

Fiscal Year 2022 President's Budget

Defense Security Cooperation Agency



May 2021

**Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

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

	<u>FY 2020 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2021 Enacted</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2022 Request</u>
DSCA	1,907,092	38,783	234,837	2,180,711	42,027	-155,292	2,067,446

*FY 2020 includes Division A, Title IX and X of the Consolidated Appropriations Act, 2020 (P.L. 116-93), Division F, Title IV and V from the Further Consolidated Appropriations Act, 2020 (P.L. 116-94) and the Coronavirus Aid, Relief, and Economic Security Act (P.L. 116-136).

*FY 2021 includes Division C, Title IX and Division J, Title IV of the Consolidated Appropriations Act, 2021 (P.L. 116-260).

I. Description of Operations Financed:

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

The FY 2022 budget request supports the day-to-day operations of the DSCA headquarters, the Defense Security Cooperation University, the Department of Defense Regional Centers for Security Studies, the Institute for Security Governance (ISG), and the Defense Institute of International Legal Studies (DIILS). Under the provisions of the 10 USC Chapter 16, the FY 2022 budget request will continue to support the execution of a Department-wide framework for the assessment, monitoring, and evaluation of security cooperation activities and continue to implement a workforce development program targeting all Department of Defense professionals supporting security cooperation efforts, including the execution of security sector assistance programs and activities under the Foreign Assistance Act and the Arms Export and Control Act. Additionally, the DSCA's budget request supports program management and administration of the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs funded within the Overseas Humanitarian, Disaster and Civic Aid appropriation.

International Security Cooperation Programs (ISCP)

The ISCP account enables the geographic combatant commanders (GCC) to plan and implement security cooperation activities, with global partners, in alignment with the Interim National Security Strategic Guidance and defense strategic guidance through the Significant Security Cooperation Initiative (SSCI) framework, which sequences multiple security cooperation activities over a multi-year period in pursuit of a strategic objective. The DSCA executes security cooperation activities through a variety of legislative authorities, of which Section 333 (authority to build capacity), 332 (authority to conduct institutional capacity building), and 1263 (the Indo-Pacific Maritime Security Initiative, MSI) are funded out of

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the ISCP account. Programs developed under authorities drawing from the ISCP account are coordinated with the Secretary of State, facilitating unity of effort across the U.S. Government and ensuring the DSCA's programs provide complementary and mutually reinforcing solutions. Such activities enable capacity building, and training and equipping activities between the Department and national security forces and institutions of allies and partner nations.

The ISCP account includes what was previously the Security Cooperation Account and the Ministry of Defense Advisors Program. Activities previously funded with the Wales Initiative fund/Partnership for Peace program pursuant to Section 332 are also funded within the ISCP account. Starting in FY 2022, the DoD integrated all Section 332 institutional capacity building (ICB) programs into its annual Significant Security Cooperation Initiative (SSCI) prioritization process to maximize strategic alignment and prioritization of all capacity building programs funded out of DSCA accounts. As a result, funding for Section 332 activities previously executed out of the ISG and the DIILS accounts were consolidated under the FY 2022 ISCP account. This consolidation improves and integrates capacity building program prioritization, planning, design, execution, monitoring, and reporting.

Regional Centers for Security Studies

The regional centers for security studies support the objective of strengthening alliances and attracting new partners. The Regional centers offer executive-level academic programs, research projects, and rigorous outreach programs that foster long-term collaborative relationships. Through academic-like programs that promote common perspectives on regional security and promote integrated, collaborative responses to transnational threats, the Regional Centers employ their comparative advantage of maintaining enduring individual and institutional relationships with alumni and engaging beyond partners' defense establishments to advance U.S. interest in the three functional areas of territorial and maritime security, transnational and asymmetric threats, and defense sector governance. Regional Center program funding directly supports resident courses, in-regional workshops, outreach and alumni engagement, and focused research in support of the Department's priorities. The regional centers for security studies include: the Near East South Asia Center for Strategic Studies, Washington, D.C.; the Africa Center for Strategic Studies, Washington, D.C.; the Daniel K. Inouye Asia-Pacific Center for Security Studies, Honolulu, Hawaii; the William J. Perry Center for Hemispheric Defense Studies, Washington, D.C.; and the George C. Marshall European Center for Security Studies, Garmisch, Germany. In the FY2021 Consolidated Appropriations Act, DSCA received appropriated funds to establish two additional Centers, the Ted Stevens Center for Arctic Security Studies and an Irregular Warfare Center.

Institute for Security Governance (ISG)

The ISG serves as the Department's primary resource for ICB advising and education, methodology and approach, scoping and design, and functional expertise. ICB is a core element of how the Department advances national security and foreign policy objectives by building partner institutional capabilities and enhancing the approach and conduct of ICB to address security challenges. The FY 2022 budget request finances ICB personnel and infrastructure to meet policy and legislative ICB goals and objectives. The FY 2022 budget request allows ISG to continue supporting DoD security cooperation assessments and ICB planning in support of GCC Significant Security Cooperation Initiatives (SSCIs), and the requirement to develop and promulgate ICB lessons learned, best practices, and doctrine. ISG continues to form ICB communities of interest and practice as a critical element of creating a shared space for innovative approaches to successfully strengthen U.S. alliances and attract new partners. The FY 2022 budget request supports ISG's mission of developing corresponding ICB training curricula and materials in support of the security cooperation workforce development program. ISG also continues to refine and develop additional tools for the assessment, planning,

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and implementation of cyber security, logistics, and human capital / professional military education ICB efforts. Over the course of FY 2021, DSCA will have completed transition of the Ministry of Defense Advisor (MoDA) program management mission to ISG. The FY 2022 request for ISG funds program management costs to sustain operations and execute ISG programmatic activities now funded out of the ISCP Account, that also include MoDA program management requirements to recruit, deploy, monitor, and support advisors in the field.

Defense Institute of International Legal Studies (DIILS)

DIILS is the lead security cooperation resource for global professional legal engagement and capacity building. DIILS plans and executes legal capacity building initiatives to help Partner Nations perform strategically-aligned roles and employ critical defense and security capabilities against prioritized threats in a responsible, accountable, and legally compliant manner. DIILS supports Partner Nation efforts to build and sustain effective defense and security legal frameworks, enhance professional legal advising capacity, and develop Partner Nation functional legal expertise in critical and emerging areas such as operational law, maritime security, civilian harm mitigation, and cyber and hybrid conflict. DIILS accomplishes this mission through mobile advisory engagements and both mobile and resident education and training courses. As a result, DIILS activities enhance interoperability of U.S. forces with allies and partners when acting against increasingly complex threats across all domains. The FY 2022 request for DIILS funds program management costs to sustain DIILS operations and execute programmatic activities funded out of the ISCP Account.

Wales Initiative Fund (WIF) / Partnership for Peace (PfP)

The WIF/PfP program is a bilateral U.S. security cooperation program which supports defense reform efforts and institutional capacity building with Eastern European and Central Asian countries and all developing North Atlantic Treaty Organization (NATO) partners. The WIF/PfP program is a critical tool in supporting jointly developed NATO partnership goals for PfP nations, strengthening capabilities for multinational operations, facilitating access for U.S. armed forces during peacetime or contingency operations, and building relationships that promote U.S. security interests. WIF funding supports activities and events such as the development of defense institutional capacity and capability; sponsoring participation by eligible nations in relevant exchanges and workshops; and sponsoring participation by eligible nations in military to military exercises supporting NATO interoperability. Beginning in FY 2021, the DSCA no longer requested funding for the WIF/PfP as a separate program line item. WIF/PfP funded activities in support of institutional capacity building activities pursuant to Section 332 International Security Cooperation Programs Account for funding via the SSCI process. The remaining activities funded through the WIF/PfP will be realigned to the Regional Centers' budget lines or funded by the Combatant Commands as appropriate.

DSCA Headquarters

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

Claims Litigations Support

Previously included within DSCA Headquarters funds, Claims Litigations Support represents the Department's financial contribution to the

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Department of State for the litigation team on B-1 (Foreign Military Sales) claims before the Iran Claims Tribunal.

Regional Defense Fellowship Program (previously the Combatting Terrorism and Irregular Warfare Fellowship Program)

The Regional Defense Fellowship Program (RDFFP), previously the Combatting Terrorism and Irregular Warfare Fellowship Program, serves as a key tool for the geographical combatant commands to foster regional and global cooperation in the war against terrorism by providing foreign military officers and government security officials with strategic and operational education to enhance partners' capacity to combat terrorism and irregular warfare. The RDFFP enhances the U.S. efforts to provide non-lethal combating terrorism assistance and address global irregular warfare threats. The program supports mobile and resident institutional courses tailored to the specific needs of key regions and countries in order to advance broader U.S. Government National Defense Strategy objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human rights issues. Funding for the RDFFP directly supports various education and training activities and events, seminars, mobile training activities and graduate level education. The program funding covers all cost associated with these events, including travel, lodging and instruction.

Strategic Evaluations

Assessment, Monitoring, and Evaluation (AM&E) is a statutory requirement for the Department to establish an enterprise-wide view of security cooperation and enable strategic decision making. Under the provision and in accordance with Department of Defense policy on AM&E, the Department must execute a comprehensive program to assess, monitor, and evaluate security cooperation programs and activities. The funding requested for this activity provides for Department of Defense wide strategic evaluations. The Department is committed to providing public summaries of the evaluations it conducts and an annual report to Congress on the AM&E program and lessons learned.

Security Cooperation Workforce Development Program (SCWDP)

10 U.S.C. Section §384 directs the Secretary of Defense to establish a program to improve the quality and professionalism of the Security Cooperation workforce. The Secretary of Defense appointed the DSCA to establish a SCWDP and lead the Department's education, training and certification program. In FY 2019, DSCA launched the Defense Security Cooperation University (DSCU) to serve as the Department of Defense's Center of Excellence for security cooperation education and training and to support the DSCA's mission of training, educating, and providing for the long-term development of the security cooperation workforce.

In FY 2020, the DSCA incorporated the SCWDP certification program and workforce management, the former Defense Institute of Security Cooperation Studies, and Security Cooperation Office (SCO) Management into a consolidated SCWDP account managed by the DSCU. The DSCU continues to expand its virtual network to enable collaboration through a consortium of educational institutions such as Defense Acquisition University, Joint Military Attaché School, Professional Military Education institutions and select civilian universities. As an institution, DSCU will instill security cooperation principles across the security cooperation workforce and enterprise.

Ministry of Defense Advisors (MoDA) Program

The MoDA program deploys trained, senior civilian experts as advisors to partner nation ministries of defense and regional organizations with

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security missions to support ICB efforts. The advisors typically focus on higher level ministerial functions such as personnel and readiness, acquisition and procurement, logistics and sustainment, strategy and policy, and financial management, but can be utilized for any civilian function. The MoDA program supports the Department's priorities to prevent and deter conflict, establish long-term, civilian relationships between the Department and partner ministries, and build the security capacity of key partners by addressing their institutional needs and supporting the development of core competencies needed for an effective and accountable security ministry. Although initially conceived in response to operational requirements in Afghanistan, global MoDA authority was granted in the FY 2012 NDAA and made permanent in the FY 2017 NDAA Section 332a. Key aspects of the MoDA program include a 7-week pre-deployment training program; reimbursement for personnel costs, deployment costs, and temporary personnel backfills to the advisor's parent organizations; and funding to support program management. In FY 2021, activities previously funded through the MoDA program were consolidated into the International Security Cooperation Programs account.

Security Cooperation Data Management

The Security Cooperation Data Management program is comprised of the Partner Outreach and Collaboration Support (POCS) and Global Theater Security Cooperation Management Information System (G-TSCMIS) program. POCS provides a common information technology platform (GlobalNET) to improve international partner outreach and collaboration efforts in a federated environment. The GlobalNET effort focuses on improving collaboration, supporting outreach efforts, and enabling communication within the Department and other security cooperation institutions and communities. The G-TSCMIS program includes the Socium application that provides a Department-wide technology capability to facilitate and integrate planning, budgeting, collaboration, program design, assessment, monitoring, evaluation, and reporting in support of all U.S. security cooperation activities. G-TSCMIS FY 2022 funding will only support Socium requirements.

The FY 2022 Direct War and Enduring Costs accounted for in the base budget are as follows:

- Direct War costs accounted for in the Base Budget: \$580,000.0 thousand: Direct War costs are those combat or direct combat support costs that will not continue to be expended once combat operations end.

- Enduring costs accounted for in the Base Budget: \$881,898.0 thousand: Enduring Requirements are enduring in theater and in CONUS costs that will likely remain after combat operations cease.

II. Force Structure Summary:

Not Applicable.

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III. Financial Summary (\$ in Thousands):

	FY 2021						
	FY 2020 Actuals	Budget Request	Congressional Action			Current Enacted	FY 2022 Request
			Amount	Percent	Appropriated		
A. BA Subactivities							
1. National Defense Strategy Implementation Account	\$0	\$1,038,460	\$-284,857	-27.43%	\$753,603	\$0	\$0
2. Security Cooperation Account	\$370,030	\$0	\$0	0.00%	\$0	\$0	\$0
3. Regional Defense Fellowship Program	\$17,000	\$0	\$24,723	0.00%	\$24,723	\$24,723	\$26,549
4. Ministry of Defense Advisors Program	\$5,774	\$0	\$0	0.00%	\$0	\$0	\$0
5. Regional Centers	\$71,372	\$73,405	\$23,925	32.59%	\$97,330	\$97,330	\$75,500
6. Institute for Security Governance	\$38,560	\$58,808	\$-17,072	-29.03%	\$41,736	\$41,736	\$25,359
7. International Security Cooperation Programs	\$0	\$0	\$434,630	0.00%	\$434,630	\$1,188,233	\$1,050,906
8. Wales Initiative Fund	\$4,224	\$0	\$0	0.00%	\$0	\$0	\$0
9. DSCA Headquarters	\$21,288	\$29,156	\$-4,663	-15.99%	\$24,493	\$24,493	\$22,911
10. Claims Litigation Support	\$3,600	\$0	\$3,636	0.00%	\$3,636	\$3,636	\$3,655
11. Strategic Evaluations	\$5,975	\$9,224	\$-325	-3.52%	\$8,899	\$8,899	\$7,000
12. Security Cooperation Workforce Development Program	\$8,167	\$10,173	\$-358	-3.52%	\$9,815	\$9,815	\$15,454
13. Defense Institute of International Legal Studies	\$5,066	\$2,667	\$-94	-3.52%	\$2,573	\$2,573	\$5,660
14. Security Cooperation Data Management	\$3,626	\$4,429	\$-156	-3.52%	\$4,273	\$4,273	\$4,452
15. Women, Peace, and Security	\$1,942	\$0	\$0	0.00%	\$0	\$0	\$0
17. Lift and Sustain	\$151,657	\$250,000	\$-100,000	-40.00%	\$150,000	\$150,000	\$150,000
18. Ukraine Security Assistance Initiative	\$256,701	\$250,000	\$25,000	10.00%	\$275,000	\$275,000	\$250,000
19. Border Security	\$0	\$250,000	\$0	0.00%	\$250,000	\$250,000	\$370,000
20. OCO Security Cooperation Account	\$838,366	\$0	\$0	0.00%	\$0	\$0	\$0
21. Coalition Support Funds	\$92,338	\$180,000	\$-80,000	-44.44%	\$100,000	\$100,000	\$60,000
21. Ministry of Defense Advisors (Afghanistan)	\$11,406	\$0	\$0	0.00%	\$0	\$0	\$0
Total	\$1,907,092	\$2,156,322	\$24,389	1.13%	\$2,180,711	\$2,180,711	\$2,067,446

DSCA

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*FY 2020 includes Division A, Title IX and X of the Consolidated Appropriations Act, 2020 (P.L. 116-93), Division F, Title IV and V from the Further Consolidated Appropriations Act, 2020 (P.L. 116-94) and the Coronavirus Aid, Relief, and Economic Security Act (P.L. 116-136).

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<u>B. Reconciliation Summary</u>	<u>Change FY 2021/FY 2021</u>	<u>Change FY 2021/FY 2022</u>
BASELINE FUNDING	\$2,156,322	\$2,180,711
Congressional Adjustments (Distributed)	28,421	
Congressional Adjustments (Undistributed)	-3,804	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	-228	
SUBTOTAL APPROPRIATED AMOUNT	2,180,711	
Fact-of-Life Changes (2021 to 2021 Only)	0	
SUBTOTAL BASELINE FUNDING	2,180,711	
Supplemental	0	
Reprogrammings	0	
Price Changes		42,027
Functional Transfers		-5,395
Program Changes		-149,897
CURRENT ESTIMATE	2,180,711	2,067,446
Less: Wartime Supplemental	0	
NORMALIZED CURRENT ESTIMATE	\$2,180,711	\$2,067,446

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FY 2021 President's Budget Request (Amended, if applicable)	\$2,156,322
1. Congressional Adjustments	\$24,389
a) Distributed Adjustments.....	\$28,421
1) Claims Litigations Support.....	\$3,636
2) Coalition Support Fund.....	\$-80,000
3) Combatting Terrorism/Irregular Warfare Fellowship Program	\$24,723
4) DSCA Headquarters.....	\$-3,636
5) Enduring Costs - International Security Cooperation Programs	\$753,603
6) Enduring Costs - National Defense Implementation Account	\$-627,763
7) European Deterrence Initiative - Ukraine Security Assistance Initiative	\$25,000
8) Institute for Security Governance	\$-15,000
9) International Security Cooperation Programs	\$434,630
10) Lift and Sustain.....	\$-100,000
11) National Defense Strategy Implementation Account.....	\$-410,697
12) Regional Centers.....	\$23,925
b) Undistributed Adjustments	\$-3,804

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1) Excess to Need - Non National Intelligence Program	\$-3,804
c) Adjustments to Meet Congressional Intent.....	\$0
d) General Provisions	\$-228
1) Section 8129 (Foreign Currency Fluctuation)	\$-228
FY 2021 Appropriated Amount	\$2,180,711
2. War-Related and Disaster Supplemental Appropriations	\$0
a) OCO Supplemental Funding	\$0
3. Fact-of-Life Changes.....	\$0
a) Functional Transfers.....	\$0
b) Technical Adjustments	\$0
c) Emergent Requirements.....	\$0
FY 2021 Baseline Funding.....	\$2,180,711
4. Reprogrammings (Requiring 1415 Actions).....	\$0
a) Increases	\$0
b) Decreases	\$0
Revised FY 2021 Estimate.....	\$2,180,711

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5. Less: Item 2, War-Related and Disaster Supplemental Appropriation and Item 4, Reprogrammings	\$0
a) Less: OCO Supplemental Funding.....	\$0
FY 2021 Normalized Current Estimate	\$2,180,711
6. Price Change	\$42,027
7. Functional Transfers	\$-5,395
a) Transfers In	\$0
b) Transfers Out.....	\$-5,395
1) International Security Cooperation Programs	\$-5,395
<p>Transfers funds from the Defense Security Cooperation Agency to the Office of the Under Secretary of Defense for Policy (USDP) for the Office of the Deputy Assistant Secretary of Defense for Security Cooperation, which supports the USDP in performing Title 10 Section 382 and 383 responsibilities, including oversight of strategic policy and guidance and responsibility for overall resource allocation for security cooperation programs and activities of the Department of Defense and assessment, monitoring, and evaluation of DoD security cooperation activities. (FY 2021 Baseline: \$434,630 thousand; 5 FTEs)</p>	
8. Program Increases.....	\$179,377
a) Annualization of New FY 2021 Program	\$0
b) One-Time FY 2022 Increases	\$0
c) Program Growth in FY 2022.....	\$179,377
1) Average Civilian Salary	\$2,884

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- Increase reflects changes in average salary cost for civilian personnel.
(FY 2021 Baseline: \$70,536 thousand; 437 FTEs)
- 2) Defense Institute of International Legal Studies \$3,036
Funds program management costs to sustain operations under the conversion to a partially direct funded model.
(FY 2021 Baseline: \$2,573 thousand; 12 FTEs)
- 3) Direct War and Enduring program changes accounted for in the Base Budget \$120,000
Direct War costs are those combat or direct combat support costs that will not continue to be expended once combat operations end at major contingency locations. Enduring Requirements are enduring in theater and in CONUS costs that will likely remain after combat operations cease. Detailed justifications for Direct War and Enduring program changes are provided in the Operation and Maintenance, Defense-wide, Volume I Part 2 Book”
(FY 2021 Baseline: \$1,528,603 thousand)
- 4) Institute for Security Governance \$5,573
Increase reflects an internal realignment of funds from International Security Cooperation Programs to align program management costs for the Ministry of Defense Advisor Program to the Institute for Security Governance.
(FY 2021 Baseline: \$41,736 thousand; 42 FTEs)
- 5) International Security Cooperation Programs \$40,635
Increase reflects an internal realignment of funds from the Institute for Security Governance to International Security Cooperation Programs to include institutional capacity building activities in the significant security cooperation initiative framework (\$22,781). Increased funds also support security cooperation activities conducted pursuant to 10 U.S.C. §333 authority to build the capacity of foreign security forces (\$17,854).
(FY 2021 Baseline: \$434,630 thousand; 5 FTEs)
- 6) Regional Centers..... \$471
Increase supports multinational Partnership for Peace Consortium (PfPC) activities at the George C. Marshall Center for Security Studies, to include regional and multilateral engagements developed and implemented by PfPC study groups.
(FY 2021 Baseline: \$97,330 thousand; 278 FTEs)
- 7) Regional Defense Fellowship Program \$1,334
Increased funding supports the expansion of combating terrorism education efforts, to include increased attendance for educational programs for foreign military and security officials, and further development of of

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online training platforms.
(FY 2021 Baseline: \$24,723 thousand)

8) Security Cooperation Workforce Development Program \$5,444
Increase reflects an internal realignment of funds from International Security Cooperation Programs to align training management activities for the Ministry of Defense Advisors to the Security Cooperation Workforce Development Program.
(FY 2021 Baseline: \$9,815 thousand; 19 FTEs)

9. Program Decreases \$-329,274

a) Annualization of FY 2021 Program Decreases \$0

b) One-Time FY 2021 Increases \$-75,581

1) International Security Cooperation Programs \$-51,656
Decreases funds for one-time congressional adds for SOUTHCOM (\$46,156), Women, Peace, and Security program's (\$3,000), and INDOPACOM pilot program to improve cyber cooperation (\$2,500).
(FY 2021 Baseline: \$434,630 thousand; 5 FTEs)

2) Regional Centers \$-23,925
Decreases funds for one time congressional adds for the establishment of two regional centers (\$20,000) and regional center programming (\$3,925).
(FY 2021 Baseline: \$97,330 thousand; 278 FTEs)

c) Program Decreases in FY 2022 \$-253,693

1) Direct War and Enduring program changes accounted for in the Base Budget \$-215,749
Direct War costs are those combat or direct combat support costs that will not continue to be expended once combat operations end at major contingency locations. Enduring Requirements are enduring in theater and in CONUS costs that will likely remain after combat operations cease. Detailed justifications for Direct War and Enduring program changes are provided in the Operation and Maintenance, Defense-wide, Volume I Part 2 Book”
(FY 2021 Baseline: \$1,528,603 thousand)

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2) DSCA Headquarters.....	\$-2,070
Decrease reflects a reduction in projected Information Technology contract support costs in support of headquarters operations. (FY 2021 Baseline: \$24,493 thousand; 81 FTEs)	
3) Institute for Security Governance	\$-22,781
Decrease reflects an internal realignment from the Institute for Security Governance to the International Security Cooperation Programs to align funding for Institutional Capacity Building activities to the Single Security Cooperation Initiative framework. (FY 2021 Baseline: \$41,736 thousand; 42 FTEs)	
4) International Security Cooperation Programs	\$-11,017
Decrease reflects an internal realignment of funds to align training management costs for the Ministry of Defense Advisors to the Security Cooperation Workforce Development Program (\$5,444); and to align program management costs for the Ministry of Defense Advisors Program to the Institute for Security Governance (\$5,573). (FY 2021 Baseline: \$434,630 thousand; 5 FTEs)	
5) Strategic Evaluations.....	\$-2,076
Decrease reflects a reduction in contract support requirements for data collection, logistics for in-country evaluations, and training. (FY 2021 Baseline: \$8,899 thousand)	

FY 2022 Budget Request..... \$2,067,446

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IV. Performance Criteria and Evaluation Summary:

Performance measures support oversight, planning, and implementation of the defense strategy and Geographic Combatant Commanders' theater security cooperation strategies. These programs enable the Department of Defense (DoD) to strengthen and deepen partnerships across the globe both to address the dynamic security environment, as no country alone can address the globalized challenges we collectively face, and to help manage fiscal realities. The Department must continue to coordinate planning to optimize the contributions of our allies and partners to their own security and to Department of Defense combined activities.

International Security Cooperation Programs (ISCP)

A. FY 2020 PRIOR YEAR ASSESSMENT

- N/A

B. FY 2021 CURRENT YEAR ASSESSMENT

- The FY 2021 security cooperation planning process focused on transitioning from year-to-year activities to developing SSCIs across the Future Years Defense Program. DoD will utilize the SSCI planning construct to increase oversight of requirements and ensure strategic alignment of priority funding requests with the National Defense Strategy.

C. FY 2022 PLANS AND OBJECTIVES

- Further aligned security cooperation resources with Interim National Security Strategic Guidance priorities to better target training and equip and institutional capacity building investments in key domains with priority partners.
- The FY 2022 security cooperation planning and prioritization process reinforced the focus on transitioning from year-to-year activities to developing strategic, integrated SSCIs across the Future Years Defense Program.

Security Cooperation Account

A. FY 2020 PRIOR YEAR ASSESSMENT

- Continued focus on improving partner nations' ability to conduct operations that support U.S. national security objectives and priorities by aligning 10 U.S.C. §333 security cooperation programs with other security cooperation activities in SSCIs that directly support the NDS line of effort to strengthen alliances and attract new partners.
- Enabled allies and partners to conduct: maritime and border security activities in the Baltics and Eastern Europe to counter threats from malign foreign influence and transnational and trans-regional threat networks; border security activities in the Levant to prevent the spread of the Islamic State of Iraq and the Levant into neighboring partner nations; counterterrorism and counter-illicit trafficking activities in East Africa to fight Al-Shabaab and Al-Qaeda in the Arabian Peninsula; and counterterrorism and maritime security activities in Southeast Asia to counter Abu Sayyaf and ISIL influence.
- In addition to providing partner nations' with operational training, equipment, and services, the Security Cooperation Account supported

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IV. Performance Criteria and Evaluation Summary:

the development of partners' institutional capacity to absorb and apply new capabilities in their security forces. Funded activities also supported partners' institutional capacity to sustain critical capabilities. Assessing institutional capacity gaps and risks with partners is essential for effective security cooperation planning that translates strategy into requirements. Security cooperation investments should be shaped not just by our objectives, but also an analysis of our investment options and which are going to best contribute to NDS objectives. These efforts can support partner nation independent reform efforts intended to improve overall defense governance and management consistent with best practices and that advance U.S. objectives.

- Applied a whole of government approach in conducting joint planning with the Department of State to eliminate redundancy across programs and activities.
- Assessment, Monitoring, and Evaluation activities helped inform and shape planning and program design, to ensure investments in partner capabilities will achieve the desired objectives.

B. FY 2021 CURRENT YEAR ASSESSMENT

- Beginning in FY 2021, all activities previously funded with the Security Cooperation Account are funded within the International Security Cooperation Programs account.

C. FY 2022 PLANS AND OBJECTIVES

- N/a

Regional Centers for Security Studies

A. FY 2020 PRIOR YEAR ASSESSMENT

In response to COVID-related travel restrictions, Regional Centers substantially expanded online educational, advising, training, and outreach activities, with an emphasis on mitigating COVID impacts to traditional international professional military education in FY 2020.

Africa Center for Security Studies (ACSS)

- The ACSS mission is to advance African security by expanding understanding, providing a trusted platform for dialogue, building enduring partnerships, and catalyzing strategic solutions. ACSS generates relevant insight and analysis that informs practitioners and policymakers on topical and emerging security trends and on effective responses to dynamic and complex security challenges. Recognizing that addressing serious challenges can only come about through candid and thoughtful exchanges, the Africa Center provides opportunities for partners to exchange views on shared interests and sound practices. This dialogue, infused with real world experiences and fresh analysis, provides an opportunity for continued learning and catalyzes concrete actions. During FY 2020, the Africa Center executed 16 academic programs focused on leadership, security strategy development, and over-the-horizon challenges. These programs enhanced African partner capacity to analyze and address complex security challenges. They also included engagements that directly addressed institutional strengthening in key regional organizations and selected professional

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military education institutions across Africa. Two programs provided USG practitioners with contextual perspectives on the current and emerging security landscape of the African continent. In addition, the Africa Center responded to specific demand signals to support bilateral efforts promoting institutional strengthening and capacity enhancement in a number of countries. Finally, the Africa Center conducted several cooperative events during FY 2020 with other Regional Centers.

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

- DKI APCSS normally addresses regional and global security issues through a suite of eight courses supporting over 800 mid-grade to senior security officials. In 2020 the COVID-19 pandemic cut this program by 50%. Courses that were completed included the Advanced Security Cooperation Course, which enabled military and civilian leaders to deepen their understanding of security issues within political, socio-economic, defense, and environmental contexts and the Comprehensive Crisis Management Course, focused on enhancing capacity among security practitioners for crisis preparation, mitigation, response, and recovery. One of two Transnational Security Cooperation courses was completed to enhance awareness of transnational security issues and explore opportunities to strengthen states' capacities and collaborative policies to address them. One of two Indo-Pacific Orientation courses was also completed and focused on U.S. policy while examining Security Foundations, Regional Security Perspectives, Country Specific Issues, Transnational Issues, Governance, Development and Security Cooperation Issues. Due to COVID-19, the Comprehensive Security Responses to Terrorism Course and the Comprehensive Maritime Security Course were cancelled, as were the second iterations of the Transnational Security Cooperation and Indo-Pacific Orientation courses.
- DKI APCSS, in accordance with the Department's guidance and priorities, developed and conducted workshops in cyber security, space security and gender security while supporting Thailand's NSC with a workshop focused on Security Sector Development and the Southeast Asia Maritime Law Enforcement Initiative's (SEAMLEI) program. The remaining workshops and dialogues were cancelled due to COVID-19 travel restrictions. DKI APCSS also hosted the USINDOPACOM Capability Development Working Group.
- Once COVID-19 limitations on DKI APCSS operations were evident, the Center developed and transitioned to a Comprehensive Security Studies Engagement (CSSE) program which included regional engagement, alumni engagement, stakeholder engagement, over 85 publications entitled "Security Nexus" and engagement with the regions leaders. Nearly all forms of engagement occurred in the virtual environment within weeks of stay at home orders being imposed.
- Outcomes in 2020 included a series of DKI APCSS roundtable discussions on crisis communication with alumni from Myanmar, which resulted in the formation of an inter-ministerial COVID-19 task force. Additionally, all five regional centers collaborated on an assessment and produced actionable policy recommendations for strategic engagement, communication and response on COVID-19. A Myanmar Fellow developed a Fellows project which led to the inaugural US-ASEAN Maritime Exercise in the South China Sea in which Myanmar participated as a self-funded country; and the inaugural Comprehensive Maritime Security Cooperation Course produced ten cohort projects that enhanced regional Maritime Domain Awareness (Bangladesh, Fiji-Tonga, Indonesia, Malaysia, the multinational Mekong River region, Burma, Philippines, Sri Lanka, Thailand, and Vietnam). An Indonesia Fellow created a program entitled "Community Empowerment in Raising Inclusivity and Trust through Technology Applications" to increase participation of young people in building mutual trust between groups in respective cities. The result was a six city pilot program that is expanding across Indonesia and neighboring countries. A Fellow from Samoa developed a national security plan for Samoa and a Fellow from Maldives developed an awareness program on the role of women in countering violent extremism. Other Women, Peace, and Security (WPS) achievements include the development of Tonga's National Action Plan, the integration and promotion of women in Ghana's counter-terrorism force, and the increase in capacity of women serving in the Bangladesh Ministry of Defense. Significant events included the

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work of a Myanmar Fellow who developed a CT project leading to "Closure of [Internally Displaced Persons (IDP)] Camp in Myaybon Township in Rakhine State"—the project successfully resettled Muslim IDPs into 642 permanent housing units. Webinar results included a Multilateral Migrant Returnee Webinar in which five participant countries developed recommendations to address emerging challenges caused by mass migration of returning workers during COVID-19 pandemic. Engagement with India for discussions of Chinese naval ambitions in Indo-Pacific deepened a networked relationship between India and the United States and advanced policy assumptions behind a free and open Indo-Pacific in the maritime space.

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

- WJPC successfully executed its foundational Strategy and Defense Policy course with 82 participants, as well as a flagship program for the local diplomatic community, the Washington Security and Defense Seminar, with 86 participants. Due to the COVID-19 pandemic, the remainder of the planned FY 2020 in-resident courses were canceled, postponed or moved online. Canceled courses were: Combating Transnational Threat Networks, scheduled for FY 2020 Q3; Defense Governance, Strategic Implications of Human Rights and Rule of Law, and Cybersecurity in the Americas, all scheduled for FY 2020 Q4. The two Perry Center Caribbean-focused courses scheduled for FY 2020 Q4, Caribbean Defense and Security Course-intensive and Cybersecurity-intensive, were postponed until FY 2021. A bilateral seminar with Colombia, the Joint Interagency Seminar, originally scheduled in-person at the Perry Center in Q3, moved to an online platform and was successfully executed during the month of May 2020, with the President of Colombia inaugurating the seminar.
- The Perry Center responded to the cancelation of all events requiring in-person attendance by creating a robust online webinar plan that reached a large audience across the entire region with timely, targeted content based on demand from downrange and from Perry Center stakeholders. Perry Center webinars offered short, targeted sessions to a variety of audiences, including Perry Center alumni, partner institutes, and the wider security and defense communities. Webinar topics included: Governance in the Security and Defense Sector Amid a Pandemic; a series of webinars on the impact of COVID-19 on cybersecurity; Evolving Roles of Security Forces in the Age of Coronavirus; Implications of COVID-19 and Transnational Organized Crime; Military Justice in the Americas in the 21st Century; and a series of webinars on Sub-Regional Perspectives. In most cases, these webinars were over-subscribed, ranging from 100 to over 200 participants each, required a move to a higher-volume online platform.

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

- The Marshall Center continues to build capacity and network security sector professionals regionally across Europe and Eurasia and transnationally across the globe. Prior to the onset of COVID-19, the GCMC conducted six resident courses with 509 participants and graduated 68 participants from three Partner Language Training Center Europe (PLTCE) courses. For non-resident events, the GCMC conducted over 94 outreach, Partnership for Peace Consortium (PfPC), PLTCE, and alumni events across the region reaching 718 total participants and speakers. As a result of COVID-19 in March 2020, the GCMC curtailed events in-progress and cancelled the remaining in-resident programs for FY 2020. Despite the wide ranging challenges stemming from the COVID-19 pandemic, GCMC leveraged the opportunity and produced new programming and content delivery methods to provide transparent platforms for collaboration and cooperation that meet stakeholder needs. From April to September, 2020, the GCMC conducted a total of 73 resident, outreach and alumni events for 1,128 participants. Of these events, 35 events took place in a virtual format and examined a diverse set of topics and

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reached audiences across the globe. Additionally, faculty and alumni developed thoughtful articles focused on security topics through a pandemic lens.

Near East South Asia Center for Strategic Studies (NESA)

- The NESA Center continues using a whole-of-society approach to address critical national security issues, was successful in completing 22 resident programs with participants from 86 countries resulting in 520 new alumni, with the addition of numerous topical seminars and meetings and the engagement of 1,088 participants. Due to COVID-19, NESA adjusted its outreach and conducted 98 online engagements, which included seminars, roundtable discussions, webinars, and alumni blogs. NESA's unique ability to use the collaborative interests and knowledge of regional combatant commands and U.S. military organizations allowed it to provide strategic depth to CENTCOM (4), AFRICOM (7), Middle East (8), South Asia (3), Central Asia (4), UAE (1), Saudi Arabia (6), and the State Department (1) by executing 34 tailored programs focused on addressing various regional security issues. Continued to provide support for the Deputy Special Presidential Envoy for Countering ISIS to the National Command Authority. The NESA Center's unique relationship with numerous universities and connections to regional think-tanks and other government agencies facilitate strategic dialogues, making NESA an excellent resource for international policymakers. NESA programs, in coordination with the University of California at Los Angeles, the University of Ottawa, the Hoover Center at Stanford University, the Middle East Institute, and the International Institute for Strategic Studies, cover strategic international challenges such as the Arab- Israeli Peace Discussions, the U.S.-Iran Nuclear Dialogue, South Asian Regional Security, Middle East-North Africa Security, the India-Pakistan Nuclear Settlement, and the India-Pakistan Military to Military Relationship. The Office of Military Cooperation of Sri Lanka and Nepal has requested NESA's assistance in developing a program for transforming its professional military education system.

B. FY 2021 CURRENT YEAR ASSESSMENT

Africa Center for Security Studies (ACSS)

- During FY 2021, the Africa Center anticipates conducting most academic programs through virtual and online interactive platforms due to the impact of COVID-19. In-person programming is the most effective form of engagement and ACSS' goal is to return to face-to-face interaction as soon as conditions allow. Regardless of delivery method, ACSS will adhere to its usual high academic standards of excellence to analyze and address complex security challenges for partners and stakeholders.
- In addition to planned engagements with a wide array of African security sector partners, the Center will directly address institutional strengthening in key regional organizations and selected professional military education institutions across Africa. The ACSS will also continue to offer programs to provide U.S. Government practitioners with contextual perspectives on the current and emerging security landscape of the African continent. The ACSS anticipates, as in past years, responding to emerging requests from both African partners and U.S. Government stakeholders as possible and where consistent with overall areas of focus.
- Finally, the Africa Center anticipates conducting several cooperative events during FY 2021 with the other Regional Centers, with an emphasis on transnational threats associated with geographic and functional seams.

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

- DKI APCSS will continue to build partner capacity and maintain security networks through its expanded executive education programs that reinforce the importance of security cooperation and a rules-based system for the Indo-Pacific. The workshop, dialogue and Comprehensive Security Studies Engagement (CSSE) program will continue to emphasize strategic competition, a free and open Indo-Pacific, maritime security cooperation, building partner capacity, institutional capacity building, security sector development (SSD), counter terrorism/countering violent extremism (CT/CVE), humanitarian assistance/disaster relief (HA/DR), and the role of regional institutions such as ASEAN in security cooperation. Collective courses, workshops, dialogues, CSSE and other outreach events ensure sub-regional and functional-area coverage.
- DKI APCSS programs will continue emphasis on executive education through resident, in-region and virtual courses, workshops, dialogues, webinars and related programs. The suite of resident courses support guidance through tailored curricula and targeted participation primarily by key Indo-Pacific countries and organizations.
- DKI APCSS courses continue to provide foundational grounding in regional security issues and opportunities for cooperation among security practitioners. These are complemented by a cutting-edge, topically-focused workshop and dialogue program, which produces policy-based outcomes and deliverables addressing key topics derived directly from OSD and USINDOPACOM guidance.

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

- For FY 2021, the Perry Center will continue its focus on delivering high value academic outreach programs, building in flexibility in its delivery method to ensure maximum engagement with the Western Hemisphere community of defense and security practitioners despite the uncertainties inherent in the ongoing COVID-19 pandemic.
- The Perry Center has the following courses scheduled in 2021, each of which will be held either in-person, fully online, or in a hybrid format: Strategy and Defense Policy in Q2; Combating Transnational Threat Networks, Joint and Interagency Course, Strategic Implications of Human Rights and Rule of Law, and Defense Governance in Q3; Cyber Policy Development, Caribbean Defense and Security Course-intensive, and Cybersecurity-intensive in Q3; and Humanitarian Assistance/Disaster Relief in Q4. As conditions permit, the Perry Center will re-engage with high priority countries in downrange sustained regional engagements that had been canceled in 2020, as feasible and appropriate; key countries include El Salvador, Peru, Trinidad & Tobago, Colombia and Mexico. In lieu of in-person downrange events, the Perry Center will continue its series of webinars focused on timely and relevant topics, in response to stakeholder and downrange demand.

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

- Barring impacts of COVID-19 pandemic, the GCMC will proceed with the FY 2021- FY 2023 Program Plan as envisaged through resident programs, non- resident outreach courses, and non-resident alumni events. Regional issues will be addressed by continuing existing courses such as the European Security Seminar-North (which addresses Arctic security concerns), the European Security Seminar-EU/NATO, the European Security Seminar-East, and the Seminar on Regional Security. The newly developed program on Europe-Africa Security Studies is also expected to mature and contribute to examining cross-regional security challenges plaguing both Europe and Africa. Transnational issues will be addressed by continuing to offer existing programs such as the Counter Transnational Organized Crime program, the Program on Cyber Security Studies, the Program on Terrorism and Security Studies, the Program on

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Applied Security Studies and the Senior Executive Seminar. In FY 2021, continued efforts to stress alignment with the National Defense Strategy vis-a-vis strategic competition are prominent.

Near East South Asia Center for Strategic Studies (NESA)

- Building on the efforts in FY 2020, the ICB community will begin to implement planning and resources processes that increase ICB integration into Security Cooperation planning and support to strategic objectives and GCC priorities. As a result, while continuing ongoing programs from FY 2020, Regional Center activities will continue to be part of comprehensive ICB efforts, complementing and supporting other ICB activities, where applicable, to most effectively support GCC ICB objectives and broader Security Cooperation programs.
- NESA will continue to connect regional countries with United States Government agencies and other partners to achieve Office of the Secretary of Defense for Policy's national security objectives through professional education seminars provided by highly qualified faculty members and supporting staff in Washington D.C. and in region. The NESA Center will continue using a whole-of-society approach to addressing critical national security issues.
- NESA conducted 26 resident program prior to the COVID-19 restrictions, and as a result of the COVID-19 restrictions, NESA moved to conducting programs online. NESA conducted over 50 topical seminars and meetings.
- NESA's unique ability to use the collaborative interests and knowledge of regional combatant commands and U.S. military organizations will allow NESA to provide strategic depth to CENTCOM (6), AFRICOM (13), Middle East (13), South Asia (5), Central Asia (4), U.S Army-CENTOCM (1), Saudi Arabia (10), State Department (1) and the Defense Threat Reduction Agency (3). NESA will continue to pursue both resident and online programs as a means to continue maximum engagements with regional partners.
- The NESA Center – in coordination with The United States Military Training Mission (USMTM) to Saudi Arabia, Ministry of Defense Kingdom of Saudi Arabia (KSA), the KSA Transformation Office and the Defense Security Cooperation Agency – began execution an FMS case to assist the Kingdom of Saudi Arabia in standing up the Strategic Integration Office, in their effort of transforming its professional military education system.
- NESA will continue to execute programs with interagency partners. The NESA Center's unique relationship with numerous universities, connected to regional think-tanks and other government agencies, facilitates strategic dialogues making NESA an excellent resource for international policymakers. NESA programs, in coordination with the University of California at Los Angeles, the University of Ottawa, the Hoover Center at Stanford University, the Middle East Institute, and the International Institute for Strategic Studies, cover strategic international challenges such as the impact of the Arab-Israeli Peace Discussions, the U.S.-Iran Nuclear Dialogue, South Asian Regional Security, Middle East-North Africa Security, the India-Pakistan Nuclear Settlement, and the India-Pakistan Military to Military Relationships.

Africa Center for Security Studies (ACSS)

- Africa Center programs and activities advance the National Defense Strategy line of effort to strengthen alliances and attract new partners, mindful that strategic competition in the African region is increasing. As a trusted platform for objective analysis and a highly respected resource for security sector professional development, Africa Center programs and activities inform senior African officials on the trends and implications for African peace and security arising from external actors on the continent. This enables constructive policy debate around differing security engagement models. African counterparts are encouraged to think critically about the merits of each

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and to weigh carefully how they can best advance the democratically governed, civilian-led model of apolitical and professional security sectors that the United States champions.

- In addition to the National Defense Strategy, the United States Strategy toward Africa, the Department of Defense Strategy for Africa, the USAFRICOM Campaign Plan and the National Defense Authorization Act also guide the Africa Center's planning process. Accordingly, the following DoD policy priorities underpin the FY 2022 Africa Center Program Plan:
 - Strengthen alliances and partner capabilities.
 - Strengthen U.S. influence in Africa and increase understanding of competitor state practices that undermine African development.
 - Support African ownership of responses to regional security threats.
 - Strengthen security sector institutions in weak or fragile states.
 - Improve African partners' ability to conduct peacekeeping and enhance African partners' capacity to counter terrorism and violent extremist organizations
 - Promote respect for rule of law, human rights and accountability in African security services.

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

- DKI APCSS will continue to build partner capacity and maintain security networks through its expanded executive education programs that reinforce the importance of security cooperation and a rules-based system for the Indo-Pacific. The workshop, dialogue and Comprehensive Security Studies Engagement (CSSE) program will continue to emphasize strategic competition, a free and open Indo-Pacific, maritime security cooperation, building partner capacity, institutional capacity building, security sector development (SSD), counter terrorism/countering violent extremism (CT/CVE), humanitarian assistance/disaster relief (HA/DR), and the role of regional institutions such as ASEAN in security cooperation. Collectively, courses, workshops, dialogues, CSSE and other outreach events ensure sub-regional and functional-area coverage.
- DKI APCSS programs will continue their emphasis on executive education through resident, in-region and virtual courses, workshops, dialogues, webinars and related programs. The suite of resident courses support guidance through tailored curricula and targeted participation primarily by key Indo-Pacific countries and organizations.
- DKI APCSS courses continue to provide foundational grounding in regional security issues and opportunities for cooperation among security practitioners. Courses are complemented by a cutting-edge, topically-focused workshop and dialogue program, which produces policy-based outcomes and deliverables addressing key topics derived directly from OSD-Policy and USINDOPACOM guidance.

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

- For FY 2022, Defense Governance remains the top priority for WJPC. WJPC's academic offerings will continue to support efforts of the Department of Defense to build and sustain transparent, capable defense and security governance institutions. FY 2022 programs include the Defense Governance course, in which mid-level policymakers learn how to build credible future alternative scenarios for security and defense challenges and identify institutional gaps in confronting complex adaptive conflicts; the inclusion of governance themes and modules into all English and Spanish foundational courses; publication of independent research on governance, including chapters in Effective, Legitimate, Secure: Insights for Defense Institution Building and other edited volumes; and short bilateral and

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sub-regional seminars on defense governance which are programmed in response to partner nation requests and guidance from OSD-Policy and U.S. Country Teams.

- WJPC will continue to build and leverage Communities of Practice (COPs) in accordance with Department guidance. WJPC will cultivate these COPs as venues for transnational cooperation, forums for Department of Defense strategic messaging, and contributors to and repositories of a growing knowledge base in Institutional Capacity Building activities.
- WJPC will continue to develop programs that address regional security needs in the cyber domain. Academic programs on cyber security and defense continue to be a top request from partner nation counterparts. WJPC will expand existing cybersecurity programs, including Principles of Cyber Policy Development; incorporate more cyber domain content into transnational threats programs; and seek partnership opportunities with international leaders in cyber defense.
- WJPC will continue to support the Transnational Security Studies Program at the GCMC by recommending the best English-speaking candidates from priority nations and continue the use of virtual engagement and the entrepreneurial model which leverages some partners' facilities and personnel resources for hosting Perry Center in-region programs, greatly reducing the costs for facility rental and billeting. The Perry Center in-resident course offerings for FY 2022 will include: Strategy and Defense Policy in Q2; Combating Transnational Threat Networks, Joint and Interagency Course, Strategic Implications of Human Rights and Rule of Law, and Defense Governance in Q3; Cyber Policy Development, Caribbean Defense and Security Course-intensive, and Cybersecurity-intensive in Q3; and Humanitarian Assistance/Disaster Relief in Q4. As conditions permit, the Perry Center will continue to re-engage with high priority countries in sustained regional engagements that had been canceled in 2020 due to the COVID-19 pandemic; key countries include El Salvador, Peru, Trinidad & Tobago, Colombia and Mexico. In lieu of in-person events, the Perry Center will continue its series of webinars focused on timely and relevant topics in response to stakeholder demand.

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

- The GCMC will continue its multi-year planning efforts to demonstrate commitment, evolution, and progressive achievement. Planning efforts nest with the USEUCOM Theater Strategy Priorities to support NATO's Defense of the Euro-Atlantic, Counter Russian malign influence, and advance and strengthen strategic relationships.
- Additionally, all GCMC programmatic activities nest within the various strategic guidance received from applicable Policy and Deputy Assistant Secretary of Defense entities. GCMC programmatic activities include 22 resident events, 36 non-resident events, and approximately 40 alumni events in FY 2022.
- As experienced with the onset of COVID-19, content and execution will be modified based on guidance received and developments in the operational environment. GCMC will also support multinational Partnership for Peace (PfPC) activities focused on fortifying the NATO alliance and addressing the arc of instability on NATO's periphery. These activities include regional and multilateral engagements developed and implemented by PfPC study groups.

Near East South Asia Center for Strategic Studies (NESAS)

- NESAS will continue to actively pursue opportunities to enhance the capabilities of regional partners by integrating efforts through strategic-level education. The Center is planning for 79 professional military and civilian strategic education initiatives and programs. These constitute the NESAS Center's main effort and create a long-term culture of communication and coordination with USCENTCOM,

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- USAFRICOM, USINDOPACOM, and U.S. Government agencies and other regional partners to achieve Department of Defense objectives.
- The NESACenter will continue to work with The United States Military Training Mission (USMTM) to Saudi Arabia, Ministry of Defense Kingdom of Saudi Arabia (KSA), the KSA Transformation Office and the Defense Security Cooperation Agency to execute an FMS case to assist the Kingdom of Saudi Arabia in transforming its professional military education system. NESACenter will continue working with OMCs of Sri Lanka and Nepal on assisting them in transforming its professional military education system.
 - Additionally, NESACenter will continue its support of the Office of Security Cooperation-Iraq (OSC-I) in efforts with security sector reform to develop a professional education program for Iraq national security members. The program is being developed in coordination with Iraq's security sector reform working group, in coordination with OSC-I and the Defense Security Cooperation Agency to develop an FMS case to assist Iraq in developing a professional National Security education program.
 - NESACenter's partnership of Strategic Studies Network (SSN) links NESACenter with nearly sixty strategic centers and think-tanks from across North Africa, the Middle East, and South and Central Asia and is an increasingly important United States Government outreach tool. NESACenter brings key regional influencers from these centers together annually to survey regional issues and capture security, diplomatic, political, economic, and resource trends. SSN partners provide a unique platform to engage academics and young, emerging future regional leaders that will enhance long-term ability to prevail in combat.
 - NESACenter programs will continue coordination with the University of California at Los Angeles, the University of Ottawa, the Hoover Center at Stanford University, the Middle East Institute, and the International Institute for Strategic Studies, in covering strategic international challenges such as the impact of the establishment of diplomatic relations between UAE-Israeli and Bahrain-Israeli, the U.S.-Iran Nuclear Dialogue, South Asian Regional Security, Middle East- North Africa Security, the India-Pakistan Nuclear Settlement, and the India-Pakistan Military to Military Relationship.

Institute for Security Governance (ISG)

A. FY 2020 PRIOR YEAR ASSESSMENT

In its first full year, the ISG advanced a number of legislative and policy goals and missions:

- Successfully created and implemented a planning process that supported the approximately \$1 billion in FY 2020 Section 333 Train and Equip programs. These efforts fulfilled congressional and DoD requirements for Section 333 programs to have accompanying ICB projects that are focused, tailored, and proportional both to the program objective and the partner nation's ability to address specific ICB shortfalls.

B. FY 2021 CURRENT YEAR ASSESSMENT

- Building on the successful implementation of ICB assessments and planning, the ISG is working closely with the ICB community to refine processes and products and apply best practices for ICB planning in support of SSCI and 333 activities in FY 2021. The ISG supports the planning and execution of 75 country projects across DSCA security cooperation programs.
- The ISG is working closely within DSCA, as well as with OSD and the GCCs to develop practices for FY 2021 SSCI monitoring pilots that will lead to the development of monitoring plans that effectively incorporate ICB for all SSCIs in FY 2022.

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- ISG plans is completing all MoDA transition activities from DSCA headquarters by April, 2021, and will expand full operational support capacity by FY 2022.
- The ISG is assisting the Cyber security cooperation community with applying the insights identified in the Cyber Study and promulgate the Cyber Playbook for practitioner use. The ISG is expanding its Cyber Defense ICB assessment and planning capacity as additional support to SSCI planning.
- The ICB Logistics program continues to grow in direct support to GCC security cooperation planning and execution. Five GCCs have requested logistics support and regionally-focused logistics education and training activities. Additionally, the ISG Logistics Program has developed the first ever logistics knowledge management portal and several online logistics classes targeted for both U.S. and partner nation planners and logisticians to build a taxonomy and framework to accelerate logistics interoperability and implementation. The ISG Logistics Program is expanding from one to three practitioners to keep up with the accelerating rate of logistics and sustainment activities throughout logistics security cooperation. The ISG logistics team serves as the secretariat for the reinvigorated Logistics Cooperation Advisory Group – a community of practice which works to improve the effectiveness and efficiency of DoD security cooperation programs and activities by ensuring that DoD has the tools to help partner countries build their defense logistics capacity and ensuring that defense logistics cooperation is well integrated into DoD security cooperation planning, programming, and execution. Similarly, ISG will convene and support the ICB Maritime Security Community of Interest/Practice to achieve harmonization gains as seen in the cyber and logistics functional areas.
- The ISG is hiring additional government personnel in FY 2021 to allow the organization to expand capacity to operate within the new missions. ISG is also expanding support for DoD Security Cooperation Partnership Assessments, SSCI ICB assessments, and ICB planning and implementation in support of SSCI objectives.
- Given the complexity and sheer number of ICB projects slated for FY 2021, ISG is training and providing tools for ICB integrators, both as a feedback loop for ICB planning and platforms for expanded ICB integration across increasing number of country projects and ICB implementers.
- The ISG is promulgating the first-ever ICB Handbook as a reference guide that explains what is ICB and how ICB is assessed, planned, implemented, and monitored.
- Through support agreements between the ISG and the Naval Postgraduate School, the ISG will continue the development of two, distanced learning prototype courses on Logistics and Strategic Communications, and will develop additional distanced learning content in support of ICB efforts and security cooperation goals.

C. FY 2022 PLANS AND OBJECTIVES

- The FY 2022 budget request finances ICB personnel and infrastructure to meet policy and legislative ICB goals and objectives. In FY 2022, ICB programmatic activity costs historically funded out of the ISG program line are reflected in the FY 2022 ISCP account to align with the Department's Significant Security Cooperation Initiative (SSCI) planning and prioritization framework.
- DSCA envisions the continued growth of ISG's current mission to address Department priorities such as logistics and cyber security, continued SSCI planning, and Section 333 Train and Equip activities.
- ISG will further continue to: provide timely and innovative institutional capability to partner nations; develop and promulgate ICB best practices and lead communities of interest and practice; facilitate ICB efforts for full-spectrum approaches to the SC mission; and support

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to the development of ICB-related curriculum associated with the security cooperation workforce development program assigned to DSCA.

- The ISG will implement its first full year performing MoDA management activities and shall assume all support costs accordingly.

DSCA Headquarters

A. FY 2020 PRIOR YEAR ASSESSMENT

- Continue to support Audit Remediation efforts and provide effective oversight of Security Cooperation programs and activities.

B. FY 2021 CURRENT YEAR ASSESSMENT

- DSCA will conduct a review of its headquarters operations in effort to maximize the efficient use of resources and ensure the proper budgetary controls are in place to adhere to congressionally directed funding levels for headquarters expenses.

C. FY 2022 PLANS AND OBJECTIVES

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

Wales Initiative Fund/Partnership for Peace (WIF/PfP)

A. FY 2020 PRIOR YEAR ASSESSMENT

- WIF activities aligned with comprehensive ICB efforts, complementing and supporting other ICB activities, where applicable, supported combatant command ICB objectives and broader Security Cooperation programs.
- Continued to help shape NATO Partnership Goals and maximize alignment with U.S. security interests, in particular ICB, as a means to provide better access to WIF as a security cooperation tool for combatant commanders to collaborate with NATO stability efforts.

B. FY 2021 CURRENT YEAR ASSESSMENT

- Beginning in FY 2021, WIF/PfP funded activities in support of institutional capacity building activities pursuant to Section 332 were realigned to the ISCP Account. The remaining activities historically funded through the WIF/PfP program line were realigned to Regional Centers or will be separately funded by the Combatant Commands as appropriate.

C. FY 2022 PLANS AND OBJECTIVES

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- N/A

Regional Defense Fellowship Program (RDFFP)

A. FY 2020 PRIOR YEAR ASSESSMENT

- RDFFP continues to be a valuable tool for the Department in building on congressional mandates to put more attention and resources towards partner nation institutional capacity building
- Through continued support to U.S. efforts to provide targeted international combating terrorism education to partner nations, Regional Defense education and training programs will continue to prove to be an effective strategic tool in the struggle against violent extremism.
- FY 2020 program plans will maintain the initiatives of previous years and expand and operationalize the global network of professionals through targeted continuing education events centered on theater specific needs.
- Specifically, the program will engage with alumni in Africa to combat the spread of violent extremism, and in the Pacific region to counter malign influence.
 - o Middle Eastern alumni programing will work to counter narratives to the Islamic State in Iraq and Syria.

B. FY 2021 CURRENT YEAR ASSESSMENT

- Building on efforts of the Combating Terrorism and Irregular Warfare Program in FY 2020, the rebranded RDFFP will target priority partners as part of its effort to expand and operationalize its global network of security cooperation professionals.
 - Provide approximately 450-500 educational programs to include 45 to 50 events in 30 to 35 countries in all six regional combatant commands; estimated attendance for educational programs includes approximately 3,000 foreign military and security officials.
 - Provide combating terrorism education and training support to emerging regional and sub-regional organizations and alliances. Within AFRICOM, combating terrorism education will focus efforts in Kenya to help the Kenyan Defense force with border security as well as Uganda, Mali and the trans-Sahel countries.
 - Efforts will be complimented by ongoing programs in the CENTCOM area of responsibility as well as multiple trans-regional events that will link alumni from the regions together in collaborative settings. Across the Central Asian region, the program will work to facilitate cooperation between the Uzbek, Tajik, and Turkmen forces in countering transnational threats.
 - The program anticipates fielding online training platforms which will further improve full spectrum training venues for a wide range of security cooperation requirements. Additionally, the program will utilize data collected during assessments to design and implement targeted education and training programs in key areas of the world.

C. FY 2022 PLANS AND OBJECTIVES

- Building on the efforts in FY21, the RDFFP plans will expand and operationalize the global network of security cooperation professionals. The program will target expansion into areas of the world that continue to experience an equal expansion of irregular warfare threats.

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IV. Performance Criteria and Evaluation Summary:

- In FY21, the RDFP anticipates the ability to allow ~3,000+ foreign military and security officials to attend RDFP funded programs, and provide approximately 500-550 educational programs to include 50 to 55 events in 35 to 40 countries in all six Regional Combatant Commands. This will include irregular warfare and combating terrorism (IW&CT) education and training support to emerging regional and sub-regional organizations and alliances.
- Within AFRICOM, the program will focus efforts in regions to help the defense forces with border security including the trans-Sahel countries to help in stemming the foreign fighter flow out of the Middle East. These efforts will be complimented by ongoing programs in the CENTCOM AOR as well as multiple trans-regional events that will link alumni from the regions together in collaborative settings. Across the Central Asian region, the program will work to facilitate improving cooperation between the specific forces in countering transnational threats.
- The program anticipates increasing online training platforms which will further improve full spectrum training venues for a wide range of security cooperation requirements. Additionally, the program will utilize data collected during monitoring and evaluations to design and implement targeted education and training programs in key areas of the world.

Strategic Evaluations

A. FY 2020 PRIOR YEAR ASSESSMENT

- The Department issued a series of AM&E policy guidance in the form of guidebooks to standardize best practices to achieve greater consistency, impact, and effectiveness of security cooperation activities in support of the Department's objectives.
- The Department initiated five independent strategic evaluations on key security cooperation topics. Priorities include defining, communicating and integrating best practices learned from the evaluations.
- The Department further developed monitoring for Significant Security Cooperation Initiatives (SSCIs) that define specific five year plans and objectives. Each GCC developed at least two pilot SSCI monitoring plans for their area of responsibility following guidance outlined in the AM&E guidebooks and to develop more rigorous data that will inform strategic evaluations.

B. FY 2021 CURRENT YEAR ASSESSMENT

- Continue efforts to refine program guidance and standardize best practices learned throughout the AM&E framework in collaboration with DSCA, the GCCs, and the Military Departments. Standardized best practices for AM&E of SC initiatives will lead to greater consistency, impact, and effectiveness in support of USG objectives for security cooperation.
- In FY 2021, the Department will initiate between five and seven independent strategic evaluations on key security cooperation topics. Priority will be given to defining, communicating and integrating best practices learned from the evaluations.
- The Department continued to develop monitoring for Significant Security Cooperation Initiatives (SSCIs) that define specific five year plans and objectives. Each GCC is developing 5 new SSCI monitoring plans for their area of responsibility following guidance outlined in the AM&E guidebooks. The Department built upon initial monitoring efforts to develop further guidance on the creation of monitoring plans for SSCIs and to develop more rigorous data that will inform strategic evaluations.

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C. FY 2022 PLANS AND OBJECTIVES

- Further refine program guidance and standardize best practices learned throughout the AM&E framework in collaboration with DSCA, the GCCs, and the Military departments. In FY 2022, the Department will initiate approximately five independent strategic evaluations on key security cooperation topics. Priority will be given to defining, communicating and integrating best practices learned from the previously executed evaluations implemented in FY 2020 and FY 2021. SSCIs will be reviewed for inclusion of clear, specific objectives and the SC activities required for the next five years to achieve the intended effect and support the overall objectives of SC AM&E.
- Each GCC will be required to expand their SSCI monitoring efforts in FY 2022, requiring an expansion of the review of monitoring plans and integration of those plans into the Socium data system, which will provide more rigorous data to inform strategic evaluations.

Security Cooperation Workforce Development Program (SCWDP)

A. FY 2020 PRIOR YEAR ASSESSMENT

- Launched the SC Workforce Certification Program January 1, 2020. Calendar year 2020 was a “transition” period. During this transition period, members of the workforce were able to begin work toward certification.
- Worked with Components to ensure their workforce positions are validated in the Security Cooperation Workforce (SCW) database and authoritative manpower systems to synchronize with SCW to track and report fill rates, retention rates, and certification rates for the SCW positions. DSCU/SC Workforce Development Program accomplished stats: People trained: 25,454 and Courses taken: 201.
- DSCA and DSCU issued the Implementation Guidelines for the DoD Security Cooperation Workforce Certification Program to the SC workforce, which outlines the framework and requirements to implement the SC Workforce Certification Program. DSCA will formalize the SC Workforce Development Program in a Department of Defense Instruction in calendar year 2020.
- Established a single, integrated SC university organization, by consolidating support and operational functions of the DSCU National Capital Region (NCR) and the newly designated DSCU West. This consolidation will facilitate process improvements and realize cost savings by eliminating duplicative efforts between both campuses.
- Continued to expand the DSCU virtual network leveraging additional expertise and resources such as Learning Management Systems, through the use of Memorandum of Agreements to enable collaboration through a consortium of educational institutions such as Defense Acquisition University, Joint Military Attaché School, and Professional Military Education Institutions and select civilian universities.
- Transitioned the execution of the Ministry of Defense Advisors (MoDA) training program under the DSCU Executive training program to provide Advisor Ministry Training. The MoDA program trains senior civilian experts to succeed as strategic advisors to partner nation ministries of defense and regional organizations with security missions. Globally, MoDA trained advisors support a wide range of missions including strategic communications and medical capacity in Ukraine; the NATO Substantial Georgia Package (SNGP) and the Georgia Defense Readiness Program (GDRP); cyber-security in Romania, and Maritime Domain Awareness in Latvia, Fiji, and the Association of South-East Asian Nations (ASEAN). Despite the pandemic, the DSCU MoDA training team ensured the flow of qualified replacements by implementing effective health protection measures and completing two full training cycles (MoDA classes

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32 and 33) in isolation at Camp Atterbury, Indiana, in July and August 2020. The MoDA team provided an advisor short course at NATO HQ and supported the Joint Special Operations University's (JSOU) Special Operations Liaison Officer (SOLO) course virtually. The MoDA team also worked successfully with the Department of State (DoS) Foreign Affairs Security Training Center (FASTC) to gain Foreign Area Counter Threat (FACT) equivalency.

- Initiated the development of advanced-level curriculum and, utilizing the RAND Study recommendations, initiated design of the expert-level curriculum for the SC workforce certification program.
- Developed information technology infrastructure requirements and established the DSCU webpage. Expanded the number of overall resident course offerings by 19 to increase the number of opportunities for security cooperation workforce personnel to attain desired training levels and continually integrated use of critical building partnership capacity. Partnered with other educational institution (Defense Acquisition University and Naval Postgraduate School) to enhance and develop new course material and assist in educating the security cooperation Workforce, as well as transition 26 resident courses to online courses.

B. FY 2021 CURRENT YEAR ASSESSMENT

- Continue the rapid expansion of course revisions for current courses and the development and implementation of new competency-based education and training curriculum and tiered continuous learning to support security cooperation workforce certification. This includes designing, testing, and fielding of new courseware to increase online courses.
- Launch the assessment, monitoring, and evaluation curriculum and training pilot course by the fourth quarter of 2020. Most new courseware will be designed, tested, and fielded during FY 2021. This includes a revision of all current courseware, as well as, development of new items such as spouse education, End Use Monitoring (EUM) education, and Assessment, Monitoring, and Evaluation (AM&E) education.
- Continue to enhance the information technology infrastructure supporting DSCU and the SCWDP, including establishing the DSCU website, implementing a virtual network, and funding learning management systems and other workforce management platforms. Expand academic partnerships with other organizations and increase current education and training capabilities for resident learning, online learning, and on-site education to more effectively and efficiently deliver to the SC workforce necessary training and education to support certification.
- Continue to expand Strategic Communications and Outreach within the Department– Efforts will continue to educate the SC workforce by resident, online learning and onsite education and expand academic partnerships with other institutions and organizations.
- DSCU MoDA will execute three full advisor certification training cycles to support planned requirements. That training will be completed in isolation at Camp Atterbury, Indiana, if required for health protection. Additionally, the MoDA team will provide an off-cycle, contingency advisor courses to prepare six advisors deploying to the Kingdom of Saudi Arabia on the first MoDA program Foreign Military Sales (FMS) case. The DSCU MoDA team will also begin offering an executive advising seminar for general/flag officers and senior executive service leaders.

C. FY 2022 PLANS AND OBJECTIVES

- DSCU's goals and objectives will continue to meet the objectives with the 10 U.S.C. §384 for SCWDP to become full operational

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IV. Performance Criteria and Evaluation Summary:

improve the education and professionalization of the security cooperation workforce. Academic Program Plan Cycle will kick off in late Spring of 2021. Specific activities include on-line and resident courses to meet continually changing education requirements. Building on previous efforts, in FY 2022 the DSCU MoDA training team will work to expand course offerings to train military advisors and personnel conducting non-embedded advisor missions. A key emphasis of that effort will be providing in- country short courses for military and civilian advisors in missions including the U.S. Military Training Mission, Saudi Arabia, and in Iraq for the U.S. Office of Security Cooperation and NATO Mission Iraq. The MoDA team will also work to enhance security cooperation officer training with advising course content and FACT equivalency training.

Ministry of Defense Advisors (MoDA) Program

A. FY 2020 PRIOR YEAR ASSESSMENT

- Continued to plan activities that ensure ministerial advisory is directly supporting Institutional Capacity Building, and broader security cooperation efforts.
 - o Establishing long-term, civilian relationships between the DoD and partner ministries is key to the success of the MoDA's Program.
- Supported combatant command priorities, and broader security cooperation goals, the MoDA Program is providing partner ministries worldwide ministerial advisory services in maritime domain awareness institutional capacity, with a policy and strategic focus.
- Establish a team of eight advisors in the Kingdom of Saudi Arabia.

B. FY 2021 CURRENT YEAR ASSESSMENT

- Beginning in FY 2021, all activities previously funded through the MoDA Program will be funded through the International Security Cooperation Programs account.

C. FY 2022 PLANS AND OBJECTIVES

- N/A

Security Cooperation Data Management

A. FY 2020 PRIOR YEAR ASSESSMENT

- DSCA, in coordination with Washington Headquarters Services (WHS), awarded two agreements to develop a prototype for G-TSCMIS program release 5, Socium. Each agreement developed a successful prototype within four months. In coordination with the Key User Committee (KUC) representing of over 20 different SC enterprise organizations, DSCA selected one prototype to move forward in the process.

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- In January 2020, the National Institute of Science and Technology (NIST) created a draft standard that would require changes to the selected prototype. Immediately after the public release of the NIST publication no. NIST.SP.800-204A, DSCA recommended that every vendor or developer be compliant with the draft standard to ensure interoperability across the DSCA enterprise-wide environment. As such, DSCA required the selected prototype enter into a prototype phase II to demonstrate that the prototype meets this standard, which DSCA determined was a successful prototype phase II in June 2020.
- In June 2020, DSCA, in coordination with WHS, awarded a production agreement to further refine the prototype and deploy it as the first operational release as Socium. In September 2020, DSCA released Socium with 54 initial features and Socium training materials.
- Partner Outreach and Collaboration Support (POCS): The POCS program, through the Regional Center Persons and Activity Management System (RCPAMS), provided IT solutions to enhance alumni tracking, collaboration, and outreach for more than 780,000 alumni of Regional Center programs and other alumni from various Department of Defense and Partner educational and cooperation institutions. Additionally, GlobalNET, an open source collaboration IT system, provided international partners and alumni the ability to continue collaboration with U.S. and other foreign partners on important security issues. GlobalNET also provided the means for U.S. academic institutions to maintain contact with their alumni to sustain lasting relationships.
- In FY 2020, POCS continued RCPAMS and GlobalNET access to international fellows programs at U.S. Army War College and U.S. Naval Postgraduate School, thus further integrating efforts of security cooperation providers in the training and education field. There is current conversation to expend it further and looking to enhance it to a more updated LMS. RCPAMS is currently shifting to a Cloud based infrastructure and should be migrated by 2021.

B. FY 2021 CURRENT YEAR ASSESSMENT

- In FY 2021, DSCA will continue to add new capabilities and functional enhancements to Socium that includes new SC programs and processes, an expanded data model, refined AM&E capabilities, and two-way interfacing with other systems. Finally, the legacy G-TSCMIS application will be retired no later than the end of the first quarter of FY 2021. The G-TSCMIS retirement application plan includes transfer and integrating historical data into Socium.
- The Partner Outreach and Collaboration Support (POCS) continues to provide the GlobalNET and RCPAMS platform operations and maintenance support, to include internet hosting for the GlobalNET platform, and RCPAMS, to include monitoring for intrusions, malware, system performance, and uptime in a certified Risk Management Framework certified facility. Implement upgrades and development as required. In FY 2021, POCS continues to expand access to both systems for a host of DoD schoolhouses, thus expanding a common database and knowledge base on which security cooperation providers can draw. For reasons of privacy and cybersecurity, the GlobalNET portal will move to GovCloud in FY 2021. Personnel support will be provided to assist institutions and partners globally during courses, seminars, outreach events, and the GlobalNET development team; conduct operational testing, and tier one support. Continue support to partner countries. Continue to support NATO's e-Learning and Advanced Distributed Learning (ADL) efforts. Maintain mechanisms for partners to collaborate and continue to update the GlobalNET technology to ensure the system remains relevant. Upgrade system to latest version of open source software.

C. FY 2022 PLANS AND OBJECTIVES

- In FY 2022, DSCA will continue to add new capabilities and functional enhancements to Socium that includes new expanding

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workflows and data integration for SC activities under Title 14, 22, and 50 to ensure complimentary SC activity planning and execution across the whole of the U.S. government; continuing to interface with the other ADSs; and looking to retire other legacy systems that Socium can replace.

- Partner Outreach and Collaboration Support (POCS): Continue to provide the GlobalNET and RCPAMS platform operations and maintenance support, to include internet hosting for the GlobalNET platform, and RCPAMS, monitor the system for intrusions, malware, system performance, and uptime in a risk management framework certified facility. Implement upgrades and development as required. Further examine usage and comparative advantages against other DoD and private educational and outreach portals to inform future development and resourcing. Implement GlobalNET application for smart phone use.

Defense Institute of International Legal Studies

A. FY 2020 PRIOR YEAR ASSESSMENT

- DIILS's strength is the modest investment required to execute strategically aligned, programmatically agile, timely, sustained engagements in support of evolving security cooperation priorities. DIILS leverages Active Duty, Reserve and National Guard JAG officers, as well as government and civilian legal experts at minimal cost (travel and per diem) to serve as advisors and instructors for these engagements. Despite the impact of COVID-19 on travel and engagement with Partner Nations for greater than half of the year, in FY 2020 DIILS activities involved mobile legal Institutional Capacity Building (ICB) efforts and rule of law education and training seminars, as well as multi-week resident legal courses. The DIILS mobile engagements and resident programs covered a broad range of topics from human rights and the law of armed conflict compliance, to provision of effective operational legal advice to commanders, detainee operations, peacekeeping operations, military justice systems, military legal modernization, ethics and anti-corruption, defense support of civil authorities, combating terrorism, and maritime security and enforcement operations. Across Combatant Commands, DIILS mobile engagements included approximately 60 events involving approximately 40 countries. DIILS also completed 7 multi-week resident courses involving 108 participants from 47 countries, three of which were successfully restructured, rescheduled and delivered during the COVID period. In the ICB realm, DIILS actively integrated legal ICB input into the global ICB analysis, planning and design process led by BPC for FY 2021 and beyond, and worked with other BPC divisions to develop implementation guidance and pilot projects under FY 2020 NDAA Section 1210. DIILS also began utilizing contracted subject matter expertise to support the assessment and design aspects of its legal ICB efforts, including for the 1210 pilot initiatives. Finally, in FY 2020 the DIILS Curriculum Department focused its efforts on creating new materials addressing the legal aspects of hybrid conflict, cyber operations and emergent technologies in preparation for ICB and resident course engagements involving these topics in FY 2021, and added a curriculum department civilian attorney focused on Civilian Harm Mitigation issues.

B. FY 2021 CURRENT YEAR ASSESSMENT

- In FY 2021, DIILS will continue to support the development and implementation of rule of law engagement in alignment with security

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IV. Performance Criteria and Evaluation Summary:

cooperation strategic priorities and DoD policy guidance. To the extent feasible given the continued impact of COVID-19 on travel and engagement with Partner Nation personnel, DIILS plans to execute the validated and resourced legal ICB plans for FY 2021 developed over the course of FY 2020, as well as the human rights/rule of law training requirements assigned to DIILS under 10 USC Section 333 and/or similar authorities. This includes implementation of pilot initiatives under FY 2020 NDAA Section 1210. DIILS also plans to continue delivering multinational resident courses in our Newport, Rhode Island facilities, adjusted as necessary to account for COVID-19 guidance. In addition, DIILS will focus on roll-out of ICB monitoring and evaluation plans, adaptation of AM&E concepts and requirements to human rights/rule of law seminars and resident courses, greater integration across DIILS mission area activities, greater integration of CHM and Women, Peace and Security (WPS) matters, and participation in analysis and planning for FY 2022. Finally, across mission areas, DIILS will continue to explore new means and methods for achieving legal security cooperation objectives via virtual engagements, partnerships with other USG and allied entities, contracted subject matter experts, and revised approaches to travel by DIILS personnel.

C. FY 2022 PLANS AND OBJECTIVES

- Funding provides for the continuation of development and global implementation of legal engagement in accordance with OSD guidance and priorities. As the Office of the Secretary of Defense and DSCA continue to issue implementation guidance for the provisions of the FY 2017 NDAA and subsequent legislation, and as processes for integrated Security Cooperation analysis, planning, design, implementation, monitoring and evaluation continue to evolve, DIILS will continue to evaluate its planning, operations, staffing, facilities, and funding requirements, including expanded use of contracted personnel where appropriate. Given recent developments such as the legal ICB initiative found in Section 1210 of the FY 2020 NDAA, increasing focus on Civilian Harm Mitigation (CHM) and Women Peace and Security (WPS) matters, and continued Congressional interest in human rights/law of armed conflict/rule of law compliance efforts, we anticipate significant additional legal ICB requirements likely will emerge in connection with DoD's Significant Security Cooperation Initiatives and related Section 333 train and equip packages in FY 2022 and beyond. DIILS engagements, which focus on building Partner Nation capacity to employ, manage and sustain security capabilities and to contribute to prioritized US security interests in a responsible and accountable manner, make essential and cost-effective contributions to achieving effective and durable security partners.

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V. Personnel Summary:

	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Change FY 2020/ FY 2021</u>	<u>Change FY 2021/ FY 2022</u>
Civilian End Strength (Total)	468	469	469	1	0
U.S. Direct Hire	428	429	429	1	0
Foreign National Direct Hire	15	15	15	0	0
Total Direct Hire	443	444	444	1	0
Reimbursable Civilians	25	25	25	0	0
Civilian FTEs (Total)	462	462	462	0	0
U.S. Direct Hire	422	422	422	0	0
Foreign National Direct Hire	15	15	15	0	0
Total Direct Hire	437	437	437	0	0
Reimbursable Civilians	25	25	25	0	0
Average Annual Civilian Salary (\$ in thousands)	165.9	161.4	171.0	-4.5	9.5
Contractor FTEs (Total)	392	387	387	-5	0

Personnel Summary Explanations:

Average Annual Civilian Salary reflects an increase in civilian compensation and benefits due to changes in average salary costs (\$1,127), civilian pay raise (\$816), revised estimates for contributions to the Federal Retirement System (\$591), and civilian personnel awards (\$350).

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

		<u>Change from FY 2020 to FY 2021</u>			<u>Change from FY 2021 to FY 2022</u>			
	<u>FY 2020</u>	<u>Price</u>	<u>Program</u>	<u>FY 2021</u>	<u>Price</u>	<u>Program</u>	<u>FY 2022</u>	
	<u>Program</u>	<u>Growth</u>	<u>Growth</u>	<u>Program</u>	<u>Growth</u>	<u>Growth</u>	<u>Program</u>	
101	EXEC, GEN'L & SPEC SCHEDS	72,492	1,116	-3,072	70,536	1,601	2,569	74,706
0199	TOTAL CIVILIAN PERSONNEL COMPENSATION	72,492	1,116	-3,072	70,536	1,601	2,569	74,706
308	TRAVEL OF PERSONS	15,745	315	-2,192	13,868	263	-485	13,646
0399	TOTAL TRAVEL	15,745	315	-2,192	13,868	263	-485	13,646
696	DFAS FINANCIAL OPERATION (OTHER DEFENSE AGENCIES)	3,899	1,046	-1,089	3,856	400	-323	3,933
0699	TOTAL OTHER FUND PURCHASES	3,899	1,046	-1,089	3,856	400	-323	3,933
771	COMMERCIAL TRANSPORT	685	14	0	699	13	1	713
0799	TOTAL TRANSPORTATION	685	14	0	699	13	1	713
912	RENTAL PAYMENTS TO GSA (SLUC)	1,364	27		1,391	26	2	1,419
914	PURCHASED COMMUNICATIONS (NON-FUND)	6,252	125		6,377	121	7	6,505
915	RENTS (NON-GSA)	469	9		478	9	1	488
920	SUPPLIES & MATERIALS (NON-FUND)	38,416	768	9,430	48,614	924	-23,106	26,432
921	PRINTING & REPRODUCTION	109	2		111	2		113
923	FACILITIES SUST, REST, & MOD BY CONTRACT	188	4	0	192	4	0	196
925	EQUIPMENT PURCHASES (NON-FUND)	36,979	740	0	37,719	717	37	38,473
932	MGT PROF SUPPORT SVCS	104,292	2,086	7,411	113,789	2,162	-7,445	108,506
933	STUDIES, ANALYSIS & EVAL	5,975	120	3,130	9,224	175	-2,399	7,000
955	OTHER COSTS (MEDICAL CARE)	382	15	-7	390	15		405
960	OTHER COSTS (INTEREST AND DIVIDENDS)	20	0		20	0		20
987	OTHER INTRA-GOVT PURCH	146,562	2,931	-454	149,039	2,832	-53,308	98,563
988	GRANTS	16	0		16	0	41	57
989	OTHER SERVICES	1,465,049	29,301	219,866	1,714,216	32,570	-68,877	1,677,909
990	IT CONTRACT SUPPORT SERVICES	8,198	164	1,814	10,176	193	-2,007	8,362
0999	TOTAL OTHER PURCHASES	1,814,271	36,292	241,190	2,091,752	39,750	-157,054	1,974,448

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	FY 2020 <u>Program</u>	<u>Change from FY 2020 to FY 2021</u>		FY 2021 <u>Program</u>	<u>Change from FY 2021 to FY 2022</u>		FY 2022 <u>Program</u>
		<u>Price Growth</u>	<u>Program Growth</u>		<u>Price Growth</u>	<u>Program Growth</u>	
9999 GRAND TOTAL	1,907,092	38,783	234,837	2,180,711	42,027	-155,292	2,067,446

*FY 2020 includes Division A, Title IX and X of the Consolidated Appropriations Act, 2020 (P.L. 116-93), Division F, Title IV and V from the Further Consolidated Appropriations Act, 2020 (P.L. 116-94) and the Coronavirus Aid, Relief, and Economic Security Act (P.L. 116-136).

*FY 2021 includes Division C, Title IX and Division J, Title IV of the Consolidated Appropriations Act, 2021 (P.L. 116-260).