Fiscal Year 2015 Budget Estimates

Defense Security Cooperation Agency (DSCA)

March 2014

(This page intentionally left blank)

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DSCA	1,720,414	32,230	-1,047,749	704,895	12,297	-172,406	544,786

* The FY 2013 Actual column **includes** $1,277,818 million ($828,150 - Coalition Support Fund, $449,668 - Lift & Sustain) of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $1,707,000 million ($1,257,000 - Coalition Support Fund, $450,000 - Lift & Sustain) of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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, 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 2014 to FY 2015</u>: Price changes, including Foreign Currency Fluctuations, are $12,297 thousand. After considering the effects of inflation, the net program change is a decrease of $-172,406 thousand which is primarily the result of eliminating a one year plus-up of a DoD building partnership capacity initiative.

Net program funding decrease totaled $-179,095 thousand and is attributed to a reduction in operational support costs. With the exception of two programs, all other DSCA managed programs decreased. The size and scope of the following security cooperation programs managed by DSCA decreased: Defense Institute of Security Assistance Management (DISAM), $-1,474 thousand, Global Train and Equip, $-5,871 thousand, Defense Institution Reform Initiative (DIRI), $-38 thousand, Increasing Partner Capacity Building in Rule of Law Context (DIILS), $-602 thousand, Regional International Outreach (RIO), $-172 thousand, the Regional Centers, $-17,051 thousand, Warsaw Initiative Fund/Partnership for Peace Program, $-10,322 thousand, DSCA Headquarters, $-512 thousand, and the Ministry of Defense Advisors Program (MoDA), $1,125 thousand, Global Security Contingency Fund (GSCF), $-503 thousand, and Building Partnership Capacity - Yemen and East Africa Authorities, $-141,425 thousand.

Program net increases totaled $+6,689 thousand. The programs contributing to the increase are Combating Terrorism Fellowship Program (CTFP), $+6,192 and Global Theater Security Cooperation Management Information Systems (G-TSCMIS) Program, $+497 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

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

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. Unified management improves the Regional Centers support to overseas contingency 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.

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

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

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

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

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

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

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

<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 Department of Defense uses to promote defense reform efforts and defense institution building with developing partners that are members of the North Atlantic Treaty Organization's (NATO) Partnership for Peace (PfP) program. Beginning in FY15, we will work with all developing, formal, NATO partners, particularly, from the

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

Mediterranean Dialogue and Istanbul Cooperative Initiative (ICI) partnerships. WIF enhances partner contributions to coalition operations, and promotes partner integration and accession to NATO. Program activities are conducted in the following areas: defense policy and strategy; human resource management; logistics and infrastructure; professional defense and military education; stability and peacekeeping operations; emergency planning and consequence management; border security and control; and English language familiarization. Program activities include, but are not limited to, workshops, seminars, and conferences; civilian and military personnel exchanges; partner country participation in U.S. and NATO military exercises; and functional area familiarization visits.

In accordance with U.S. policy and recent NATO Summit agreements focused on enhancing NATO partnerships (NATO 2010 Strategic Concept and NATO 2012 Chicago Summit) there has been much support at USNATO and OSD to expand the WIF program to the full range of NATO partnerships in order to better address key partner objectives. Based on NATO's global interests and missions, broadening WIF eligibility to the full range of NATO Partnerships is a sound DoD security investment. Establishing and reinforcing substantive military-to-military, and where authorized, military-to-civilian activities in such nations strengthens DoD support to security-sector reforms. DoD can better support NATO's broadened approach to Partnerships by continuing to work with traditional PfP partners while also, expanding WIF eligibility to MD, ICI, and others that have an Individual Partnership Cooperation Program (IPCP).

<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 DoD to provide foreign military officers and government

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

security officials with strategic and operational education to enhance partners' capacity to combat terrorism. The goals of CTFP are:

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

- Build and reinforce the combating terrorism capabilities of partner nations through operational and strategic-level education;

- Contribute to efforts to counter ideological support to terrorism; and,

- Provide DoD with a flexible and proactive program that can respond to emerging combating terrorism requirements.

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

<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.

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

<u>Regional International Outreach - Partnership for Peace Information Management System</u>
<u>(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
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.

<u>The Defense Institute of Security Assistance Management (DISAM)</u>: DISAM is the DoD's only
dedicated institution for the education and training of thousands of U.S. and partner
country personnel involved in the planning, management, and assessment of security
cooperation and partner capacity-building programs-Title 10 and Title 22. DISAM is
primarily funded via Title 22 authorities, and was not until FY 12 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

I.   Description of Operations Financed (cont.)

personnel who are important in maintaining close ties/security relationships with U.S. counterparts.

Defense Institution Reform Initiative (DIRI): DIRI is the Department of Defense's primary security cooperation tool for supporting partner nation efforts to develop accountable, effective and efficient defense governance institutions. The DIRI program provides support through focus on the following areas.

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

DIRI meets these objectives through a systematic methodology that involves scoping, requirements determination, program development and execution, and progress assessment. DIRI consults extensively with USG and partner nation stakeholders to identify projects that meet shared strategic priorities. Sustained engagement with partner nations is built on the principle of partner nation ownership of reform. Partner nations should

I.   Description of Operations Financed (cont.)

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.

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 Operation and Maintenance Defense-Wide (O&M DW) funds 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. In light of increased demand for its legal programming, DIILS' capacity to develop long-range plans is critical to the success of global defense institution-building objectives that rely on the cumulative impact of U.S. engagement. The DIILS direct-funded programs complement the reimbursable programs it conducts at the request of individual country teams using reimbursable funds from a number of broader programs. Direct funding also provides support for Department programs without the assessment of surcharges for infrastructure cost.

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

<u>Global Train and Equip (Section 1206)</u>: 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. As former Secretary of Defense Gates stated, "Arguably the most important military component in the War on Terror is not the fighting we do ourselves, but how well we enable and empower our partners to defend and govern their own countries. The standing up and mentoring of indigenous armies and police - once the province of Special Forces - is now a key mission for the military as a whole."

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

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

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

These programs allow combatant commanders and ambassadors, working together, to train and equip foreign 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 Geographic Combatant Commanders consider global train and equip authority DoD's single most important tool to shape the environment and counter terrorism outside Iraq and Afghanistan.

<u>Ministry of Defense Advisors (MoDA) Program:</u> MoDA partners senior DoD civilian experts as embedded advisors with foreign counterparts to build defense institutions and enhance ministerial capabilities in key areas such as personnel and readiness, acquisition and logistics, strategy and policy, and financial management. As DoD security cooperation efforts develop partner nation personnel and units, the institutions required to manage and support them must be developed as well. MoDA is designed to forge long-term relationships that strengthen a partner nations' defense ministries, while also strengthening the DoD civilian workforce. Under MoDA, DoD civilian advisors may deploy for up to two years via the Civilian Expeditionary Workforce (CEW).

Four aspects make the MoDA program unique:

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

- Extensive 8-week pre-deployment training for advisors;

- Temporary backfill for the advisor's parent organization;

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

- A structured defense institution building reach-back mechanism.

The MoDA program supports the Department of Defense priority to prevent and deter conflict, and addresses partners' institutional and human capital needs. MoDA advisors build the security capacity of key partners by helping them establish the core competencies of an effective and accountable defense ministry. The Secretary of Defense continues to emphasize building the security capacity of partner states as an area of strategic importance. In an August 2013 memorandum, the Deputy Secretary of Defense provided guidance to all DoD components to place a high priority on supporting global building-partner capacity efforts via MoDA. The 2010 QDR cited the MoDA program as a key initiative that would strengthen partner states' ministerial-level capacity.

<u>Global Theater Security Cooperation Management Information System (G-TSCMIS) Program</u>: 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. G-TSCMIS will consolidate, improve upon and is intended to replace legacy TSCMIS solutions hosted at over 20 Department of Defense (DoD) Services, Agencies and Combatant Commands. It will provide a comprehensive picture of whole-of-government SC activities, and will contribute to planning more effective cooperative security activities to align or meet desired outcomes in support of SC end

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

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).

<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. 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.

<u>Building Partnership Capacity – Yemen and East Africa Authorities:</u> This FY14 program provides transitional authorities to build partner nation capacity in Yemen and East Africa under section 1203 of the National Defense Authorization Act for FY13. DSCA will manage these funds similar to method used to manage Train and Equip, commonly referred as the 1206 program.

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

II. <u>**Force Structure Summary**</u>:
N/A

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
1. Regional Centers	79,124	85,899	-12,042	-14.0	73,857	73,857	57,826
2. Warsaw Initiative Fund/Partnership for Peace	24,365	34,118	-41	-0.1	34,077	34,077	24,368
3. Combating-Terrorism Fellowship	32,022	34,754	-7,032	-20.2	27,722	27,722	34,413
4. DSCA Administrative Expense	12,150	14,876	144	0.0	15,020	15,020	14,709
5. Regional International Outreach	2,220	2,629	-4	-0.2	2,625	2,625	2,500
6. Security Cooperation Training and Support	5,086	6,250	-156	-2.5	6,094	6,094	4,722
7. Defense Institution Reform Initiative	10,962	12,020	-14	-0.1	12,006	12,006	12,184
8. Increasing Partner Capacity Building in Rule of Law context	917	3,134	-2	-0.1	3,132	3,132	2,586
9. Global Train and Equipment (1206)	273,503	357,800	-8,221	-2.3	349,579	349,579	350,000
10. Security cooperation Assessment Office (SCAO)	0	0	0	n/a	0	0	0
11. Ministry of Defense Advisors Program	2,247	11,659	-14	-0.1	11,645	11,645	10,728
12. Coalition Support Funds (X-year)	828,150	0	0	n/a	0	0	0
13. OCO Lift and Sustain	449,668	0	0	n/a	0	0	0
14. Global Security Cooperation Program	0	75,000	-45,036	-60.0	29,964	29,964	30,000
15. Global Theater	0	250	0	0.0	250	250	750

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. Financial Summary ($ in thousands)

			FY 2014				
			Congressional Action				
A. BA Subactivities	FY 2013 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
Security Cooperation Management Information System							
16. Building Partnership Capacity - Yemen and East Africa Authorities	0	150,000	-11,076	-7.4	138,924	138,924	0
Total	**1,720,414**	**788,389**	**-83,494**	**-10.6**	**704,895**	**704,895**	**544,786**

* The FY 2013 Actual column **includes** $1,277,818 million ($828,150 - Coalition Support Fund, $449,668 - Lift & Sustain) of FY 2013 OCO Appropriations funding (PL 113-6).

* The FY 2014 Estimate column **excludes** $1,707,000 million ($1,257,000 - Coalition Support Fund, $450,000 - Lift & Sustain) of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).

* The FY 2015 Estimate **excludes** OCO.

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

	Change	Change
B. <u>Reconciliation Summary</u>	<u>FY 2014/FY 2014</u>	<u>FY 2014/FY 2015</u>
Baseline Funding	**788,389**	**704,895**
Congressional Adjustments (Distributed)	-74,800	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-8,694	
Subtotal Appropriated Amount	**704,895**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**704,895**	
Supplemental		
Reprogrammings		
Price Changes		12,297
Functional Transfers		
Program Changes		-172,406
Current Estimate	**704,895**	**544,786**
Less: Wartime Supplemental		
Normalized Current Estimate	**704,895**	

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**788,389**
1. Congressional Adjustments		-83,494
a. Distributed Adjustments		
1) Global Security Contingency Fund	-45,000	
Program Decrease (FY 2014 Baseline: $75,000 thousand)		
2) Program Decrease Regional Centers	-12,000	
Program decrease (FY 2014 Baseline: $85,899 thousand)		
3) Global Train & Equip	-7,800	
Brings program value to $350M (FY 2014 Baseline: $357,800 thousand)		
4) Combating Terrorism Fellowship Program	-7,000	
Program Decrease (FY 2014 Baseline: $34,754 thousand)		
5) Program Decrease BPC Yemen/East Africa	-3,000	
Program decrease (FY 2014 Baseline: $150,000 thousand)		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-7,900	
2) Section 8109 - Fav. Exchange Rates	-391	
3) Section 8034 - Indian Lands Environmental Mitigation	-273	
4) Section 8023 - FFRDC	-130	
FY 2014 Appropriated Amount		**704,895**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**704,895**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**704,895**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 Normalized Current Estimate		**704,895**
6. Price Change		12,297
7. Functional Transfers		
8. Program Increases		6,689
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Combating Terrorism Fellowship Program	6,192	
Increase to support student throughput and curriculum development. (FY 2014 Baseline: $27,722 thousand)		
2) Global Security Cooperation Management Information System	497	
Program office support. (FY 2014 Baseline: $250 thousand; +0 FTEs)		
9. Program Decreases		-179,095
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
1) BPC Yemen & East Africa	-141,425	
This was an one time cost.		
c. Program Decreases in FY 2015		
1) Regional Centers	-17,051	
Savings to be achieved through reorganization, course duration and course size. In order to maintain student throughput, permanent staffing will be reduced and temporary staff augmentation utilized only for events. (FY 2014 Baseline: $73,857 thousand; +352 FTEs)		
2) Warsaw Initiative Fund/Partnership for Peace	-10,322	
Savings to be achieved through changes to mission requirements. (FY 2014 Baseline: $34,077 thousand; +0		

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

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

    FTEs)

3) Global Train & Equip Program   -5,871
   Reduction in funding accommodates a reduced number of training and equipping of foreign partners for counterterrorism and stability operations. (FY 2014 Baseline: $349,579 thousand; +0 FTEs)

4) Defense Institute of Security Assistance Management   -1,474
   The decrease to this program is a reduction in costs identified through efficiencies. (FY 2014 Baseline: $6,094 thousand; +10 FTEs)

5) Ministry of Defense Advisors   -1,125
   Planned reduction in base program support. (FY 2014 Baseline: $11,645 thousand; +0 FTEs)

6) Increasing Partner Capacity Building in Rule of Law Context   -602
   The decrease to this program is a reduction in costs identified through efficiencies. (FY 2014 Baseline: $3,132 thousand; +0 FTEs)

7) Management Headquarters Activities   -512
   Streamlining Department of Defense management headquarters activities. (FY 2014 Baseline: $15,020 thousand; +71 FTEs)

8) Global Security Contingency Fund   -503
   Reduction in cost due to mission realignment. (FY 2014 Baseline: $29,964 thousand; +0 FTEs)

9) Regional International Outreach - Partnership for Peace Information Management System   -172
   The decrease to this program is a reduction in costs identified through efficiencies. (FY 2014 Baseline: $2,625 thousand; +0 FTEs)

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
10) Defense Institution Reform Initiative	-38	
The decrease to this program is a reduction in costs identified through efficiencies. (FY 2014 Baseline: $12,006 thousand; +0 FTEs)		
FY 2015 Budget Request		**544,786**

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

<u>Performance Criteria</u>

The Defense Security Cooperation Agency (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, 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.

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

<u>Regional Centers for Security Studies</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 FY13 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

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

were the result of extensive coordination and planning with the OSD(P), Geographic Combatant Commanders (GCCs), Defense Security Cooperation Agency (DSCA), U.S. Department of State, U.S. Agency for International Development (USAID), U.S. Department of Justice, and other relevant U.S. agencies, country teams at U.S. Embassies, and host country and regional stakeholders.

<u>FY13 Accomplishments</u>

FY13 was an outstanding year for the Regional Centers, where they responded to 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.
For FY13, the following number of foreign military and civilian defense personnel took part in Regional Center activities:

- **Africa Center for Strategic Studies (ACSS)** conducted 21 transformative programs, 16 short-term events, 6 special initiatives, and 51 non-program outreach/networking events in FY13. These activities generated 831 new alumni including 727 security leaders (8 current or former presidents, 32 ministers, 15 parliamentarians, and 682

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

   other VIP alumni). Additionally, ACSS produced a dozen strategic research products reaching over 13,000 subscribers including 12 African ministries, staff colleges, and research institutes as well as 18 U.S.G. interagency partners, 23 media outlets, and 15 other databases use ACSS research products.

- **Asia-Pacific Center for Security Studies (APCSS)** conducted 10 resident courses for 722 Fellows and 12 short-term seminars and workshops, both resident and in-region, for 597 participants, resulting in a total throughput of 1369. One new APCSS alumni association was also created, bringing the total associations to 56.

- **The William J. Perry Center for Hemispheric Defense Studies (CHDS)** conducted 11 resident courses for 460 participants from 33 countries, plus 7 seminars and senior leader workshops for 522 participants in the region. CHDS also conducted 3 NationLab courses in the region with War College partners for 304 participants, plus 15 virtual alumni activities for 6 countries reaching 820 alumni and others. Additionally, 11 regional outreach activities were conducted in 9 countries for over 900 alumni and other participants.

- **George C. Marshall European Center for Security Studies (GCMC)** graduated 732 participants from 33 resident courses and 1383 participants from 131 outreach and alumni events across the region.

- **Near East South Asia Center for Strategic Studies (NESA)** conducted 30 resident programs, including 5 academic programs and 23 short-term alumni programs, for 1057 participants from 71 countries. Additionally, NESA conducted 253 outreach activities with 257 participants and 10 tailored programs for CENTCOM with 371 participants.

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

The following are highlights of the different types of activities the Regional Centers presented in FY13 and their impacts:

- ACSS, following a more than two-year engagement with USAFRICOM and two regional economic community – Economic Community of West African States (ECOWAS) and the Economic Community of Central African States (ECCAS), helped foster the adoption of a code of conduct on maritime security and cooperation resulting in enhanced regional security, leadership, institutional accountability and planning/conducting operations within the Gulf of Guinea.

- APCSS programs continued to build Asia-Pacific partner nation capacity for effective, whole-of-government/society security cooperation. Among the more significant outcomes were the APCSS-facilitated development of Papua New Guinea's first-ever national security policy, a framework for an Indonesian defense white paper, and Bangladesh's first comprehensive maritime security strategy proposal for consideration by the prime minister. Key to this capacity-building are the APCSS reputation and convening authority, which enable assembling individuals of influence to discuss and develop shared understanding on difficult security issues. Most notable was APCSS' trilateral maritime dialogue involving India, China, and the United States in May 2013. This workshop brought together senior representatives at the Track 1-1.5 level from all three countries for a candid exchange in a non-attribution environment on shared opportunities and risks in the maritime domain.

- CHDS conducted a National Defense Planning Workshop in Guatemala, a follow-up to several previous National Security Planning Workshops with the Guatemalan National Security Council, to develop and refine Guatemala's National Security Strategy incorporating the concepts of inter-agency cooperation and strategic dialogue. CHDS

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

   also responded to new partner institution requests from ministries and universities
   in Honduras, Mexico, Jamaica, Panama, Peru, Colombia and other countries. In
   coordination with the U.S. Senior Defense Official and the U.S. Embassy broadened
   CHDS' reach and impact with the partner nation leadership and supported DoD and DOS
   policy objectives with particular emphasis on addressing threats of transitional
   organized crime.

- GCMC conducted the 2nd annual Countering Narcotics and Illicit Trafficking Alumni
   Community of Interest workshop for alumni from Europe, Africa, Central Asia and
   Asia. The workshop was jointly developed and funded equally by GCMC faculty and
   AFRICOM, CENTCOM and EUCOM and included 55 participants representing 36 nations. The
   workshop served as a forum to address security concerns created by criminal networks
   and their illicit trafficking activities and improved international cooperation
   across this broad geographic region; shared of methods, tools and best practices for
   collaboration; and strengthened the role of GCMC alumni by creating an interagency,
   international network of defense and security officials.

- NESA is the project lead for a $15M Foreign Military Sales (FMS) case with the United
   Arab Emirates (UAE) developing the staff, faculty and curriculum for the UAE
   National Defense College (NDC). The Commandant of the UAE NDC and the UAE
   Ambassador to the U.S. have expressed their appreciate for NESA's efforts and are
   requesting an expansion of the FMS case to provide for the development of
   additional positions such as a Project Manager, Educational Technology Specialist,
   and Professors. Additionally, in partnership with DOS, NESA led workshops with the
   Palestinian Authority to develop faculty and curriculum focused on adult learning,
   curricular design and critical thinking.

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

- Working collaboratively,

  - APCSS and NESA conducted a joint workshop in partnership with the John F. Kennedy School of Government, Harvard University, to identify and assess the most important and likely developments that will shape water resources and policy in South Asia and opportunities to enhance regional cooperation on water issues. The workshop served as a unique opportunity to bring together key political actors, officials and experts for open discussion about sensitive security issues. The workshop produces a number of recommendations for post-workshop actions, including the creation of a water security internet portal to continue the dialogue and information sharing.

  - GCMC, with the support of APCSS and NESA, presented a Senior Executive Seminar entitled, Central Asia After ISAF Transition: Regional Challenges and Cooperative Responses. This seminar brought together 107 participants from 38 nations to examine the impact of the ISAF transition in 2014, addressing challenges common to all Central Asian states and Afghanistan such as security partnership and cooperation, counternarcotics measures, and border security.

  - NESA, with ACSS and USAFRICOM, conducted seminars with the Governments of Tunisia and Libya that enhanced each government's capability to develop and conduct national security strategy and planning, as well as examining transnational threats. These engagements created a venue for senior African leaders to discuss the complex, asymmetrical environment that threatens their security and the challenges in developing professional militaries under civilian rule.

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

  Additionally, the seminars provided an opportunity to build support for U.S. policy objectives and networks to address current and future security challenges.

<u>FY14 Challenges:</u>

Absorbing continued reductions is a challenge in an environment of increased stakeholder demand for security cooperation and capacity building programs. 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. For example:

- ACSS will adopt innovative approaches, such as increased stakeholder partnership share in investment in strategic capacity building programs on the continent, to execute focused programs with reduced costs to the DoD, while still being flexible to changing program requirements due to changes in security challenges that may occur on the continent. ACSS, with USAFRICOM's financial support and a shift towards short-term strategic programming, enables ASCC to re-focus on multi- 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 through ACSS communities of interest.

- APCSS is preparing for an anticipated increase in its FY14 allocation to support planned increases in programs and throughput as part of the President's strategy to rebalance towards the Asia-Pacific region. The uncertainty of funding, along with current DoD hiring freeze restrictions increase the risk that APCSS manning will be insufficient to fully accommodate the planned growth of programs for FY14.

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

- CHDS has continued expanding the use of in-region courses, workshops (including virtual events), and seminars in order to offset of the reduction of resident courses necessitated by funding decreases. First-ever courses were conducted with the Mexican Army Intelligence School and the Honduran National Defense University. Perry Center faculty also returned to War Colleges in Mexico, Colombia and El Salvador, and strengthened its week-long seminar program with the Colombian National Police. To increase the academic credibility of CHDS programs and to enhance relationships with more in-region partners, CHDS also entered into academic agreements with universities in Panama, Guatemala, Peru, Mexico, and Colombia whereby academic credit is awarded by the universities to graduates of Perry Center resident courses. This model leverages the partners' facilities for cost/burden-sharing for hosting CHDS in-region programs, greatly reducing the costs for facility rental and billeting. The Perry Center also conducted its-first-ever course in Colombia completely paid for by the US Department of Justice, a new academic partner.

- GCMC continued to gain efficiencies through the use of digital and on-line seminar material, restricted air-fares, individually billed travel accounts, 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. Streamlined participant travel payments with debit cards significantly reduced the number of payments reducing staff time and DFAS fees. Partnering with like institutions gained synergy, while rigorous reviews and dialogue with stakeholders validated and adjusted resident courses, enabled a shift to outreach events, and an optimal resident-outreach balance. At the end of FY13, GCMC will implement a new payment process through use

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

      of the U.S. Treasury's "Pay.Gov" website which will further reduce staff time and fees.

- NESA's business practices and initiatives, such as the recently awarded FMS case to support UAE NDC and partnerships with universities and think tanks, will enable the Center to increase both programs and alumni while in a resource constrained environment. NESA also continues to conduct short duration, cost effective seminars and workshops through partnership with alumni associations, host country ministries of defense, universities and war colleges to share costs. NESA is poised to expand its entrepreneurial opportunities throughout the Arabian Gulf in FY14.

<u>Budget Year FY 14 Plans and Objectives:</u>

The Regional Centers will be required to sustain further budget reductions in FY14. Each center will continue its efficiency efforts while ensuring they continue to offer activities that respond effectively to OSD(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 deconflict 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 GlobalNet 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.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

Steeper funding reductions in FY15 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 OSD(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;
- continue maintaining and maximizing strategic partnerships and whole-of-government approaches to supplement external support for programming to include enhanced

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

   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;
   - significantly increase non-USG revenue streams; 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>

I.   WIF FY13-FY14 ASSESSMENT:

   WIF program activities are conducted in accordance with regional and country-
   specific priorities established by OSD Policy, U.S. European Command (USEUCOM), and
   U.S. Central Command (USCENTCOM), and NATO Partnership Goals agreed to by the
   Partners. WIF directly supports the strategic objectives identified in the 2010
   Quadrennial Defense Review (QDR) and the security cooperation objectives identified
   in the Guidance for Employment of the Force (GEF). WIF also provides a mechanism for
   the U.S. government (through a DoD security cooperation program) to demonstrate its
   commitment to NATO and its Partners for strengthening security and stability in the
   PfP region.

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

FY13 and FY14 activities were planned in 14 countries in Southeastern Europe, Eurasia* (Moldova and Ukraine), Central Asia, and the South Caucasus. They included: bilateral working groups in which OSD Policy and the Combatant Commands worked directly with Partner countries to plan future security cooperation activities; regional and bilateral exercises to enhance Partner interoperability to prepare for and operate in a coalition environment; exchanges, conferences, seminars, and workshops that were critical for U.S. understanding of Partner needs and capabilities; development by the MoDs of Partner nations of professional military education approaches; and, support for Partner country efforts to reform defense institutions as well as advance ministry of defense consequence management and emergency preparedness.

Although, Russia and Belarus are WIF-eligible countries as PfP "developing" Partners, both countries are subject to special consideration by OSD Policy for WIF support. There were no WIF-funded events with Belarus or Russia in FY13 or FY14.

A primary advantage of the WIF program is the flexibility it provides OSD Policy and Combatant Commanders as a resource across a broad range of capacity building options to continually shape and adapt security cooperation activities to better meet both current and evolving defense security priorities. WIF program implementation in FY13 and FY14 was no exception.   Two of the highest priorities the WIF program supported in FY13 and FY14 centered on U.S. and coalition interests in Afghanistan: (1) Partner preparations for deployed operations as contributors to NATO's International Security Assistance Force (ISAF) mission; and, (2) active engagement with Central Asian partners to sustain access and nurture the institutional structures necessary for facilitating unfettered logistics through the Northern Distribution Network (NDN).

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

➢ USEUCOM relies on WIF resources for exercises, mil-to-mil, defense reform, and tailored capacity-building activities with 9 USEUCOM PfP countries: Armenia, Azerbaijan, Bosnia-Herzegovina, Georgia, Macedonia, Moldova, Montenegro, Serbia and Ukraine. These programs foster interoperability and NATO integration, promote regional defense cooperation and stability, and support development of defense institutions needed to maintain interoperability and expeditionary capability made over the past decade. Through these activities, WIF fosters regional partnering and collaboration, contributing to the broader regional stability in the Black Sea, Caucasus, and Western Balkans. WIF provides critical resources for security cooperation activities conducted by USEUCOM and its Service Components, the George C. Marshall Center, and other force providers. These include bilateral activities in the areas of: air forces and land forces interoperability, professional military development, maintenance and logistics capability, C4 interoperability, financial and human resources reform, disaster preparedness and response, military medical capability, cyber security and intelligence security cooperation.

➢ USCENTCOM relies heavily on WIF for its military-to-military commitments and overall bilateral engagement strategy in Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. WIF funding and activities comprise approximately 90% of USCENTCOM's Partner engagements in Central Asia outside of counter-terrorism and counter-narcotics programs. The flexibility of the WIF program is particularly useful in responding to a range of emergent requirements that ensure continued and uninterrupted access to the Northern Distribution Network (NDN) and support to coalition operations in Afghanistan. As ISAF operations trend toward lower levels in the near future, WIF-supported activities will serve as a resilient enabler for building and sustaining regional influence for NATO and the United States.

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

A.   FY 13 ACCOMPLISHMENTS:

The baseline budget for WIF in FY13 was $30.5 million, while total requests for $33.1 million were received for over 1,000 activities.

Armenia:
* WIF-supported Defense Institution Building (WIF DIB) engaged Armenian leaders while they conducted a Strategic Defense Review (SDR) focusing on MoD defense policy and strategy capabilities and human resource management policies.
    o The SDR led to enhanced transparency and civilian oversight of military forces by demonstrating concepts of democratic civilian-military relations.
    o Through implementation of the SDR, Armenia passed legislation to develop a professional NCO Corps.

* Through the WIF-supported Defense Education Enhancement Program (DEEP), Armenia inaugurated its new senior officer Command and Staff Course in September 2013.

Azerbaijan:
* WIF DIB engaged Azerbaijan leaders while they conducted a Strategic Defense Review (SDR) focusing on MoD defense policy, strategy capabilities, and human resource management policies.
    o As a result of U.S. engagement with the Azerbaijanis on the democratic control of the military, a better understanding of the elements of parliamentary oversight was achieved and high level buy-

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

> in and support was obtained for the creation of a Legislative/Parliamentary Relations office within the MoD—a potentially important mechanism for establishing parliamentary oversight.
>
> o The MoD implemented a lessons learned system that supports identification of requirements at the ministerial level.
>
> o Azerbaijan established a professional J-5/MoD Plans and Policy Office.
>
> - Through DEEP, Azerbaijan MoD continued planning for 2014 launch of new senior officer course for colonels and flag officer-selects.

> Bosnia and Herzegovina:
>
> - WIF DIB efforts engaged the MoD and Joint Staff who have developed processes to more clearly define annual requirements for food, fuel, and uniforms to support budget development. This has helped the MoD and Joint Staff achieve consensus on shared responsibilities for development of annual defense budget.
>
> - WIF DIB also began an effort to support strategic level logistics development within the MoD focused on the Bosnian aviation sector, a critical component for Bosnia's continued deployment to ISAF.
>
> - WIF military-to-military events facilitated a dialogue on anti-corruption policies within MoD.

> Georgia:

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

- After an 18 month hiatus, the Georgia DEEP was re-launched in April 2013 at request of new MOD authorities – had been suspended as new political leadership determined direction. Emphasis on roles and missions of the National Defense Academy (NDA) and the four-year Military Academy.

Macedonia:
- WIF DIB engaged Macedonian MoD officials as they worked to improve military planning, budgeting, and defense resource management.

Moldova:
- Through DEEP, MoD working on development of a new PhD program in Military Science and a new Senior Executive course in national security.

Montenegro:
- WIF DIB engaged Montenegrin MoD officials as they worked to develop rational and comprehensive human resource management and development policies for defense forces.

Serbia:
- WIF DIB engaged Serbian MoD officials as they continued development and refinement of its defense planning, procurement, and logistics systems.

- Ongoing WIF DIB work emphasizes NATO procurement methods and effective supply chain management.

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

- MoD initiated changes to enhance transparency in defense acquisition and develop a life-cycle costing system for defense armaments projects.

Kazakhstan:
- During the WIF-funded and ARCENT-sponsored Land Forces Commander Conference in Washington DC, the KZ Land Forces Commander was introduced to the concept of rotational training management as a way to improve combat readiness. As a direct result of this experience, a follow-up WIF information exchange was conducted with the deputy LFC visiting 1AD to observe how brigades execute the 'red-amber-green' training management cycle. As a result, four pilot brigades in the KZ MOD are implementing rotational training management in 2014 (instead of the seasonal conscription training system), six months after the initial success of the WIF LFC event.

- The introduction of NATO-interoperable procedures through STEPPE EAGLE - related events is a broad success story, with Kazakhstani units being rated partially-interoperable with NATO forces for peacekeeping operations and the intent to deploy to its first UN peacekeeping mission by the end of 2014.

- Programs for the Kazakh National Defense University (NDU) for 2015 and 2016 are being coordinated. Collaboration with the Kazakh NDU has made real progress in all desired faculty and major curriculum development areas over time. Work begun with the Partnership Training and Education Center (KAZCENT) on development of two new courses (Legal Aspects of Peace

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

Support Operations and UN Staff officer Course), and with the Army Defense Institute to broaden its relationship with USMA (West Point).

Kyrgyzstan:
- The MoD openly discussed for the first time with U.S. Subject Matter Experts (SMEs) national security requirements and requested further cooperation on development of national security strategy (recent publication of unclassified National Security Strategy).

Tajikistan:
- In Tajikistan, WIF contributed directly to the development of a deployable peacekeeping capacity in the MOD. In particular, the Marshall Center's January 2013 Peace Support Operations Workshop engaged senior Tajik military officers on the strategic aspects of building and deploying PKO forces, and introduced what has since become a blossoming Tajik-Mongolian peacekeeping partnership. As a result, Tajikistan was invited to and participated in Exercise KHAAN QUEST 13 in Mongolia (and will again in 2014), and has determined that they intend to deploy jointly with Mongolia on their first UN peacekeeping mission.

- WIF in Tajikistan is also increasingly making progress in Defense Institution Building, interagency security cooperation, and human rights-aware strategic thought in Tajikistan. Largely through the Center for Civil-Military Relations at the Naval Postgraduate School, events that are engaging MOD and other critical security agencies in growing numbers across issues such as defense governance, appropriate state responses to countering extremism, doctrine development, and building national defense

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

> and security strategies post-2014 have become pillars of the CENTCOM engagement strategy with the country.

- Increased tactical engagement through WIF has allowed CENTCOM to build new, unprecedented relationships and access within the Tajikistan MOD, particularly in the Mobile Forces. This directly enables the objectives of the CENTCOM campaign plan, as the increased focus and saturation of engagement over time with Mobile Forces has resulted in increased attention to and understanding of U.S. tactics, techniques, and procedures, with concomitant improvement in Tajik force capacity, particularly in counterterrorism and peacekeeping capabilities. The State Partnership with Virginia National Guard has been a critical, dynamic component of building these expanded relationships through WIF and achieving the effects of persistence and presence.

Turkmenistan:
- Military-to-Military cooperation is limited given the national policy on neutrality. However, the MoD has maintained level of cooperation with U.S./NATO regarding access to NDN.

- The Turkmen MoD remained focused on medical SME exchanges and English language for FY13. Seminars outside Turkmenistan are the preference for discussing security issues. These out of country exchanges are vital to the security cooperation development, although limited.

Uzbekistan:

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

- Uzbekistan currently is pursuing the development of a Five-Year plan of security cooperation with the United States.

- The State Partnership Program (SPP) was reopened in 2012 to Uzbekistan, of which Mississippi (state partner) has completed WIF funded events focused on NCO development, FMS follow-on exchanges, SOF information exchanges and medical events. On average the SPP proposes 10-15 events which are exclusively funded by WIF. These events make up over 1/3 of the planned M2M events every year.

- Other than IMET, WIF is the only funding source executing security cooperation programs with Uzbekistan. Over 50 events we executed in FY13.

B.   FY 13 CHALLENGES:

1. Political events in Central Asia caused some activities to be postponed or cancelled. Some Central Asian partners seeking to balance competing external political influences (e.g., Russia, U.S., China) led to decisions that pulled them away from U.S. cooperation, making it harder to conduct DIB events. The Kyrgyz Parliament voted not to renew its defense cooperation agreement with the United States, resulting in the Manas Transit Center's preparation to close in FY14.

C.   FY 14 ACCOMPLISHMENTS (ONGOING):

The baseline budget for WIF in FY14 was $34.1 million, while total requests for $36.5 million were received for over 1,000 activities.

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

Armenia:
- WIF DIB engagement with Armenia has remained constant in recent years with a primary focus on Human Resource Management/NCO Development and financial management. Armenia completed its first SDR (2011-2015) with joint support from the United States and United Kingdom over a three-year period. The current line of effort now is focused on collaborating with the MoD as it works to implement the SDR, including improving the relationship between the SDR process and its resource / budgeting system.

- The MoD requested additional U.S. support for its next SDR (2016-2020).

Azerbaijan:
- Indication of a real commitment on the part of the Azerbaijani MoD to work on strategic Human Resource Management (HRM) issues as a result of WIF-funded engagement that exposed the Azerbaijani MoD and General Staff to the benefit from seeking support for a review of its HRM system.

Bosnia-Herzegovina:
- WIF DIB continued to support strategic level logistics and maintenance development for the MoD. Bosnia remains a strong NATO aspirant.

Georgia:
- WIF enabled reengagement with the Georgian MoD (following the change in Administration) on a number of personnel system improvements. A major success in collaboration with the Georgian MoD on improving its Human Resources Management system was moving to a pay-by-rank system with

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

       implementation for all officers by July 2014 and plans for NCOs the
       following year.

- DEEP engagement is working well with the Georgian National Defense Academy as it improves internal management procedures in order to effectively deliver an enhanced educational program to military personnel.

Moldova:
- WIF-funded efforts continue to engage the Moldovan MoD on necessary steps to improve its National Security Strategy Development Process. A series of seminars are planned for FY14 and beyond that will help the Moldovans improve their capacity to continue with defense reform initiatives.

Montenegro:
- WIF is supporting Montenegro as it takes the necessary actions to implement a financially based re-structuring program for its forces that was produced in 2013. As an independent European state aspiring to NATO membership, this is a critical activity that needs to be accomplished by the MoD.

Serbia:
- Following a three-year WIF DIB engagement period with the MoD, the MoD requested an assessment by a U.S. SME team to evaluate progress and to determine priority DIB needs going forward. In FY14, the current state of defense institutions in the MoD and General Staff will be determined and an assessment made on the most urgent DIB requirements. This effort

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

> addresses NATO objectives for Serbia in the DIB functional areas of defense policy and strategy, human resource management, defense planning and budgeting, and logistics/defense acquisition.

- A DEEP launched in early FY14 in Serbia to work with the MoD on its efforts to improve the Professional Military Education (PME) system. An emphasis will be placed on NCO development.

Kazakhstan:
- A major WIF DIB effort with the Kazakhstan MoD on human resources management, training and logistics began in FY14. This endeavor is noteworthy as the first major Defense Institution Building engagement with the MoD as it moves away from an all conscript force and will lead to greater transparency, effectiveness and accountability.

Kyrgyzstan:
- Despite political challenges at the highest levels of the government (see FY14 CHALLENGES), implementation of the FY14 security cooperation plan continued normally.

Uzbekistan:
- A DEEP launched in Uzbekistan in early FY14 following a strong demand signal from the MoD for security cooperation activities focused on enhancement of the PME system. It is expected that the DEEP will open the door for further collaboration and engagement with the MoD in broader areas of defense reform.

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

    D.   FY 14 CHALLENGES:

        1. Implementation of 1051(a) delegated authority to COCOM level. COCOM internal processes to implement 1051 approval and CFR legal review were challenges this year since this was the first year the new authority was exercised at the COCOM level. This is expected to be much smoother in FY15.

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

        3. The Manas Transit Center is scheduled to close in July 2014. No progress was made on negotiating a new Defense Cooperation Agreement with Kyrgyzstan, which will have a profound impact on the U.S. security cooperation program with Kyrgyzstan that could result in it being shut off. No planning meetings were held between USCENTCOM and the Kyrgyz Ministry of Defense to agree to FY15 security cooperation activities.

        4. Post-ISAF plans may affect priority placed on Central Asia; however, the withdrawal of NATO forces has triggered a stronger demand signal from Central Asian MoDs for more mil-to-mil cooperation in light of the looming challenges Central Asian states are expecting to take on as their responsibility increases to provide for security and stability in the region.

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

     5. Political unrest and domestic violence in Ukraine caused some events to be cancelled mid-FY14. Due to the dire security situation in country, prospects of continuing to execute FY14 events in Ukraine remained unknown at the time this document was prepared. Furthermore, a re-evaluation of all security cooperation activities with Ukraine may need to occur in light of domestic political events.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES:

For FY14, the WIF budget has enjoyed a relatively agile budget of $34.1M. Despite the anticipation of an overall reduction in the Defense-wide Operations & Maintenance (O&M) account, and, in particular, WIF funding levels, the demand for funding to meet important U.S./NATO objectives continues to grow. USEUCOM pushed for restoration of funding levels and stated that WIF is a critical post-ISAF tool that will enable DoD to encourage defense reform and promote NATO interoperability and integration, especially among NATO aspirants. According to USEUCOM, WIF funds approximately 50% of their mil-to-mil engagements in the Balkans, South Caucasus and Eurasia. Failing to restore WIF funding levels for USEUCOM will weaken their ability to complete their country cooperation plans' goals and objectives, and will also reduce their overall engagement with the PfP countries.

With respect to Central Asia in particular, the post-ISAF landscape may alter the level of mil-to-mil engagement. On the one hand, the U.S./NATO drawdown has the potential to increase significantly as Central Asian partners will assume more of the responsibility to provide for security and stability in the region, but, on the other hand, the future remains uncertain given recent political and economic pressures on some Central Asian Partners to seek closer ties to Russia.

**Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates**

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

The anticipation of operating in a smaller budget environment in coming fiscal years has impacted the planning of WIF-supported activities in FY15 and beyond. Many WIF activities build on one another in an effort to improve the capacity of Partner nations. Country Teams, OSD Policy, and COCOMs often must make decisions about programming with follow-on years in mind, despite the U.S. government budgeting requirement to plan for one fiscal year at a time.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

An expected reduction in funding levels for WIF decreasing from $34M to $26M in FY15 will mostly affect WIF levels for USEUCOM; USCENTCOM levels will remain stable, although it is probable certain USCENTCOM activities will be scaled back. The demand for WIF engagement is constantly evolving, and both OSD and DSCA will continue to address the highest priority objectives.

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

I.   FY 13 ASSESSMENT:

A.   FY 13 ACCOMPLISHMENTS FY 2013, 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 2013 maintained the initiatives of previous years and expanded and operationalized the global network of CbT professionals. Upon the completion of FY 2013, there were 3,098 foreign military and

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

    security officials who have completed training under the program from 131 countries worldwide. The program also expanded its online presence and continued to develop scenario based training programs. These training programs are designed to encourage continued contact with all of the CTFP alumni, and to help build stronger relationships with them.

    B.   FY 13 CHALLENGES: The biggest challenge the program faced in FY13 was the impacts of sequestration and furloughs on our ability to provide training to our partner countries.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES:

In FY14, 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 through targeted continuing education events.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

In FY 2015, 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 2015 will be to maintain the initiatives of previous years and expand and

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

operationalize the global network of CbT professionals. The Program will target expansion into areas of the world that will continue to experience an equal expansion of terrorist threats. In order for the Program to stay ahead of the evolving threats resources must be dedicated to developing, and fielding new training programs and courses. In FY 2015, it is anticipated that it will be able to maintain the numbers of foreign military and security officials to attend CTFP-funded programs (~3,000 to ~3,200) because of maintained program funding for FY15; though it may be impacted by increased operating costs to support training and travel. This may be offset with the continued expansion and utilization of virtual education opportunities and programs. 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.

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

I.   FY 13 ASSESSMENT:

   A.   FY 13 ACCOMPLISHMENTS:

      The following systems operations and maintenance items were accomplished on the 17 GlobalNET collaboration Suite Instances to support the five Regional Centers for Security Studies, Partnership for Peace (PfP) associates, and additional DoD educational institutions and building partnership programs – currently with over 39,000 users.

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

- Provided internet hosting for the GlobalNET 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 (simplifying the process to update software and security patches – once vice 17 times), 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.

Provided two FTEs to assist stakeholder communities regionally based (one CONUS /one Europe based). These personnel provide day to day assistance and coordination on GlobalNET platform usage and training, and assist organizations in the implementation of the platform.

Resourced local commercial internet service for nine Partner institutions in eight countries in the USCENTCOM AND USEUCOM AORs. The service allows these Ministries of Defense to coordinate with the regional Combatant Commands in an efficient and timely manner on mutual defense and national issues and concerns.

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

       Put in place contract to purchase computer and associated items, and support for PfP Partner activities at the Supreme Headquarters Allied Powers Europe, NATO's Euro-Atlantic Disaster Response Coordination Centere, and USEUCOM coordinators at regionally located US embassies.

  B.   FY 13 CHALLENGES:

       The following challenges were experienced during FY13, with Team Merlin's operational support of the GlobalNET collaboration platform in its operational environment.

- Identifying and fixing security controls, performance, and usability issues associated with the new platform. Specifically DoD institutions application of security control issues and versions of end user browsers resulting in performance degradation – the team worked with DoD partners to ensure upgrades to internet explorer were put in place, and performance issues overcome.

- Continued requests to implement changes to the platform while continuing on the track to achieve a fully operational capability.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES:

Begin to support the Regional Center Person/Activity Management System (RCPAMS) operations and maintenance support. RCPAMS was developed using RIO-PIMS research and development funding. In FY2013, RIO O&M was combined with the Partnership for Peace (PfP) Information Management System (PIMS) O&M from the Warsaw Initiative Fund (WIF) for efficiencies and economies of scale. PIMS and RIO utilize the same technology. Continue

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

to provide the RIO-PIMS GlobalNET platform (17 unique communities with over 39,000 users) operations and maintenance support as detailed below:

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

Provide two FTE support personnel to work with CONUS and Europe/Central Asia institutions and partners during courses, seminars, and outreach events.

Continue to support unique PIMS requirements:

- Limited 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

- Internet service to eight Ministries of Defense in Central Asia and Eastern Europe.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

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

Continue to provide the systems operations and maintenance support for the RIO-PIMS GlobalNET web based collaboration platform (supporting over 39,000 users), and RCPAMS as detailed below.
- Provide internet hosting for RIO-PIMS GlobalNET system and RCPAMS including monitoring for intrusions, malware, system performance, and uptime
- Provide email help desk support for all operational issues for 24/7 support
- Provide software changes in response to change requests
- Provide configuration management support
- Provide software fixes; deliver patches
- Review application exception logs and user trouble reports
- Perform troubleshooting.

Provide two FTE support personnel 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

Internet service to eight Ministries of Defense in Central Asia and Eastern Europe.

DSCA Administrative Operations

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

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

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>

- o The Defense Institution Reform Initiative (DIRI) is a global program that strengthens high-level relations between OSD and Ministries of Defense (MoD) through support of institutional capacity building projects with partner nation's MoD, joint, and general staffs in order to further US strategic priorities and reinforce the principles of civilian control of armed forces.

- o DIRI works with with USG and partner nation (PN) stakeholders to identify projects that meet shared strategic priorities -- often addressing institutional gaps that are preventing the realization or sustainment of security cooperation investments and security sector reform objectives.

- o DIRI is a low cost, small footprint, high impact program: the program's annual budget funds approximately 16 concurrent country projects with teams of subject matter experts who engage with partners to build the capacity required to effectively organize, train, equip and sustain their armed forces. DIRI methodology for project design and execution is consistent with the best practices identified in a recent RAND quantitative analysis of BPC.

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

o DIRI can address emergent priorities within the year of execution, as its budget allows, then sustain periodic engagements by subject matter experts over the time necessary to carry out shared objectives of the US and partner nation.

o DIRI's expertise and lessons learned improve DoD's ability to take a comprehensive approach to security cooperation with key partners, and strengthen DoD contributions to broader security sector reform efforts.

<u>I. FY 2013 Assessment</u>

<u>A. FY 13 Accomplishments</u>

DIRI conducted over 100 highly tailored partner nation engagements in FY13. Examples of DIRI support for PN defense institution building (DIB) efforts and concrete accomplishments include:

PACOM:

o **Indonesia:** In partnership with Indonesian Ministry of Defense's Director General of Defense Planning, DIRI's work in Indonesia strengthens high-level ties with a key partner in South-East Asia. Given the centrality of defense acquisitions to the US-Indonesia bilateral relationship and Indonesia's development of its Minimum Essential Force over the coming years, DIRI is working with the Ministry of Defense and Service Planners to develop tools and procedures for life cycle cost management. While the project is just beginning, the ultimate objective is to develop the capacity to develop and implement long-term defense programs and budgets which plan adequately for sustainment and maintenance costs of new and existing capabilities.

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

- o **Cambodia:** DIRI supported the MoD's review of their top defense priorities and the development of a Strategic Planning Manual, designed to provide guidance across the defense sector for planning and operationalization of policy priorities.

CENTCOM:

- o **Afghanistan:** DIRI is supporting the institutional conditions under which the 2014 transition can be accomplished. Supports NTM-A/CSTC-A development of Afghan MoD and General Staff military personnel management practices. DIRI's current focus is on career path development and branch management of combat career fields based on a request for expertise from NTM-A/CSTC-A and the Afghan MOD and GS. DIRI developed a project and is implementing activities that support of the Afghan MoD Human Resource Management Master Development Plan. Partnering with NATO Building Integrity program office to educate Afghans in the basics of transparent and accountable financial management systems.

- o **Yemen:** At the request of the U.S. Embassy Country Team in Yemen, DIRI performed the a series of activities to help the Yemeni Ministry of Defense's reorganization working groups make recommendations in accordance with Presidentially directed efforts to reform and restructure their armed forces. The DIRI team coordinated with the CENTCOM lead for the effort to focus on expertise gaps in human resources and operations, policy, strategy, and doctrine.

SOUTHCOM

- o **Colombia:** Safeguards over $9 billion in USG investments in the Colombian Public Forces by ensuring that forces and capability improvements can be resourced and sustained over time. This involves improving investment planning and the linking of

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

budgets to strategy and future-year force requirements through the development of a capability-based planning system, which is producing recommendations that are shaping the "Strategic Transformation" efforts of the Minister of Defense and Service Chiefs.

In addition, the DIRI-COLMOD effort is working towards the development of a sustainable, affordable logistics system that can ensure adequate support to forces in training and in combat (internal COIN/security operations and regional Countering Transnational Organized Crime efforts). This includes improving the MOD's life-cycle costing and major defense equipment replacement costing projections for the critical rotary wing fleet (the single largest US investment in Plan Colombia) – while also facilitating MOD membership in NATO's Codification System, which enhances allied interoperability through use of a standardized inventory management system.

o **Guatemala:** DIRI provided support for a new presidential administration dedicated to tackling drug trafficking and security issues with renewed support (and security cooperation investments) from the US. In just nine months, DIRI supported drafting of a National Defense Strategy; conducted intense follow-on work to translate those strategies into capability-based plans (CBP); established a CBP process framework for future use; and facilitated development of a FY14 budget proposal that reflects the GTM MOD's new priorities and takes into consideration sustainment costs of DoD security cooperation investments. These initial changes have survived a change in Ministry leadership, with the new Minister dedicating end-of-year funds to the new capability priorities identified in the FY14 budget. Colombian MoD civilian personnel, whose own capacity continues to developed through DIRI projects, directly supported this Guatemala project.

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

AFRICOM

- o **Democratic Republic of Congo**: Supports MoD and Congolese Armed Forces creation and implementation of logistics doctrine and development of operational concepts (CONOPS) to facilitate more effective response to violence and insurgency in eastern DRC. DIRI's work with the Congolese complements previous USG security assistance investments used to organize, train, and equip two Congolese battalions, which have not been able to effectively deploy and operate in the Eastern DRC for lack of logistics capabilities. Recognizing DIRIs' foundational work at the institutional level the Office of Security Cooperation (OSC) chief has directed all other 10USC and 22USC funded logistics support efforts to coordinate directly with DIRI prior to conducting any logistics work in the DRC, to ensure that work done at the operational or tactical level is consistent with the doctrine and CONOPS being developed at the institutional level.

- o **Libya**: DIRI provided OSD and the Joint Staff an assessment of the Defense Institution Building (DIB) line of effort in the AFRICOM Commander's estimate for training Libyan General Purpose Forces (GPF). The assessment defined DIB, identified a process for identifying DIB objectives tor Libya, described how national, political, legal, and institutional factors in Libya affect DIB objectives, and proposed a concept of operations for DIB in support of GPF development.

EUCOM

- o **Albania**: DIRI facilitated the completion of a two-year Strategic Defense Review (SDR) in Albania that charted the course for an affordable force while meeting NATO capability targets. The review was approved by the Prime Minister and tasked for inter-ministerial implementation by the Council of Ministers. The US Ambassador

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

cited in a 13 June 2013 cable: "DIRI has been an excellent vehicle for not only improving defense planning, but also for strengthening the democratic processes within defense institutions. Strengths of this program included senior-level MOD support and long-term, frequent engagements between Albanian and U.S. counterparts."

o **Kosovo:** DIRI is supporting the Ministry of the Kosovo Security Force (MKSF) in leading an inter-ministerial Strategic Security Sector Review (SSSR) to support the development of plans for an effective, affordable defense force that contributes to regional stability. The SSSR is being conducted in preparation for the transformation of the Kosovo Security Force after the end of supervised independence with the expiration of the Ahtisaari Plan. Progress has been steady through the aggressive 19-month schedule for the SSSR that began in May 2012, and includes an interim report drafted by the Prime Minister's office in June 2013.

<u>**Other DIB Activities**</u>
In addition to capacity building projects with PN ministries of defense and support for OSD bilateral meetings with counterpart Ministries of Defense, DIRI provided support for the broader defense institution building (DIB) efforts of the Department. Examples include:

- Providing instructional modules for MoDA training and supporting the deployment of one of the first global MoDAs (to Kosovo).

- Providing briefs on defense institution building (DIB) at AFRICOM DIB workshops and supporting the work of the SOUTHCOM DIB coordinator.

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

- Presenting briefs on DIB to the PACRIM Air Power Symposium, a gathering of Pacific Air Forces and DoD Security Cooperation Officers; participating on panels at the USMC Security Cooperation Planners' Courses; and beginning coordination with the CGSC to provide practical experience for students in their new DIB Master's program.

<u>B. FY13 Challenges</u>
While DIRI was able to launch a major project in Indonesia in FY 13 and expand support to CENTCOM (e.g., Yemen, initial discussions on Lebanon), political circumstances and stakeholder uncertainty prevented greater expansion of DIRI projects in Asia-Pacific and northern Africa. For example, multiple attempts to reengage in Libya were thwarted by the security situation, political uncertainty, and limited US Embassy support capacity.

In addition, a freeze on government hiring and a breakdown in the contracting process at the Naval Postgraduate School (the DIRI Program is run out of the Center for Civil-Military Relations at NPS) precluded progress on any FY13 objectives beyond maintaining partner nation engagements and responding to emerging priorities (i.e., launching new country projects). Plans to disseminate DIB best practices and lessons learned to SCOs, GCC planners, and DC stakeholders and to codify a DIB performance management framework were put on hold; both are priorities for FY14.

<u>II. FY 2014 Plans and Objectives</u>
DIRI will continue partner nation engagements with countries that are showing progress and continue to be priorities for the USG.   In accordance with policy guidance, DIRI will strive to increase engagements in high-priority countries in AFRICOM, PACOM, and CENTCOM.

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

Despite the anticipation of a reduction in funding, the demand for expertise in DIB planning at the strategic level and effective project design and execution at the country level continues to grow. In FY 13, for example, AFRICOM and SOUTHCOM Commanders elevated DIB to the #3 priority in their Commands.   DIRI will in part respond to this demand by combining efforts with the WIF-DIB management team to prioritize the codification and dissemination of DIB best practices, lessons learned, and measures of effectiveness, as discussed above.

FY 2015 Plans and Objectives
Partner nation engagements in FY15 will be dependent on FY14 developments and emerging policy priorities, but it is expected that PACOM, CENTCOM, and AFRICOM will be priorities.

The Defense Institute of Security Assistance Management (DISAM)

I.   The Defense Security Cooperation Agency (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, 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.

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

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.

<u>The Defense Institute of Security Assistance Management (DISAM)</u>

I.   FY 13 ASSESSMENT:

FY 13 ACCOMPLISHMENTS:
   a. Maintained the SC workforce trained at 94.5% (as of 11 September 2013).
   b. Completed integration of critical building partnership capacity and other Title 10 partner-relations building programs into appropriate DISAM courses. Particular focus was on the CCMD, JCS, and Service HQ desk officer course (Security Cooperation Management Action Officer course or SCM-AO) and the Security Cooperation Officer (SCO) course (Security Cooperation Management OCONUS or SCM-O). Curriculum focuses upon the utility of programs such as 1206-Train-and-Equip, Counter-Narcotics, Humanitarian Assistance, and The Global Security Contingency Fund and the proper planning and implementation of these programs as part of a theater security cooperation or other campaign plan. Recent JCS and OSDP staff visits have validated these additions to the courses.

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

    c. Completed implementation of all initially required iterations of the SCM-AO as directed by SECDEF in late 2011.

    d. Enhanced online learning opportunities with revised SCM Familiarization and International Programs Security Requirements Course (IPSR) Online Courses reaching over 4,700 students.

    e. Trained 2,648 (O&M funded) students via on-line, IPSR, MTCR, SCM-AO. (student count 1738 for IPSR –OL, 423 IPSR-3, 53 MTCR, 434 – AO).

    f. Completed WPAFB Building 219 construction (facilitated the exit of the Air Force Audit Agency from our facility) and we now additionally occupy the first floor's north end of our facility (Building 52). Due to building construction delays in Building 219 and unexpected building issues in our 52, our construction is still on-going. This expansion will allow U.S. military officers headed overseas to receive critical classified blocks of instruction starting in 2014 to better prepare them to properly support U.S. national priorities as directed by DOD and CCMDs.

    g. Accommodated ever changing cost and schedule requirements for building modifications to enlarge/enhance DISAM's facility – most importantly adding a classified computer laboratory with greatly expanded SIPR access for students.

    h. Contracted the rehosting of the International Affairs Professional Development database to an approved and secure information system – posturing this system for further expansion as directed by DOD in the development of a professional security cooperation workforce.

FY 13 CHALLENGES:

    i. Working with WPAFB on changes to the Host Tenant Support Agreement (HTSA); they are reducing services while increasing cost.

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

    j. Adapting time critical legislative and policy changes to our curriculum to meet real-time processes and procedures.
    k. Ensuring we are maximizing the resident, on-line and onsite courseware opportunities and attendance.
    l. Ensuring the security of the legacy International Affairs Professional Development database in accordance with DoD information assurance standards.
    m. Continuing the evolution of IT infrastructure to meet additional training requirements in conjunction with Authorities to Operate meeting system security requirements.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES:
    a. Assist DSCA SC Workforce Manager in facilitating community efforts.
    b. Continue to educate the SC workforce by resident, online learning and onsite education.
    c. Coordinate the flow of DISAM and MILDEP internal training in order to synergize the effort and realize potential budget and manpower savings.
    d. Expand the SCM-AO course content by incorporating time critical legislative and policy changes to our curriculum to meet real-time processes and procedures (per requirement noted by SECDEF's Security Cooperation Reform Task Force (SCRTF) Phase II report) as well as fully deploying the course to each Geographic CCMD at least once in 2014 as well as maintaining current offerings.
    e. Upgrade the International Affairs (IA) Professional Development and Security Cooperation (SC) Workforce Databases to better support the SC workforce and DOD needs.
    f. Enhance the current SC Lessons Learned/Best Practices database to permit international partner participation and broader USG access and use of the system.

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

g. Conclude Bldg 52 renovation activities and get full use of the facilities with greater/enhanced instructional capabilities. (Currently using classroom facilities with basic audiovisual support, expect construction completion in 2014.)

h. Expand academic partnerships with other institutions and organizations.

i. Broaden online opportunities – largely by means of stand-alone modules of instruction.

j. Successfully achieve university credit recommendations of the SCM-SP (State Partnership) SCM-O (OCONUS) and SCM-AO (Action Officer) courses for security cooperation workforce members via external course review.

k. Continue to engage WPAFB on changes to services provided to DISAM via the HTSA.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

a. Continue to meet the challenges imposed by the SCRTF Phase II study and SC Community efforts to improve the education of the SC workforce.

b. Add likely additional on-line and resident courses to meet continually changing requirements.

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

I.   FY 13 ASSESSMENT:

A.   FY 13 ACCOMPLISHMENTS:

O&M D-W funding supported the development and execution of engagements to build partner legal capacity aligned with strategic priorities in Defense Strategic

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

Guidance and the Geographic Combatant Commanders' (GCC) Country Campaign Plans. In FY 13, DIILS was actively engaged in all GCC areas of responsibility.

DIILS' strength continues to be that only a modest investment is required to produce strategically agile, programmatically flexible, timely, sustained engagements in support of evolving security cooperation priorities. DIILS leverages Active Duty and Reserve officers, as well as U.S. Government civilian experts as instructors for these events at minimal cost (e.g., travel and per diem).

In the Pacific, DIILS conducted, in partnership with Australia's Asia Pacific Centre for Military Law and the New Zealand Defence Force, and in coordination with France and the United Kingdom, a multilateral workshop on Maritime Security. It raised awareness of best practices and regional impediments to cooperation in disaster preparedness and the protection of natural marine resources, which are key security elements for Pacific Island Nations.

At the request of OSD(P), DIILS engaged senior military leaders in Burma on three occasions to plan future educational engagements and conduct real-time exchanges on human rights, international humanitarian law, and military law development with emphasis on civilian control of the military, transparency and accountability.

DIILS conducted a maritime operational law seminar in the Philippines. By engaging an interagency group of Philippine maritime authorities, DIILS helped promote a whole-of-government approach to maritime security in the Pacific, the East Sea and the South China Sea areas. DIILS also conducted country legal system assessments in Sri Lanka, Vietnam and Armenia to determine the focus of future engagements that may be required.

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

In South America, DIILS engagements included workshops on "Law of Armed Conflict (LOAC) and Human Rights" in Guatemala, Honduras and El Salvador. To build on prior SOUTHCOM and ARSOUTH efforts, each workshop focused on the development of rules for the use of force and on force and command accountability.

In Africa, DIILS continued to build the capacity of post-conflict military justice systems. Engagements in Liberia and Guinea helped reduce a climate of impunity for violations of LOAC, human rights and military discipline. DIILS conducted two engagements in Liberia, one on the roles and responsibilities of commanders in military justice and the other on the management and conduct of disciplinary cases. In Guinea, working in partnership with AFRICOM and the Africa Center for Strategic Studies, DIILS conducted a planning meeting with the leadership of Guinea's ongoing military justice reform effort to identify potential opportunities for future U.S. security cooperation initiatives. Also in Africa, DIILS engaged Botswanan military lawyers and officers to examine common operational legal issues that arise in peace and stability operations and border security.

B.   FY 13 CHALLENGES:

FY13 was a challenge due to budget uncertainty and sequestration which caused several cancelled DIILS engagements, delays and unplanned program starts and stops. Travel costs actually increased for several engagements that had to be re-scheduled because of these delays. As a result, considerable staff time was spent planning engagements that did not go forward. To meet enacted budget targets, the engagements that did take place were conducted with fewer personnel. COCOM and U.S. embassy staffs fund DIILS for the express purpose of efficient and economic travel

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

to engage with partners on rule of law issues in support of security cooperation objectives.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES:

DIILS plans to continue to prioritize engagement in PACOM in accordance with Defense Strategic Guidance. Planned events include: (1) a multilateral and several workshops to promote more effective international cooperation, maritime domain awareness and maritime security among the nations of the Western and Southern Pacific; (2) continued human rights and international humanitarian law dialogue with nations facing domestic instability or in post-conflict environments; and (3) engage in emerging priorities like Burma as they become known.

In the Middle East, DIILS plans to build upon the defense sector capacity of Lebanon and Jordan to comply with international norms as they address border security issues and a stream of refugees from Syria. DIILS plans to discuss maritime operational law and law of the sea issues with Bahrain in light of maritime incursions from neighboring Iran, and discuss LOAC, human rights, and detainee operations with UAE. DIILS also plans to continue DIB engagement with Yemen on a new legal framework for the defense sector and the national security staff.

In Africa, DIILS will continue to focus on military justice capacity building, conducting a regional workshop on comparative approaches to combating systemic impunity for crimes committed by security forces, including sexual violence, recruitment of child-soldiers, and corruption. DIILS will execute a regional workshop for West Africa on defense sector legal capacity to support civilian authorities in combating maritime threats. It will build on AFRICOM maritime

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

efforts in the region and promote a regional network of expertise. Under the
Strategic Partnership Program, DIILS will work with the North Carolina National
Guard to help the Botswanan military identify critical legal issues arising from
their efforts to update their military laws and regulations.

In Mexico, DIILS plans to continue to help Mexico reshape its military justice
system through engagements focused on reforms in case management and advocacy in an
adversarial (US-style) legal system. This will include reform of the role military
commanders play in ensuring an effective military justice processes.

In South America, DIILS will continue to promote further integration of operational
legal advice in the planning, execution and evaluation of all operations SOUTHCOM
has identified as critical legal issues. DIILS will conduct regional and bilateral
engagements focused on comparing the roles and responsibilities of legal advisors
and the application of legal advice in operations such as non-international armed
conflict, counter-trafficking, border security, and support to civilian authorities.

In Europe, DIILS plans to continue to support EUCOM requirements to engage forces
deploying to Afghanistan, or continuing their NATO deployments, to discuss lessons
learned from recent stability operations as applied to coalition rules of engagement
and rules for the use of force.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

Funding in FY 2015 provides for continued 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

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

comprehensive implementation of long-term defense institution building within security sector reform. It also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing effective partnerships in support of U.S. national interest and goals.

DIILS O&M, D-W engagements, cost-effectively implemented in priority countries, are critical to the department's success in building partner legal/rule of law capacity in the defense sector and achieving stability without the heavy imprint resulting from engaging U.S. forces.

Global Train and Equip (Section 1206)

The Global Train and Equip programs are designed to meet time-sensitive and emerging threats and opportunities to build the capacity of partner-nation security forces to conduct counter terrorism operations and stability operations. The initiative enables the Secretary of Defense (with the concurrence of the Secretary of State) to expedite the training and equipping of partners, conducting programs that build the capacity of their national security 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.

I.   FY 13 ASSESSMENT: The FY13 Program met the Secretary of Defense's intent and provided partner nations with necessary defense articles and services.

A.   FY 13 ACCOMPLISHMENTS: In FY13 the Secretary of Defense notified 29 programs for 25 countries with a total congressionally notified value of $252,838,000.00. These programs included critical programs to support U.S. partners conducting stability

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

operations in Afghanistan. Of particular note are the $11,055,000.00 program to provide Poland with an Unmanned Aerial Vehicle capability; the $16,900,000.00 program to provide the Czech Republic with enhanced special operations aviation capability; and, the $7,220,000.00 program to provide Bulgaria with improved command and control capability. The FY13 1206 Program also included vital counter terrorism programs. Particularly significant counter terrorism programs included: the $22,250,000.00 program to provide Mauritania with fixed-wing Intelligence, Surveillance and Reconnaissance (ISR) capability; the $15,760,000.00 program to provide Kenya with a fixed-wing ISR capability; and two programs for Uganda that provide logistics and engineering equipment.

FY 13 CHALLENGES: The greatest challenge for the FY13 program was the impact of sequestration. Sequestration not only reduced the funding available to the 1206 Program, but the sequestration effects reduced the availability of personnel to ship and receive 1206 articles subsequent to procurement.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES: The FY14 plan is to obligate the funds available in support of Secretary of Defense notified programs. The objectives of the Program are to provide support to partner nations to better enable them to conduct counter terrorism and stability operations.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES: The FY15 plan is to obligate the funds available in support of Secretary of Defense notified programs. The objectives of the Program are to provide support to partner nations to better enable them to conduct counter terrorism and stability operations.

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

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

IV. <u>**Performance Criteria and Evaluation Summary**</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, acquisition and maintenance processes, and financial management. Following a two year MoDA pilot program in Afghanistan, the FY12 NDAA granted DoD temporary global authority to deploy civilians advisors to support ministerial development and security cooperation activities worldwide. The FY14 NDAA extended that authority through FY17 and OSD(P) has requested that it be made permanent. Program management transferred to DSCA, PGM/CMO from ODASD(PSO) on 1 October 2012.

I.   FY 13 ASSESSMENT: The MoDA program met expectations in FY13 by maintaining support to the DoD mission in Afghanistan, establishing an interagency process to develop requirements and nominate countries for MoDA globally, deploying the first two global MoDA advisors, and successfully transferring program management responsibility to DSCA.

A.   FY 13 ACCOMPLISHMENTS: In FY13 MoDA successfully recruited, trained, and deployed civilian advisors in support of NATO Training Mission – Afghanistan (NTM-A) and Combined Security Transition Command – Afghanistan (CSTC-A). In Fall 2013, MoDA achieved a 100% fill rate in Afghanistan with 92 advisors on the ground.

Feedback from NTM-A/CSTC-A regarding MoDA mission performance has been consistently positive. Key indicators of achievement include: increased Afghan ministerial capacity to direct and manage defense resources professionally, effectively and efficiently without external support; and advisor effectiveness in improving ministerial capacity to enhance Afghan and U.S. national security.

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

In FY13, management of the MoDA program successfully transferred to DSCA, Programs, Centers Management Office. In coordination with ODASD(PSO), the MoDA program continued to evaluate global nominations and develop individual MoDA country requirements. The program recruited, trained, and deployed individual advisors to Montenegro and Kosovo, and is currently working to fill advisor requirements in Bosnia, Colombia, and several other countries. The program maximizes cost efficiency by leveraging the current Afghan-centric training capability for broad cultural, organizational, and security training, while tailoring other aspects of the training for global advisors.

FY 13 CHALLENGES: The main challenge to the program stems from uncertain funding, and the temporary nature of the current authority, which makes key stakeholders hesitant to commit organizational resources. However, MoDA is gaining traction and becoming more prominent in COCOM and country team security cooperation planning.

The program has made significant progress in addressing challenges associated with program management establishment, expansion, and transfer, and continues to define lines of coordination and create policies and procedures for organizations lending advisors.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES:

In FY14, the MoDA program office will reassess management requirements and rebalance the program team accordingly, including government as well as contractor support. The successful "proof of concept" deployment of two global MoDA advisors in FY13 will provide operational data as a basis for MoDA program planning; U.S. and NATO

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

planning will provide requirements for Afghan operations in FY14 and post-2014 transition.

In accordance with current U.S. and NATO planning for FY14, MoDA will provide approximately 95 trained DoD civilian advisors to support ongoing assistance mission requirements in Afghanistan. Advisors will be recruited, trained, and deployed in three cycles, January to March, April to June, and July to September, with up to 35 advisor candidates per cycle as required.

Concurrently, Global MoDA will maintain and expand support to building partner capacity missions worldwide. The program will provide administrative and reachback support to the deployed advisors in FY13 and expand the program to a target of 12 deployed advisors by the end of FY14. Although the distribution of supported countries will depend heavily on the absorptive capacity of partner nations, the program will balance resources across the COCOMs in accordance with global priorities established by OSD(P) to the greatest extent possible. Additionally, as the program expands, the program office will evolve the training program to make greater use of broader Departmental resources.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

Continue the expansion of the global MoDA program and maintain support to Afghanistan.

Authority for the MoDA program has not been granted beyond September 30, 2017, but OSD(P) continues to request permanent extension of the authority. The authorization

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

is a necessary precursor to global efforts to continue building partner capacity in defense ministries.

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

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. G-TSCMIS will consolidate, improve upon and is intended to replace legacy TSCMIS solutions hosted at over 20 Department of Defense (DoD) Services, Agencies and Combatant Commands. It will provide a comprehensive picture of whole-of-government SC activities, and will contribute to planning more effective cooperative security activities to align or meet desired outcomes in support of 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).

BUDGET YEAR FY 14 and FY 15 PLANS AND OBJECTIVES:

Funding provides support for DSCA program management and the Program Office (PMW 150) sustainment support.

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

DSCA, as resource sponsor, will provide headquarter-level program oversight and manage program funding and reporting.

DSCA, as the Governance Council secretariat supporting the DSCA Director as Chairman of the Governance Council, will work closely with the Governance Council Members - the Joint Staff, Office of the Deputy Assistant Secretary of Defense for Policy, Partnership Strategy and Stability Operations, and the Program Executive Officer Command, Control, Communications, Computers and Intelligence; and the G-TSCMIS Community of Interest in order to develop, deliver, and maintain an operationally valuable system to the security cooperation community.

The Program Office will support: Navy Enterprise Data Center sustainment; Help Desk (Tier 1) and Diagnostic Management (Tier 2) support, Information Management for testing and implementation in support of Authorities to Operate; and contract support services for oversight of
sustainment logistics tasks.

<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 FY12. DSCA will manage these funds similar to method used to manage Train and Equip, commonly referred as the 1206 program.

BUDGET YEAR FY 14 PLANS AND OBJECTIVES:

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

Funding was provided for one year to support this initiative. DSCA plans to fully obligate the funds 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>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. 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 14 and FY 15 PLANS AND OBJECTIVES:

DoD appropriated funds will be maintained by 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

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

V. <u>Personnel Summary</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	**Change** <u>FY 2013/</u> <u>FY 2014</u>	**Change** <u>FY 2014/</u> <u>FY 2015</u>
<u>Civilian End Strength (Total)</u>	<u>410</u>	<u>453</u>	<u>419</u>	<u>43</u>	<u>-34</u>
U.S. Direct Hire	385	428	394	43	-34
Total Direct Hire	385	428	394	43	-34
Foreign National Indirect Hire	25	25	25	0	0
Memo: Reimbursable Civilians Included	12	20	41	8	21
<u>Civilian FTEs (Total)</u>	<u>410</u>	<u>453</u>	<u>419</u>	<u>43</u>	<u>-34</u>
U.S. Direct Hire	385	428	394	43	-34
Total Direct Hire	385	428	394	43	-34
Foreign National Indirect Hire	25	25	25	0	0
Memo: Reimbursable Civilians Included	12	20	41	8	21
Average Annual Civilian Salary ($ in thousands)	130.9	112.5	123.6	-18.4	11.1
<u>Contractor FTEs (Total)</u>	<u>125</u>	<u>111</u>	<u>112</u>	<u>-14</u>	<u>1</u>

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
101 Exec, Gen'l & Spec Scheds	48,665	365	-3,484	45,546	455	-2,509	43,492
199 Total Civ Compensation	**48,665**	**365**	**-3,484**	**45,546**	**455**	**-2,509**	**43,492**
308 Travel of Persons	23,374	444	8,047	31,865	574	-1,774	30,665
399 Total Travel	**23,374**	**444**	**8,047**	**31,865**	**574**	**-1,774**	**30,665**
696 DFAS Financial Operation (Other Defense Agencies)	1,275	166	-771	670	12	409	1,091
699 Total DWCF Purchases	**1,275**	**166**	**-771**	**670**	**12**	**409**	**1,091**
771 Commercial Transport	354	7	1,208	1,569	28	-1,590	7
799 Total Transportation	**354**	**7**	**1,208**	**1,569**	**28**	**-1,590**	**7**
901 Foreign National Indirect Hire (FNIH)	3,450	26	-307	3,169	32	16	3,217
912 Rental Payments to GSA (SLUC)	2,254	43	90	2,387	43	-694	1,736
914 Purchased Communications (Non-Fund)	639	12	68	719	13	-553	179
915 Rents (Non-GSA)	923	18	188	1,129	20	-826	323
917 Postal Services (U.S.P.S)	19	0	0	19	0	-19	0
920 Supplies & Materials (Non-Fund)	2,501	48	-6	2,543	46	-1,390	1,199
921 Printing & Reproduction	163	3	116	282	5	-19	268
922 Equipment Maintenance By Contract	1,414	27	-6	1,435	26	-1,449	12
923 Facilities Sust, Rest, & Mod by Contract	336	6	91	433	8	-346	95
925 Equipment Purchases (Non-Fund)	259	5	371	635	11	-227	419
932 Mgt Prof Support Svcs	9,682	184	-2,524	7,342	132	4,599	12,073
960 Other Costs (Interest and Dividends)	13	0	-13	0	0	70	70
987 Other Intra-Govt Purch	1,593,802	30,282	-1,051,890	572,194	10,299	-149,762	432,731
989 Other Services	31,070	590	853	32,513	585	-16,111	16,987
990 IT Contract Support Services	221	4	220	445	8	-231	222
999 Total Other Purchases	**1,646,746**	**31,248**	**-1,052,749**	**625,245**	**11,228**	**-166,942**	**469,531**
Total	**1,720,414**	**32,230**	**-1,047,749**	**704,895**	**12,297**	**-172,406**	**544,786**

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

* The FY 2013 Actual column **includes** $1,277,818 million ($828,150 - Coalition Support Fund, $449,668 - Lift & Sustain) of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $1,707,000 million ($1,257,000 - Coalition Support Fund, $450,000 - Lift & Sustain) of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.