Fiscal Year 2014 Budget Estimates

Defense Security Cooperation Agency (DSCA)

April 2013

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Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

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

	FY 2012 Actual	Price Change	Program Change	FY 2013 Estimate	Price Change	Program Change	FY 2014 Estimate
DSCA	2,493,533	49,042	-1,984,658	557,917	10,162	220,310	788,389

* The FY 2012 Actual column <u>includes</u> $1,986,681 thousand ($1,518,911 - Coalition Support Fund, $449,770 - Lift & Sustain) as requested in the FY 2012 Defense-Wide OCO Enactment P.L.112-74.
* The FY 2013 Estimate column <u>excludes</u> $2,200,000 thousand ($1,750,000 - Coalition Support Fund, $450,000 - Lift & Sustain) requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request.
* The FY 2014 Estimate column <u>excludes</u> FY 2014 Defense-Wide OCO Budget Request.

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

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

<u>Changes from FY 2013 to FY 2014</u>: Price changes are $10,162 thousand; and after considering the effects of inflation, the net program change is an increase of $220,310 thousand. The program changes are the result of several DoD building partnership capacity initiatives.

The DSCA's net program funding decrease totaled $-18,688 thousand and is attributed to a reduction in operational support costs. The size and scope of the following security cooperation programs managed by DSCA decreased:

- Combating Terrorism Fellowship Program (CTFP), $-911 thousand;

- Defense Institute of Security Assistance Management (DISAM), $-568 thousand;

- Global Train and Equip, $-14,135 thousand;

- Defense Institution Reform Initiative (DIRI), $-191 thousand;

- Increasing Partner Capacity Building in Rule of Law Context (DIILS), $-109 thousand;

- Security Cooperation Assessment Office (SCAO), $-2,699 thousand; and

- Regional International Outreach (RIO), $-75 thousand.

The DSCA's net program increases totaled $+238,997 thousand. The programs contributing to the increase are as follows:

- Regional Centers, $+606 thousand;

- Warsaw Initiative Fund/Partnership for Peace Program, $+2,558 thousand;

- DSCA Headquarters, $+2,101 thousand;

- Ministry of Defense Advisors Program (MoDA), $+8,483 thousand;

- Global Security Contingency Fund (GSCF), $+75,000 thousand;

I.   <u>**Description of Operations Financed (cont.)**</u>
   - Global Theater Security Cooperation Management Information Systems (G-TSCMIS) Program, $+250 thousand; and
   - Building Partnership Capacity - Yemen and East Africa Authorities, $+150,000 thousand.

<u>The Regional Centers for Security Studies</u>: The Near East South Asia Center for Strategic Studies (NESA), Washington, D.C.; Africa Center for Strategic Studies (ACSS), Washington, D.C.; Asia-Pacific Center for Security Studies (APCSS), Honolulu, Hawaii; Center for Hemispheric Defense Studies (CHDS), Washington, D.C.; and the George C. Marshall European Center for Security Studies (GCMC), Garmisch, Germany are known collectively as the Regional Centers. Also included in the overall Regional Center funding is the Global Center for Security Cooperation and the Regional Center program management. The Regional Centers support the Department's Security Cooperation objectives and are assigned three core tasks: 1) counter ideological support for terrorism; 2) harmonize views on common security threats; and 3) build the capacity of partners' national security institutions consistent with the norms of civil-military relations. The centers utilize unique academic forums to build strong, sustainable international networks of security leaders. These networks promote enhanced policy understanding and mutually supporting approaches to security challenges, effective security communities which support collective and collaborative action, and improved sustainable partner institutional capacity and capabilities, thus reducing the burden on U.S. forces worldwide. They provide key strategic listening and strategic communication tools, assisting U.S. policymakers in formulating effective policy, articulating foreign perspectives to U.S. policymakers, and building support for U.S. policies abroad.

The DSCA has been the Executive Agent for the Regional Centers since October 2005. The DSCA's unified management improves the Regional Centers support to overseas contingency

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

operations objectives by linking security communities across regions and developing friendly global networks that can defeat global terrorism networks. The funding for the Regional Centers addresses the following specific objectives:

- provides the ability of the five Regional Centers to counter ideological support for terrorism and harmonize views of common security challenges by expanding their program of seminars and courses to affect a wider and more appropriate audience in their respective regions;

- funds functionally-focused short courses that build partner capacity in the areas of stability operations, combating terrorism, and homeland defense;

- increases sustainable security communities that provide access to DoD leaders and provide critical regional policy feedback through a mix of conferences, seminars, and web-based discussion groups;

- facilitates efforts to combat transnational security threats, such as terrorism, that cross Combatant Command (COCOM) boundaries through a series of collaborative working groups that partner centers and their networks;

- conducts activities that leverage the network of past Regional Centers' graduates to advance U.S. interests, counter the influence of extremism, and share lessons learned and best practices;

- builds a federated network of functional communities of influential individuals, including U.S. and foreign partner personnel, who actively exchange insights on security issues, evaluate security trends, and provide feedback on national and security policies; and

- facilitates harmonization of regional center activities with other DoD international partner strategic education activities through the Global Center Regional Center program management.

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

<u>Warsaw Initiative Fund (WIF)/Partnership for Peace (PfP) Program</u>: The Warsaw Initiative Fund (WIF) is a bilateral U.S. security cooperation program. It is one of the primary tools the DoD uses to provide financial and technical support to developing countries that are members of the North Atlantic Treaty Organization's (NATO) Partnership for Peace (PfP) program. The WIF program advances defense reform and institution building in partner countries; enhances partner contributions to coalition operations; and promotes partner integration and accession to NATO. In accordance with U.S. policy and recent NATO Summit agreements, program activities are conducted in the following areas: defense policy and strategy; human resource management; logistics and infrastructure; professional defense and military education; stability and peacekeeping operations; emergency planning and consequence management; border security and control; and English language familiarization. The program activities include, but are not limited to, workshops, seminars, and conferences; civilian and military personnel exchanges; and functional area assistance visits. The program also supports military liaison teams as well as partner country participation in U.S. and NATO military exercises. These activities, and others, help partner countries implement defense reforms, build capacity, and prepare for NATO membership.

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

- build and strengthen a global network of combating terrorism experts and practitioners at the operational and strategic levels;
- build and reinforce the combating terrorism capabilities of partner nations through operational and strategic-level education;

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

- contribute to efforts to counter ideological support to terrorism; and
- provide the DoD with a flexible and proactive program that can respond to emerging combating terrorism requirements.

The CTFP is a key tool for Geographic COCOMs to foster regional and global cooperation in the war against terrorism. The CTFP not only complements existing security assistance programs, it fills a void in the U.S. Government's efforts to provide non-lethal combating terrorism assistance. The program has developed mobile and resident institutional courses tailored to the specific need of key regions and countries in order to advance broader U.S. Government combating terrorism objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human rights issues.

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

<u>Regional International Outreach - Partnership for Peace Information Management System (RIO-PIMS)</u>: The RIO-PIMS (GlobalNET) program supports the Quadrennial Defense Review (QDR) guidance and is an Under Secretary of Defense (Policy) (USD(P)) initiative that will provide an open source information technology solution assisting the Regional Centers for Security Studies in improving international outreach efforts and fostering collaboration among their faculty, current and former participants, Office of the Secretary of Defense (OSD), and other designated DoD educational institutions. The RIO-PIMS outreach, education, and collaboration efforts are directly tied to building

I. Description of Operations Financed (cont.)

partnership capacity and countering ideological support for terrorism. The RIO-PIMS is a tool that will enable the 30,000+ members of the GlobalNET to share information, collaborate on projects, build international communities of interest, and improve administrative activities resulting in time and manpower savings.

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

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

<u>Defense Institution Reform Initiative (DIRI)</u>: The DIRI is the DoD's primary security cooperation tool for supporting partner nation efforts to develop accountable, effective and efficient defense governance institutions. The DIRI program provides the following:

- supports the establishment and improvement of functional capabilities necessary to organize, train, equip and sustain security forces under civilian control, including:
  - defense policy, strategy and planning;
  - resource management and oversight;
  - human resource management (including professional Military Education (PME) and civilian defense cadre management and development); and
  - logistics and acquisition;
- support in establishing and improving civil-military relations and inter-ministerial coordination; and
- facilitates DoD to MOD engagements that strengthen our relationships with partners and allies.

The DoD's DIRI meets these objectives through a systematic methodology that involves scoping, requirements determination, program development and execution, and progress assessment. The DIRI consults extensively with USG and partner nation stakeholders to identify projects that meet shared strategic priorities. Sustained engagement with partner nations is built on the principle of partner nation ownership of reform. Partner nations should demonstrate high-level buy-in for program objectives, develop working groups to oversee reform efforts, and devote their own resources complete the activities necessary for reform.

I.   Description of Operations Financed (cont.)

Increasing Partner Capacity Building in Rule of Law Context: Effective security cooperation or related defense institution building within Security Sector Reform requires sustained engagement and Rule of Law programming with strategically important international partners. The Defense Institute of International Legal Studies (DIILS) is the lead defense security cooperation resource for professional legal education, training, and rule of law programs for international military and related civilians globally. The DIILS legal capacity-building programs will help achieve the 2010 QDR strategy of promoting an international order that advances U.S. interests by reinforcing the rights and responsibilities of all nations.

The funds requested are essential to cover overhead requirements for DIILS to continue its development and implementation of an effective long-term global strategy for rule of law security cooperation. This funding supports strategic and operational priorities in the GEF and other national strategy directives.

Global Train and Equip (Section 1206): This program represents an innovative approach required to address current threats to our national security. Because current threats often emanate from countries with which we are not at war, we must work through these partner countries to address them. This need becomes more acute in an environment of weak states, rapidly developing threats, and ungoverned areas that can be exploited for terrorist safe haven. Training and equipping foreign forces to address their own security problems is a military requirement to avoid future military interventions and mitigate long term risk

The Global Train and Equip programs are designed to meet time-sensitive and emerging threats and opportunities to build the capacity of partner-nation forces. The initiative enables the Secretary of Defense (with the concurrence of the Secretary of State) to

I.   Description of Operations Financed (cont.)

expedite the training and equipping of partners, conducting programs that build the capacity of their national military forces to conduct counterterrorist operations, or to support military and stability operations in which U.S. armed forces are a participant. The initiative is timely, strategy-driven, integrated across diplomacy and defense, and measurable. The Global Train and Equip programs are:

- co-formulated, reviewed, and vetted by Defense and State, both by Combatant Commanders and Ambassadors in the field, and in Washington D.C;

- approved by the Secretary of Defense and the Secretary of State;

- notified to Congressional oversight committees;

- compliant with Foreign Assistance Act (FAA) and Arms Export Control Act (AECA) security, end-use, and retransfer agreements; and d

- directed toward partner nations that uphold human rights, attendant fundamental freedoms, and the rule of law.

The Global Train and Equip programs allow the COCOM Commanders and ambassadors, working together, to train and equip foreign military forces in response to urgent and emergent threats and opportunities to solve problems before they become crises requiring major military interventions. By building the capacity of partners to handle their security problems, these effects reduce stress on U.S. forces. The COCOM Commanders consider "global train and equip" authority the DoD's single most important tool to shape the environment and counter terrorism outside Iraq and Afghanistan.

Ministry of Defense Advisors (MoDA) Program: The MoDA program partners senior DoD civilian experts with foreign counterparts to improve ministerial capacity in key areas such as personnel and readiness, acquisition and logistics, strategy and policy, and

I.   Description of Operations Financed (cont.)

financial management. As DoD security cooperation efforts develop partner nation
military units, the institutions required to support them with pay, benefits, and
equipment must be developed as well. The MoDA program is designed to forge long-term
relationships that strengthen a partner nation's defense ministries. Under the MoDA
program, the DoD civilian advisors may deploy for up to two years via the Civilian
Expeditionary Workforce (CEW).

The MoDA program has four unique aspects, including:

- an extensive 7-week pre-deployment training for advisors;

- temporary backfill for the advisor's parent organization;

- long-term relationships between civilian advisors and their counterparts; and

- a structured defense institution building reach-back mechanism.

The MoDA program supports the Department's priority to prevent and deter conflict. The
Secretary of Defense continues to emphasize building the security capacity of partner
states as an area of strategic importance. The 2010 QDR cites the MoDA program as a key
initiative that would strengthen partner states' ministerial-level capacity. The MoDA
advisors build the security capacity of key partners by helping them establish the core
competencies of an effective and accountable defense ministry.

Security Cooperation Assessments Office (SCAO): This was a new effort in FY 2011 to
assess the substantial investments of time, money, and manpower DoD makes in SC programs
intended to build the capacity of our partners to pursue shared national security
objectives. Funds for FY 2012 were withheld, while funded for FY 2013; no funding is
planned in FY 2014.

I.   Description of Operations Financed (cont.)

Global Theater Security Cooperation Management Information Systems (G-TSCMIS) Program:
The G-TSCMIS is an Office of the Secretary of Defense (OSD) initiative to develop and
deploy a common web-based, centrally hosted Management Information System (MIS) that will
serve as the information focus point for the Nation's Security Cooperation (SC) efforts by
providing decision makers, SC planners and other users with the ability to view, manage,
assess, and report SC activities and events. The G-TSCMIS will consolidate, improve upon
and is intended to replace all existing TSCMIS solutions hosted at and supporting more
than 20 Department of Defense (DoD) Services, Agencies and COCOMs. The system will
provide a comprehensive picture of whole-of-government SC activities, and will contribute
to planning more effective cooperative security activities to align or meet desired
outcomes in support of SC end states. The program is an evolutionary rapid Information
Technology (IT) acquisition pilot program, as described in FY2010 National Defense
Authorization Act (NDAA) Section 804 that provides users at every user command with
greater capability through several iterations and releases that are developed and
implemented over time. The Department of Navy (DoN) was assigned acquisition lead for the
effort by Deputy Secretary of Defense (DEPSECDEF).

Building Partnership Capacity – Yemen and East Africa Authorities: This program provides
transitional authorities to build partner nation capacity in Yemen and East Africa under
section 1207(n) of the National Defense Authorization Act for FY 2012. The DSCA will
manage these funds similar to method used to manage Train and Equip, commonly referred as
the "1206 program."

Global Security Contingency Fund: This authority was established to enhance the
capabilities of a country's national military forces, and other national security forces
that conduct; border and maritime security, internal defense, and counterterrorism
operations, as well as the government agencies responsible for such forces; conduct

I.   Description of Operations Financed (cont.)

border and maritime security, internal defense, and counterterrorism operations; and participate in or support military, stability, or peace support operations consistent with United States foreign policy and national security interests. For the justice sector (including law enforcement and prisons), rule of law programs, and stabilization efforts in a country in cases in which the Secretary of State, in consultation with the Secretary of Defense, determines that conflict or instability in a country or region challenges the existing capability of civilian providers to deliver such assistance.

II. Force Structure Summary:

N/A

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2012 Actual	Budget Request	FY 2013 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2014 Estimate
1. Regional Centers	86,642	84,153				84,153	85,899
2. Warsaw Initiative Fund/Partnership for Peace	28,407	30,971				30,971	34,118
3. Combating-Terrorism Fellowship	32,583	35,000				35,000	34,754
4. DSCA Administrative Expense	12,558	12,498				12,498	14,876
5. Regional International Outreach	3,118	2,654				2,654	2,629
6. Security Cooperation Training and Support	3,175	6,697				6,697	6,250
7. Defense Institution Reform Initiative	12,821	11,983				11,983	12,020
8. Increasing Partner Capacity Building in Rule of Law context	1,737	3,188				3,188	3,134
9. Global Train and Equipment (1206)	343,811	365,000				365,000	357,800
10. Security cooperation Assessment Office (SCAO)	0	2,649				2,649	0
11. Ministry of Defense Advisors Program	0	3,124				3,124	11,659
12. Coalition Support Funds (X-year)	1,518,911	0				0	0
13. OCO Lift and Sustain	449,770	0				0	0
14. Global Security Cooperation Program	0	0				0	75,000

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

A. <u>BA Subactivities</u>	FY 2012 Actual	Budget Request	FY 2013 Congressional Action — Amount	Percent	Appropriated	Current Estimate	FY 2014 Estimate
15. Global Theater Security Cooperation Management Information System	0	0				0	250
16. Building Partnership Capacity - Yemen and East Africa Authorities	0	0				0	150,000
Total	**2,493,533**	**557,917**				**557,917**	**788,389**

* The FY 2012 Actual column <u>includes</u> $1,986,681 thousand ($1,518,911 - Coalition Support Fund, $449,770 - Lift & Sustain) as requested in the FY 2012 Defense-Wide OCO Enactment P.L.112-74.
* The FY 2013 Estimate column <u>excludes</u> $2,200,000 thousand ($1,750,000 - Coalition Support Fund, $450,000 - Lift & Sustain) requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request.
* The FY 2014 Estimate column <u>excludes</u> FY 2014 Defense-Wide OCO Budget Request.

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

B. **Reconciliation Summary**	Change FY 2013/FY 2013	Change FY 2013/FY 2014
Baseline Funding	**557,917**	**557,917**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**557,917**	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	**557,917**	
Supplemental		
Reprogrammings		
Price Changes		10,162
Functional Transfers		
Program Changes		220,310
Current Estimate	**557,917**	**788,389**
Less: Wartime Supplemental		
Normalized Current Estimate	**557,917**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2013 President's Budget Request (Amended, if applicable)		**557,917**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		**557,917**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		**557,917**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		**557,917**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		**557,917**
6. Price Change		10,162
7. Functional Transfers		
8. Program Increases		238,998
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) Building Partnership Capacity - Yemen and East Africa Authorities	150,000	
To provide transitional authorities to build partner nation capacity in Yemen and East Africa. (FY 2013 Baseline $0; +0 FTEs)		
2) Global Security Contingency Fund	75,000	
This authority enhances the capabilities of partner nations consistent with United States foreign policy and national security interests. (FY 2013 Baseline		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
$0; +0 FTEs)		
3) Ministry of Defense Advisors Program	8,483	
This increase continues a shift in the MoDA to a global program whose past funding was mainly Overseas Contingency Operations (OCO). These funds support a small program office as well as the global MoDA effort supporting DoD efforts outside Afghanistan. The majority of these funds will be related to the TDY expense of the MoDA advisors. (FY 2013 Baseline $3,124K; +0 FTEs)		
4) Warsaw Initiative Fund	2,558	
This increase reflects the continued emphasis to support countries in the Central Asian and Caucasus regions (FY 2013 Baseline $30,971; +0 FTEs)		
5) DSCA Administrative Costs	2,101	
Program increase is attributed to day to day operation support costs to include funding for Financial Improvement and Audit Readiness (FIAR) support. (FY 2013 Baseline $12,498K; +0 FTEs)		
6) Regional Centers for Security Studies	606	
This increase reflects the Department's decision to shift focus to Asia and an increase to the Asia Pacific Center for Security Studies budget of $6.2 million. (FY 2013 Baseline $84,153; +0 FTEs)		
7) Global Security Cooperation Management Information System	250	
Program office support (FY 2013 Baseline $0; +0 FTEs)		
9. Program Decreases		-18,688
a. Annualization of FY 2013 Program Decreases		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Global Train & Equip Program	-14,135	
Reduction in funding accommodates a reduced number of training and equipping of foreign partners for counterterrorism and stability operations. (FY 2013 Baseline $365,000K; +0 FTEs)		
2) Security Cooperation Assessment Office	-2,699	
Funding was eliminated from the DSCA portfolio. This program was not supported in the FY12 NDAA. (FY 2013 Baseline $2,649K; +0 FTEs)		
3) Combating Terrorism Fellowship Program	-911	
The decrease to this program is a reduction in costs identified through efficiencies. (FY 2013 Baseline $35,000K; +0 FTEs)		
4) Defense Institute of Security Assistance Management	-568	
The decrease to this program is a reduction in costs identified through efficiencies. (FY 2013 Baseline $6,697K; +0 FTEs)		
5) Defense Institution Reform Initiative	-191	
The decrease to this program is a reduction in costs identified through efficiencies. (FY 2013 Baseline $11,983K; +0 FTEs)		
6) Increasing Partner Capacity Building in Rule of Law Context	-109	
The decrease to this program is a reduction in costs identified through efficiencies. (FY 2013 Baseline $3,188K; +0 FTEs)		
7) Regional International Outreach - Partnership for Peace Information Management System	-75	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
The decrease to this program is a reduction in costs identified through efficiencies. (FY 2013 Baseline $2,654K; +0 FTEs)		
FY 2014 Budget Request		**788,389**

IV. Performance Criteria and Evaluation Summary:

Performance Criteria

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

The DSCA's performance measures support implementation of DoD's Guidance for the Employment for the Force and COCOMs Theater Security Cooperation Strategies. By focusing on coalition and alliance requirements, Defense Institution Building, Security Sector Reform, planning, training, exercises and education of personnel from allied and friendly nations, and various DoD programs that support access interoperability, and the building of partner capacity to support peacekeeping, search and rescue and humanitarian operations DSCA helps to effectively link DoD's strategic direction with those of allies and friendly nations.

Regional Centers for Security Studies

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

The Regional Centers for Security Studies (Regional Centers) serve as international venues for bilateral and multilateral research, communication, and exchange of ideas involving military and civilian participants in support of the U.S. Department of Defense's (DoD) security cooperation objectives.

Fulfilling the Under Secretary of Defense for Policy's (USD (P) guidance, the Regional Centers facilitate engagement with and among foreign participants to:

* enhance regional security through the creation of collaborative communities of interest among military and civilian officials from States of their respective regions, and examine fundamental causes of relevant security challenges and the most effective means to counter them;

* strengthen sustainable institutional capacity at national and transnational levels to enhance national, regional, and international security consistent with the norms of democratic governance and civil-military relations;

* foster defense support to civil authorities in dealing with disasters in a manner consistent with each country's legal, historical, and cultural norms and the proper role of the military in democratic societies; and

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

To meet these objectives, in FY 2012 the Regional Centers conducted a wide array of activities to include: resident executive development programs, in-region conferences, seminars, workshops, research and publications, and alumni outreach. These activities were the result of extensive coordination and planning with the OUSD(P), Geographic

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

Combatant Commanders (GCCs), Defense Security Cooperation Agency (DSCA), U.S. Department of State, U.S. Agency for International Development (USAID) and other relevant U.S. agencies, country teams at U.S. Embassies, and host country and regional stakeholders.

FY 2012 Accomplishments:

FY 2012 was an outstanding year for the Regional Centers, where they achieved stakeholder objectives through continued successful programming and activities, affecting the targeted audience in their respective regions. They also presented an increased number of specialized seminars and courses that built partner capacity in the areas of stability operations, combating terrorism, and homeland defense. Through a mix of outreach activities, the Regional Centers made significant enhancements to building and sustaining active security communities, providing access to DoD leaders and critical regional policy feedback. Further capitalizing on these communities, the Regional Centers created a federated network of functional communities of influential individuals, including U.S. and foreign partner personnel, who actively exchange insights on security issues, evaluate security trends, and provide feedback on national and security policies, increasing cross GCC efforts to combat transnational security threats. In FY 2012, over 7000 foreign military and civilian defense personnel from over 150 different countries attended Regional Center resident and in-country events. Additionally, thousands of Regional Center alumni and other participants attended a wide array of global Regional Center outreach activities.

The following are highlights of the different types of activities the Regional Centers presented in FY 2012 and their impacts:

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

- The Africa Center for Strategic Studies (ACSS) executed two Maritime Safety and Security seminars requested by U.S. Africa Command, the Economic Community of West African States (ECOWAS), and the Economic Community of Central African States (ECCAS). The seminars supported United Nations (UN) Resolution 2039 by chartering a way for cooperation between both African communities to provide regional maritime security in the central and western African regions and among member states to combat piracy, robbery at sea, and other illicit activities at sea in the Gulf of Guinea. The event concluded with ECOWAS and ECCAS signing a communiqué agreeing on the submission of the draft Memorandum of Understanding and Operational Agreement to the respective Regional Economic Community Secretariats.

- The Asia-Pacific Center for Strategic Studies (APCSS), as a practical and visible component of the rebalance strategy, has developed capacities in the Asia-Pacific region during FY12 that include implementation of the Lao Security Strategy Master Plan 2020, development of a Timor-Leste regional engagement strategy, and enhanced peace negotiation and conflict prevention skills among two cadres of select women included in APCSS programs under the U.S. Government's Women, Peace, and Security program. These and other developments resulted from projects conceived and planned by program participants and represent a few of the hundreds of projects undertaken in the past year.

- The Center for Hemispheric Defense Studies (CHDS) held a National Security Planning Workshop in Trinidad resulting in the Prime Minister's endorsement of a whole-of-government approach to solving security and defense issue. The CHDS also conducted a National Security Strategy Seminar for the new Guatemalan administration to develop and launch their new National Security Strategy.

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

- The George C. Marshall European Center for Security Studies (GCMC) presented its inaugural Counter Illicit Trafficking (CIT) Alumni community of interest workshop for GCMC alumni from Europe, Africa and Asia. Alumni from 48 military and law enforcement agencies shared best practices and fostered additional cooperation for addressing the increasing threat from the convergence of terrorism and transnational organized crime.

- The Near East South Asia Center for Strategic Studies (NESA) continues to work directly with the Senior Representative for Afghanistan and Pakistan Office to develop a policy framework for U.S.-Afghanistan strategic relation and Pakistan. Additionally, the NESA held bilateral seminars with Pakistan and India in conjunction with the University of Ottawa and the Hoover Institute at Stanford University. The NESA also held bilateral seminars with the Governments of Tunisia and Yemen; all these bilateral seminars were designed to enhance each government's capability to conduct national security strategy planning and examine transnational threats.

- Working collaboratively,

  - ACSS, GCMC, CHDS and NESA presented a seminar focused on transnational threats and illicit commons and provided a global forum to engage with colleagues on drug trafficking and transnational organized crime (TOC). Participants agreed-transnational crime is varied and complex, it cannot be managed solely by the

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

>   military and law enforcement; but must include civilian counterparts, strategic
>   communications, and strong economic development.

>   – GCMC and NESA presented a Senior Executive Seminar, "Arab Spring – What Next?"
>   for 96 participants representing 44 nations. The seminar fostered an
>   understanding of the root causes of the Arab Spring and discussed options for
>   policy makers that support shared goals for regional stability. The seminar
>   also built networks that will continue address current and future security
>   challenges.

FY 2013 Challenges:

In order to address the challenges of a reduced budget, each center has conducted a
strategic review of its business practices, ensuring efficiencies while preserving
program quality. The examples are as follows:

- The ACSS has increased stakeholder partnerships to share its investment in strategic
  capacity building programs on the continent, allowing the center to maintain near
  steady throughput despite the shrinking budgetary thresholds. The shift to short-
  term strategic programming has increased the ACSS' ability to re-focus on multi-
  lateral and bi-lateral topical engagements in the areas of countering violent
  extremism, illicit commons/maritime security, security sector reform, and the
  bilateral development of national security strategies via ACSS communities of
  interest. As a result, the ACSS is able to focus on a higher level of decision-
  makers and practitioners that otherwise cannot step away from their every day
  demands to attend semester long courses.

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

- The APCSS has put forth a long-standing, concentrated and successful effort to use lean business models and processes to gain efficiencies such as shortening the Advanced Security Cooperation course by 14 days. Further cost savings will need to be implemented that impact the Center's capacity-building efforts, most notably through reduced throughput funding in the crisis management and advanced security cooperation courses. In support of the recent shift in focus on the Asia-Pacific region, U.S. Pacific Command's efforts to identify levers to actualize the rebalance to the Asia-Pacific, the APCSS will be seeking additional funding to support APCSS to leverage ready-to-execute programs and existing capacity in facilities and manpower authorizations.

- The CHDS expanded the use of in-region courses, workshops, and seminars in order to offset of the reduction of resident courses necessitated by funding decreases. For example, the CHDS conducted its first course using a new model - the In-Region Partner Institute Course, in Paraguay with the Institute for Advanced Strategic Studies on the topic of defense policy design.

- The GCMC sustained its transformation campaign and continued to reap efficiencies from digital and on-line seminar material, restricted air-fares, individually billed travel accounts, cash cards for participant costs, use of intermittent on-call personnel and consolidated support functions. A center-wide cost-tracking system enabled more precise forecasting and near real-time tracking, enabling effective fund allocation throughout the year. Partnering with like institutions gained synergy, while rigorous reviews and dialogue with stakeholders produced shortened

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

resident courses, enabling a shift to outreach events and an optimal resident-outreach balance.

- The NESA reshaped its administrative overhead and aggressively expanded programs and support to policy-makers by conducting short duration (1-5 day), cost-effective seminars and workshops, especially with alumni associations, host country ministries, universities and war colleges. The NESA will continue to utilize electronic and internet-based reproduction and distribution of printed course material and the innovative use of VTC capabilities to deliver seminars.

Budget Year FY 2013 Plans and Objectives:

The Regional Centers will be required to sustain further budget reductions in FY 2013. Each center will continue its efficiency efforts while ensuring they continue to offer activities that respond effectively to OUSD(P) and COCOM goals and requests. For example the Regional Centers will continue to:

- acquire stakeholder investment from COCOMS, and other USG agencies and funding streams (1206, CTFP) as well as increase self-funded participants;
- actively de-conflict programming and initiatives across the RC enterprise in accordance with OSD Policy guidance as well as increase Regional Center collaboration;
- reinforce strategic partnerships that will shape the response to the 2012 U.S. Defense Strategic Guidance and the strategic re-balancing it directs;

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

- increase programming by teaming with universities and think tanks to share costs and deliver concrete outcomes to war fighters and policy makers; and
- increase the use of virtual engagement and information management as a cost saving tool. Centers will fully incorporate Global Net into academic and outreach programs as a tool for maintaining a network of alumni and use the Regional Centers Person/Activity Management System (RCPAMS) as the primary online system to capture and report information on programs, activities, participants and alumni to include costs, outcomes, and other relevant information.

Budget Year FY 2014 Plans and Objectives:

Funding reductions in FY 2014 will require the Regional Centers to continue to review business models in order to achieve further efficiencies. While additional reductions will put pressure on the centers, especially in the area of faculty recruitment and meeting increased demand from OUSD(P) and COCOMs with less funding, the Regional Centers will strive to effectively and efficiently meet expectations for priority and high demand programs.

For example, the Regional Centers will:

- continue to employ business cost efficiencies and pursue program efficiencies, expanded partnerships, new business models as well as reducing contract support, to offset and mitigate potential decrements in programs, people and infrastructure;

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

- continue maintaining and maximizing strategic partnerships and whole-of-government approaches to supplement external support for programming to include enhanced programming in support of defense sector reform, transnational threats, and strategic research as highlighted by our interagency and partners;

- put greater emphasis on measuring effectiveness and streamlining program execution to support policy priorities and resource allocation;

- streamline and restructure internally so that like activities are bound together more effectively in order to maximize operational efficiency and flexibility, while continuing to provide flexible, tailored activities in locations throughout their respective regions; and

- continue to leverage technology with in-region and virtual presences in their respective regions.

<u>Warsaw Initiative Fund (WIF)/Partnership for Peace Program</u>

The Warsaw Initiative Fund (WIF) is the primary instrument used by DoD to support developing countries in EUCOM and CENTCOM that are members of the North Atlantic Treaty Organization Partnership for Peace (PfP) program. The WIF is a primary funding source for EUCOM and its nine supporting stats of Bosnia, Serbia, Montenegro, Macedonia, Ukraine, Azerbaijan, Armenia, Georgia and Moldova and the U.S. Central Command engagement with the five Central Asian States of Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan and Uzbekistan. The WIF is essentially the only resource available to fund CENTOCM's regional engagement plans and, build partner capacity with five Central Asian States. The WIF also plays a large role in the George C. Marshall Out Reach program and

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

the Partnership for Consortium. The WIF is designed to provide financial support to partners that without it would be unable to participate in PfP activities and cooperation mechanisms. The WIF primary objectives are to:

- advance defense reform by assisting in the development of effective and efficient defense institutions that reflect the Euro-Atlantic model;

- enhance Partner contributions to coalition operations through the development of capable, ready forces a portion of which can operate with U.S. and NATO forces and be deployed to support allied, coalition and or international operations;

- support Integration and Military Cooperation with the Euro-Atlantic Community and accession to NATO; and

- provide U.S. forces peacetime and contingency access.

By using DoD's January 2012 Strategic Guidance program as a guide, WIF activities are conducted in accordance with regional and country specific priorities established by the Office of the Under Secretary of Defense for Policy and the Combatant Commands. The WIF objectives are implemented through exercises and tailored capacity building activities such as exchanges, seminars and workshops that address critical defense functions.

FY 2012 Accomplishments:

The WIF baseline budget in FY 2012 was $33.3 million and was used in the support of over 700 activities in 16 countries in Southeastern Europe, Central Asia, and the South Caucasus. These activities included bilateral working groups in which the Combatant Commands worked directly with Partner countries to plan future security cooperation activities; regional and bilateral exercises designed to enhance Partner interoperability

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

and enable the U.S. and Partners to prepare for and operate in a coalition environment through exchanges, conferences, seminars and workshops critical for mutual understanding of U.S. and Partner capabilities, needs and political and military perspectives; development of professional military education approaches; and support of Partner country efforts to reform defense institutions as well as advance ministry of defense (MoD) consequence management and emergency preparedness. Two of the highest priorities the WIF program supported in FY 2012 centered on U.S. and coalition interests in Afghanistan and Central Asia. These included Partner preparations for deployed operations as contributors to NATO's International Security Assistance Force (ISAF) mission; and active engagement with Central Asian partners to sustain access and nurture the institutional structures necessary for facilitating unfettered logistics through the Northern Distribution Network (NDN). Workshops and exercises such as LOGEX, COMBINED ENDEAVOR, RAPID TRIDENT, REGIONAL COOPERATION, land forces symposiums and search and rescue exercises were conducted that heavily emphasized combined operations and logistics in the training of command staff officers, increased familiarity of staffs with NATO procedures for operational employment and logistics planning and implementation, enhanced cooperation and coordination among logistics staff elements during combined operations, practiced NATO reporting procedures, and used NATO logistics C4 systems.

FY 2012 WIF funds were effectively applied to the development of Partner country defense education establishments with its Defense Education Enhancement Program (DEEP). This program provides concrete, clear and cost effective reforms in curriculum content and teaching methods. Major examples include the following:

- Armenia continues to move forward. The MOD recently convened a working group to implement restructuring of its human resources management system and NCO development

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

as well as launching a pilot Junior Staff Officer Course and development of plans for a senior Course in FY 2013

- Azerbaijan adapted a major PME module to more fully address defense planning and strategy.
- Georgia opened its National Defense Academy to include launching of the Cadet Basic School and Command and General Staff School.
- Kazakhstan established a two year National War College distinct from its National Defense University.
- Moldova launched a revised four year Basic course and a new Senior Course (command and staff level and a Master's degree.

FY 2012 WIF dollars were also effectively used to facilitate Defense Institution Building as follows:

- Georgia continued to progress in development of human resources, enhancement of defense resource processes and development of policy and strategy and staff re-alignments;
- Serbia continued development and refinement of its defense planning, procurement and logistics systems;
- Armenia introduced a modern defense planning/defense allocation and management system; and
- Azerbaijan recently professionalized the newly established j5/MOD Plans and Policy office within the MOD;
- Cooperatively developed DIB plans for Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan and Uzbekistan

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

FY 2012 WIF dollars were also leveraged to enhance interoperability between U.S, NATO and Partner Countries. The examples are as follows:

- Sea Breeze 12 brought together countries (Ukraine, Georgia, and Azerbaijan) in a cooperative effort to develop Maritime Security Capability with Black Sea Nations, U.S. and NATO forces.

- Rapid Trident continued the development and monitoring of partner country staffs (Azerbaijan, Georgia and Ukraine) and units on the global war on terrorism.

- Exercise Immediate Response focused on interoperability at the operational level platoon level field exercises. Specific WIF countries involved were Serbia, Montenegro, Macedonia and Bosnia.

- Regional Cooperation 12, a peacekeeping exercise was hosted by the Kyrgyz Republic and brought together representatives from Kazakhstan, Tajikistan, U.S forces as well as a no WIF member Afghanistan and focused on a full spectrum of military responses to attacks against host nations.

- Steppe Eagle 12 was held in Kazakhstan with the U.S. and Tajikistan participating and assisted in the preparation of the Kazak Peacekeeping Battalion for UN Peacekeeping Operations

FY 2013 Challenges:

The challenges in FY 2013 will continue to be the budgetary restriction of one year monies and the inability to plan long term engagements. This is further hampered by the imposition of yearly continuing resolutions which also makes future planning difficult as funds are not available for planning or execution of near term events. Other challenges

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

include long-term systemic challenges to DIB within Partner Nations to include limited transparency in budget and decision making processes, ongoing legacy (Soviet and Yugoslav) systems and attitudes; the uncertainty about U.S. Commitment in Central Asia post 2014 (Afghanistan) and the probable undermining the achievement made in Counter Terrorism, Counter Narcotics and Border Security; The uncertainty of the "Pivot to the East" and the commitment of the U. S. to gains made in the Balkans; and Caucasus. China's entry in the security Assistance field in Central along with a resurgent Russia threatens the loss of U.S gains in Central Asia.

FY 2013 will see the resumption of the Army Corps of Engineers managing the WIF portion of Civil Military Emergency Preparedness (CMEP) program activities from the Army Corps of Engineers. This program's effectiveness relies on the close and well-established cooperation of U.S. country teams and emergency preparedness planners in the U.S. The change in management frameworks will allow the re-establishment of old relationships and development of more enhanced CMEP programs and should preclude cancellation of events due to lack of coordination.

FY 2013 Plans and Objectives:

In his June 2012 speech titled "Building Partnerships in the 21st Century," given as a part of the Dean Acheson Lecture Series at the U.S. Institute of Peace, Secretary Panetta made the following points:
- "Building partnership capacity is a key military mission for the future."
- "Building the capacity of defense ministries and other institutions, which have not been a main focus of our efforts, must become more prominent."

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

- "I have also directed DoD's senior leadership team to streamline and strengthen those security cooperation procedures that are under our control, and that maximize our use of the highest priority and most effective programs."

This direction built on Secretary Panetta's vision and direction in his August 2011 Defense Planning Guidance that established "Build Partner Capacity" as one of six Defense priorities for the future force.

The WIF is built and developed upon such a foundation, and in FY 2013 the program will continue to further emphasize objectives consistent with Secretary Panetta's guidance, from tactical-level Partner interoperability and capacity up to a sharpened focus on increasing Partner ministerial and joint staff institutional capabilities. The WIF will continue to advance its established record of fully supporting activities and the development and execution of actionable roadmaps that enhance Partner peace and security, promote democratic values and reforms, enhance support for NATO-led operations and missions, improve transparency in governance, prepare interested eligible nations for NATO membership, and advance defense reform, capacity building, education enhancement strategies, and civil-military emergency planning approaches. As Admiral Stavridis Commander United States European Command has said support for the Warsaw Initiative Fund is a critical post ISAF tool and makes geopolitical sense.

The WIF Defense Institution Building (DIB) Management Team will continue to expand its role in facilitating the integration of projects and activities that align themselves with SecDef goals and COCOM objectives in Partner defense institution building, as well as NATO declarations and individual country partnership goals related to systemic defense reform.

New Initiatives will include:

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

- Armenia: Support in the areas of defense resources, development and implementation of logistics concepts and defense acquisition and development of educational and human resources.
- Azerbaijan: continued support in the areas of human resource policy, strategy development and development of logistics concepts.
- Bosnia: continued development of logistics concepts,
- Ukraine; continue to be ever vigilant at providing assistance to development of internal joint operational concepts.
- Kazakhstan; continued support with the development of its professional military education system;
- Montenegro: Continue to develop its institutions in preparation for accession into NATO.

The WIF activities in FY 2013 will also focus on building respect for Human Rights and Good Governance, development and participating in exercises that foster interoperability with NATO and U.S. Forces; such as Steppe Eagle, Sea Breeze, Viking 14, and Rapid Trident and Shared Resilience (Europe's only Medical training exercise). Efforts to counteract narcotics, terrorism and enhance Border Security will be undertaken. There will be increased emphasis on CMEP and the cooperative efforts it engenders at the local level.

Also consistent with renewed calls for small footprint, low cost security cooperation programs, the WIF program average cost per event in FY 2013 will remain below $30,000. The DEEP initiative will continue to be a prime example of providing long term future benefits at a low cost through its reforms in curriculum content and teaching methods and the exposure of western thought to future generations of officers and non-commissioned

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

officers. Support to the WIF portfolio of activities will continue to rely on government personnel, seasoned practitioners within the system, The State Partnership Program and volunteer academicians. Fiscal oversight of the WIF program in FY 2013 will remain vigilant. Use limited WIF resources will be optimized by practical use of the Concept Funding Request System by EUCOM and CENTCOM which tracks development, funding and execution of events and where during execution during the year if an event becomes no longer closely tied to valid requirements or subject to sound and accepted business practices, it will not be executed.

FY 2014 Plans and Objectives:

The fiscal environment will continue to drive department-wide budget cuts in FY 2014, and pressures on decreasing WIF resourcing will be no exception. The FY 2014 WIF, as now built, begins a downward glide path, from $22.5 million programmed in FY15 to $8.5 million in FY 2018. The rationale behind this reduction in WIF funding is based on EUCOM assertions during the FY 2013 budget review that the WIF requirements in the EUCOM AOR would lessen as ISAF operations trend toward lower levels, and CENTCOM requirements would remain at current levels throughout the FYDP. The Admiral Stavridis EUCOM Commander has since advised the USDP to restore support to the Warsaw Initiative Fund and as it will sustain current and previous investments to our partners, and just makes geopolitical sense.

Regardless of the budgetary bottom lines, the WIF plans and program strategies will seek to optimize program funding, with a primary goal of establishing clearer and closer ties between prioritized requirements and program expenditures, particularly in the area of large-scale exercise support. The WIF program design will also seek to further leverage

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

to the maximum extent possible contributions of other countries to Partner engagement, either in lieu of U.S. efforts in specific areas where they may be better suited, or to augment U.S. efforts to reduce the overall U.S. commitment.

The importance of building defense institutional capacity will continue to grow, and the WIF program will remain focused on the most effective and affordable approaches to achieving sustainable defense reform. Increasing DIB requirements will demand increasingly more effective integration of the WIF DIB Management Team, and/or similar management efforts, and the Combatant Commands and OSD Policy. The major undertakings to enhance country defense institution building efforts will include in-country advisory elements, both short-term and long-term, and lessons learned compilation and incorporation at all levels of management best practices and processes best suited to the size and make-up of differing defense establishments and cultures. The WIF program will work to further align activities in the Central Asian states along lines that foster more robust development of MoD objectives that closely complement Civil-Military Emergency Preparedness of both defense and defense-related forces, consistent with U.S. legal limitations on Title 10 expenditures. The WIF program will make more aggressive use of streamlined clearinghouse approaches so as to eliminate duplication and overlap of activities from contributing countries and to ensure that the alignment of activities is in concert with desired and mutually advantageous roadmaps.

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

The CTFP continues to engage, through education and training, foreign combating terrorism (CbT) military officers and security officials. This unique DoD program focuses on capacity building of partners and allies at the operational and strategic levels, and

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

provides specialized programs to address individual country and regional needs. Three years ago, CTFP's authorization was increased from $25 million to $35 million. This increase has helped to expand the scope and depth of the program. More specifically, it allowed the program to contribute to the Department's efforts to help partner nations control and secure ungoverned spaces and border areas by developing education and training venues tailored to address such threats. The program was also able to increase existing training programs focused on the entire spectrum of combating terrorism activities.

FY 2012 Accomplishments:

In FY 2012, the CTFP continued to be a valuable tool for DoD and continued to support U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs continued to prove to be an effective strategic tool in the struggle against violent extremism. The programs plans for FY 2012 maintained the initiatives of previous years and expanded and operationalized the global network of CbT professionals. The CTFP provided approximately 450-500 educational programs which included 38 events in 32 foreign countries in all six Regional Combatant Commands. This continued to include CbT education and training support to emerging regional and sub-regional organizations and alliances.

FY 2012 Challenges:

Challenges to the program included increased operating costs, i.e. increases to course costs, travel (airfare), and administrative costs as well as new/increased staffing requirements for events/programs that exceeded $100,000.

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

Budget Year FY 2013 Plans and Objectives:

In FY 2013, the CTFP will continue to be a valuable tool for DoD and will continue to support U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs will continue to prove to be an effective strategic tool in the struggle against violent extremism. The programs plans for FY 2013 will be to maintain the initiatives of previous years and expand and operationalize the global network of CbT professionals. In FY 2013, it is anticipated that there will be an increase in the numbers of foreign military and security officials to attend CTFP-funded programs (~3,000 to ~3,300) because of increased program funding though this may be impacted by increased operating costs. This may be offset with the continued expansion and utilization of virtual education opportunities and programs. It should still provide approximately 450-500 educational programs to include 45 to 50 events in 30 to 35 foreign countries in all six Regional Combatant Commands. This should continue to include CbT education and training support to emerging regional and sub-regional organizations and alliances.

FY 2013 Challenges:

Challenges to the program will continue to include increased operating costs, i.e. increases to course costs, travel (airfare), and administrative costs as well as new/increased staffing requirements for events/programs that exceeded $100,000. Additionally, the impact of sequestration and travel funding caps to the overall funding of the program is unknown.

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

Budget Year FY 2014 Plans and Objectives:

In FY 2014, the CTFP will continue to be a valuable tool for DoD and will continue to support U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs will continue to prove to be an effective strategic tool in the struggle against violent extremism. The programs plans for FY 2014 will be to maintain the initiatives of previous years and expand and operationalize the global network of CbT professionals. In FY 2014, it is anticipated that it will be able to maintain the numbers of foreign military and security officials to attend CTFP-funded programs (~3,000 to ~3,300) because of maintained program funding from FY13 though it may be impacted by increased operating costs. This may be offset with the continued expansion and utilization of virtual education opportunities and programs. It should still provide approximately 450-500 educational programs to include 45 to 50 events in 30 to 35 foreign countries in all six Regional Combatant Commands. This should continue to include CbT education and training support to emerging regional and sub-regional organizations and alliances.

FY 2014 Challenges:

Challenges to the program will continue to include increased operating costs, i.e. increases to course costs, travel (airfare), and administrative costs as well as new/increased staffing requirements for events/programs that exceeded $100,000. Additionally, the impact of sequestration and travel funding caps to the overall funding of the program is unknown.

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

<u>**Regional International Outreach – Partnership for Peace Information Management System (RIO-PIMS)**</u>

FY 2012 Accomplishments:

The following systems operations and maintenance items were accomplished on the Global NET platform, which is comprised of 17 distinct communities supporting the Regional Centers for Security Studies, Partnership for Peace (PfP) associates, and additional DoD educational institutions and building partnership programs – currently with over 36,000 users.

- Provided internet hosting for the Global NET platform including monitoring for intrusions, malware, system performance, and uptime;
- Provided email help desk support for all operational issues for 24/7 support;
- Migrated 17 collaboration instances into a collaboration platform in a commercial cloud hosting facility;
- Provided software changes in response to change requests;
- Provided configuration management support;
- Provided software fixes; delivered patches
- Reviewed application exception logs and user trouble reports
- Performed troubleshooting
- Developed work-arounds and patches for critical problems
- Performed system administration and preventative and corrective maintenance.

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

FY 2012 Challenges:

The following challenges were experienced during FY 2012:

- migration of 17 distinct sites onto a platform ensuring content and accounts transferred;
- merging the content and accounts from four similar PfP sites into one having users go to one URL vice four for collaboration;
- identifying and fixing security controls, performance, and usability issues associated with the new platform;
- continued requests to implement changes to the platform while continuing on the track to achieve a fully operational capability;
- modified contract for internet service reducing the number of countries supported; and
- began development of contract for replacement equipment, and support for the partners at SHAPE, NATO, and PfP coordinators.

Budget Year FY 2013 Plans and Objectives:

The RIO-PIMS will begin support of the Regional Center Person/Activity Management System (RCPAMS) operations and maintenance support. The RCPAMS was developed using RIO-PIMS

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

research and development funding. The RIO-PIMS will continue to provide the RIO-PIMS platform (17 unique communities with over 36,000 users) operations and maintenance support as follows:

- provide internet hosting for the Global NET platform, and RCPAMS including monitoring for intrusions, malware, system performance, and uptime;
- provide email help desk support for all operational issues for 24/7 support; and
- provide software changes in response to change requests;
- provide configuration management support;
- provide software fixes; deliver patches;
- review application exception logs and user trouble reports; and
- perform troubleshooting.

Budget Year 2014 Plans and objectives:

Continue to provide the systems operations and maintenance support for the Global NET web as detailed follows:

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

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

- perform troubleshooting.

Continue to work with CONUS and Europe/Central Asia institutions and partners during courses, seminars, and outreach events.

Provide limited IT equipment and operations support to the Military Cooperation Division (MCD) at the Supreme Headquarters Allied Powers Europe (SHAPE), and equipment for the COCOM coordinators in Eastern and Central Europe.

Support internet service to nine former Soviet states in Central Asia and Eastern Europe.

<u>**DSCA Administrative Operations**</u>

The DSCA administrative operations fund salaries and operating expenses of the personnel who provide program and financial management for the DoD-funded security cooperation programs, along with the Humanitarian Assistance, Foreign Disaster Relief, and Mine Action program management costs. In addition, this program funds costs for Defense Finance and Accounting Service accounting support and Information Technology systems support.

<u>**Defense Institution Reform Initiative**</u>

The DIRI is the DoD's primary security cooperation tool for supporting partner nation efforts to develop accountable, effective and efficient defense governance institutions. The DIRI program provides the following:

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

- supports the establishment and improvement of functional capabilities necessary to organize, train, equip and sustain security forces under civilian control, including:
    - defense policy, strategy and planning;
    - resource management and oversight;
    - human resource management (including professional Military Education (PME) and civilian defense cadre management and development); and
    - logistics and acquisition;
- support in establishing and improving civil-military relations and inter-ministerial coordination; and
- facilitates DoD to MOD engagements that strengthen our relationships with partners and allies.

The DoD's DIRI meets these objectives through a systematic methodology that involves scoping, requirements determination, program development and execution, and progress assessment. The DIRI consults extensively with USG and partner nation stakeholders to identify projects that meet shared strategic priorities. Sustained engagement with partner nations is built on the principle of partner nation ownership of reform. Partner nations should demonstrate high-level buy-in for program objectives, develop working groups to oversee reform efforts, and devote their own resources complete the activities necessary for reform.

FY 2012 Accomplishments:

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

The DIRI engaged with 18 countries in FY 2012 (in approximately 100 highly tailored events). Examples of DIRI support for defense institution building (DIB) efforts follow:

- **Albania.** DIRI supported an 18-month Strategic Defense Review, designed to determine an affordable force structure so that the Albanian Armed Forces could meet their NATO commitments, including support to operations in Afghanistan. Draft recommendations, which included a reduction in the size of the force and increased investments in needed capabilities, were briefed to the Defense Minister and Prime Minister, who provided the necessary political guidance to proceed with implementation plans.

- **Cambodia.** Working with PACOM, DIRI supported the MoD-led development of a National Maritime Security Strategy, approved by the Prime Minister on February 1, 2012. Subsequent work supporting the Cambodians' review of their top defense priorities helped provide fidelity on the peacekeeping mission that was previously lacking and had been preventing GPOI from identifying clear objectives for PKO capacity development and updating the Standby Arrangement Agreement.

- **Colombia.** DIRI has supported Ministry efforts to sustain billions of dollars in US and Colombian investments in the defense sector over the previous decade; to secure internal security gains; and to export security by engaging with its neighbors in the hemisphere. In FY 2012, this effort involved a reorganization of the Ministry of Defense, including the establishment of directorates for Capabilities-Based Planning, Logistics, and Human Capital Development; the revamping of planning and resource management processes, including the establishment of a costing database to support long-run planning on force structure and acquisitions; efforts to improve logistics processes, including the development of a Master Ministerial Development Plan; and support for ministry efforts to revise the Public Forces' lessons learned and training systems

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

- **Guatemala.** DIRI (with CHDS support) worked with the Ministry of Defense to develop a National Defense Strategy.
- **Liberia.** Engagements in FY 2012 focused on priority issues identified by the President and Minister of Defense, including development of a draft vehicle readiness policy; housing and facility requirements; and transparent and effective contracting procedures. The DIRI is coordinating with the USEMB and AFRICOM (MARFORAF)'s Operation Onward Liberty 52-strong military advisor team to identify concrete targets and plans for defense sector development prior to the end of the UN mission (and OOL) in 2014.
- **Libya.** DIRI participated in the UNSMIL-Libyan Armed Forces (LAF) White Paper Workshop, contributing language on defense institutions and their role in civilian control. With AMB Stevens' urging, the DIRI conducted two subsequent visits to identify entry points for near term collaborative work, before the attack on the US Consulate in Benghazi postponed DIRI engagement for the rest of the FY.
- **Peru.** Following a US Army evaluation of acquisitions in Peru, the DIRI supported the Peruvian MOD in establishing a Consolidated Acquisition Agency, responsible for all foreign acquisitions, Foreign Military Sales, and items common to the three military services.

In addition to capacity building projects with Partner Nations ministries of defense, the DIRI provided support for the broader defense institution building (DIB) efforts of the Department.

- DIRI supported the global MoDA country nomination and requirements development process.

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

- DIRI and MODA coordinated with AFRICOM, EUCOM, PACOM, and SOUTHCOM to determine their DIB priorities.

- DIRI and MoDA coordinated to conduct the initial requirements determination visits for the first set of countries nominated for MoDAs (Libya, Guinea, Philippines, Kosovo, and Montenegro).

- Beyond MoDA, DIRI has been used by OSD-PSO as a resource to respond to USD (P) and GCC DIB-related inquiries.

FY 2013 Plans and Objectives:

The DIRI will continue partner nation engagements with countries that are showing progress and continue to be priorities for the USG. In accordance with OSD policy guidance DIRI will strive to increase engagement in high-priority countries in Northern Africa and Asia. Although identifying opportunities for engagement is often beyond DIRI's control, DIRI will increase its interaction with the Regional Centers, Geographic Combatant Commands (GCCs) and Components to Build a shared understanding of DIB challenges in all GCCs especially in AFRICOM and PACOM.

The DIRI will also focus on developing materials tailored to Security Cooperation Officers (SCOs) and GCC planners to facilitate the meaningful integration of Defense Sector Reform/Defense institution Building into the Theater security cooperation planning and execution process.

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

The DIRI will continue to support the global MoDA program in the evaluation of country nominations and development of individual MoDA country requirements. DIRI will also expand its support to MoDA by providing a much needed focus on DIB to the MoDA training program (in support of both Afghan-specific and global deployments) and working with deployed MoDA advisors.

FY 2014 Plans and Objectives:

Partner Nation engagements in FY 2014 will be dependent on FY 2013 development and emerging policy priorities, but it is expected that the PACOM, CENTCOM, and AFRICOM areas of responsibility will be priorities.

As the importance of building defense institutional capacity continues to grow with pressures on the DoD Budget, planners and providers are likely to focus their attention there. Increasing DIB requirements will demand continued or increasing integration of DIRI with policy makers and planners in OSD Policy and the GCCs and other core DIB providers (e.g. the WIF DIB Management Team, MoDA). The DIRI will also support expanding DIB enterprise by working to develop and disseminate DIB lessons learned.

The Defense Institute of Security Assistance Management (DISAM)

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

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

FY 2012 Accomplishments:

The FY 2012 accomplishments for DISAM are as follows:

- maintained the SC workforce trained at 95% (as of 30 September 2012);
- expanded the SC course to 4 weeks, to meet SC training needs, resulting in more substantial coverage of curriculum in the areas including SC planning, SC programs/funding, and Humanitarian Assistance/Disaster Relief;

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

- prototyped the Action Officer On-Site Course (SCM-AO). Made available an opportunity for personnel requiring SCM-AO training to attend Week 1 of SCM-O to meet their training requirement and to educate them on SC roles, funding, and authorities. This provides more timely training and allows accommodation of more personnel for this course as it is taken on-site;

- enhanced online learning opportunities with revised SCM Familiarization and International Programs Security Requirements Course (IPSR) Online Courses;

- trained 2,289 (O&M funded) students via on-line, IPSR, SCM-O, SCM-AO, and SCM-TO courses. Total student throughput among all courses/programs for FY 2012: 8,884; and

- implemented a new Student Database that will better incorporate existing records (over 100,000 previous students) and provide better synergy with student registrations for upcoming course offerings.

Budget Year FY 2013 Plans and Objectives:

- Assist DSCA SC Workforce Manager in facilitating community efforts.

- Continue to work with constituency organizations to monitor and track the SC training requirements of the close to 12,000 members of the SC workforce (3200 in O&M/Other funded billets).

- Continue to educate the SC workforce by resident, online learning and onsite education.

- Coordinate the flow of DISAM and MILDEP internal training in order to synergize the effort and realize potential budget and manpower savings. Additionally better

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

      leverage MILDEP subject matter experts in reevaluating MILDEP-specific seminar objectives and use of their time in leading those seminars.

- Formalize the SCM-AO course into a "final product" and deliver to a variety of community audiences (per requirement noted by SCRTF). Class has already been conducted for CENTCOM (held in Bahrain in support of component commands) and is scheduled for PACOM, EUCOM, SOUTHCOM, AFRICOM, and the NCR.

FY 2013 Challenges:

- Working with Wright-Patterson Air Force Base (WPAFB) host for building modification to expand our teaching capability.

- Adapting time critical legislative and policy changes to our curriculum to meet real-time processes and procedures.

- Ensuring we are maximizing the resident, on-line and onsite attendance

- Continuing the evolution of IT infrastructure to meet additional training requirements in conjunction with Authorities to Operate meeting system security requirements. This includes the migration to AFNET with WPAFB host base support and in hopes of not degrading service to DISAM faculty/staff and students.

- Maximize the student registration process to ensure equity among constituent organizations served by each course and alleviate unnecessary inputs/data transfer while ensuring priority of the filling of seats in each class offering.

Budget Year FY 2014 Plans and Objectives:

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

- Continue to meet the challenges imposed by the SCRTF study and SC Community efforts to improve the education of the SC workforce.
- Add additional on-line and resident courses to meet continually changing requirements.

<u>**Increasing Partner Capacity Building in Rule of Law Context**</u>

The Defense Institute of International Legal Studies (DIILS), through mobile education teams, resident courses, and other programs, develops and implements programs to support Rule of Law security cooperation objectives, e.g., equitable and accountable security and justice sectors, civilian control of the military, human rights, and democracy, in furtherance of U.S. national security and foreign policy objectives.

FY 12 ACCOMPLISHMENTS:

The DIILS O&M D-W funding indirectly supported the development and implementation of multi-year, phased legal engagement programs aligned with operational priorities in the Defense Strategic Guidance, the Guidance on Employment of the Force (GEF) and the Geographic Combatant Commanders' (GCC) Theater Campaign Plans.

The DIILS' strength continues to be that only a modest investment is required to produce strategically agile, programmatically flexible, timely, sustained legal engagement programs in support of evolving security cooperation priorities. The DIILS leverages Active Duty and Reserve officers as instructors on these programs, at minimal cost (travel and per diem). The DIILS programs, as illustrated below, cost-effectively

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

implemented in priority countries, are critical to the department's success in building partner capacity and achieving stability in lieu of engaging U.S. forces.

In Mexico, the DIILS continued to prepare Army and Navy lawyers in a series of five seminars on the Oral Advocacy System. An average of 40 participants attended each seminar. The DIILS also gave a human rights seminar for Mexican Army and Navy lawyers and operators in response to allegations of human rights violations. Mexican forces have used U.S. and British lessons learned from these seminars in their recent operations to combat organized crime.

In the Pacific, the DIILS led a 17-nation discussion on Maritime Law and International Conventions on the Law of the Sea. This workshop set the conditions for Asian nations to achieve a peaceful resolution of territorial claims in the resource-rich South China Sea. The DIILS will coordinate with OSD and PACOM to determine priorities for follow-on seminars with nations in need of engagement on international maritime law. The DIILS also conducted a 21-nation seminar focused on the Pacific Island Nations to promote international cooperation on maritime law enforcement, humanitarian assistance and disaster relief, and fisheries protection.

In India, where the Navy is increasing its role in combating piracy in the Indian Ocean, the DIILS continued a series of Maritime Operational Law seminars for incoming Navy and Coast Guard ship commanders and executive officers. The DIILS subject matter experts and facilitators are also assisting in the curriculum planning for Service Military Justice Institutes.

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

In Liberia, the DIILS continued building military justice capacity by engaging with enlisted "advisors" and military commanders, as there is currently no JAG Corps in the Liberian Armed Forces. A second focus area was building a humanitarian assistance/disaster relief capacity and capacity to participate in regional contingency operations.

FY 2012 Challenges:

The DIILS experienced an increase in demand from multiple funding sources, resulting in FY 2012 execution of 130 programs compared to 69 in FY 2008. This mission increase is mainly a result of the requirement to conduct human rights training for countries receiving assistance under the 1206 Global Train and Equip program.

Budget Year FY 2013 Plans and Objectives:

The DIILS plans to continue seminars in Mexico to support military justice system reforms in progress, in addition to continuing efforts to promote human rights in El Salvador, Guatemala, Honduras, and Peru. In the Pacific, the DIILS plans to conduct a follow-on sub-regional seminar to promote cooperation among Pacific Island Nations in maritime law enforcement and in humanitarian assistance/disaster relief operations. The DIILS has also been directed to support the US-Burma human rights dialogue with seminars on civilian control of the military and on international human rights norms. The DIILS will support enhancements to the Indian Army Legal Center of Excellence and the establishment of a Maritime Law Center which will build their judge advocate corps and offer instruction on maritime law and military justice to legal personnel from partner nations

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

in their area of influence. The DIILS also plans to continue to support U.S. objectives to promote human rights in the Philippines.

In Africa, the DIILS will continue to focus on military law development in Liberia, Cote D'Ivoire and Guinea, and on enhancing maritime investigation and prosecution capacity regionally in East African coastal states. The DIILS will also conduct a legal needs assessment in Libya if the security situation allows. In order to promote harmonization of best legal practices, DIILS plans to conduct a regional military justice seminar for West African nations. The DIILS plans to conduct a CONUS workshop for senior military justice officials from the Arab Spring countries and other CENTCOM partners, to promote cooperation with the U.S. In the Force Contributing Nations of Central Asia, the DIILS programs will focus on rules of engagement for stability operations, as well as humanitarian assistance and disaster relief.

Budget Year FY 2014 Plans and Objectives:

Funding in FY 2014 provides for the continuation of development and global implementation of legal engagement with a focus on PACOM, CENTCOM, and AFRICOM, fulfilling the need for sustained engagement with international partners that is necessary for the comprehensive implementation of long-term defense institution building within security sector reform. It also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing effective partnerships in support of U.S. national interest and goals.

<u>Global Train and Equip (Section 1206)</u>

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

The purpose of the 1206 Program is to build partnership capacity for time-sensitive, "new and emerging" counter-terrorist operations, or to participate in or support military and stability operations in which the US armed forces are a participant. The FY 2006 NDAA provided an annual authority to build the capacity of foreign militaries to conduct counterterrorist operations or participate in or support military and stability operations in which U.S. armed forces are a participant. The FY 2006 NDAA initiated the authority at $200 million. The FY 2009 NDAA increased the authority to $350 million and extended the authority to FY 2011. The Congress extended the Program through the end of FY 2013 and intends via the FY 2013 NDAA to extend the Program through the end of FY 2014. The Combatant Commanders and U.S. Ambassadors nominate proposals for funding, SO/LIC-CT provides program oversight and established priorities; the DSCA provides execution and program management with cooperation from the Military Departments.

FY 2012 Accomplishments:

FY 2012 was an outstanding year for the 1206 Program and the DoD used $348,030,000 of the $350,000,000 authorized. Due to across the board cuts in DoD, the total amount allocate for FY 2012 Section 1206 programs was $348,030,000. The Department used the funds available to support 33 separate programs for 26 different countries in four of the Geographic Combatant Commands. The DSCA responsively supported the Department's use of the 1206 appropriation to execute the Section 1207(n) East Africa and Yemen programs; and DSCA made funds available to the Department of State to execute the Counter-Lord's Resistance Army (C-LRA) Section 1206, Uganda program. The DSCA worked closely with the appropriate OSD offices; Congress; the Joint Staff; the Geographic Combatant Commanders; and, the Military Departments to rapidly and effectively translate nascent requirements

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

into actionable programs and, in so doing, led the effort to implement 161 Letters of Offer and Acceptance and 73 modifications and amendments. The DSCA concurrently worked with the COCOMs and the Military Departments to rapidly deliver defense articles and services from FY 2012 and prior year programs.

USAFRICOM:

The DSCA executed $44,376,000 in 1206 programs and $41,239,000 for the Section 1207(n) East Africa program. There were four USAFRICOM 1206 counterterrorism programs:

- Mauritania Logistics Support Package for Counterterrorism Operation ($6,950,000). The objective of this program is to enhance the capacity of Mauritanian national military forces to conduct sustainable operations, resupply forward deployed CT companies in remote locations, and establish refit capability before returning to frontier patrols.
- Niger Air Logistics and Communications Enhancement ($11,746,000). The objective of this program is to enhance the capacity of Niger's national military forces to deliver forces to remote areas, resupply forward operation locations, communicate with forces on the ground and identify and target AQIM forces.
- Tunisia Maritime Security Capacity ($6,872,000). The objective of this program is to build the capacity of Tunisia's Navy to patrol and secure its territorial waters, helping it to intercept known and suspected terrorist craft.
- Uganda and Burundi CT Support for Deployment to Somalia ($18,808,000). The objective of this program is to provide training and equipment to Ugandan and Burundian national military forces to enhance their capacity to plan, execute, and sustain

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

    counterinsurgency operations in support of the African Union Mission in Somalia (AMISOM) deployments against al-Shabaab and al-Qa-ida affiliates in Somalia.

USCENTCOM:

The DSCA executed $22,500,000 in 1206 programs and $75,000,000 for the Section 1207(n) Yemen program. There were two USCENTCOM 1206 counterterrorism programs:

- Yemen Fixed-Wing Capability Program ($23,426,000). The objective of this program is to build the capacity of national military forces to conduct fixed-wing support for direct action CT missions.
- Yemen Special Operations Forces CT Enhancement Program ($14,000,000). The objective of this program is to build the capacity of national military forces to conduct CT operation by improving the tactical effectiveness and operational reach of YSOF.

USEUCOM:

The DSCA executed $92,010,047 in 1206 CT and Stability Operations programs. There was one USEUCOM 1206 counterterrorism program and twelve stability operations programs:

- Malta Maritime CT Program ($4,600,000). The objective of this program is to build the capacity of Maltese maritime forces to conduct CT operations.
- Stability Operations Programs:

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

a. Albania, Bulgaria, Croatia, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, and Slovenia Training for ISAF Deployments ($11,040,000). The objective of this program is to provide pre-deployment training to support stability operations in Afghanistan to conventional land forces and SOF forces to improve the survivability, mobility, and tactical effectiveness of the national military forces of the countries in the program.

b. Bulgaria ISAF Deployment Enhancement ($3,152,000). The objective of this program is to enhance the capacity of Bulgaria's national military forces to conduct or support military and stability operations where U.S. forces are participating in Afghanistan in support of the ISAF mission.

c. Croatian OMLT Training Capability Enhancement ($5,180,000). The objective of this program is to improve the capability of Croatian national military forces to prepare for deployment to Afghanistan and participate in OMLTs responsible for training and mentoring Afghan security forces.

d. Czech Republic C-IED Enhancement for ISAF ($3,329,781). The objective of this program is to build the capacity of the Czech Republic to prepare explosive ordnance disposal (EOD) unites to conduct military and stability operations by improving their survivability and technical capabilities.

e. Estonia ISAF Deployment Enhancement ($3,871,264). The objective of this program is to improve the communication and tactical capabilities of Estonia's national military forces to conduct missions in support of ISAF.

f. Estonia Special Operations Training for ISAF ($1,754,739). The objective of this program is to improve special operations capabilities of Estonian national military forces to conduct missions in support of ISAF.

g. Georgia Infantry Battalion Deployment to ISAF ($3,775,000). The objective of this program is to improve maneuver, communication, and tactical capabilities

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

        of the Georgian Defense Force to support the deployment of an infantry battalion with U.S. forces in Afghanistan.

    h. Hungary JTAC Capability for ISAF ($12,335,100). The objective of this program is to improve the tactical capability of Hungary's national military forces to accurately apply airpower where U.S. forces are participating in Afghanistan in support of the ISAF mission.

    i. Latvia ISAF Deployment Enhancement ($2,928,480). The objective of this program is to improve the tactical effectiveness of Latvia's national military forces where U.S. forces are participating in Afghanistan in support of the ISAF mission.

    j. Lithuania SOF Deployment Enhancement Program ($12,810,000). The objective of this program is to enhance the tactical capability to conduct operations in Afghanistan in direct support of ISAF objectives.

    k. Poland ISAF Deployment Enhancement ($14,030,000). The objective of this program is to enhance the capacity of Poland's national military forces to conduct or support military and stability operations where U.S. forces are participating in Afghanistan in support of the ISAF mission.

    l. Romania ISAF Deployment Enhancement ($13,203,683). The objective of this program is to build the capacity of Romania's national military forces where U.S. forces are participating in Afghanistan in support of the ISAF mission.

USPACOM:

The DSCA executed a total of $22,038,000 in programs: one Stability Operations program and two counterterrorism programs.

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

- Malaysia Deployment Enhancement for ISAF ($218,000). The objective of the Malaysia program is to improve the C-IED capability of the Malaysian Joint Force Command in support of the ISAF mission in Afghanistan.
- Counterterrorism programs:
    a. Bangladesh MOD – Ministry of Home Affairs (MoHA) Interoperability ($14,364,000). The objective of this program is to build the capacity of Bangladesh's national military forces to conduct joint counterterrorism operations by developing land and maritime interoperability between MOD forces and MoHA forces.
    b. Philippines Insertion and Extraction Capability ($7,456,000). The objective of this program is to increase the ability of the Naval Special Operations Units to conduct CT and interdiction operations in the Southern Philippines, and to integrate fully and operate with the AFP's Joint Special Operations Group as one of the premier Coast Watch South interdiction units.

FY 2013 Challenges:

The DSCA's primary challenge in executing the 1206 Program is the timeliness of Congressional Notifications. The later in the Fiscal Year that the CNs occur, the more difficult it is for the Military Departments to provide defense articles and services. The Military Departments are left with very little time to properly follow the Federal Acquisition Regulation's requirements for procuring defense articles and services.

Budget Year FY 2013 Plans and Objectives:

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

The DSCA's objective is to fully obligate the funds available in FY 2013 in support of properly approved and notified programs. The DSCA will also work with all of the Program's participants to efficiently and effectively deliver defense articles and services.

Budget Year FY 2014 Plans and Objectives:

The DSCA plans to fully obligate the funds available in FY 2014 in support of properly approved and notified programs. DSCA will also work with all of the Program's participants to efficiently and effectively deliver defense articles and services.

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

The Ministry of Defense Advisors (MoDA) Program deploys U.S. Department of Defense (DoD) civilians to help foreign partners improve ministerial defense capabilities, such as personnel and readiness, strategy and policy, and financial management. Following a two year MoDA pilot program in Afghanistan, the FY 2012 NDAA granted DoD temporary global authority to deploy civilian advisors to support ministerial development security cooperation activities worldwide. The authority expires in FY 2014 but OUSD(P) has requested that it be made permanent.

FY 2012 Assessment:

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

Overall the MoDA program met expectations in FY 2012 by maintaining support to Afghanistan, initiating the global program, and laying the groundwork for program management transfer to DSCA.

FY 2012 Accomplishments:

In FY 2012, the program successfully recruited, trained, and deployed 51 advisors to Kabul, Afghanistan, in support of NATO Training Mission – Afghanistan (NTM-A) and Combined Security Transition Command – Afghanistan (CSTC-A), while maintaining support for the 48 advisors already deployed.

At the same time, the program initiated the country nomination and requirements development process for the global program. Reconciled nominations from OSD, State, and the COCOMs established the following potential candidate countries: Libya, Guinea, Democratic Republic of the Congo, South Sudan, Botswana, Philippines, Cambodia, Montenegro, Kosovo, Estonia, Czech Republic, Honduras, Guatemala and Peru. Direct coordination was initiated with AFRICOM, EUCOM, PACOM and SOUTHCOM. Initial scoping visits were conducted in Libya, Guinea, Philippines, Kosovo, and Montenegro. An advisor requirement was established for Montenegro and a recruiting action is underway.

FY 2012 Challenges:

The main challenge to the program stems from uncertain funding and the temporary nature of the current authority, making key stakeholders hesitant to commit organizational resources. Additionally, the program faced managerial challenges one would expect of a new start transitioning to a new organization: lack of an established organization,

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

unclear lines of authority and coordination, undefined processes and procedures, and inexperienced and insufficient staff.

On the operational level, the primary program challenge centered on the education of security cooperation and country desk officers regarding the program's capabilities and intended uses. The process is gaining traction, and MoDA is beginning to be considered in COCOM and country team security cooperation planning.

Budget Year FY 2013 Plans and Objectives:

In FY 2013, the MoDA program management transfers to DSCA; however, the MoDA program will continue to provide trained advisors in support of NTM-A/CSTC-A, whose current planning establishes an overall requirement for 92 advisors (who will deploy in 4 FY 2012 classes (20-30 advisors) in November 2012, March, June, and September 2013). The classes and deployment preparations will continue to be conducted through the DoD whole of government training support contract for contingency operations, with support from the U.S. Institute for Peace and other organizations. The program team will also adapt and expand the training as necessary to support global advisor requirements.

The MoDA program will continue to evaluate global nominations and develop individual MoDA country requirements, optimally at a rate of two country assessments per month. Beginning with Montenegro, the program will recruit, train, and deploy advisors in support of global requirements with a year-end target of 14 deployed advisors. The current training capability, which is Afghan-centric, will be leveraged to maximize cost efficiency in the training of global advisors.

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

Budget Year FY 2014 Plans and Objectives:

In FY 2014, the MoDA program office will reassess management requirements and rebalance the program team, government as well as contractor support, accordingly. The U.S. and NATO planning for Afghan operations post-2014 and FY 2013 global MoDA requirements and operational data will provide a much clearer basis for MoDA program planning.

In accordance with current U.S. and NATO planning for FY14, MoDA will provide up to 125 trained, DoD civilian advisors to support ongoing assistance mission requirements in Afghanistan. The program advisors will be recruited, trained, and deployed in three class cycles, January to March, April to June, and July to September, with 30 to 45 candidates per cycle as required.

Concurrently, Global MoDA will maintain and expand support to building partner capacity missions worldwide.   The program will provide administrative and reach-back support to advisors deployed in FY 2013, and expand the program to a target of 30 deployed advisors by the end of FY 2014. The program will balance resources across the COCOMs in accordance with global priorities established by OSD(P) and the absorptive capacity of partner nations. Additionally, as the program expands, the program office will evolve the training program to make greater use of broader Departmental resources such as the Regional Centers.

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

The G-TSCMIS is an Office of the Secretary of Defense (OSD) initiative to develop and deploy a common web-based, centrally hosted Management Information System (MIS) that will

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

serve as the information focus point for the Nation's Security Cooperation (SC) efforts by providing decision makers, SC planners and other users with the ability to view, manage, assess, and report SC activities and events. The G-TSCMIS will consolidate, improve upon and is intended to replace all existing TSCMIS solutions hosted at and supporting more than 20 Department of Defense (DoD) Services, Agencies and Combatant Commands (CCDRs). The system will provide a comprehensive picture of whole-of-government SC activities, and will contribute to planning more effective cooperative security activities to align or meet desired outcomes in support of SC end states.

Budget Year FY 2014 Plans and Objectives:

The funding requested provides support to the DSCA program management team.

<u>Building Partnership Capacity – Yemen and East Africa Authorities</u>

This program provides transitional authorities to build partner nation capacity in Yemen and East Africa under section 1207(n) of the National Defense Authorization Act for FY 2012. The DSCA will manage these funds similar to method used to manage Train and Equip, commonly referred as the 1206 program.

Budget Year FY 2014 Plans and Objectives:

The funding was provided for one year to support this initiative. The DSCA plans to fully obligate the funds in support of properly approved and notified programs. The DSCA

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

will also work with all of the Program's participants to efficiently and effectively deliver defense articles and services.

<u>**Global Security Contingency Fund**</u>

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

Budget Year FY 2014 Plans and Objectives:

The funding appropriated for the GCSF will be maintained by the DSCA until a project or program is approved through the GSCF approval process. Upon approval of a program or project, funds will be transferred to the GSCF Treasury account.

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V. Personnel Summary	FY 2012	FY 2013	FY 2014	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
Civilian End Strength (Total)	427	483	483	56	0
U.S. Direct Hire	396	458	458	62	0
Total Direct Hire	396	458	458	62	0
Foreign National Indirect Hire	31	25	25	-6	0
Memo: Reimbursable Civilians Included	14	14	15	0	1
Civilian FTEs (Total)	420	483	483	63	0
U.S. Direct Hire	389	458	458	69	0
Total Direct Hire	389	458	458	69	0
Foreign National Indirect Hire	31	25	25	-6	0
Memo: Reimbursable Civilians Included	14	14	15	0	1
Average Annual Civilian Salary ($ in thousands)	131.1	117.4	119.7	-13.7	2.3
Contractor FTEs (Total)	120	108	111	-12	3

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

OP 32 Line	FY 2012 Actual	Change FY 2012/FY 2013 Price	Program	FY 2013 Estimate	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate
101 Exec, Gen'l & Spec Scheds	49,857	120	1,504	51,481	450	691	52,622
199 Total Civ Compensation	**49,857**	**120**	**1,504**	**51,481**	**450**	**691**	**52,622**
308 Travel of Persons	33,231	665	-5,265	28,631	544	10,852	40,027
399 Total Travel	**33,231**	**665**	**-5,265**	**28,631**	**544**	**10,852**	**40,027**
696 DFAS Financial Operation (Other Defense Agencies)	737	122	290	1,149	149	-628	670
699 Total DWCF Purchases	**737**	**122**	**290**	**1,149**	**149**	**-628**	**670**
771 Commercial Transport	646	13	-78	581	11	-23	569
799 Total Transportation	**646**	**13**	**-78**	**581**	**11**	**-23**	**569**
901 Foreign National Indirect Hire (FNIH)	3,351	8	218	3,577	31	-221	3,387
912 Rental Payments to GSA (SLUC)	2,268	45	-20	2,293	44	-29	2,308
914 Purchased Communications (Non-Fund)	1,042	21	-48	1,015	19	72	1,106
915 Rents (Non-GSA)	1,489	30	-231	1,288	24	1,416	2,728
917 Postal Services (U.S.P.S)	7	0	-7	0	0	0	0
920 Supplies & Materials (Non-Fund)	2,577	52	-206	2,423	46	-58	2,411
921 Printing & Reproduction	200	4	88	292	6	38	336
922 Equipment Maintenance By Contract	822	16	29	867	16	-283	600
923 Facilities Sust, Rest, & Mod by Contract	139	3	-23	119	2	236	357
925 Equipment Purchases (Non-Fund)	1,353	27	-254	1,126	21	230	1,377
926 Other Overseas Purchases	4	0	-4	0	0	0	0
932 Mgt Prof Support Svcs	11,894	238	-943	11,189	213	-1,927	9,475
960 Other Costs (Interest and Dividends)	10	0	-10	0	0	0	0
987 Other Intra-Govt Purch	2,341,553	46,831	-1,972,209	416,175	7,907	214,305	638,387
989 Other Services	42,353	847	-7,489	35,711	679	-4,581	31,809
990 IT Contract Support Services	0	0	0	0	0	220	220
999 Total Other Purchases	**2,409,062**	**48,122**	**-1,981,109**	**476,075**	**9,008**	**209,418**	**694,501**

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

	FY 2012	Change FY 2012/FY 2013		FY 2013	Change FY 2013/FY 2014		FY 2014
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
Total	2,493,533	49,042	-1,984,658	557,917	10,162	220,310	788,389

* The FY 2012 Actual column includes $1,986,681 thousand ($1,518,911 - Coalition Support Fund, $449,770 - Lift & Sustain) as requested in the FY 2012 Defense-Wide OCO Enactment P.L.112-74.
* The FY 2013 Estimate column excludes $2,200,000 thousand ($1,750,000 - Coalition Support Fund, $450,000 - Lift & Sustain) requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request.
* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.