperation initiatives.
- In response to the requirement for centralized evaluation, the Department will conduct a strategic centralized evaluation measuring success of Logistics Security Cooperation capabilities and capacity of partner contributions to the achievement of broader security cooperation outcomes (i.e., objectives in Theater Campaign Plans, country plans, or other foreign policy objectives). The Strategic Evaluation of Logistics Security Cooperation will include 10-12 case studies using rigorous methods in order to be sufficiently representative. This will evaluate the impact, outcomes, and effectiveness of logistics initiatives. Case studies will be compared and contrasted to understand lessons learned and best practices, which can be applied to all future logistics security cooperation initiatives.
- *Defining Success*: Success will be defined by creating enduring capabilities and laying the foundation for a more capable, interconnected AM&E community of effort, better suited to the new security environment.

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

- **Milestones:**
  - AM&E guidance in support of the DoD Instruction 5132.14 will be issued in 2nd Quarter FY 2018
  - Design of strategic evaluation on logistics security cooperation by end of 2nd Quarter FY 2018
  - Draft case study on assessment of workforce required to execute quality assessment, monitoring, and evaluation by end of 3rd Quarter FY 2018
  - Complete six country case studies of the strategic evaluation on logistics security cooperation; two strategic evaluations; and evaluation analysis and reports on country case studies and strategic evaluations by end of 4th Quarter FY 2018

C. FY19 PLANS AND OBJECTIVES

- In FY 2019, OUSD Policy Security Cooperation (SC) will continue to refine the focus around AM&E's primary objectives of strengthening strategic bilateral and regional relations, institutional and security sector reform, and adherence to norms of human rights by continuing to refine guidance and support the implementation of the AME framework in collaboration with DSCA, the GCCs, and the Services. Stronger AME of SC initiatives will promote broader holistic efforts that lead to greater impact, outcomes and effectiveness in support of USG objectives for security cooperation.
- In FY 2019, OUSD Policy SC will complete three to four independent strategic evaluations on key security cooperation topics. These evaluations will lead to dissemination of key recommendations and lessons learned to inform current and future security cooperation activities. Additionally, priority will be given to institutionalizing a new planning process leading to development of IDDs at each GCC. Sustainment of this process will include development of an AM&E training

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

program at the Defense Institute of Security Cooperation Studies (DISCS). OUSD Policy SC will continue to support assessment, monitoring and evaluation as part of the AM&E guidance package. IDDs will begin to be institutionalized as part of Phase 3 where lessons learned will be applied from the Phase 2 IDD pilot and implementation of the new planning process. GCCs will submit IDDs for broad concepts and proposals for significant SC initiatives across multiple authorities.

— Four new strategic evaluations will be initiated based on pattern analysis and stakeholder input into new topics.

— **Milestones:**
- Four Strategic Evaluations of Logistics Security Cooperation will be completed synthesizing up to 10-12 country case studies for each evaluation (noting that final evaluation design will determine the exact number of case studies needed). Evaluations will identify findings, conclusions, recommendations, lessons and best practices.
- OSDP SC will continue to collaborate with DSCA to provide assistance to GCCs and the Military Services in order to accomplish strong IA/IDDs as well as performance monitoring.
- OSDP SC will support DSCA in determining reporting procedures and systems for the performance monitoring data collected.

<u>Defense Institution Reform Initiative (DIRI)</u>

Established in 2010, DIRI is the Department of Defense's primary security cooperation tool to support a partner nation's efforts to develop its defense institutions' capacity to decide, plan, resource, and manage relevant military capabilities and oversee and direct their use in an accountable, transparent, efficient, and democratic manner. DIRI engaged with partner nation Ministries of Defense, 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.

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

DIRI worked with USG and partner nation stakeholders to identify projects that meet shared strategic priorities – often addressing institutional gaps that were preventing the realization or sustainment of security cooperation investments; strengthening high-level relations between OSD and Ministries of Defense; and advancing the principles of transparency, accountability, and rule of law.

By the end of FY 2017, DIRI conducted 154 highly tailored partner nation engagements with nearly 7,800 participants in 35 countries worldwide. DIRI efforts remain focused on supporting the partner-nation and USG meet shared priorities through bilateral and multilateral frameworks. Highlights of DIRI FY 2017 efforts include:

A. **FY17 PRIOR YEAR ASSESSMENT**
   — **Africa:** Department of Defense and DIRI lead the defense sector contributions for almost all Security Governance Initiative (SGI) countries and conducted 31 successful workshops in Mali, Ghana, Kenya, Niger, Nigeria, and Tunisia. DOD-lead SGI efforts in Mali, Ghana, Niger, and Nigeria are active and progressing, with more limited progress in Tunisia. DIRI continued to support broader CTPF efforts within several SGI countries, as well as Chad and Cameroon. Specific DIB work is still progressing in Kenya and a limited program with Liberia is ongoing.
   — **Western Hemisphere:** DIRI efforts in Chile, Colombia, Guatemala and Trinidad and Tobago continued to strengthen the linkages between governmental, defense and security sector leaders by building defense governance and management systems able to link policy objectives to budget requirements. The DIRI project, recently launched with Argentina has started to take shape and initial planning with Guyana was underway.
   — **Asia-Pacific:** Ongoing DIRI efforts in Indonesia and Thailand continued to work with critical stakeholders on defense management concepts intended to increase readiness and capability. DIRI has continued addressing the Royal Thai Army's challenges with its UH-60 fleet by conducting a series of pilot life cycle costing

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

projects that will improve the RTA's ability to compare and fund future investments. Similarly, DIRI has familiarized key Indonesian personnel with defense management concepts, particularly as they relate to sustainment and operating as a joint partner. FY 2017 engagements in Indonesia also laid the groundwork for further resource management efforts to support the Navy in improving its budgeting for maritime operations and increase readiness of its ships and aircraft. DIRI projects were launched in Mongolia and Nepal in late FY 2017 and are in the early phases of implementation.

— **Middle East:** The DIRI project in Iraq was focused on supporting institutional strategic planning capacity by supporting the Iraqi defense ministry in developing future force structure. DIRI efforts in Lebanon continued to support Lebanese Armed Forces in developing capacity to plan for, acquire, sustain, and integrate defense capabilities. These efforts are being further refined to more closely tie to LAF needs and better align with DOD capability development efforts. The country project in Jordan has found a rhythm supporting Jordan's defense review and planning capability efforts. DIRI efforts in Saudi Arabia are focused on supporting capability development and Saudi plans to continue defense reform efforts.

B. FY18 CURRENT YEAR ASSESSMENT

— The DIRI program is leaning forward on key elements of the recent Department of Defense Assessment, Monitoring and Evaluation (AM&E) Instruction, ensuring causal relationships are identified and monitored to ensure Department of Defense strategic objectives are supported by DIRI's DIB efforts and the broader security cooperation objectives. DSCA is working closely with the DGMT on how best to evaluate the effectiveness of DIB programs and integrate planning in security cooperation in order to best support the Department of Defense's strategic objectives. Further, the Defense Governance Management Team will enhance the Defense Security Cooperation Agency's capabilities to begin the implementation of

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

new security cooperation authorities, specifically requirements for institutional capacity building in accordance with the 10 USC, Section 333 authority.

C. FY19 PLANS AND OBJECTIVES
— The DIRI program will be at the core of implementing 10 USC, Section 332b and providing the defense institution implementation support to relevant 10 USC, Section 333 capability development packages. Specific priorities for both of these authorities remain in development, but it is expected that most work begun or continuing in FY 2017-2018 will continue, with several efforts moving into a new phase or more mature level of engagement, and that additional efforts tied to capability development efforts will be launched. More specific partner nation engagements in FY 2019 will be dependent on FY 2018 developments and emerging priorities.

<u>Defense Institute of International Legal Studies (DIILS)</u>

A. FY17 PRIOR YEAR ASSESSMENT
— In FY 2017, DIILS supported 48 Rule of Law engagement events with 24 countries. These events align with priorities in the Department of Defense Guidance on Employment of the Force, the FY 2017 Department's Defense Institution-Building priorities, and the Geographic Combatant Commanders' Country Campaign Plans. In FY 2017, DIILS engaged in all geographic areas of responsibility, except for U.S. Northern Command.

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

- DIILS's strength is the modest investment required to execute strategically agile, programmatically flexible, timely, sustained engagements in support of evolving security cooperation priorities. DIILS leverages Active Duty, Reserve and National Guard JAG officers, as well as government and civilian legal experts at minimal cost (travel and per diem) to serve as instructors for these engagements. Here are three examples of FY 2017 DIILS engagements and the resulting increase in rule-of-law capacity.
- DIILS has engaged in Mali's military justice reform effort since 2015. In Mali, the Directorate of Military Justice has resumed proceedings in Military Courts, a process that had been stagnant since 2011. On August 24, 2017, Mali announced the judgement in its first successfully completed court-martial. With assistance from DIILS, the Ministry of Defense published, for the first time, a compendium of military law reference materials. These are vital tools for the civilian and military lawyers working within the military justice system, and reinforce the public, and the military's perception of a fair judicial system. Also for the first time, the allocated resources for the construction and manning of military courts outside of the capital, including in the northern region of the country, where Malian forces are combating terrorists affiliated with Al-Qaeda and the Islamic State in West Africa. This ties in well with similar DIILS efforts throughout the Sahel and the neighboring Lake Chad basin countries.
- In Guatemala, DIILS continued to support US Southern Command efforts to encourage the establishment of operational legal advisors by regional militaries, as a means to promote human rights compliance. DIILS engaged with the Ministry of National Defense to plan the re-structuring of the Legal Affairs Directorate to create 19 brigade-level legal advisors. The required Governmental Agreement is awaiting presidential signature. Concurrently, DIILS worked with the Guatemalans to draft a training plan for the first group of legal advisors. In FY 2017, DIILS also began planning maritime legal Defense Institution Building (DIB) activities with the Guatemalan Navy for implementation in FY 2018.

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

- In Sri Lanka, DIILS successfully engaged the military on human rights, even though Sri Lanka had consistently refused to discuss such matters with foreign civilians or civil society groups. As a result of discussions with DIILS, Sri Lanka's armed forces are developing a feasible way forward for transitional justice that will help them re-establish stability and reintegrate the parties of a bitter civil war.

B. **FY18 CURRENT YEAR ASSESSMENT**
- In FY 2018, DIILS will continue to support the development and global implementation of rule of law engagement in accordance with Departmental Policy guidance on which countries to engage on rule of law issues. DIILS plans to execute this guidance to the extent feasible, given the enactment of 10 USC 333.

C. **FY19 PLANS AND OBJECTIVES**
- In FY 2019, DIILS will continue to develop and implement legal engagement in accordance with Departmental guidance and priorities to the extent feasible. Fulfilling the requirement for sustained rule of law engagement with international partners is necessary for the comprehensive implementation of long-term defense institution building within security sector reform. Rule of law engagement also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing effective partnerships in support of U.S. national interest and goals.
- DIILS will also evaluate additional workload requirements imposed by 10 U.S.C. 333, which expands the requirement for human rights training to seven categories of security cooperation, and adds complementary institutional capacity building requirements in each area.

<u>**Ministry of Defense Advisors (MoDA) Program**</u>

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

The FY 2017 National Defense Authorization Act requires that the Department of Defense undertake institutional capacity building efforts for building partner capacity programs. The MoDA program deploys U.S. Department of Defense civilians to help foreign partners improve ministerial defense capabilities, such as personnel and readiness, strategy and policy, acquisition and maintenance processes, and financial management. Following a two year MoDA pilot program in Afghanistan, the FY 2012 National Defense Authorization Act granted Department of Defense temporary global authority to deploy civilian advisors to support security cooperation and defense institution building activities worldwide.

A. FY17 PRIOR YEAR ASSESSMENT
- — The MoDA program met expectations in FY 2017 by maintaining support to the NATO and Department of Defense missions in Southeast Asian Nations, Botswana, Georgia, Indonesia, Botswana, Ukraine, Uzbekistan, and Indonesia; deploying new advisors to Georgia, Latvia, and Ukraine; and developing requirements in a number of other countries which were executed in FY 2017. 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 FY 2017, the MoDA program continued to evaluate global nominations and developed individual MoDA country requirements.

B. FY18 CURRENT YEAR ASSESSMENT
- — The MoDA team will maintain a balanced program management capability, including government as well as contractor support, based on operational experience. In FY 2017, the MoDA global program will maintain and expand support to building partner capacity missions worldwide. The program will continue to provide administrative and reach-back support to the advisors deployed in FY 2017 and expand the program to a target of 18 deployed global advisors by the end of FY 2018. Although the distribution of supported countries will depend heavily on the absorptive capacity

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

      of partner nations, the program will balance resources across the Geographic Combatant Commands in accordance with global priorities established by the Department. Additionally, as the program expands, the Defense Security Cooperation Agency's program office will continue to evolve the training program to make greater use of broader Departmental resources.

C. FY19 PLANS AND OBJECTIVES
- Increase awareness and integration of the program into the Geographic Combatant Commands' planning processes, which will result in significantly increased demand and continued expansion of the MoDA global program as required to meet Department security cooperation goals.

<u>Southeast Asia Maritime Security Initiative (MSI)</u>

A. FY17 PRIOR YEAR ASSESSMENT
- MSI represented a fundamental, steady-state component of Department of Defense's contribution to address regional security concerns in the Asia-Pacific region. Countries eligible to receive assistance were identified through the FY 2016 National Defense Authorization Act, MSI and include: Malaysia, the Philippines, Indonesia, Thailand, and Vietnam.
- In FY 2017, the Department of Defense set the foundation for MSI by assessing capability gaps for each MSI partner, cross-walking existing authorities and baselining ongoing maritime security and maritime domain awareness programs by country. Overarching goals of MSI included establishing a functional Regional Maritime Picture (RMP), addressing maritime capability gaps with enduring solutions, and increasing bilateral and multilateral habits of cooperation. The initial MSI efforts included conducting detailed assessments, socializing key initiatives at the strategic-level, and initiating several well-aligned maritime

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

capacity-building projects. FY 2017 activities were focused on providing maritime security platforms at the point of need in Indonesia, Malaysia, and Vietnam, and completing funding for some programs in the Philippines started in FY 2016. These projects included providing upgraded excess defense articles (EDA) Hamilton Class High Endurance Cutters, two Aerostat radar sensor suite implementations, and integrating the requisite C4ISR infrastructure to facilitate information-sharing.

B. FY18 CURRENT YEAR ASSESSMENT
- FY 2018 will represent the full implementation of MSI and in this year, the Department will focus on increasing partner nations' maritime domain awareness capacity, assist in the modernization and training for maritime patrolling, and assist regional efforts aimed at increasing interoperability and shared response to common transnational threats. The priority projects in FY 2018 will include enhancements to existing Maritime Patrol Aircraft fleets with Thailand and Malaysia, continuing to improve information-sharing networks, and solidifying long-term efforts through training, education, and exercises. MSI will expand to incorporate partners from South Asia including Bangladesh, Sri Lanka, Myanmar, and India.
- *Defining Success*: 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.

C. FY19 PLANS AND OBJECTIVES
- In FY 2019, the Department will continue to refine the focus around MSI's primary objectives by utilizing the newly-established Regional Maritime Picture in cooperative activities, enhancing maritime capacity through vessels, aircraft, and sensors in identified gaps, and expanding the scope of our bilateral and

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

multilateral exercises. The next phase of MSI will increase the ability of the various regional partners to sense, share, and contribute in the maritime space. Some of the primary efforts in FY 2019 include reinforcing maritime logistics and training institutions, expanding capacity in maritime patrol and ISR, and providing a comprehensive approach to increasing regional information-sharing.

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V. Personnel Summary	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Civilian End Strength (Total)	369	430	429	61	-1
U.S. Direct Hire	335	388	387	53	-1
Foreign National Direct Hire	15	15	15	0	0
Total Direct Hire	350	403	402	53	-1
Reimbursable Civilians	19	27	27	8	0
Civilian FTEs (Total)	360	427	434	67	7
U.S. Direct Hire	327	387	393	60	6
Foreign National Direct Hire	15	15	15	0	0
Total Direct Hire	342	402	408	60	6
Reimbursable Civilians	18	25	26	7	1
Average Annual Civilian Salary ($ in thousands)	141.2	128.2	134.4	-13.0	6.2
Contractor FTEs (Total)	80	80	80	0	0

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

OP 32 Line	FY 2017 Actuals	Foreign Currency Rate Diff	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Foreign Currency Rate Diff	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	46,332	0	905	2,635	49,872	0	254	2,743	52,869
104 FN Direct Hire (FNDH)	1,947	0	38	-306	1,679	0	9	296	1,984
199 Total Civ Compensation	**48,279**	**0**	**943**	**2,329**	**51,551**	**0**	**263**	**3,039**	**54,853**
308 Travel of Persons	27,804	0	472	572	28,848	0	519	-2,597	26,770
399 Total Travel	**27,804**	**0**	**472**	**572**	**28,848**	**0**	**519**	**-2,597**	**26,770**
614 Space & Naval Warfare Center	0	0	0	741	741	0	7	1,252	2,000
671 DISA DISN Subscription Services (DSS)	230	0	4	-234	0	0	0	0	0
696 DFAS Financial Operation (Other Defense Agencies)	0	0	0	2,839	2,839	0	146	1,000	3,985
699 Total DWCF Purchases	**230**	**0**	**4**	**3,346**	**3,580**	**0**	**153**	**2,252**	**5,985**
771 Commercial Transport	478	0	8	231	717	0	13	0	730
799 Total Transportation	**478**	**0**	**8**	**231**	**717**	**0**	**13**	**0**	**730**
912 Rental Payments to GSA (SLUC)	50	0	1	835	886	0	16	0	902
914 Purchased Communications (Non-Fund)	245	0	4	442	691	0	12	1	704
915 Rents (Non-GSA)	1,148	0	20	54	1,222	0	22	0	1,244
917 Postal Services (U.S.P.S)	6	0	0	70	76	0	1	0	77
920 Supplies & Materials (Non-Fund)	30,755	0	523	-29,138	2,140	0	39	0	2,179

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OP 32 Line	FY 2017 Actuals	Foreign Currency Rate Diff	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Foreign Currency Rate Diff	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
921 Printing & Reproduction	115	0	2	-38	79	0	1	-1	79
922 Equipment Maintenance By Contract	648	0	11	263	922	0	17	0	939
923 Facilities Sust, Rest, & Mod by Contract	61,964	0	1,053	-62,367	650	0	12	0	662
925 Equipment Purchases (Non-Fund)	602	0	10	76	688	0	12	1	701
926 Other Overseas Purchases	0	0	0	172	172	0	3	0	175
932 Mgt Prof Support Svcs	60,075	0	1,021	-56,947	4,149	0	75	5,183	9,407
933 Studies, Analysis & Eval	1,350	0	23	21,351	22,724	0	409	-6,306	16,827
934 Engineering & Tech Svcs	17	0	0	-17	0	0	0	0	0
960 Other Costs (Interest and Dividends)	25	0	0	89	114	0	2	0	116
964 Other Costs (Subsistence and Support of Persons)	9,408	0	160	-9,085	483	0	9	-1	491
986 Medical Care Contracts	37	0	1	-38	0	0	0	0	0
987 Other Intra-Govt Purch	305,394	0	5,192	270,875	581,461	0	10,466	20,545	612,472
988 Grants	2	0	0	-2	0	0	0	1	1
989 Other Services	1,178,647	0	20,037	-1,177,886	20,798	0	374	-2,328	18,844
990 IT Contract Support Services	2,955	0	50	-2,460	545	0	10	-2	553
991 Foreign Currency Variance	1	0	0	-1	0	246	5	-251	0
999 Total Other	**1,653,444**	**0**	**28,108**	**-1,043,752**	**637,800**	**246**	**11,485**	**16,842**	**666,373**

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OP 32 Line	FY 2017 Actuals	Foreign Currency Rate Diff	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Foreign Currency Rate Diff	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
Purchases									
Total	1,730,235	0	29,535	-1,037,274	722,496	246	12,433	19,536	754,711

* The FY 2017 Actual column <u>includes</u> $1,305,017.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $2,312,000.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $2,208,442.0 thousand of FY 2019 OCO Appropriations funding.
* The FY 2018 to FY 2019 change column includes $2,065.0 thousand reductions in lines 932 and 989, service contracts as a result of the SRRB.