

# **Fiscal Year 2025 Budget Estimates**

## **Defense Security Cooperation Agency**



**March 2024**

**Defense Security Cooperation Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2025 Budget Estimates**

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

	<u>FY 2023 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2024 Estimate</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2025 Estimate</u>
DSCA	15,708,927	347,936	-13,677,763	2,379,100	50,886	459,971	2,889,957

- Includes enacted funding in the Additional Ukraine Supplemental Appropriation Act, 2022 (Public Law 117-128), Ukraine Supplemental Appropriation Act, 2023 (Division B of Public Law 117-180), Additional Ukraine Supplemental Appropriation Act, 2023 (Division M of Public Law 117-328) and Disaster Relief Supplemental Appropriation Act, 2023 (Division N of Public Law 117-328).
- FY 2023 includes \$1,522,280 thousand in Overseas Operations Costs (OOC) Actuals. FY 2024 includes \$1,263,579 thousand in OOC Estimate. FY 2025 includes \$473,200 thousand for the OOC Budget Estimate. OOC are those financed with former Overseas Contingency Operations (OCO) funding.
- This DoD component is a budget line item in the Operation and Maintenance Defense-wide account and therefore, the FY 2024 Estimate does not reflect a CR adjustment. The overall Operation and Maintenance, Defense-wide account CR adjustment for FY 2024 may be found in the O-1 document.

**I. Description of Operations Financed:**

The Defense Security Cooperation Agency (DSCA) leads the security cooperation enterprise in delivering effective, enduring, and timely solutions that support national security, defense strategic guidance and mutual U.S. and partner interests. The DSCA plans, directs, implements, administers, and provides 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's budget. The DSCA activities encourage and enable foreign partners to responsibly act in support of U.S. national security objectives. Security cooperation activities are often complex and span the phases of conflict from shaping the environment to enabling civil authority activities. The DSCA collaborates closely with the interagency, geographic combatant commands, industry, and partner nations to execute security cooperation activities. Moreover, the DSCA seeks to maximize security cooperation program effectiveness.

The FY 2025 budget request supports the day-to-day operations of the DSCA headquarters, the Defense Security Cooperation University, the Department of Defense Regional Centers for Security Studies, the Institute for Security Governance, the Defense Institute of International Legal Studies, and the Defense Resources Management Institute. Under the provisions of the 10 USC Chapter 16, the FY 2025 budget request will continue to support the execution of a Department-wide framework for the assessment, monitoring, and evaluation of security cooperation activities and continue to implement a workforce development program targeting all Department of Defense professionals supporting security cooperation efforts. DSCA will continue to execute Department of State security sector assistance programs and activities in accordance with the Foreign Assistance Act and the Arms Export and Control Act. Additionally, the DSCA's 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 appropriation.

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**I. Description of Operations Financed: (Cont.)**

**International Security Cooperation Programs (ISCP)**

The ISCP account funds activities aimed at building partner capacity to address shared national security challenges and operate in tandem with or in lieu of U.S. forces. These efforts include train-and-equip programs to build partner capability across a range of mission areas and institutional capacity building to facilitate absorption, sustainment, and institutional support necessary for capability development. The Department plans to use ISCP account funds under relevant security cooperation authorities, including 10 U.S.C. section 332 (Institutional Capacity Building), section 333 (Train-and-Equip), section 335 (Training Expenses), P.L. 114-92 section 1263 (Indo-Pacific Maritime Security Initiative), and P.L. 117-263 section 1208 (Women, Peace, and Security). Security cooperation programs funded through the ISCP account are prioritized across a range of factors, including strategic alignment, program feasibility, and DoD component prioritization. Geographic Combatant Commands develop and submit requirements in the form of significant security cooperation initiatives, aligning proposed activities across five-year plans and identifying complementary Department of State security assistance activities (e.g., international military education, Foreign Military Financing, Foreign Military Sales, etc.) that contribute to the effort's strategic objective. Initiative-based planning supports DoD's efforts to conduct assessment, monitoring and evaluation of security cooperative activities to ensure programs yield a return on investment. ISCP activities are coordinated, reviewed, and vetted by the Secretary of Defense and the Secretary of State, facilitating synchronization of security sector assistance.

**Regional Centers for Security Studies**

The Regional Centers for Security Studies support the objective of strengthening alliances and attracting new partners. The Regional Centers offer executive-level academic programs, research projects, and rigorous outreach programs that foster long-term collaborative relationships. Through academic cohorts that promote common perspectives on regional security and promote integrated, collaborative responses to transnational threats, the Regional Centers employ their comparative advantage of maintaining enduring individual and institutional relationships with alumni and engaging beyond partners' defense establishments to advance U.S. interest in the three functional areas of territorial and maritime security, transnational and asymmetric threats, and defense sector governance. Regional Center program funding directly supports resident courses, in-regional workshops, outreach and alumni engagement, and focused research in support of the Department's priorities. The Regional Centers for Security Studies are: The Near East South Asia Center for Strategic Studies, Washington, D.C.; the Africa Center for Strategic Studies, Washington, D.C.; the Daniel K. Inouye Asia-Pacific Center for Security Studies, Honolulu, Hawaii; the William J. Perry Center for Hemispheric Defense Studies, Washington, D.C.; the George C. Marshall European Center for Security Studies, Garmisch, Germany; and the Ted Stevens Center for Arctic Security Studies in Anchorage, AK.

**Defense Security Cooperation University (DSCU)**

To meet the current and future global U.S. Security Cooperation mission, DSCU, founded in September 2019, and established in law by the 2024 National Defense Authorization Act (NDAA), delivers the education, training, research, and workforce analysis required to develop an agile, certified, and experienced U.S. security cooperation workforce. Additionally, DSCU implements institutional capacity building, security cooperation education, and related programs and initiatives with U.S. allies and partner nations. DSCU is DoD's center of intellectual life for security cooperation and aspires to be the indispensable institution for security cooperation knowledge and practice. DSCU is comprised of its headquarters in the national capital region, the Defense Institute of International Legal Studies in Newport, RI, the Institute for Security Governance in Monterey, CA, the School of Security Cooperation Studies in Dayton OH, the newly established College of Strategic Security

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**I. Description of Operations Financed: (Cont.)**

Cooperation, the International Military Training and Education division, the Research, Analysis, and Lessons Learned Institute, the Strategic Workforce Programs Directorate, the Institutional Capacity Building Directorate, and the Defense Resources Management Institute. The DSCU team works across functional areas to create synergies that benefit students, strategic partners, and other external stakeholders. An agile mindset and desire to innovate in response to the real-world challenges and requirements of those the university serves characterizes DSCU's approach to the mission and its constant collaboration with the rest of DSCA.

**DSCU Operations**

DSCU Operations ensures the implementation of the full set of requirements specified in Title 10 U.S. Code, Section 384, last updated in NDAA 2024. This budget line includes DSCU's headquarters in the national capital region, the Institutional Capacity Building Directorate (focused on the planning and resourcing of all institutional capacity building activities, and development of the field and practice of ICB), the School of Security Cooperation Studies, the College of Strategic Security Cooperation (focused on higher-level security cooperation education as well as functional and regional studies), and the Research, Analysis and Lessons Learned Institute, which fosters analysis, research, scholarship, and critical inquiry that advances the field of security cooperation. DSCU Operations also includes the International Military Training and Education Division that develops and manages programs and implements policies for Title 10 supported training and education activities.

**Institute for Security Governance (ISG)**

ISG is the Department of Defense's leading implementer for Institutional Capacity Building (ICB) and one of its primary international schoolhouses. ISG is charged with building partner institutional capacity and capability through tailored advising, education, and professional development programs grounded in American values and approaches. All elements of the Title 10 ISG budget support management, administration, and execution of institutional capacity building under section 332 of Title 10. ISG funding also supports courses implemented under the Regional Defense Fellowship Program pursuant to section 345 of Title 10, and security cooperation requirements arising from the DoD Women, Peace and Security Strategic Framework Implementation Plan and section 1210E of P.L. 116-283, and the DoD Civilian Harm Mitigation and Response Action Plan. Additionally, ISG funding supports Ministry of Defense Advisor program support requirements for deployed resident advisors.

**Defense Institute of International Legal Studies (DIILS)**

DIILS is the lead defense security cooperation resource for professional rule of law education, training, and capacity building programs involving international defense institutions and personnel, including both military and related civilians. DIILS legal programs help provide the legal institutional and human capital Partner Nations need to effectively and responsibly undertake desired security roles and contribute to U.S. strategic objectives across all geographic combatant command areas of responsibility. All elements of the DIILS budget support management, administration and execution of legal institutional capacity building under section 332 of Title 10 and section 1210 of P.L. 116-92 (legal institutional capacity building initiative for foreign defense institutions), as well as congressionally-directed Human Rights and Law of Armed Conflict training under section 333 of Title 10, section 1263 of P.L. 114-92 (Indo-Pacific Maritime Security Initiative) and similar train and equip authorities. DIILS funding also supports courses implemented under the Regional Defense Combating Terrorism and Irregular Warfare Fellowship Program pursuant to section 345 of Title 10, and security cooperation requirements arising from the DoD Women, Peace and

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**I. Description of Operations Financed: (Cont.)**

Security Strategic Framework Implementation Plan and section 1210E of P.L. 116-283, the DoD Civilian Harm Mitigation and Response Action Plan, and recently revised Conventional Arms Transfer Policy. DIILS is reported as the “Defense Security Cooperation University – DIILS”.

**Security Cooperation Workforce Development Program (SCWDP)**

Training, certifying, and staffing the security cooperation workforce to professional standards and to a high level of competency is critical to achieving security cooperation objectives that contribute to National Security policy priorities. Title 10 U.S.C Section 384 directs the Secretary of Defense to establish a program to improve the quality and professionalism of the security cooperation workforce managed by the Director of the Defense Security Cooperation Agency. The Defense Security Cooperation University has program management responsibilities to implement the full scope of section 384. The SCWDP improves the quality and professionalism of the security cooperation workforce in order to ensure that the workforce has the capacity, in both personnel and skills, needed to properly perform the security cooperation mission, provide appropriate support to the assessment, planning, monitoring, execution, evaluation, and administration of security cooperation programs and activities to ensure that the Department receives the best value for the expenditure of public resources on such programs and activities; and is assigned in a manner that ensures personnel with the appropriate level of expertise and experience are assigned in sufficient numbers to fulfill requirements for security cooperation programs and activities. The SCWDP includes training, certification, assignment, and career development of security cooperation workforce personnel aimed at enhancing their professionalization and ability to competently implement security cooperation programs and activities. The SCWDP is reported as the “Defense Security Cooperation University – SCWDP”.

**Defense Resources Management Institute (DRMI)**

The Defense Security Cooperation University’s (DSCU) Defense Resources Management Institute (DRMI) is the Department of Defense’s leading defense security cooperation resource for executive education, training, research, and advising in defense resources management, providing support to U.S. and partner military and civilian workforces. In FY 2024, DRMI was realigned to the Defense Security Cooperation University (DSCU). The transfer of DRMI to DSCU advances DOD Security Cooperation priorities, while ensuring appropriate oversight to support a healthy command climate and robust business model. DRMI is reported as the “Defense Security Cooperation University – DRMI”.

**Irregular Warfare Center**

The IWC is charged with integrating irregular warfare concepts across the Department, interagency, and with U.S. allies and partners. The IWC serves as the coordinating body and central repository for irregular warfare resources and research. The IWC mission directives are as follows: coordinating and aligning irregular warfare related curricula, standards, and objectives; facilitating research on irregular warfare, strategic competition, and the Department’s role in supporting interagency irregular warfare related activities; engaging and coordinating with federal departments, agencies, academia, nongovernmental organizations, civil society, and international partners to discuss and coordinate efforts on security challenges; developing curriculum and conducting training and education of U.S. and non U.S. military and civilian participants, as determined by the Secretary of Defense; serving as a coordinating body and central repository for irregular warfare resources, including educational activities and programs, and lessons learned across the Department.

**Regional Defense Fellowship Program (RDFP)**

The RDFP provides foreign military officers and government security officials with strategic, and operational education to enhance partners' capacity to combat terrorism and address irregular warfare challenges. The RDFP is a key tool for geographic combatant commands to foster

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**I. Description of Operations Financed: (Cont.)**

regional and global cooperation to develop global coalitions to address irregular warfare challenges. The RDFP enhances the U.S. Government's efforts to provide non-lethal combatting terrorism and irregular warfare 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. national security objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human rights issues. Funding for the RDFP: (1) builds and strengthens a global network of experts and practitioners at the operational and strategic levels through alumni engagement; (2) builds and reinforces the combating terrorism capabilities of partner nations through operational and strategic-level education; (3) contributes to counterterrorism and irregular warfare ideology efforts; (4) provides the DoD with a flexible and proactive program that can respond to emerging Combatting Terrorism and Irregular Warfare requirements.

**DSCA Headquarters**

DSCA Headquarters funds the salaries and operating expenses of the DSCA workforce providing program and financial management support to Department of Defense funded security cooperation programs, to include Humanitarian Assistance, Foreign Disaster Relief and Mine Action programs. Additionally, this account resources operational and information technology system support costs, Defense Finance and Accounting Services, and support for Enterprise Resource Systems.

**Claims Litigations Support**

Previously included within DSCA Headquarters funds, Claims Litigations Support represents the Department's financial contribution to the Department of State for the litigation team on B-1 (Foreign Military Sales) claims before the Iran Claims Tribunal.

**Assessment Monitoring and Evaluation (AM&E)**

Assessment, Monitoring, and Evaluation (AM&E) is a statutory requirement for the Department under §383, Chapter 16, Title 10 to establish a program of AM&E for security cooperation programs and activities. In response to the Evidence-based Policy-making Act of FY2019 and OMB's Memoranda M-18-04 (concerning Monitoring and Evaluation of Foreign Assistance) and M-21-27 (Learning Agendas and Evaluation Plans), the Defense Security Cooperation Agency (DSCA) established numerous requirements to ensure the implementation of Department of Defense AM&E policy (DoD Instruction 5132.14). The funding requested for this activity allows DSCA to support the security cooperation enterprise in making evidence informed choices, identify best practices and lessons learned, and contribute to future decisions about security cooperation policy, plans, programs, program management, resources, and the security cooperation workforce in alignment with Policy's AM&E requirements. In addition, the Department provides an annual report to Congress on all accounts utilized in accordance with the Department's AM&E policy.

**Strategic Evaluations**

In Accordance with FY17 NDAA, §1241 and the AM&E DoD Instruction 5132.14, the Department will conduct strategic evaluations. The funding requested for this activity provides for Department of Defense wide strategic evaluations. The security cooperation reforms identified within the strategic evaluation recommendations are prioritized by the Assistant Secretary of Defense for Strategy, Plans, and Capabilities and approved by the Under Secretary of Defense for Policy.

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**I. Description of Operations Financed: (Cont.)**

**Security Cooperation Data Management**

The Security Cooperation Data Management program is comprised of the Partner Outreach and Collaboration Support (POCS) and Socium. POCS provides a common information technology platform (GlobalNET) to improve international partner outreach and collaboration efforts in a federated environment. The GlobalNET effort focuses on improving collaboration, supporting outreach efforts, and enabling communication within the Department and other security cooperation institutions and communities. Socium provides a Department-wide technology capability to facilitate and integrate planning, budgeting, collaboration, program design, assessment, monitoring, evaluation, and reporting in support of all U.S. security cooperation activities. Socium is the successor to the Global-Theater Security Cooperation Management Information System (G-TSCMIS) program.

**Coalition Support Fund (CSF)**

CSF provides reimbursable and non-reimbursable assistance to eligible cooperating nations that have committed forces to assist in military operations and to counter the Islamic State of Iraq and Syria (ISIS). The CSF is available to reimburse key cooperating nations for allowable expenses incurred while supporting U.S. military operations. It further provides non-reimbursable assistance through the Coalition Readiness Support Program, which provides for the procurement and provision of specialized training, supplies, and specialized equipment to eligible coalition forces currently supporting Counter-ISIS activities.

**Ukraine Security Assistance Initiative (USAI)**

USAI is designed to increase Ukraine's ability to defend against Russian aggression, develop Ukraine's combat capability to defend its sovereign territory, and enhance interoperability with NATO and Western forces. These efforts directly support U.S. national security and defense strategic objectives. USAI allows DoD to provide a broad range of security assistance and intelligence support to the military and national forces of Ukraine and other groups, including through commercial acquisition and contracted services.

**Indo-Pacific Security Assistance Initiative (IPSAI)**

IPSAI is intended to address aggression in the region and ensure continued support to our allies, which will mitigate military risk by linking security assistance design to DoD deterrence and contingency planning. The DoD intends to implement security cooperation assessment, design, planning, and monitoring best practices in implementing this initiative. Funding is also included to replace DoD stocks transferred from DoD inventory to Taiwan. This funding will enable DoD to replenish its inventory of munitions and equipment and maintain readiness.

**Border Security**

The Border Security program enhances the United States' ability to support partner nations' response to crises and transnational threats, as well as operations that support U.S. national security objectives. The Department provides support on a reimbursement basis to certain governments to increase security and sustain increased security along portions of their respective borders through Section 1226 of the National Defense Authorization Act (NDAA) for Fiscal Year 2016 (P.L. 114 92; 22 U.S.C. 2151 note), as amended. Funding will address urgent and emergent operational support requirements to stem ISIS, Al-Qaeda, and other violent extremist organizations' operations globally by helping allies and partners degrade the flow of hostile fighters.

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**II. Force Structure Summary:**  
Not Applicable.



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**III. Financial Summary (\$ in Thousands):**

	<b>FY 2023 Actuals</b>	<b>Budget Request</b>	<b>FY 2024 Congressional Action</b>		<b>Current Estimate</b>	<b>FY 2025 Estimate</b>
			<b>Amount</b>	<b>Percent</b>		
<b>A. BA Subactivities</b>						
1. International Security Cooperation Program	\$1,251,916	\$1,293,031	\$0	0.00%	\$1,293,031	\$1,341,174
2. Institute for Security Governance (ISG)	\$25,484	\$0	\$0	0.00%	\$0	\$0
3. Defense Institute of International Legal Studies (DIILS)	\$5,445	\$0	\$0	0.00%	\$0	\$0
4. Regional Centers	\$97,804	\$105,475	\$0	0.00%	\$105,475	\$108,617
5. DSCA Headquarters	\$26,105	\$31,455	\$0	0.00%	\$31,455	\$32,695
6. Claims Litigations Support	\$3,000	\$3,927	\$0	0.00%	\$3,927	\$4,017
7. Strategic Evaluations	\$6,149	\$5,657	\$0	0.00%	\$5,657	\$5,787
8. Security Cooperation Workforce Development Program (SCWDP)	\$14,462	\$0	\$0	0.00%	\$0	\$0
9. Security Cooperation Data Management	\$4,712	\$4,783	\$0	0.00%	\$4,783	\$4,894
10. Ukraine Security Assistance Initiative	\$2,860	\$300,000	\$0	0.00%	\$300,000	\$300,000
11. Coalition Support Funds	\$24,610	\$15,000	\$0	0.00%	\$15,000	\$73,200
12. Border Security	\$402,036	\$520,000	\$0	0.00%	\$520,000	\$400,000
13. Regional Defense Fellowship Program	\$27,906	\$28,524	\$0	0.00%	\$28,524	\$29,183
14. Assessment, Monitoring, and Evaluation	\$0	\$16,767	\$0	0.00%	\$16,767	\$17,155
15. Ukraine Security Assistance Initiative Supplemental	\$13,809,247	\$0	\$0	0.00%	\$0	\$0
16. Ukraine Supplemental	\$1,000	\$0	\$0	0.00%	\$0	\$0
17. Defense Security Cooperation University - SCWDP	\$0	\$9,049	\$0	0.00%	\$9,049	\$4,106
18. Defense Security Cooperation University - DIILS	\$0	\$8,041	\$0	0.00%	\$8,041	\$9,105
19. Defense Security Cooperation University - ISG	\$0	\$27,611	\$0	0.00%	\$27,611	\$27,190
20. Defense Security Cooperation University - Operations	\$0	\$9,780	\$0	0.00%	\$9,780	\$19,188
21. Irregular Warfare Center	\$6,191	\$0	\$0	0.00%	\$0	\$12,004
22. Defense Security Cooperation University - DRMI	\$0	\$0	\$0	0.00%	\$0	\$1,642
23. Indo-Pacific Security Assistance Initiative/Taiwan Presidential Drawdown Authority Stock Replacement	\$0	\$0	\$0	0.00%	\$0	\$500,000
<b>Total</b>	<b>\$15,708,927</b>	<b>\$2,379,100</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$2,379,100</b>	<b>\$2,889,957</b>

DSCA

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**III. Financial Summary (\$ in Thousands): (Cont.)**

<b><u>B. Reconciliation Summary</u></b>	<b>Change <u>FY 2024/FY 2024</u></b>	<b>Change <u>FY 2024/FY 2025</u></b>
<b>BASELINE FUNDING</b>	<b>\$2,379,100</b>	<b>\$2,379,100</b>
Congressional Adjustments (Distributed)	0	
Congressional Adjustments (Undistributed)	0	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	0	
Fact-of-Life Changes (2024 to 2024 Only)	0	
<b>SUBTOTAL BASELINE FUNDING</b>	<b>2,379,100</b>	
Supplemental	0	
Reprogrammings	0	
Price Changes		50,886
Functional Transfers		1,642
Program Changes		458,329
<b>CURRENT ESTIMATE</b>	<b>2,379,100</b>	<b>2,889,957</b>
Less: Supplemental	0	
<b>NORMALIZED CURRENT ESTIMATE</b>	<b>\$2,379,100</b>	<b>\$2,889,957</b>

**Overseas Operations Costs**

<b>Summary of Operation</b>	<b>FY 2023 <u>Actuals</u></b>	<b>FY 2024 <u>Estimate</u></b>	<b>FY 2025 <u>Estimate</u></b>
Operation ENDURING SENTINEL (OES)	\$0		
Operation INHERENT RESOLVE (OIR)	\$0	\$0	\$0
European Deterrence Initiative (EDI)	\$2,860	\$0	\$0
Other Theater Requirements and Related Missions	\$1,519,420	\$1,263,579	\$473,200
<b>Overseas Operations Costs Total</b>	<b>\$1,522,280</b>	<b>\$1,263,579</b>	<b>\$473,200</b>

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**III. Financial Summary (\$ in Thousands): (Cont.)**

<b>FY 2024 President's Budget Request (Amended, if applicable)</b> .....	<b>\$2,379,100</b>
1. Congressional Adjustments .....	\$0
a) Distributed Adjustments.....	\$0
b) Undistributed Adjustments .....	\$0
c) Adjustments to Meet Congressional Intent.....	\$0
d) General Provisions .....	\$0
2. Supplemental Appropriations .....	\$0
a) Supplemental Funding.....	\$0
3. Fact-of-Life Changes.....	\$0
a) Functional Transfers.....	\$0
b) Technical Adjustments .....	\$0
c) Emergent Requirements.....	\$0
<b>FY 2024 Baseline Funding</b> .....	<b>\$2,379,100</b>
4. Reprogrammings (Requiring 1415 Actions).....	\$0
a) Increases .....	\$0
b) Decreases .....	\$0

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<b>Revised FY 2024 Estimate</b> .....	<b>\$2,379,100</b>
5. Less: Item 2, Supplemental Appropriation and Item 4, Reprogrammings .....	\$0
a) Less: Supplemental Funding .....	\$0
<b>FY 2024 Normalized Current Estimate</b> .....	<b>\$2,379,100</b>
6. Price Change .....	\$50,886
7. Functional Transfers .....	\$1,642
a) Transfers In .....	\$1,642
1) DSCU - Defense Resources Management Institute (DRMI).....	\$1,642
Transfers \$1,642 thousand from the Office of the Secretary of Defense to DSCA to realign the DRMI under the Defense Security Cooperation University. (FY 2024 Baseline: \$0 thousand)	
b) Transfers Out.....	\$0
8. Program Increases.....	\$610,343
a) Annualization of New FY 2024 Program .....	\$0
b) One-Time FY 2025 Increases .....	\$0
c) Program Growth in FY 2025.....	\$610,343
1) Coalition Support Fund (CSF).....	\$57,880
Increase of \$57,880 thousand is attributed to validated partner claims and revised forecasts for CSF reimbursement payments and requirements for the Coalition Readiness Support Program. (FY 2024 Baseline: \$15,000 thousand)	

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- 2) Defense Security Cooperation University - Defense Institute for International Legal Studies ..... \$887  
 Increase of \$887 thousand and 5 FTEs is attributed to the expansion, both in volume and complexity, for legal institutional capacity building advising and Section 333 Rule of Law/Human rights training requirements, including expertise in priority and emergent areas (e.g., legal aspects of cyber, space and emergent technology, civilian harm mitigation, maritime security/climate).  
 (FY 2024 Baseline: \$8,041 thousand; 34 FTEs; +5 FTEs)
- 3) Defense Security Cooperation University - Institute for Security Governance ..... \$1,512  
 Increase of \$1,512 thousand and 8 FTEs is attributed to additional support for institutional capacity building advising requirements; expanded cyber advising and education; expertise in emergent priority areas such as civilian harm mitigation, Women in Peace and Security, and climate resilience; and essential support services.  
 (FY 2024 Baseline: \$27,611 thousand; 53 FTEs; +8 FTEs)
- 4) Defense Security Cooperation University Operations ..... \$12,934  
 Increase of \$12,934 thousand reflects the following: an increase in \$1,114 thousand and 6 FTEs to support the Department's enterprise approach to civilian harm mitigation and response; an internal realignment of \$5,130 thousand and 5 FTEs from the Security Cooperation Workforce Development Program to support requirements specified in Section 384 of the FY 2017 National Defense Authorization Act; an internal realignment of \$3,735 thousand to support the conversion of contract personnel to 22 civilian FTEs; an internal realignment of \$2,522 thousand from the Institute for Security Governance to support the Institutional Capacity Building Division; and an increase of additional \$433 thousand to fully fund the increase in civilian personnel costs.  
 (FY 2024 Baseline: \$9,780 thousand; 14 FTEs; +33 FTEs)
- 5) DSCA Headquarters ..... \$717  
 Increase of \$717 thousand and 4 FTEs to support the Department's enterprise approach to civilian harm mitigation and response.  
 (FY 2024 Baseline: \$31,455 thousand; +4 FTEs)
- 6) Indo-Pacific Security Assistance Security Initiative/Taiwan Presidential Drawdown Stock Replacement.... \$500,000  
 Increase of \$500,000 thousand supports Taiwan security assistance to deter conflict in Indo-Pacific region by enhancing the capabilities of allies and partners.  
 (FY 2024 Baseline: \$0 thousand; 0 FTEs; +0 FTEs)

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7) International Security Cooperation Programs ..... \$20,707

Increase of \$20,707 thousand reflects an increase in projected programmatic requirements to bolster building partner capacity through multi-year Significant Security Cooperation Initiatives. The proposed increase responds to the growing demand signal from the geographic combatant commands for building partner capacity programming with Allies and Partners conducted under 10 U.S.C. sections 332, 333, and 335, P.L. 117-263 section 1208, and P.L. 114-92 section 1263. The 2022 National Defense Strategy is a call to action for the defense enterprise to incorporate Allies and partners at every stage of defense planning. ISCP Account funded programming builds partner capacity to address shared national security challenges, and advances regional security goals by supporting partners' ability to respond to regional contingencies, with or in lieu of US forces.

(FY 2024 Baseline: \$1,293,030 thousand)

8) Irregular Warfare Center ..... \$12,004

Increase of \$12,004 thousand and 15 FTEs supports the expansion and operationalization of the global network of security cooperation professionals. This will include irregular warfare education, training, and support to unclassified and classified efforts in each geographic combatant command. Additionally, the Center will begin to educate domestic and international civilian industries to prepare for hybrid threats and integrate a whole-of-society resiliency effort among allies and partners.

(FY 2024 Baseline: \$0 thousand; 0 FTEs; +15 FTEs)

9) Regional Centers ..... \$3,702

Increase of \$2,811 thousand and 15 FTEs reflects an internal realignment of operational funding to right size civilian personnel costs at the Ted Stevens Center (+10 FTEs), the Near East South Asia Center for Strategic Studies (+ 4 FTEs), and the William J. Perry Center (+1 FTE). Additionally, an increase of \$891 thousand reflects the ability to sustain operational support to the regional centers as the mission continues to expand.

(FY 2024 Baseline: \$105,475 thousand; 333 FTEs; +15 FTEs)

9. Program Decreases ..... \$-152,014

a) Annualization of FY 2024 Program Decreases ..... \$0

b) One-Time FY 2024 Increases ..... \$0

c) Program Decreases in FY 2025 ..... \$-152,014

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**III. Financial Summary (\$ in Thousands): (Cont.)**

1) Border Security.....	\$-137,816
Decrease in funds reflects validated partner claims and forecasted reimbursements claim for eligible partners. (FY 2024 Baseline: \$520,000 thousand)	
2) Defense Security Cooperation University - Institute for Security Governance .....	\$-2,522
Decrease of \$2,522 thousand reflects an internal realignment of funds to DSCU Operations to support the Institutional Capacity Building Directorate. (FY 2024 Baseline: \$27,611 thousand; 53 FTEs; +0 FTEs)	
3) Defense Security Cooperation University - Operations.....	\$-3,735
Decrease of \$3,735 reflects an internal realignment of funds to support the conversion of 22 contract personnel to civilian FTEs. (FY 2024 Baseline: \$9,780 thousand; 14 FTEs; +0 FTEs)	
4) Defense Security Cooperation University- Security Cooperation Workforce Development Program.....	\$-5,130
Decrease of \$5,130 thousand reflects an internal realignment of 5 FTEs and funding to DSCU Operations to support specified Section 384 requirements in the FY 2017 National Defense Authorization Act. (FY 2024 Baseline: \$9,049 thousand; 13 FTEs; -5 FTEs)	
5) Regional Centers .....	\$-2,811
Decrease of \$2,811 thousand reflects a realignment of internal Regional Center operational funds to support civilian personnel costs in effort to right size manpower at the Ted Stevens Center (+10 FTEs), the Near East South Asia Center for Strategic Studies (+ 4 FTEs), and the William J. Perry Center (+1 FTE) (FY 2024 Baseline: \$105,475 thousand; 333 FTEs)	

**FY 2025 Budget Request.....\$2,889,957**

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Performance measures support oversight, planning, and implementation of the defense strategy and Geographic Combatant Commanders' 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 fiscal realities. The Department must continue to coordinate planning to optimize the contributions of our allies and partners to their own security and to Department of Defense combined activities.

**International Security Cooperation Programs (ISCP)**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- DSCA's FY 2023 International Security Cooperation Programs (ISCP) Account enacted budget includes \$1.65 billion in Defense-Wide Operations and Maintenance funds, including \$140.4 million in funds made available by section 8068 of the DoD Appropriations Act, 2023 (division C of P.L. 117-328) that were transferred to the ISCP account, for activities that enable geographic combatant commands (GCC) to strengthen and evolve our alliances and partnerships, and to increase global burden sharing. FY 2023 ISCP programming advances National Defense Strategy (NDS) priorities including "detering strategic attacks against the United States, Allies, and partners; and, deterring aggression, while being prepared to prevail in conflict when necessary, prioritizing the People's Republic of China (PRC) challenge in the Indo-Pacific, then the Russia challenge in Europe." Our investments enabled partner nations to defend against military aggression, bolster against coercion, and facilitate their share of common defense. By building the capacity of partner nations' foreign security forces, they will be capable of deterring or decisively acting to meet shared challenges alongside or in lieu of U.S. forces. FY 2023 ISCP account programming developed the capacity of foreign security forces and was informed by the demand signal provided by GCC planners. ISCP account programming is guided by NDS priorities, directly advances U.S. defense objectives and is consistent with the general foreign policy of the Secretary of State. Programs spanned across counterterrorism; counter weapons of mass destruction; counter illicit drug trafficking; counter-transnational organized crime; maritime and border security; military intelligence; operations or activities that contribute to an international coalition operation; and cyberspace security and defensive cyber space operations. In addition to providing partners with operational training, equipment and services, the DSCA FY 2023 Security Cooperation Account provided human rights training and supported the development of partners' institutional capacity to absorb, apply, and sustain critical capabilities in their security forces. DSCA funded U.S. engagements to enhance the understanding of partners' capability gaps and improve interoperability and collaboration.

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- DSCA's FY 2024 ISCP Account budget request aligns requirements with the key threats emphasized in the 2022 National Defense Strategy (NDS). The FY 2024 security cooperation planning process focused on multi-authority initiatives that include a series of operations, activities, and investments planned as a unified effort to achieve an objective or set of related objectives tied to the NDS. FY 2024 programs are designed to meet strategic priorities in accordance with guidance from the Under Secretary of Defense for Policy. Planned activities will build the capacity of foreign security forces and enable them to support operational and contingency plans in line with the NDS. Among the defense priorities outlined in the NDS, programs in FY 2024 will align with the priorities to: deter strategic attacks against the United States, Allies, and partners; and, deter



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aggression, while being prepared to prevail in conflict when necessary, prioritizing the PRC challenge in the Indo-Pacific, then the Russia challenge in Europe.

**C. FY 2025 PLANS AND OBJECTIVES**

- DSCA's FY 2025 ISCP Account budget request will ensure requirements are informed by and derived from priorities in the 2022 National Defense Strategy (NDS), which prioritizes close collaboration with allies and partners. The FY 2025 budget request remains aligned with the key threats emphasized in the NDS. The FY 2025 security cooperation planning process focused on multi-authority initiatives that include a series of operations, activities, and investments planned as a unified effort to achieve an objective or set of related objectives tied to the NDS. FY 2025 programs are designed to achieve strategic effects in accordance with guidance from the Under Secretary of Defense for Policy. Planned activities will build the capacity of foreign security forces and enable them to support operational and contingency plans in line with the 2022 NDS. Among the defense priorities outlined in the NDS, programs in FY 2025 will continue to align with the priorities to: deter strategic attacks against the United States, Allies, and partners, and deter aggression, while being prepared to prevail in conflict when necessary, prioritizing the PRC challenge in the Indo-Pacific, then the Russia challenge in Europe.

**Regional Centers for Security Studies**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

**Africa Center for Strategic Studies (ACSS).**

- In FY 2023, ACSS conducted both in-person and hybrid programs, blending the advantages of both environments and enabling ACSS to reach the maximum number of participants possible. ACSS advanced African security by expanding understanding, providing a trusted platform for dialogue, building enduring partnerships, and catalyzing strategic solutions. ACSS generated relevant insight and analysis that informs practitioners and policymakers on topical and emerging security trends and on effective responses to dynamic and complex security challenges. ACSS hosted platforms that addressed serious challenges through candid and thoughtful exchanges and provided opportunities for partners to exchange views on shared interests and sound practices. This dialogue, infused with real world experiences and fresh analysis, provided an opportunity for continued learning and catalyzed concrete actions by African partners.
- During FY 2023, the Africa Center executed 11 virtual academic programs and 19 in person programs focused on leadership, security strategy development, maritime security, and over-the-horizon challenges. Additionally, ACSS hosted both the U.S. Africa Command (AFRICOM) Strategic Dialogue and the African Leaders Summit in support of the AFRICOM Commanders Theater Objectives. These programs enhanced African partner capacity to analyze and address complex security challenges. They also included engagements that directly addressed institutional strengthening in key regional organizations and select professional military education institutions across Africa. ACSS hosted the Emerging Security Sector Leaders successfully and

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safely in DC region. In addition, the Africa Center responded to specific demand signals to support bilateral efforts promoting National Security Strategy Development and capacity enhancement in several countries.

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

- The Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) made significant progress in advancing its vision of a free, prosperous Indo-Pacific promoting collaborative and inclusive security focused on enhancing the National Defense Strategy. During FY 2023, DKI APCSS completed three 5-week Comprehensive Security Cooperation Courses, two 1-week Indo-Pacific Orientation Courses including one conducted in South Korea, and two 1-week Transnational Security Cooperation courses. During these courses, the Center produced 633 Alumni from 53 countries. The Center also completed 13 workshops and dialogues, and several collaborative partnership events, hosting 153 attendees. The Center completed 300 key leader engagements for 2,000 visitors including two heads of state. These achievements represent the maximum continuous effort of the Center as currently manned and funded. More needs to be done in this region, however, to meet the Secretary of Defense guidance regarding the Indo-Pacific as the region of consequence. Since 2021, the Center has maintained accreditation by the Council on Occupational Education. This accreditation demonstrated the Center's legitimacy as an educational institution, fosters excellence in the security practitioner field of career education, and will help the Center routinely validate and/or improve its methods and organizational practices through both internal self-assessment and external evaluation.

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

- In FY 2023, WJPC conducted twelve courses and seven seminars for 745 participants from 30 countries. The in-residence courses held were: two iterations of the foundational Strategy and Defense Policy (SDP) course, one conducted in-residence and one conducted in region with a partner institute in Honduras; Countering Transnational Threat Networks; Cybersecurity Policy in the Americas (CYBER); Human Rights and Rule of Law; Defense Governance; two iterations of Climate Change Implications in Security and Defense; and two defense governance courses conducted in Brazil with partner institutes. The Perry Center also conducted one virtual course in Humanitarian Assistance and Disaster Relief and one virtual course in National Security Decision-Making for the Mexican Navy's Superior Naval Studies Center PhD program. The seven seminars included three seminars conducted in-region focusing on Cybersecurity Policy; our annual Washington Security and Defense Seminar for the DC based diplomatic community; three seminars held in Washington, DC including two seminars on Women, Peace, and Security conducted in coordination with U.S. Southern Command (SOUTHCOM) and another focused on emerging threats in the Americas held in conjunction with Johns Hopkins School of Advanced International Studies; and multiple faculty lectures on climate change, transnational threats, and strategic competition. Additionally, WJPC hosted four webinars and participated in the moderation of plenary sessions at three SOUTHCOM subregional conferences and the 25th anniversary of the Human Rights Initiative. To maintain contact with our alumni communities, WJPC held a series of "Alumni Open House" events online, which were heavily attended by our community of alumni throughout the region.

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

- The GCMC placed particular emphasis on addressing Strategic Competition and Integrated Deterrence, Irregular Warfare / the Grey Zone, and

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

Transnational threats. Specifically, the GCMC took measure and is effectively postured to address country, region, and transnational policy guidance issued by the Office of the Under Secretary of Defense for Policy. Country (Ukraine, Moldova, and Georgia) and regional (The Balkans) security priorities are addressed by continuing existing courses such as the European Security Seminar-EU/NATO, the European Security Seminar-East, and the Seminar on Regional Security. Regional programming also addresses the Baltic Sea, Central Europe, the Black Sea region, and events focusing on the broader range of issues concerning the Arctic and High-North. Transnational issues were addressed by continuing existing programs such as the Counter Transnational Organized Crime program, the Program on Cyber Security Studies, the Program on Terrorism and Security Studies, the Program on Applied Security Studies, and the Senior Executive Seminar. FY 2023 programming emphasized gender and security, good governance, and Irregular Warfare as an inherent component throughout all programming, and alignment with the 2022 National Defense Strategy. To support continued Strategic Competition efforts, the GCMC expanded the Russian Hybrid Seminar Series focused on Russian influence and activities in the region, while continuing support to the USAEUR-AF Russian Way of Warfare course hosted by the Center. From October 2022 thru July 2023, the GCMC built partner capacity and a global network of security professionals by conducting 10 resident courses with 566 participants from 107 countries and graduating 353 participants from 47 countries in 34 Partner Language Training Center Europe (PLTCE) courses. For non-resident activities, the GCMC conducted 23 outreach events that included 484 participants from 68 countries; 29 alumni events with 600 participants from 43 countries; and 59 Partnership for Peace Consortium events with 572 participants from 48 countries. GCMC alumni-producing resident courses achieved 27% female participation, and the GCMC is striving to achieve the recently updated 30% target for the remainder of FY 2023 and in FY 2024.

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

- The NESA continued 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, DC, and in region. The NESA Center continued using a whole-of-society approach to address critical national security issues. NESA planned to conduct 26 resident programs. NESA planned to conduct programs online and in person. NESA planned to conduct over 89 topical seminars and meetings. NESA's unique ability to use the collaborative interests and knowledge of regional combatant commands and U.S. military organizations will allow NESA to provide strategic depth to CENTCOM (12), AFRICOM (11), Middle East (14), South Asia (6), Central Asia (4), professional military education (11), core resident programs (12), maritime security and domain awareness (4) and Track II (16). NESA continued to pursue both resident and online programs to continue maximum engagements with our regional partners. The NESA Center supported OSD efforts with the NEGEV Forum. NESA continued to execute programs with interagency partners. The NESA Center's unique relationship with numerous universities, and connections to regional think-tanks and other government agencies, facilitates strategic dialogues that make NESA an excellent resource for international policymakers. NESA programs, in coordination with the University of California at Los Angeles, the University of Ottawa, the Middle East Institute, and the International Institute for Strategic Studies, cover strategic international challenges such as the impact of 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 Center conducted 93 programs in support of OSD Policy efforts.

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

Ted Stevens Center for Arctic Security Studies (TSC)

- During FY23, the TSC remained simultaneously focused on its two main objectives for the FY23-24 period: achieving Full Operational Capability (FOC) as defined in the POAM and executing operations along the three overarching Lines of Effort as defined by the Senior Advisor for Arctic Security Affairs: executive education, strategic engagement, and research and analysis. TSC has filled most of its senior billets and will continue to fill critical shortages within its personnel construct. TSC has executed multiple international courses (Arctic Regional Security Orientation Course - ARSOC, and Arctic Multi-Domain Law Course) and will continue to expand its course offerings as additional capacity is brought online. The TSC has applied its most powerful resource (people) to the mission set and worked quite successfully to begin fostering and stewarding enduring relationships across the Joint Interagency, Intergovernmental, Multinational (JIIM) operating environment and amongst elements of the Diplomatic, Informational, Military, and Economic (DIME) apparatus of national power.

**B. FY 2024 CURRENT YEAR ASSESSMENT**

Africa Center for Strategic Studies (ACSS)

- ACSS continues to advance U.S. and African security by expanding understanding, providing a trusted platform for dialogue, building enduring partnerships, and catalyzing strategic solutions. The Africa Center's mission revolves around the generation and dissemination of knowledge through three organizational pillars: academic programs, research, and engagement. ACSS generates relevant insights and analysis to inform practitioners and policymakers on dynamic, complex security challenges. Relationships are maintained through the Center's alumni network, community chapters, communities of interest, bilateral interaction, and ongoing dialogue. Infused with real world experiences and relevant analysis, these dialogues enable continued learning, and catalyze concrete actions. FY 2024, programming includes cyber security capacity building forums, the African Parliamentarian Security Forum, a multinational workshop on preventing and countering violent extremism, and sub-regional national security strategy development workshops. For the Africa Center's 25th anniversary, ACSS will host academic engagement activities that deepen and leverage alumni relationships, established and cultivated by ACSS time to advance U.S. interests.

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

- The Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) intends to improve its outreach and engagement in the region in FY23 and to further accomplish the National Defense Strategy by building resilient capacity, shared understanding, and networked relationships among civilian and military practitioners and institutions to advance a free and open Indo-Pacific. The Center has programmed three 5-week Comprehensive Security Cooperation Courses, two 1-week Indo-Pacific Orientation Courses including one scheduled in Japan, and two 1-week Transnational Security Cooperation courses, aiming to produce approximately 630 alumni. DKI APCSS has also scheduled 15 workshops and dialogues, as well as several collaborative partnership events and key leader engagements.

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

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

- In FY24, 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. FY24 programs include the Governance and Strategy for Security and Defense (GSSD), 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; two courses conducted on defense governance in Brazil in coordination with and in support of two Brazilian partner institutes, the Superior War College and the Superior Defense College; as well as one iteration the new course on Armed Violence Reduction and Prevention (AVRP) and a virtual workshop on Defense Education Pedagogy (DEP). Other in-residence course offerings will include an Advanced Course in Maritime Security Policy (MSP), a course on Cyber Policy Development and Artificial Intelligence Applications for Defense (CYBER-AI), a course on the Strategic Implications of Human Rights and the Rule of Law (HRRROL) in English, a course on Combating Transnational Threat Networks (CTTN), and our new course entitled Climate Change Implications in Security and Defense (CCIDS). Our virtual courses will include a course on Inclusive Security and Defense (ISD) and a Humanitarian Assistance/Disaster Relief (HA/DR) course. Additionally, WJPC will continue to promote research and publication of independent research on governance; 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 US Country Teams. WJPC will seek to develop and execute academic programs examining the impacts of climate change on defense and security in the Hemisphere. The Perry Center will continue to build and leverage Communities of Practice in accordance with Department guidance. WJPC will cultivate these COPs as venues for transnational cooperation, forums for Department of Defense strategic messaging, and as contributors to and repositories of a growing knowledge base in Defense Governance 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.

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

- After a full curriculum review and adaptation to address geostrategic threats, emphasis remains focused on addressing Strategic Competition and Integrated Deterrence, Irregular Warfare / the Grey Zone, and Transnational threats. Specifically, the GCMC has taken measure and addresses country, region, and transnational policy guidance issued by the Office of the Under Secretary of Defense for Policy. Country (Ukraine, Moldova, Georgia, Armenia, & Cyprus) and regional (The Balkans) security priorities are addressed by continuing existing courses such as the European Security Seminar-EU/NATO, the European Security Seminar-North, and executing the new five-week Program on Regional Security Studies, which includes the previously separate Seminar on Regional Security and the European Security Seminars East and South. Regional programming also addresses the Baltic Sea, Central Europe, the Black Sea region, and events focusing on the broader range of issues concerning the Arctic and High-North. Transnational issues will be addressed by continuing existing programs such as the Counter Transnational Organized Crime program, the Program on Cyber Security Studies, the Program on Terrorism and Security Studies, the Program on Applied Security Studies, the Senior Executive Seminar, and the Climate-Security Nexus Conference which analyzes the overlap between climate change and security in and around Europe (High North/Arctic, Western and Central Europe, Southern Europe/Mediterranean/Africa). FY24 programming emphasizes gender and security, good governance, and Irregular Warfare as an inherent component

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throughout all programming, and alignment with the 2022 National Defense Strategy. Expanding on this effort, the GCMC established a Women, Peace, & Security/Human Security Council to further address WPS issues within our programming via events like the Tailored Seminar for Parliamentarians with House Democracy Partnership. Supporting continued Strategic Competition efforts, the GCMC evolved the Great Power Competition Seminar Series into the Strategic Competition Seminar Series, which focuses on the implications and outcomes of Russia's invasion of Ukraine while also examining the issues, potential responses, and implications to the US and Allies of China's assertiveness in Europe, Africa, and Asia; continued our support to the USAEUR-AF Russian Way of Warfare course hosted by the Center; and developed a new two-week Russia-focused Course that will delve into a deeper, 360 degree analysis of the spectrum of Russian threats and activities both regionally and globally.

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

- NESA will continue to actively pursue opportunities to implement OSD Policy cross cutting guidance to enhance the capabilities of our regional partners by integrating our efforts through strategic-level education. NESA focused areas of emphasis are Strategic Competition; Countering Violent Extremist Organization (VEO); Climate Change; C-WMD; UAS/Drones; and Women, Peace and Security. The Center is planning for 89 professional military and civilian strategic education initiatives and programs. These will constitute NESA's main effort in support of and in coordination with OSD Policy, U.S. Central Command, U.S. Africa Command, U.S. Indo-Pacific Command, and United States Government agencies and other regional partners to achieve Department of Defense objectives. The NESA Center will support OSD efforts with the NEGEV Forum. NESA will continue working with Office of Military Cooperation of Jordan, Lebanon, Azerbaijan, UAE, and Nepal on assisting them in transforming its professional military education system. Additionally, NESA will continue its support of the Office of Security Cooperation-Iraq (OSC-I) in efforts with security sector reform by developing a professional education program for Iraq national security members. 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 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. SN 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. NESA programs will continue coordination with the University of California at Los Angeles, the University of Ottawa, the Middle East Institute, and the International Institute for Strategic Studies, in covering strategic international challenges such as the impact of the establishment of diplomatic relations between the Arab countries, South Asian Regional Security, Middle East-North Africa Security, the India-Pakistan Nuclear Settlement, and the India-Pakistan Military to Military Relationship.

**Ted Stevens Center for Arctic Security Studies (TSC)**

- For FY24, TSC plans to achieve FOC status, fill all key billets, and amplify efforts along the three previously identified lines of effort. TSC will expand its menu of executive education courses and the frequency of their offering. TSC will increase independent analysis and research as well as integrating with other JIIM and civilian elements to optimize efficiency and effectiveness and ensure unity of effort in accordance with the SECDEF's directives. These efforts will be greatly enhanced by executing several key strategic engagements across the communities of interest relevant to its regionally aligned mission. In the area of climate resilience for partners and Allies, all Regional Centers will conduct resident courses, in-region workshops, and research and publications on NDS priorities within their respective geographic areas of responsibility. Areas of emphasis include disaster risk reduction, increasing the resilience of

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military installations and critical infrastructure, and analyzing links between environmentally-driven livelihoods disruption and recruitment by violent extremist organizations.

**C. FY 2025 PLANS AND OBJECTIVES**

**Africa Center for Strategic Studies (ACSS)**

- In FY25, ACSS will continue to underpin all its effort in accordance with the priorities outlined in the NDS (strategic competition, prevention and countering extremism, and strengthening alliances and partnership) and the USAFRICOM Theater Strategy. The Africa Center, through its academic programs, outreach, and research, will engage with African partners, regional, and sub-regional institutions to identify and analyze the key drivers and dynamics of violent extremism and terrorism. The Africa Center will support and assist African defense and security professionals in optimizing their counter violent extremist organization/counter terrorism strategies, initiatives, and programs using the most appropriate conceptual frameworks, tools, and evidence-based practices. Additionally, ACSS will engage Africans by leveraging our extensive alumni network and cultivating established communities of interest and communities of practice as a force multiplier. Africa Center alumni constitute some of the key security sector leaders by, with, and through whom the United States seeks to support the “three D’s”—defense, diplomacy, and development in Africa—and to counter complex threats. ACSS will continue to expand partnerships with Africa-based institutions. This work builds on formal Academic Agreements in place with the Centre des Hautes Etudes de Défense et de Sécurité (CHEDS) in Dakar, Senegal; the Centre National d’Etudes Stratégiques et de Sécurité (CNESS) in Niamey, Niger; and we have established partnerships with the African Union’s Centre Africain d’Études et de Recherche sur le Terrorisme (ASCRT/CAERT) in Algiers, Algeria; and the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in Accra, Ghana. In addition, the Africa Center will further expand relationships with African Professional Military Education institutions with a focus on National Defense Universities, Defense and War Colleges, and Staff Colleges. Finally, the Africa Center also supports short-notice opportunities as they arise during the program year such as: hosting visiting African dignitaries; supporting DoD or other U.S. government key leader engagements with Africans; orienting DoD and other executive and legislative branch personnel new to Africa-related security issues; organizing roundtables or webinars on emergent security issues; and exploring new partnerships with African and U.S. entities to conduct programs or engage in mutually beneficial research.

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

- The Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) intends to improve regional strategic outcomes articulated in the National Defense Strategy and to further its value proposition as being respected for delivering practical outcomes that enhance security sector capacity and cooperation. The Center has programmed three 5-week Comprehensive Security Cooperation Courses, two 1-week Indo-Pacific Orientation Courses, and two 1-week Transnational Security Cooperation courses, and will produce approximately 630 Alumni. DKI APCSS has also scheduled 15 workshops and dialogues as well as several collaborative partnership events and key leader engagements. DKI APCSS will reach the milestone of having produced 15,000 Alumni in October 2023. This significant achievement showcases superior and sustained effort by the Center in developing an influential cadre of mid and senior level security practitioners that understand and appreciate U.S. policy aims for the region.

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

- For FY 2025, Defense Governance will remain 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 2025 programs include the Governance and Strategy for Security and Defense (GSSD), 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; two courses conducted on defense governance in Brazil in coordination with and in support of two Brazilian partner institutes, the Superior War College and the Superior Defense College; as well as one iteration the new course on Armed Violence Reduction and Prevention (AVRP) and a virtual workshop on Defense Education Pedagogy (DEP); the inclusion of governance themes and modules into all English and Spanish foundational courses; research and subsequent publication on governance; 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 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 Cyber Policy Development and Artificial Intelligence Applications for Defense, conduct research and subsequent publication, incorporate more cyber domain content into transnational threats programs, and seek partnership opportunities with other members of the inter-agency and international leaders in cybersecurity policy. 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. The Perry Center in-resident course offerings for FY 2025 will include: a course on Armed Violence Reduction and Prevention (AVRP), a virtual course on Defense Education Pedagogy (DEP), one in residence course on Advanced Course in Maritime Security Policy (MSP) and one course on Cyber Policy Development and Artificial Intelligence Applications for Defense (CYBER-AI) a virtual course on Inclusive Security and Defense (ISD) and one course in Climate Change Implications in Security and Defense. Perry Center academic programs will consist of a mix of in-residence programs, virtual programs, as well as in-region programs in coordination with and in support of partner institutions focused on timely and relevant topics, in response to stakeholder and downrange demand.
  
- George C. Marshall European Center for Security Studies (GCMC)
  - The GCMC will continue its multi-year planning efforts to demonstrate commitment, evolution, and progressive achievement over time. Planning efforts nest with the USEUCOM Theater Strategy Priorities to support NATO's Defense of the Euro-Atlantic, Counter Russian malign influence, and advance & strengthen strategic relationships. GCMC efforts also support USAFRICOM Campaign Plan objectives to ensure access and influence, counter threats, and team with allies and partners. Additionally, all GCMC programmatic activities nest within the various strategic guidance received from applicable policy issued by the Office of the Under Secretary of Defense for Policy. FY 2025 GCMC objectives remain aligned in two primary focus areas - reinforce collaborative security and resilience; and advance strategic partnerships and networks. In FY 2025 the GCMC intends to be in an advanced position to respond to stakeholder emerging requirements and external requests for assistance. As experienced with the Russian invasion of Ukraine and the compounding global crises and effects of climate change, program content and execution will be modified based on guidance received and developments in the operational environment.



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Near East South Asia Center for Strategic Studies (NESA)

- NESA Center will continue to implement OSD Policy cross cutting guidance and plans for 90 programs. All NESA programs will fully support the National Defense Strategy priorities: 1) defending the homeland, paced to the growing multi-domain threat posed by the PRC, 2) deterring strategic attacks against the United States, Allies, and partners, 3) deterring aggression, while being prepared to prevail in conflict when necessary, prioritizing the PRC challenge in the Indo-Pacific, then the Russia challenge in Europe and, 4) building a resilient Joint Force and defense ecosystem.

Ted Stevens Center for Arctic Security Studies (TSC)

- In FY 2025, the TSC will advance planning to receive an initial cohort for the Annual Intermediate Developmental Education (IDE), while establishing a university Alliance as well as a (graduate and undergraduate) Internship program. Other TSC building endeavors will include establishing additional partner-funded Research and Faculty Affiliates and Adjunct Professors, advancing the TSC academic alliance, creating a Virtual and Physical Library, and implementing refurbishment for the TSC designated facility. TSC planned activities include plan and leading a U.S. Northern Command and Alaskan Command Arctic Senior Leadership Summit, initiating TSC Tribal/Indigenous Arctic Security symposia, creating and conducting two Arctic and climate security focused workshops per quarter, conducting semiannual Arctic field seminars at the Barrow Arctic Research Center in Utqiagvik, AK, conducting the Arctic Regional Security Orientation Course and at least one additional TSC executive education seminar per quarter to both U.S. and international security practitioners, developing and conducting TSC-GCMC and TSC-Wilson Center Polar Institute Arctic Security Webinars, establishing Arctic classified research and analysis in support of Combatant Commander mission needs, advancing the TSC Monthly Arctic and Climate Security Bulletin, and creating and publishing at least two TSC Special Reports on Arctic & Climate Security and semiannual Journals of Arctic Security Studies.

**Institute for Security Governance (ISG)**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- ISG advanced national security and foreign policy objectives through partner nation military Institutional Capacity Building (ICB) that enabled capabilities to address shared security challenges. The budget allowed ISG to execute DoD baseline ICB assessments of new partners, conduct ICB planning in support of geographic combatant command significant security cooperation initiatives, and prepare and retain personnel for ICB execution. ISG faculty and staff labor and support functions were critical to leading and executing ISCP-funded 332 programs. The Institute planned, designed, and executed over 400 weeks of ICB engagement in support of partner and Allied countries' change management initiatives.

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- ISG will enhance its assessment, monitoring, and evaluation tools and approaches while working closely with the ICB community to apply and share best practices. In support of the NDS ISG will implement SSCI-funded priority ICB projects. ISG will be active with ICB communities of interest and

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practice to strengthen its projects and help identify additional talent. ISG will continue the integration of ICB planning and support among the other DSCU entities and Combatant Commands. ISG will support ICB workforce professionalization and the creation of ICB learning content for advanced DSCU security cooperation workforce curricula. ISG will inform GCC strategic plans and support the development of significant security cooperation initiatives; and expand capacity to address DoD emergent priorities.

**C. FY 2025 PLANS AND OBJECTIVES**

- ISG will continue to enhance current year mission sets and address emerging requirements in ICB that span U.S. and partner interests. Integration of ISG under the new DSCU construct is anticipated to be completed by FY 2025 allowing for more innovative approaches in capacity building with partners, and a regular means of injecting best practices back into the security cooperation workforce for more effective partner engagement. The goal is to work within DSCU to further integrate ICB into the combatant command planning and SSCIs, incorporating features that enhance partner capabilities in support of integrated deterrence and other U.S. needs.

**Irregular Warfare Center**

**A. FY 2023 PRIOR ASSESSMENT**

- The IWC reached initial operating capacity in October 2022 with two detailed Government civilians in acting leadership positions. The leadership team designed an initial organizational structure to support the mission directives in the FY 2023 National Defense Authorization Act. 16 contract staff were hired and the Center quickly began executing its mission of operationalizing irregular warfare concepts across the DoD, the Interagency and with partners and allies. Priority tasks in FY 2023 included developing austere medical capacity and contested logistics capability across the force, and with key allies and partners, developing IW operational concepts with the services, and creating mechanisms for whole-of-government responses to irregular challenges. The IWC conducted a global assessment of existing IW capacity and begin designing courses, programs, and training packages to address shortfalls.

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- The IWC plans to build on the foundations begun in FY 2023 specifically developing, and where feasible enhancing capacity to confront near-peer competitors across Africa, Eastern Europe and Asia. Specifically, the Center will further develop an Interagency effort in Senegal to confront the spread of Chinese influence in West Africa. The Senegal project will be used as a template for further USG, and partner nation IW activities in Africa. In Asia, the IWC will build on resilience programs in Mongolia and Taiwan enhancing both countries ability to understand, and counter Chinese narratives. In Eastern Europe the IWC will continue to enhance, and in some cases build national resistance concepts to help partners and allies with resistance to invasion and where necessary resistance to occupation. Within the DoD, the IWC will continue working with the Services to develop IW operational concepts for the force and begin designing IW certification processes for commanders to use prior to deployment. Within the broader USG, the IWC will enhance relationships and collaboration mechanisms begun in FY 2023 to help foster whole-of-government responses to IW. In the technological

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side the IWC will begin developing and resourcing its emerging technology lab which will give the center the ability to predict and counter adversaries use of technology in the IW space.

**C. FY 2025 PLANS AND OBJECTIVES**

- The IWC will continue to build on the foundation established in FY 2023 and FY 2024. The IWC will focus on assisting the global combatant commands to develop theatre campaign plans in irregular warfare and then to operationalize these plans across the U.S. interagency and civil society along with our partners and allies. The IWC will continue to focus on providing strategic training and education to support IW across the enterprise when considering near-peer competitors. The IWC will further build on its efforts in Africa, Eastern Europe, and Asia to counter China and Russia influence supporting these regions national resistance capabilities. The IWC will implement a beta test of the IW certification process to be used by commanders prior to deployment. Regarding interagency, the IWC will collaborate with the State Department, FBI, DHS and other government agencies to further response to irregular threats to civil society. In the technological side, the IWC will further enhance its efforts to predict and counter adversaries in the IW arena.

**DSCA Headquarters**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- DSCA continued to restructure to maximize the management of enterprise security cooperation programs supporting U.S. policy interests and objectives identified by the White House, Department of Defense, and the Department of State.

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- DSCA will continue to restructure to maximize the management of enterprise security cooperation programs supporting U.S. policy interests and objectives identified by the White House, Department of Defense, and the Department of State.

**C. FY 2025 PLANS AND OBJECTIVES**

- DSCA will continue to restructure to maximize the management of enterprise security cooperation programs supporting U.S. policy interests and objectives identified by the White House, Department of Defense, and the Department of State.

**Regional Defense Fellowship Program (RDFP)**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- In support of national security strategic objectives, geographic combatant command (GCC) priorities the RDFP trained and educated approximately 1,500 foreign security officials in a wide range of combating terrorism skills. The RDFP focused on developing partner nation long term capabilities by enhancing and broadening understanding of irregular warfare, and the root causes of terrorism and violent extremism. The programs tiered approach of

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developing mid to senior level counterterrorism professionals with a common understanding provided 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 educate individuals in these areas. FY 2023 allowed student participation to grow back to pre-COVID numbers, as health restrictions around the world were lifted and things started to get back to normal.

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- Building on congressional mandates to put more attention and resources towards partner nation irregular warfare competencies, in FY 2024, the RDFP will remain a valuable tool for the Department of Defense and will continue to support U.S. efforts to provide targeted international Irregular warfare and combating terrorism education to partner nations. Irregular warfare and combating terrorism education and training programs will continue to prove to be an effective strategic tool in the struggle against violent extremism. The FY2024 program plans will maintain the initiatives of previous years and expand and operationalize the global network of professionals through targeted continuing education events centered around theater specific needs. Specifically, the program will engage with alumni in Africa to combat the spread of violent extremism, and in the Pacific region (Mongolia, Taiwan) to counter malign influence. Middle Eastern alumni programing will work to counter narratives to the Islamic State in Iraq and Syria, as well as Chinese influence across the region. Responding to the Russia's invasion in Ukraine, the RDFP will focus on supporting Ukraine, Poland, Georgia and Baltic countries in their efforts to defend the U.S. European Command area of responsibility. The program will focus on building resilience and resistance capacity within countries facing possible Russian aggression.

**C. FY 2025 PLANS AND OBJECTIVES**

- Building on the efforts in FY 2024, the RDFP plans will expand and operationalize the global network of security cooperation professionals. The program will target expansion into areas of the world that continue to experience an equal expansion of violent extremist threats. In FY 2025, the RDFP anticipates the ability to allow ~3,000+ foreign military and security officials to attend RDFP-funded programs and provide approximately 500-550 educational programs to include 50 to 55 events in 35 to 40 countries in all six Regional Combatant Commands. This will include irregular warfare and combating terrorism education and training support to emerging regional and sub-regional organizations and alliances. Within AFRICOM, the program will focus efforts in regions to help the defense forces with border security including the trans-Sahel countries to help in stemming the foreign fighter flow out of the Middle East. These efforts will be complimented by ongoing programs in the CENTCOM AOR as well as multiple trans-regional events that will link alumni from the regions together in collaborative settings. Across the Central Asian region, the program will work to facilitate improving cooperation between the specific forces in countering transnational threats. The program anticipates increasing online training platforms which will further improve full spectrum training venues for a wide range of security cooperation requirements. Additionally, the program will utilize data collected during monitoring and evaluations to design and implement targeted education and training programs in key areas of the world. Supporting the mission of the newly established Ted Stevens Arctic Center and Irregular Warfare Center, the RDFP will invest in developing strategic gaming capability and support their growing requirements

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**Strategic Evaluations**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- The emphasis in FY 2023 was to build upon the LEAP framework with establishing clearer roles and responsibilities associated with the use and quality assurance of evaluation products. This included setting standard operating procedures, memoranda of agreements related to evaluation management, and Assessment, Monitoring, and Evaluation (AM&E) quality assurance checklists, as well as their incorporation into new Defense Security Cooperation University coursework focused on the AM&E and the broader security cooperation workforce.

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- In FY 2024, the Learning and Evaluation Agenda for Partnerships (LEAP) Framework will drive three to five independent strategic evaluations on key security cooperation topics; this will include diversifying away from singular evaluation oversight to support qualified evaluation management by DSCA, the combatant commands, and the Military Departments. Additional learning will take the form of table top exercises, and internal and contracted research. Priority will be given to defining, communicating, and integrating best practices learned from the previously executed evaluations implemented in FY 2021, FY 2022, and FY 2023. Significant security cooperation initiatives (SSCIs) will be reviewed for inclusion of clear, specific objectives and the security cooperation activities required for the next five years to achieve the intended effect and support the overall objectives of AM&E, and to ensure associated monitoring plans are established, and that they are realistic and will inform real-time decision making related to SSCIs. Each geographic combatant command is required to expand their SSCI monitoring efforts in FY 2024, with complete monitoring plans, prioritization, and approval of SSCIs based on likelihood of effectiveness.

**C. FY 2025 PLANS AND OBJECTIVES**

- In FY 2024, the LEAP Framework will drive three to five independent strategic evaluations on key security cooperation topics; this will include diversifying away from singular evaluation oversight, to support qualified evaluation management by DSCA, the Combatant Commands, and the Military Departments/Services. Additional learning will take the form of tabletop exercises, and internal and contracted research, among others. Priority will be given to defining, communicating, and integrating best practices learned from the previously executed evaluations implemented in FY 2021, FY 2022, and FY 2023. SSCIs will be reviewed for inclusion of clear, specific objectives and the security cooperation activities required for the next five years to achieve the intended effect and support the overall objectives of security cooperation AM&E, and to ensure associated monitoring plans are established, and that they are realistic and will inform real-time decision making related to SSCIs. Each geographic combatant command is required to expand their SSCI monitoring efforts in FY 2024, with complete Monitoring Plans reviewed as a part of OSD review, prioritization, and approval of SSCIs based on likelihood of effectiveness.

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**Assessment, Monitoring, and Evaluation**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- This account was created in FY 2024.

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- In FY 2024, DSCA expanded the AM&E program beyond Significant Security Cooperation Initiatives, or SSCIs (typically scoped to those activities funded by the ISCP account) to ensure the Department provides relevant data in line with quality standards across seven additional authorizations (Ukraine Security Assistance Initiative, Women, Peace, and Security, Regional Centers, Regional Defense Fellowship Program, State Partnership Program, and Humanitarian Assistance). This expansion beyond SSCIs (which include activities authorized under Global Train and Equip, Institutional Capacity Building, and Maritime Security Initiative) has resulted in testing new processes to learn and adapt programs as a result of changes in partner willingness, attitude, absorptive capacity, and operations (regardless of SC authority or appropriation used).

**C. FY 2025 PLANS AND OBJECTIVES**

- By FY 2025, DSCA will expand the scope of analytic products into previously unsupported SC authority sections, as well as those Security Assistance programs which the Department of Defense implements. By FY 2025, DSCA will create and implement Strategic Plans associated with key AM&E enterprise support functions, such as: Defense Security Cooperation University curriculum updates to integrate more effective and updated AM&E content; External Communications regarding the approach, operations, and findings of DSCA's AM&E program; Future Socium development to support appropriate dissemination and quality assurance of AM&E information within the authoritative data source; and more deliberate creation and facilitation of working groups related to AM&E (both regionally and functionally aligned).

**Defense Security Cooperation University (DSCU) Operations**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- In accordance with the National Defense Strategy Implementation Task 4.5.1, the DSCU adjusted and expanded the Security Cooperation Workforce Development Program, which is consistent with the 2017 legislation; created the Defense Security Cooperation Service to nominate, select, train, educate and manage military and civilian personnel assigned to Security Cooperation Organizations; and established the Research, Analysis and Lessons Learned Institute to foster analysis, research, scholarship, and critical inquiry that advances the field of security cooperation, enables application of lessons learned, promotes evidence-based decision making. To develop a security cooperation workforce with the knowledge and skills necessary to achieve the best outcome for our allies and partners to enhance the national security of the United States, DSCU updated the certification program for the Security Cooperation Workforce. The updated certification consists of ten competencies, nine security cooperation functional areas and three proficiency levels. To meet the current and future global U.S. Security Cooperation mission, DSCU completed its reorganization in FY 2023. DSCU is comprised of its headquarters in the National Capital Region, the Defense Institute of International Legal Studies in Newport, RI; the Institute for Security Governance (ISG)

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in Monterey, CA; the school house in Dayton, OH, now known as the School of Security Cooperation Studies; the newly established College of Strategic Security Cooperation; the International Military Training and Education division; the Research, Analysis, and Lessons Learned Institute; the Strategic Workforce Programs Directorate; and the Institutional Capacity Building Directorate. The Defense Resources Management Institute joined DSCU in October 2023. DSCU exceeded its FY 2022 activities in FY 2023. In FY 2022, DSCU provided more than 20,000 courses for the Security Cooperation Workforce and deployed 42 Ministry of Defense Advisors in 23 countries. DSCU's Defense Institute of International Legal Studies and Institute of Security Governance together conducted more than 600 advisory, education and training engagements.

- DSCU launched the inaugural Security Cooperation Conference at The George Washington University, bringing together approximately 130 security cooperation experts from across the policy, practitioner, and academic communities to examine implications of global security trends and demands on the security cooperation enterprise. Piloted a number of research agreements, to include a CAPSTONE course with Texas A&M, as well as a study on “defense industrial base and security cooperation”. Completed organizational design, established positions and filled vacancies necessary to accomplish the mandate, and coordinated across OSD Policy and within DSCA for approval of a charter establishing the DSCU research institute by the DSCA Director. Organized and hosted numerous focus groups (e.g., logistics readiness, institutional capacity building, etc.) and consultative sessions (e.g. to plan the 2023 SC conference) with subject-matter experts from within the US Government and civilian academic institutions. These result in reports and deliverables that inform security cooperation policy, planning, and implementation improvements within a security cooperation lessons learned system. Completed active data collection and analysis to produce observations for a Ukraine Crisis Security Cooperation Lessons Learned study

**B. FY 2024 CURRENT YEAR ASSESSMENT**

Based upon updates to Title 10 U.S. Code, Section 384 in the 2024 NDAA specifically establishing DSCU in law, finalizing a DSCU charter and updating the Department of Defense Instruction on Security Cooperation. Based on the legislation and a Secretary of Defense decision to establish the Defense Security Cooperation Service (DSCS), DSCU will set the conditions to establish the DSCS with an initial operating capability in October 2024. Completing the development and fully deploying new curriculum to support refined SC certification with updated competencies and proficiency levels. Establishing a comprehensive system to track and account for all Department of Defense personnel in the security cooperation workforce, using manpower systems of record from the military departments, consistent with Section 384. Furthering the development of civilian Security Cooperation Officers to augment military SCOs and provide continuity in all Security Cooperation Organizations. Implementing a human capital initiative to identify, account for, and manage the career progression of personnel in the security cooperation workforce as part of a broader initiative to fully implement 10 U.S.C. § 384. Establishing the Foreign Military Sales Academy (FMSA) and fully operationalizing the College of Strategic Security Cooperation to meet both the technical training and educational needs of the SC workforce. Incorporating the Defense Resources Management Institute (DRMI) as a component of DSCU to expand the educational offerings available to members of the security cooperation workforce and foreign allies and partners. Developing a grants acceptance and administration program to enable more robust security cooperation research capabilities. Refining the planning and execution of Institutional Capacity Building programs to ensure maximum impact in support of national security priorities.

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- Scaling up research efforts in partnership with US interagency, DoD PME institutions, and civilian academic institutions to execute grants, as well as review proposals and provide funding for DSCU faculty to conduct research and produce knowledge to inform curriculum development and delivery. Continues completion of organizational design, establishing standard operating procedures, coordinating policy memoranda, and finalizing workflow management techniques. Continued pace of engagement (focus group every 1-2 months) and establishment of a speaker series. Build out pilot lessons learned projects as well as support increased level of effort in research management. Managing the FY 2024 Section 332 SSCI/ISCP process, including coordination with State Department and Congressional notification, working with ICB implementers and RPPD to align resources with planned requirements, and addressing emergent requirements that are planned during the FY. Leading and finalizing the FY 2024 Section 332 SSCI/ISCP plan and identifying resource requirements and notification plans leading into the new FY in collaboration with ICB implementers. Leading initial development of FY25 Section 332 SSCI/ISCP plans, including the further integration of ICB into the broader SSCI process. Establishing a common approach for Assessment, Design, Implementation, Monitoring and Evaluation (ADIME) across the ICB enterprise, starting with DSCU implementers. DSCU is expecting that this will be a multi-year effort to bring the full enterprise within scope. Developing and staffing requirements for vacant and new billets for 12 positions to fill out ICB planning capacity, knowledge and data requirements, and specialized positions for WPS and CHMR. Aligning management of the Ministry of Defense Advisors (MoDA) program as an interim step to a longer-term incorporation of MoDA operations and support into the new Defense Security Cooperation Service. Executing an ICB Professionalization program that is focused on developing the KSAs for ICB within the practitioner community and across the broader SC enterprise (supporting wider DSCU initiatives), a standardized “ICB orientation” program for practitioners, and potential adjustments / further development of ICB education and training. Further development and refinement of ICB doctrine, methodology and practice.

**C. FY 2025 PLANS AND OBJECTIVES**

- Broaden collaboration across the interagency and external agencies on the development of learning agendas/topics to conduct research from lessons learned and best practices of SC. Establish strategic relationships with civilian universities so that DSCU courses count for graduate credit in external degree programs. Secure requisite space in the National Capital Region (NCR) that provides sufficient space for a consolidated main University headquarters, including the expanded College and associated Security Cooperation Organization School. Establish and shepherd to initial operating capability the DSCS to manage SCO personnel resources to ensure personnel are appropriately selected, trained, and supported. Establish the Defense SCO Institute (DSI) in the NCR to improve the professional education and training of SCOs on par with the Defense Attaché Service at the Joint Military Attaché School.
- Establish the DSCS to manage SCO personnel resources to ensure personnel are appropriately selected, trained, and supported. Establish the Defense SCO Institute to improve the professional education and training of SCOs on par with the Defense Attaché Service at the Joint Military Attaché School. Represents current estimate of research projects sponsorship capacity with full staff and established procedures for oversight of research generation processes. Lower requirements to maintain, rather than develop capabilities, as the DSCU research institute is expected to achieve FOC by December 2025. Continue to evolve and use the annual Security Cooperation Conference to engage across communities in ways that advance the field of security cooperation and enables application of lessons learned. Launch a security cooperation history program, establish a research fellowship program, produce

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case studies, guides, and publications to continue informing curriculum and practice. Manage execution of FY 2025 Section 332 and Section 1208 SSCI/ISCP process. Lead the full and complete planning for FY 2026 Section 332 and 1208 SSCI/ISCP process and the initial efforts for FY 2027. Continue the implementation and tracking of the ADIME program within DSCU ICB implementers and expanding to those outside. Continue MoDA management and work with DSCS team on what MoDA incorporation looks like, and how ICBD will lead ICB execution while handing-off support and operations function.

**Defense Security Cooperation University - Security Cooperation Workforce Development Program (SCWDP)**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- In accordance with the National Defense Strategy Implementation Task 4.5.1, the Defense Security Cooperation University (DSCU) adjusted and expanded the Security Cooperation Workforce Development Program, establish a new approach of personnel assigned to Security Cooperation Organizations (SCO) at U.S. Embassies and established the Research and Lessons Learned Institute to foster analysis, research, scholarship, and critical inquiry that advances the field and study of security cooperation. These key focus areas were not only required to bring forth immediate attention and support to the Department's leadership for significant improvements to the SC Workforce but continued to meet and implement the SCWDP elements of 10 U.S.C. § 384.
- Established the SC workforce as one of DoD newest Functional Communities in the Department of Defense and Identified the OSD Functional Community Manager. Selected the SCW as the first USDP functional communities to undergo development of work role coding.
- Designated by the Under Secretary of Defense Personnel and Readiness, the Department of Defense (DoD) identified the OSD Functional Community Manager and the SC workforce a part to the DoD Functional Community. This provided the SC workforce with membership into the broader functional community governance structure to engage in workforce planning and management, reviewing and updating the competency models, identifying mission-critical gaps, access to best practices in implementing recruitment, development, and retention initiatives for the SC workforce.
- Established a new SC Certification 2.0 Program. The new Certification 2.0 was built on the foundation of the initial SC certification but incorporating lessons learned from other DoD workforce development and certification programs (FM, Cyber, and Acquisitions), provides enhanced academic courses aligned the ten SC competencies to three proficiency levels and nine functional areas which fulfills the intent of the 10 U.S.C. § 384. The certification 2.0 program will also focus on credentialing the SC workforce to meet the challenges associated with complex capacity and capability development programs with key allies and partners. Also, established new Interim Implementation Guidelines for the DoD SC Workforce Certification Program 2.0.
- Developed the SC Position Coding Guide. The Coding Guide is intended to provide comprehensive guidance for coding billets, positions, and position descriptions (PDs) for the purpose of meeting the intent of the 10 U.S.C. § 384, directing the DoD to create and implement a Security Cooperation Workforce

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Development Program (SCWDP). Through the Defense Civilian Personnel Advisory Service, re-tasked SC Components to code SC billets in the appropriate DoD manpower system of record, to include “conditions or employment language in the position descriptions.

- To develop a security cooperation workforce with the knowledge and skills necessary to achieve the best outcome for our allies and partners to enhance the national security of the United States, DSCU updated the certification program for the Security Cooperation Workforce. The updated certification program consists of ten competencies, nine security cooperation functional areas and three proficiency levels incorporating lessons learned from other DoD workforce development and certification programs (FM, Cyber, and Acquisition). The revamped certification program will focus on credentialing the SC workforce to meet the challenges associated with complex capacity and capability development programs with key allies and partners. DSCA has also made a significant T10/22 investment to create a program office to fully implement the SCWDP. This human capital initiative will implement all elements of the section 384 focusing on the professional development of the SC workforce. The program will begin to implement programs designed to recruit, train, credential, develop, retain, and recognize the SC workforce. The human capital initiative will be patterned after the other DoD workforce development programs--mainly the Defense Acquisition workforce development program.

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- In FY24 the SCWDP Program Management Office will focus on:
  - Establishing a comprehensive system to track and account for all Department of Defense personnel in the SC workforce, using manpower systems of record from the military departments and the fourth estate. Oversee the coding of approximately 16,000+ manpower records to ensure they are appropriately coded as SC positions in accordance with 10 U.S.C. §384. Transform the SC Workforce Development Database (SCWD-D) to allow the system to interface with DoD manpower and learning management systems.
  - Completing the development and fully implementing instruction of new curriculum to support refined SC certification with updated competencies and proficiency levels.
  - Implementing a human capital initiative to identify, account for, and manage the career progression of personnel in the SC workforce as part of a broader initiative to fully implement 10 U.S.C. § 384.
  - Implementing programs to recruit, train, develop, retain and recognize the SC workforce preparing employees to meet the rigors of a complex and demanding national security tool used to enhance global interoperability and mutual cooperation.

**C. FY 2025 PLANS AND OBJECTIVES**

- Complete the coding of all SC positions within DoD manpower systems.
- Complete foundational training curriculum and certification of the SC workforce.
- Determine global SC positions that should be managed and assigned through the SCWDP in accordance with §384.
- Fund and Implement recruitment strategies, retention incentives, leadership development and career broadening opportunities for the SC workforce.

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- Pursue manpower analysis study to determine if the SC workforce at implementing agencies and other DoD SC organizations are appropriately sized and have the right composition of personnel.
- Enhance ICB planning and resourcing processes to focus programming and increase the impact of programs on allies and partners in support of DoD capacity building priorities and objectives, further develop and shape the ICB approach and workforce, and continue integration of ICB as a core element of security cooperation.
- Continue to update and expand curriculum and develop new offerings to keep pace with rapid changes in the strategic environment.

**Security Cooperation Data Management**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- Partner Outreach and Collaboration Support:
  - Continued to provide the GlobalNET and RCPAMS platform operations and maintenance support, to include internet hosting for the GlobalNET platform, and RCPAMS, monitored the system for intrusions, malware, system performance, and uptime in a risk management framework certified facility.
  - Implemented upgrades and development as required.
  - Further examined usage and comparative advantages against other DoD and private educational and outreach portals to inform future development and resourcing.
  - GlobalNET Initiated analysis centered around potentially decommissioning GlobalNETG and transitioning to an existing DSCA system or consolidating into a new system.
- Socium:
  - In FY 2023, DSCA continued to add new capabilities and functional enhancements to Socium including enhanced Building Partner Capacity (BPC) management and reporting, association with strategy plans through a Command and Control of the Information Environment (C2IE) system interface, authority-tailored GIS integration, A&ME enhancements for Objective Tree and Performance Monitoring Plans (PMP), increased Operational Risk Analysis data for SC planning, increased data visualization features to ensure complimentary Security Cooperation activity planning and execution across the whole of the U.S. government, and continued ADS interfaces. DSCA enhanced the existing DSAMS integration with Socium to provide greater fidelity for Title 10 and Title 22 planning, execution, and reporting.

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**B. FY 2024 CURRENT YEAR ASSESSMENT**

- Partner Outreach and Collaboration Support:
  - 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.
  - Further examine usage and comparative advantages against other DoD and private educational and outreach portals to inform future development and resourcing.
  - GlobalNET Continue analysis centered around potentially decommissioning GlobalNET and transitioning to an existing DSCA system or consolidating into a new system.
- Socium:
  - In FY 2024, DSCA will continue implementing capability and functional enhancements to Socium including authority-specific Congressional Reports, expanded Partner Nation organization information, social network analysis, Tranche analytics, improved Training and Equipment List (TEL) features, Resource Allocation Plan (RAP) automation, integrated chat functionality, expanded full spectrum planning and reporting capabilities for Title 10 and Title 22 authorities, improved support for military assistance and advisory, and continued interfaces with ADS and GIS systems to further integrate SC planning, budgeting, resourcing, assessment, monitoring, and evaluation.

**C. FY 2025 PLANS AND OBJECTIVES**

- Partner Outreach and Collaboration Support:
  - 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.
  - Further examine usage and comparative advantages against other DoD and private educational and outreach portals to inform future development and resourcing.
  - Conclude analysis centered around potentially decommissioning GlobalNET and transitioning to an existing DSCA system or consolidating into a new system
- Socium:
  - In FY 2025, DSCA will continue to implement capability and functional enhancements to Socium including authority-specific Congressional Reports, expanded Partner Nation organization information, social network analysis, tranche analytics, improved Training and Equipment List (TEL) features,  
DSCA

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

Resource Allocation Plan (RAP) automation, integrated chat functionality, expanded full spectrum planning and reporting capabilities for Title 10 and Title 22 authorities, improved support for military assistance and advisory activities, and continued interfaces with ADS and GIS systems to further integrate SC planning, budgeting, resourcing, assessment, monitoring, and evaluation. Additionally, Socium will interface with Command and Control Information Exchange (C2IE), creating linkages between the National Defense Strategy (NDS) through Command Campaign Plans (CCPs) and their respective Intermediate Military Objectives (IMOs).

**Defense Security Cooperation University - Defense Institute of International Legal Studies (DIILS)**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- DIILS's strength is the modest investment required to execute strategically aligned, programmatically agile, timely, sustained engagements in support of evolving security cooperation priorities. DIILS leverages its civilian and military staff, adjunct Active Duty, Reserve and National Guard JAG officers, as well as adjunct government and civilian legal experts (at minimal cost) and contracted subject matter experts (SMEs) to serve as advisors and instructors for these engagements. DIILS activities in FY23 reflect a full return to (and an increase over) pre-COVID19 levels of engagement with our allies and partners in service of the NDS focus on Integrated Deterrence, including via mobile legal Institutional Capacity Building (ICB) efforts and Rule of Law/Human Rights (RoL/HR) education and training seminars, as well as multi-week in-person resident legal education courses. The DIILS mobile engagements and resident programs covered a broad range of topics such as Human Rights and Law of Armed Conflict (LOAC) compliance, Civilian Harm Mitigation and Response (CHM), provision of effective legal advice to ministerial and service staff leaders and operational commanders, military justice and accountability systems, approaches to defense and military legal modernization, ethics and anti-corruption, defense support of civil authorities, combating terrorism, maritime security and enforcement operations and Maritime Domain Awareness (MDA), cyber law and hybrid warfare, Women, Peace and Security (WPS), and peacekeeping operations.
- By the end of FY23, DIILS will have conducted close to 200 mobile ICB and RoL/HR engagements across the Geographic Combatant Commands. DIILS additionally will have completed 8 multi-week resident courses involving over 200 Partner Nation participants. DIILS once again actively integrated legal ICB and RoL/HR training input into the OSD-led Significant Security Cooperation Initiative (SSCI) analysis, planning and program design process for FY 2024 and FY 2025, further developed and refined our approach to ICB assessment, program design, implementation, monitoring and evaluation, and provided ongoing advice to DSCU, DSCA and OSD regarding the further development and professionalization of ICB practice. DIILS also continued to develop its utilization of contracted subject matter expertise to support its legal ICB efforts and expanded the number of legal ICB initiatives supporting OSD prioritized and funded SSCIs. In FY23, the Human Rights program made significant progress to reduce the number of outstanding training requirements remaining from the COVID19 pandemic, developed curriculum to support pilot programs under the IndoPacific cyber initiative, and developed a concept for a more tailored approach to future Section 333 trainings that DIILS plans to implement in FY 2024 and FY 2025 as part of DoD's response to a recent GAO inquiry into DoD Human Rights training.

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

- In FY23 the DIILS Resident Program once again focused efforts on delivering a full slate of in-person educational courses amidst the impact of an ongoing (and severely delayed) major facility renovation, further incorporating CHM and WPS equities into the content and delivery of those courses and focusing course content on critical and emergent priorities such as cyber law and hybrid warfare, maritime security operations, and responsible joint and multinational operations. Finally, DIILS continued to support efforts to integrate our operations with the Defense Security Cooperation University (our parent entity) and DSCU's other components, worked to create new combined contracting vehicles and processes to extend and increase our education and training capacity, and provided ongoing support to DSCA on critical security cooperation policy priorities such as CHM, WPS, cyber, climate and space.

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- In FY 2024, DIILS will continue to support the development and implementation of legal security cooperation engagement in alignment with DoD strategic priorities and policy guidance. DIILS plans to execute the validated and resourced legal ICB plans for FY 2024 developed in consultation with DSCU, DSCA, the GCCs and other USG and partner nation stakeholders over the course of FY 2023, as well as the RoL/HR training requirements assigned to DIILS under 10 USC Section 333 and/or similar authorities. This includes implementation and potential further expansion of the legal ICB initiatives under FY20 NDAA Section 1210. Pending the addition of several new legal Security Cooperation professionals and the associated completion of the ongoing major renovation of the DIILS Education Center in Newport, RI (which has experienced significant construction delays requiring movement to multiple temporary facilities and pushing estimated completion until late FY 2024), DIILS plans to expand our slate of multinational resident programs by adding a course focused on Women, Peace and Security (WPS), reinvigorate our traditional mobile education programs (such as under IMET and RDFP), and provide legal expertise to DSCU's academic research mission.
- In addition, DIILS will focus on continued implementation and refinement of ICB program design documents and monitoring plans, work with DSCU to further professionalize ICB practice, work with contracted legal and educational design experts to further tailor Section 333 RoL/HR curriculum and training to common PN mission sets and focus on greater programmatic integration across all four DIILS mission areas. Finally, across mission areas, DIILS will work with other elements of DSCU (e.g., ISG, SSCS, the ICB Directorate, and RALLI) to effectively operationalize the re-organization of DIILS under DSCU, while simultaneously maintaining the unique expertise and stakeholder support that DIILS contributes to DSCA's success.

**C. FY 2025 PLANS AND OBJECTIVES**

- FY 2025 funding provides for continued development and global implementation of legal engagement in accordance with OSD guidance and Security Cooperation priorities. Congress, OSD, DSCA, the GCCs, and the Interagency continue to seek additional rule of law oriented ICB advising services, educational courses, and human rights training to help our partners pursue prioritized security outcomes and employ desired security capabilities in a legitimate, responsible and accountable manner, while also building durable security partnerships. At the same time, the processes for and the demands of integrated Security Cooperation analysis, planning, design, implementation, monitoring, and evaluation continue to evolve and increase in complexity. As a result, DIILS anticipates significant additional rule of law requirements will continue to emerge in connection with the OSD-led SSCI process and related

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

Section 332 ICB and Section 333 and MSI train and equip packages in FY 2024 and beyond, as well as increased demand signals from DOS in connection with FMF, FMS, PKO and Security Force Professionalization programming. In FY 2025, DIILS expects to (a) expand the legal ICB initiative found in FY 2020 National Defense Authorization Act Section 1210, (b) continue responding to the increasing DoD focus on Civilian Harm Mitigation and Response (CHMR) and Women, Peace and Security (WPS) matters in Security Cooperation efforts, (c) build our capacity to address the critical legal issues surrounding functional Security Cooperation priorities such as Maritime Domain Awareness (MDA) and maritime security, Cyber security and defense, the impact of climate change, space operations, and emergent technologies with defense and security applications (AWS, AI, etc.); (d) respond to continued Congressional interest in partner nation human rights, law of armed conflict (LOAC) and rule of law compliance capabilities; and (e) begin fully leveraging our renovated education center to expand and elevate legal resident course offerings, reinvigorate our traditional IMET-oriented mobile educational mission, and contribute effectively to DSCU's academic mission. While Congress continues to increase funding for the direct execution costs of Security Cooperation programs (including for the ISCP account that funds OSD-managed SSCIs), the DIILS budget that provides the USG manpower, administrative support, and infrastructure necessary for implementation, management, and oversight of those programs has not kept pace. Accordingly, the DIILS FY 2025 budget submission represents the next step of a multi-year effort to right-size the funding needed by DIILS to meet those manpower (civilian, military and contracted), administration, and facilities infrastructure requirements.

**Defense Security Defense Resources Management Institute (DRMI)**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- The DRMI was transitioned to DSCA/DSCU on 24 Sep 2023. DRMI personnel were officially notified in May 2023 and Union was notified in May 2023. Support contracts were consolidated in August 2023 to continue under existing DSCU contracts.

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- In FY 2024, the DRMI will continue realignment activities to complete transition to DSCA/DSCU. Leading up to FY 2024, the Naval Postgraduate School (NPS) extended personnel contract renewals by one year (July 2023 – June 2024). The DRMI will attempt to fill more than half of its civilian billets, which are currently vacant. Throughout the transition/realignment, student registration for the institution remains open.
- Inter-Service Support Agreements will continue in FY 2024 until new agreements are in place. DSCA will develop new agreements with NPS and Navy Region Southwest that consolidate existing DSCA and DRMI arrangements. Process to cancel the DRMI DoDI is initiated and is effective October 1, 2023.

**C. FY 2025 PLANS AND OBJECTIVES**

- In FY 2025, funds transferred from the Office of the Secretary of Defense to DSCA to support the full transition of the DRMI to the Defense Security Cooperation University. DRMI will continue to align its core education and training products with the DSCA mission and will increase its contributions to institutional capacity building and collaboration with security cooperation education partners.

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

**Ukraine Security Assistance Initiative (USAI)**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- USAI continued to build Ukraine's capacity to defend its sovereignty and territorial integrity and supported institutional transformational initiatives. USAI provided a variety of security assistance to the military and national security forces of Ukraine, including intelligence support, personnel training, equipment, and logistics support, supplies and other services as well as support for the replacement and or repair of weapons or defensive articles provided to the Government of Ukraine from the inventory of the United States.

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- USAI will continue to build Ukraine's capacity to defend its sovereignty and territorial integrity and support institutional transformational initiatives. USAI will continue to provide security assistance and support to the military and national security forces of Ukraine and the replacement of weapons or defensive articles provided to the Government of Ukraine from the inventory of the United States.

**C. FY 2025 PLANS AND OBJECTIVES**

- USAI will continue to build Ukraine's capacity to defend its sovereignty and territorial integrity and support institutional transformational initiatives. USAI will continue to provide security assistance and support to the military and national security forces of Ukraine and the replacement of weapons or defensive articles provided to the Government of Ukraine from the inventory of the United States.

**Coalition Support Funds (CSF)**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- In FY 2023, DoD used CSF as an effective force multiplier, providing reimbursement to key cooperating nations for supplies, services, transportation, and other logistical support provided to U.S. and coalition forces participating in military operations to counter the Islamic State of Iraq and Syria (ISIS).

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- In FY 2024, DoD will continue to use CSF to (1) reimburse key cooperating nations for logistical, military, and other support, including access, provided to U.S. and coalition forces participating in military operations to counter ISIS, and (2) provide specialized training and procure supplies and specialized equipment for coalition forces supporting U.S. military operations to counter ISIS

**C. FY 2025 PLANS AND OBJECTIVES**

- In FY 2025, DoD will continue to use CSF to (1) reimburse key cooperating nations for logistical, military, and other support, including access, provided to U.S. and coalition forces participating in military operations to counter ISIS, and (2) provide specialized training and procure supplies and



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

specialized equipment for coalition forces supporting U.S. military operations to counter ISIS.

**Border Security**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- In FY 2023, the Border Security program focused on reimbursements to eligible partners in U.S. Central Command and U.S. Africa Command's areas of responsibility to enable them to increase security and sustain increased security along portions of their respective borders. The program provided support to partner nations to address urgent and emergent operational support requirements to help them defend their borders and counter ISIS and other violent extremist organizations' operations globally.

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- In FY 2024 the program will continue to address urgent and emergent operational support requirements of eligible partners in U.S. Central Command and U.S. Africa Command's areas of responsibility to increase security and sustain increased security along portions of their respective borders. The program will enable partner nations to defend their borders, counter ISIS and other violent extremist organizations' operations globally, and help allies and partners degrade the flow of hostile fighters.

**C. FY 2025 PLANS AND OBJECTIVES**

- In FY2025, Border Security reimbursements will continue to be a critical tool for U.S. Central Command and U.S. Africa Command to support and enhance efforts by eligible partners to increase security and sustain increased security along portions of their respective borders, enhance counter-terrorism efforts, and strengthen defense relations and partner capacity.

**Indo-Pacific Security Assistance Initiative (IPSAI)**

**A. FY 2023 PRIOR YEAR ASSESSMENT**

- N/A

**B. FY 2024 CURRENT YEAR ASSESSMENT**

- N/A

**C. FY 2025 PLANS AND OBJECTIVES**

- Beginning in FY 2025, IPSAI will contribute to critical Indo-Pacific partners' ability to build capacity to resist coercion and prepare for contingencies, as well as strengthen deterrence in the Indo-Pacific. IPSAI will provide additional security assistance avenues for support to military and national security forces of

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partner nations. This funding may also support the replacement of weapons or defensive articles provided to Indo-Pacific partners from the inventory of the United States via Presidential Drawdown Authority (PDA).

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**V. Personnel Summary:**

	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Change FY 2023/ FY 2024</u>	<u>Change FY 2024/ FY 2025</u>
<b>Civilian End Strength (Total)</b>	<b>495</b>	<b>543</b>	<b>650</b>	<b>48</b>	<b>107</b>
U.S. Direct Hire	471	515	594	44	79
Foreign National Direct Hire	15	15	15	0	0
<b>Total Direct Hire</b>	<b>486</b>	<b>530</b>	<b>609</b>	<b>44</b>	<b>79</b>
Reimbursable Civilians	9	13	41	4	28
<b>Civilian FTEs (Total)</b>	<b>495</b>	<b>547</b>	<b>650</b>	<b>52</b>	<b>103</b>
U.S. Direct Hire	471	519	594	48	75
Foreign National Direct Hire	15	15	15	0	0
<b>Total Direct Hire</b>	<b>486</b>	<b>534</b>	<b>609</b>	<b>48</b>	<b>75</b>
Reimbursable Civilians	9	13	41	4	28
<b>Average Annual Civilian Salary (\$ in thousands)</b>	<b>183.7</b>	<b>181.6</b>	<b>186.6</b>	<b>-2.1</b>	<b>5.0</b>
<b>Contractor FTEs (Total)</b>	<b>387</b>	<b>387</b>	<b>365</b>	<b>0</b>	<b>-22</b>

**Personnel Summary Explanations:**

**Explanation of personnel changes:**

- Increase of 33 FTEs for Defense Security Cooperation University Operations reflects the conversions of 22 contract personnel to civilian FTEs, 6 FTEs to support the Department's enterprise approach to civilian harm mitigation and response, and a realignment of 5 FTEs from Defense Security Cooperation University - Security Cooperation Workforce Development Program to Defense Security Cooperation University Operations.
- Decrease of 5 FTEs for the Defense Security Cooperation University - Security Cooperation Workforce Development Program reflects a realignment of 5 FTEs from the Defense Security Cooperation University - Security Cooperation Workforce Development Program to Defense Security Cooperation University Operations.
- Increase of 15 FTEs is attributed to the expansion and operationalization of the Irregular Warfare Center, to include irregular warfare education.

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**V. Personnel Summary: (Cont.)**

- Increase of 15 FTEs for the Regional Centers reflects an internal realignment of operational funding to right size civilian personnel costs at the Ted Stevens Center (+10 FTEs), the Near East South Asia Center for Strategic Studies (+ 4 FTEs), and the William J. Perry Center (+1 FTE).
- Increase of 5 FTEs for the Defense Institute for Legal Studies is attributed to expanding legal institutional capacity building mission and increased demand capacity for 333 Rule of Law/Human Rights training requirements.
- Increase of 8 FTEs for the Institute for Security Governance is attributed to additional support for institutional capacity building advising requirements; expanded cyber advising and education, expertise in emergent priority areas such as civilian harm mitigation, Women in Peace and Security, and climate resilience; and essential support services.
- Increase of 4 FTEs for DSCA Headquarters is attributed to support for the Department's enterprise approach to civilian harm mitigation and response.

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

	FY 2023 Program	Change from FY 2023 to FY 2024		FY 2024 Program	Change from FY 2024 to FY 2025		FY 2025 Program
		Price Growth	Program Growth		Price Growth	Program Growth	
101 EXEC, GEN'L & SPEC SCHEDS	87,326	4,391	3,217	94,934	2,760	13,840	111,534
104 FN DIRECT HIRE (FNDH)	1,939	97	2	2,038	59	-5	2,092
<b>0199 TOTAL CIVILIAN PERSONNEL COMPENSATION</b>	<b>89,265</b>	<b>4,488</b>	<b>3,219</b>	<b>96,972</b>	<b>2,819</b>	<b>13,835</b>	<b>113,626</b>
308 TRAVEL OF PERSONS	22,286	490	-8,579	14,197	298	-14	14,481
<b>0399 TOTAL TRAVEL</b>	<b>22,286</b>	<b>490</b>	<b>-8,579</b>	<b>14,197</b>	<b>298</b>	<b>-14</b>	<b>14,481</b>
696 DFAS FINANCIAL OPERATION (OTHER DEFENSE AGENCIES)	12,515	95	-7,310	5,300	245	-139	5,406
<b>0699 TOTAL OTHER FUND PURCHASES</b>	<b>12,515</b>	<b>95</b>	<b>-7,310</b>	<b>5,300</b>	<b>245</b>	<b>-139</b>	<b>5,406</b>
771 COMMERCIAL TRANSPORT	2,128	43	-1,429	742	16	-2	756
<b>0799 TOTAL TRANSPORTATION</b>	<b>2,128</b>	<b>43</b>	<b>-1,429</b>	<b>742</b>	<b>16</b>	<b>-2</b>	<b>756</b>
912 RENTAL PAYMENTS TO GSA (SLUC)	0	0	1,476	1,476	31	-2	1,505
914 PURCHASED COMMUNICATIONS (NON-FUND)	6,864	151	-247	6,768	142	-7	6,903
915 RENTS (NON-GSA)	649	14	-155	508	11	-1	518
920 SUPPLIES & MATERIALS (NON-FUND)	670	15	26,817	27,502	578	-28	28,052
921 PRINTING & REPRODUCTION	39	1	77	117	2	1	120
923 FACILITIES SUST, REST, & MOD BY CONTRACT	2,022	44	-1,862	204	4	0	208
925 EQUIPMENT PURCHASES (NON-FUND)	7,526	166	32,335	40,027	841	-41	40,827
932 MGT PROF SUPPORT SVCS	120,019	2,640	-114,794	7,865	165	-8	8,022
933 STUDIES, ANALYSIS & EVAL	8,765	193	-9	8,949	188	-8,204	933
955 OTHER COSTS (MEDICAL CARE)	0	0	421	421	17	-8	430
960 OTHER COSTS (INTEREST AND DIVIDENDS)	25	1	-6	20	0	1	21
964 OTHER COSTS (SUBSISTENCE AND SUPPORT OF PERSONS)	4,143	91	-4,234	0	0	0	0
987 OTHER INTRA-GOVT PURCH	12,515	275	12,315	25,105	527	78,964	104,596
988 GRANTS	69	2	-12	59	1	0	60
989 OTHER SERVICES	15,419,427	339,227	-13,624,486	2,134,168	44,818	375,633	2,554,619

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

	FY 2023 <u>Program</u>	<u>Change from FY 2023 to FY 2024</u>		FY 2024 <u>Program</u>	<u>Change from FY 2024 to FY 2025</u>		FY 2025 <u>Program</u>
		<u>Price Growth</u>	<u>Program Growth</u>		<u>Price Growth</u>	<u>Program Growth</u>	
990 IT CONTRACT SUPPORT SERVICES	0	0	8,700	8,700	183	-9	8,874
<b>0999 TOTAL OTHER PURCHASES</b>	<b>15,582,733</b>	<b>342,820</b>	<b>-13,663,664</b>	<b>2,261,889</b>	<b>47,508</b>	<b>446,291</b>	<b>2,755,688</b>
<b>9999 GRAND TOTAL</b>	<b>15,708,927</b>	<b>347,936</b>	<b>-13,677,763</b>	<b>2,379,100</b>	<b>50,886</b>	<b>459,971</b>	<b>2,889,957</b>