

Fiscal Year 2023 Budget Estimates

Defense Security Cooperation Agency



April 2022

**Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates**

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

	<u>FY 2021 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2022 Enacted</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2023 Request</u>
DSCA	1,693,849	50,565	553,720	2,298,133	50,047	97,489	2,445,669

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

*The total amount of the FY 2023 request reflects \$1,695,333.0 thousand for Overseas Operations Costs

I. Description of Operations Financed:

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

The FY 2023 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, and the Defense Institute of International Legal Studies. Under the provisions of the 10 USC Chapter 16, the FY 2023 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

The International Security Cooperation Programs (ISCP) Account funds activities aimed at building partner capacity to address shared national security challenges and operate in tandem with or in lieu of U.S. forces. These efforts include train-and-equip programs to build partner capability across a range of mission areas and institutional capacity building to facilitate absorption, sustainment, and institutional support necessary for capability development. The Department plans to use ISCP Account funds for activities under section 332 (Institutional Capacity Building), section 333 (Train-and-Equip), and P.L. 114-92 section 1263 (Indo-Pacific Maritime Security Initiative).. Security cooperation programs funded

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I. Description of Operations Financed: (Cont.)

through the ISCP Account are prioritized across a range of factors, including strategic alignment, program feasibility, and DoD component prioritization. Geographic Combatant Commands develop and submit requirements in the form of significant security cooperation initiatives (SSCI), aligning proposed activities across five-year plans and identifying complementary Department of State security sector assistance activities (e.g., exercises, Foreign Military Financing, Foreign Military Sales, etc.) that contribute to the effort's strategic objective. Initiative-based planning supports DoD's efforts to conduct assessment, monitoring and evaluation of security cooperative activities to ensure programs yield a return on investment. ISCP programs and activities are coordinated, reviewed, and vetted by the Secretary of Defense and the Secretary of State, facilitating synchronization of security sector assistance.

Regional Centers for Security Studies

The Regional Centers for security studies support the objective of strengthening alliances and attracting new partners. The Regional Centers offer executive-level academic programs, research projects, and rigorous outreach programs that foster long-term collaborative relationships. Through academic-like cohorts that promote common perspectives on regional security and promote integrated, collaborative responses to transnational threats, the Regional Centers employ their comparative advantage of maintaining enduring individual and institutional relationships with alumni and engaging beyond partners' defense establishments to advance U.S. interest in the three functional areas of territorial and maritime security, transnational and asymmetric threats, and defense sector governance. Regional Center program funding directly supports resident courses, in-regional workshops, outreach and alumni engagement, and focused research in support of the Department's priorities. The Regional Centers for Security Studies are: The Near East South Asia Center for Strategic Studies, Washington, D.C.; the Africa Center for Strategic Studies, Washington, D.C.; the Daniel K. Inouye Asia-Pacific Center for Security Studies, Honolulu, Hawaii; the William J. Perry Center for Hemispheric Defense Studies, Washington, D.C.; the George C. Marshall European Center for Security Studies, Garmisch, Germany, and the Ted Stevens Center for Arctic Security Studies in Anchorage, AK. In the FY 2021 Consolidated Appropriations Act, DSCA received appropriated funds to establish two additional Centers, the Ted Stevens Center for Arctic Security Studies and the Functional Center for Security Studies in Irregular Warfare. In May 2021, the Secretary of Defense approved the establishment of the Ted Stevens Center for Arctic Security Studies. On 11 August 2021, the Office of the Secretary of the Air Force, Installations, approved Anchorage, AK, as the sole candidate city and National Defense Authorization Act for Fiscal Year 2022 (NDAA FY 2022), Public Law 117-81, subsequently established Anchorage, AK, as the location of the Ted Stevens Center, effective 27 December 2021. The Department is in the final stage of making a decision on the specific facility in Anchorage where the Ted Stevens Center will be located. Congress subsequently appropriated funds for the Ted Stevens Center and Functional Center for Security Studies in Irregular Warfare in FY 2022.

Institute for Security Governance (ISG)

The proposed budget funds the ISG management and program support costs and enables the Department's Institutional Capacity Building (ICB) personnel and infrastructure to meet policy and legislative ICB goals and objectives. ISG program costs are part of the ISCP request. ISG advances national security and foreign policy objectives by building partner nation institutional capacity and capabilities and enhancing the approach and conduct of ICB to address security challenges. This budget allows ISG to continue supporting DoD Security Cooperation partnership assessments to support new countries and roles, Institutional Capacity Building assessments and ICB planning in support of geographic combatant command Significant Security Cooperation Initiatives, ongoing faculty and expert support for ICB execution, and the development and sharing of ICB lessons learned, best practices, and doctrine. ISG leads ICB communities of interest and practice as a critical aspect of enabling innovative approaches to successfully strengthen U.S. alliances and attract new partners. This budget also supports the ISG

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task to develop corresponding ICB curricula and materials in support of Defense Security Cooperation University security cooperation workforce training and education. It also includes ICB Resident Advisor / Ministry of Defense Advisor program support requirements for deployed resident advisors.

Defense Institute of International Legal Studies (DIILS)

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

DSCA Headquarters

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

Claims Litigations Support

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

Combating Terrorism and Irregular Warfare Fellowship Program (CT/IWFP) (formerly known as Regional Defense Fellowship Program)

ICB programs are a core element of how the Department builds the capacity of foreign security forces to address shared challenges. Educational efforts are foundational for all levels of ICB. The CT/IWFP is a key ICB program that was authorized in the FY 2004 NDAA (10 USC 2249c), provides foreign military officers and government security officials with strategic, and operational education to enhance partners' capacity to combat terrorism, and address irregular warfare challenges. In the 2017 NDAA, Irregular Warfare was added to the authority and the program was re-designated the Regional Defense Combating Terrorism and Irregular Warfare Program (10 USC Ch. 16 sec. 347). The CT/IWFP is a key tool for geographic combatant commands to foster regional and global cooperation to develop global coalitions to address irregular warfare challenges. The CT/IWFP enhances the U.S. Government's efforts to provide non-lethal combatting terrorism and irregular warfare assistance. The program supports mobile, and resident institutional courses tailored to the specific needs of key regions and countries in order to advance broader U.S. Government objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human rights issues. Funding for the CT/IWFP: (1) builds and strengthens a global network of experts and practitioners at the operational and

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strategic levels through alumni engagement; (2) builds and reinforces the combating terrorism capabilities of partner nations through operational and strategic-level education; (3) contributes to counterterrorism and irregular warfare ideology efforts; (4) provides the DoD with a flexible and proactive program that can respond to emerging Combatting Terrorism and Irregular Warfare requirements.

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)

Section 384 of Title 10, United States Code 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 efforts for the DoD Security Cooperation Workforce (SCW). The Defense Security Cooperation University manages the SCWDP. Major DSCU elements and programs include the International School of Educating and Advising (ISEA), which unites the Institute for Security Governance (ISG) and the Defense Institute for International Legal Studies (DIILS); the School for Security Cooperation Studies (SSCS), which includes the former Defense Institute for Security Cooperation Studies (DISCS); planning, budgeting and administrative functions, including SCWDP, Security Cooperation Officer (SC), and International Military Training and Education program management. DSCU trains, educates and certifies the SCW directly through its academic programs, and in partnership with partner institutions. In addition, DSCU provides training and advising to partner country personnel.

Security Cooperation Data Management

The Security Cooperation Data Management program is comprised of the Partner Outreach and Collaboration Support 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.

Coalition Support Funds (CSF): CSF provides reimbursable and non-reimbursable assistance to eligible cooperating nations that have committed forces to assist in military operations in Afghanistan and to counter the Islamic State of Iraq and Syria (ISIS), and formerly to support military operations in Afghanistan. The CSF are available to reimburse key cooperating nations for allowable expenses incurred while supporting U.S. military operations. It further provided the non-reimbursable assistance through the Coalition Readiness Support Program (CRSP) which

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provides for the procurement and provision of specialized training, supplies, and specialized equipment to eligible coalition forces that supported U.S. led operations in Afghanistan and current support to Counter-ISIS activities. The Department anticipates an increase in CSF reimbursement claims for allowable prior year expenses as eligible nations completed their drawdown in Afghanistan last year. The forecasted CRSP assistance in FY 2023 will provide support to eligible cooperating nations supporting military operations to counter ISIS.

Lift and Sustain: The Lift and Sustain program provides funds to transport eligible foreign forces supporting U.S. led operations in Afghanistan and to counter ISIS; as well as provide sustainment and subsistence while eligible foreign forces serve with U.S. Forces in U.S. led operations. Lift and Sustain funding enabled coalition forces that may lacked the financial means to remain in theater and to continue to contribute to U.S. national security operations. Following the drawdown of forces in Afghanistan, Congress reduced DSCA's FY 2022 Lift and Sustain request to zero and DSCA has not included for Lift and Sustain funding in the FY 2023 request.

Ukraine Security Assistance Initiative (USAI): USAI is designed to increase Ukraine's ability to defend against further aggression by theater adversaries or their proxies and advance comprehensive defense reforms to develop Ukraine's combat capability to defend its sovereign territory and enhance interoperability with NATO and Western forces; both efforts directly support national security and defense strategic objectives. The USAI will continue to build Ukraine's capacity to defend its sovereignty and territorial integrity and support institutional transformation initiatives. USAI funding provides assistance and support to the military and national security forces of Ukraine, and for the replacement of any weapons or defensive articles provided to the Government of Ukraine from the inventory of the U.S. In coordination with the Department of State, the USAI supports a variety of security assistance activities including, but not limited to: intelligence support, personnel training, equipment and logistics support, supplies and other services.

Border Security: The FY 2023 request includes operational support programs focused on border security in association with the Defeat-ISIS efforts. The Border Security program enhances the United States' ability to support partner nations' response to crises and transnational threats, as well as operations that support U.S. national security objectives. The Department will program activities through the 10 U.S.C. section 331 operational support authority, as well as other authorities pursuant to Chapter 16 of Title 10. Funding will address urgent and emergent operational support requirements to stem ISIS, Al-Qaeda, and other violent extremist organizations' operations globally by helping allies and partners degrade the flow of hostile fighters.

Fiscal Year (FY) 2023 Overseas Operations Costs funding accounted for in the Base budget include:

- Operation INHERENT RESOLVE (OIR) [\$520,000 thousand].
- Operation European Deterrence Initiative (EDI) [\$300,000 thousand].
- Other theater requirements and related missions [\$875,333 thousand].

II. Force Structure Summary:

Not Applicable.

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III. Financial Summary (\$ in Thousands):

	FY 2022						
	FY 2021 Actuals	Budget Request	Congressional Action			Current Enacted	FY 2023 Request
			Amount	Percent	Appropriated		
A. BA Subactivities							
1. International Security Cooperation Programs	\$919,696	\$1,050,906	\$247,352	23.54%	\$1,298,258	\$1,298,258	\$1,392,920
2. Regional Defense Fellowship Program	\$18,855	\$26,549	\$-26,549	-100.00%	\$0	\$0	\$0
3. Institute for Security Governance	\$38,335	\$25,359	\$5,000	19.72%	\$30,359	\$30,359	\$26,072
4. Defense Institute of International Legal Studies	\$4,136	\$5,660	\$-5	-0.09%	\$5,655	\$5,655	\$5,847
5. Regional Centers	\$73,523	\$75,500	\$27,000	35.76%	\$102,500	\$102,500	\$87,844
6. DSCA Headquarters	\$25,326	\$22,911	\$-13	-0.06%	\$22,898	\$22,898	\$23,917
7. Claims Litigations Support	\$3,612	\$3,655	\$-7	-0.19%	\$3,648	\$3,648	\$3,891
8. Strategic Evaluations	\$6,632	\$7,000	\$-14	-0.20%	\$6,986	\$6,986	\$7,602
9. Security Cooperation Workforce Development Program	\$8,982	\$15,454	\$-25	-0.16%	\$15,429	\$15,429	\$14,569
10. Security Cooperation Data Management	\$4,018	\$4,452	\$-9	-0.20%	\$4,443	\$4,443	\$4,740
11. Ukraine Security Assistance Initiative	\$275,738	\$250,000	\$50,000	20.00%	\$300,000	\$300,000	\$300,000
12. Coalition Support Funds	\$121,937	\$60,000	\$-10,000	-16.67%	\$50,000	\$50,000	\$30,000
13. Lift and Sustain	\$65,217	\$150,000	\$-125,000	-83.33%	\$25,000	\$25,000	\$0
14. Border Security	\$127,842	\$370,000	\$0	0.00%	\$370,000	\$370,000	\$520,000
15. Ukrainian Assistance Supplemental - EUCOM	\$0	\$0	\$25,817	0.00%	\$25,817	\$25,817	\$0
16. Ukrainian Assistance Supplemental - Significant Security Cooperation Initiatives (SSCIs)	\$0	\$0	\$12,000	0.00%	\$12,000	\$12,000	\$0
17. Regional Defense Combating Terrorism and Irregular Warfare Program	<u>\$0</u>	<u>\$0</u>	<u>\$25,140</u>	<u>0.00%</u>	<u>\$25,140</u>	<u>\$25,140</u>	<u>\$28,267</u>
Total	\$1,693,849	\$2,067,446	\$230,687	11.16%	\$2,298,133	\$2,298,133	\$2,445,669

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

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

*Overseas Operations costs accounted for in the base budget: \$1,695,333.0 thousand.

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

<u>B. Reconciliation Summary</u>	<u>Change</u>	<u>Change</u>
BASELINE FUNDING	<u>FY 2022/FY 2022</u>	<u>FY 2022/FY 2023</u>
	\$2,067,446	\$2,298,133
Congressional Adjustments (Distributed)	194,124	
Congressional Adjustments (Undistributed)	0	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	-1,254	
SUBTOTAL APPROPRIATED AMOUNT	2,260,316	
Fact-of-Life Changes (2022 to 2022 Only)	0	
SUBTOTAL BASELINE FUNDING	2,260,316	
Supplemental	37,817	
Reprogrammings	0	
Price Changes		50,047
Functional Transfers		0
Program Changes		97,489
CURRENT ESTIMATE	2,298,133	2,445,669
Less: Supplemental	0	
NORMALIZED CURRENT ESTIMATE	\$2,298,133	\$2,445,669

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FY 2022 President's Budget Request (Amended, if applicable)	\$2,067,446
1. Congressional Adjustments	\$192,870
a) Distributed Adjustments.....	\$194,124
1) Coalition Support Funds - Program Decrease	\$-10,000
2) Institute for Security Governance - Cybersecurity Capacity Building Increase	\$5,000
3) International Security Cooperation Programs (ISCP) - Program Decrease	\$-7,471
4) International Security Cooperation Programs (ISCP) - Program Increase	\$255,951
5) Lift and Sustain - Program Decrease	\$-125,000
6) Regional Centers - Irregular Warfare Functional Center Increase	\$10,000
7) Regional Centers - Program Increase	\$4,000
8) Regional Centers - Program Increase (Cyber)	\$3,000
9) Regional Centers - Ted Stevens Center for Arctic Security Studies Increase	\$10,000
10) Regional Defense Combatting Terrorism and Irregular Warfare Fellowship Program	\$25,193
11) Regional Defense Combatting Terrorism and Irregular Warfare Fellowship Program Decrease	\$-1,356
12) Regional Defense Fellowship program	\$-25,193
13) Ukraine Security Assistance Initiative - Program Increase	\$50,000

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b) Undistributed Adjustments	\$0
c) Adjustments to Meet Congressional Intent.....	\$0
d) General Provisions	\$-1,254
1) Section 8027 - FFRDC reduction	\$-1,254
FY 2022 Appropriated Amount	\$2,260,316
2. Supplemental Appropriations	\$37,817
a) Supplemental Funding.....	\$37,817
1) Ukraine Assistance Supplemental - EUCOM.....	\$25,817
2) Ukraine Assistance Supplemental - SSCIs	\$12,000
3. Fact-of-Life Changes.....	\$0
a) Functional Transfers.....	\$0
b) Technical Adjustments	\$0
c) Emergent Requirements.....	\$0
FY 2022 Baseline Funding.....	\$2,298,133
4. Reprogrammings (Requiring 1415 Actions).....	\$0
a) Increases	\$0

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

b) Decreases	\$0
Revised FY 2022 Estimate.....	\$2,298,133
5. Less: Item 2, Supplemental Appropriation and Item 4, Reprogrammings	\$0
a) Less: Supplemental Funding.....	\$0
FY 2022 Normalized Current Estimate	\$2,298,133
6. Price Change	\$50,047
7. Functional Transfers	\$0
a) Transfers In	\$0
b) Transfers Out.....	\$0
8. Program Increases.....	\$519,420
a) Annualization of New FY 2022 Program	\$0
b) One-Time FY 2023 Increases	\$0
c) Program Growth in FY 2023.....	\$519,420
1) ISCP Account - Gender Advisor Workforce	\$396
Increase of \$396 thousand is a result of additional funding aimed to elevate and standardize the gender advisor workforce. (FY 2022 Baseline: \$1,050,906 thousand)	
2) ISCP Account - Partnership for the Atlantic	\$15,000
Increase of \$15,000 thousand is attributed to the launch of the Partnership for the Atlantic Basin. This will serve as a new multilateral forum that will convene all coastal Atlantic countries in order to uphold a shared	

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

set of principles; advance shared security, economic, and climate/environmental interests; and more clearly define a community of Atlantic states.

(FY 2022 Baseline: \$1,050,906 thousand)

3) ISCP Account - Revitalizing Alliances and Partnerships \$100,000

Increase of \$100,000 thousand is the result of an effort to grow security cooperation activities in support of reinvigorating and revitalizing alliances and partnerships. Funding will support: Gulf of Guinea Regional Maritime Domain Awareness (MDA), Thailand Border Security (RTAF), Morocco MDA, and Kenya MDA.

(FY 2022 Baseline: \$1,050,906 thousand)

4) ISCP Account - Women, Peace and Security \$3,000

Increase of \$3,000 thousand in Women, Peace and Security will support the Department's stated goal of building defense relationships that promote specific U.S. security interests (e.g., addressing the lack of perspectives and participation of women and underrepresented groups within security sectors) and taking other actions in support of U.S. objectives.

(FY 2022 Baseline: \$1,050,906 thousand)

5) Overseas Operations Cost changes accounted for in the Base Budget..... \$389,380

Contingency operations and other theater related requirements and related missions previously funded in OCO. Detailed justifications for Overseas Operations program changes are provided in the Operations and Maintenance, Volume [1] Part [2] Book.

(FY 2022 Baseline: \$775,226 thousand)

6) Regional Centers \$8,517

Increase of \$8,517 thousand for the Ted Stevens Center for Arctic Security Studies will support partnering and networking within and across the Arctic security community, including focused efforts to determine priorities for Arctic programs for Office of Secretary of Defense and U.S. Northern Command, U.S. European Command and other DOD Arctic stakeholders. Further, the TSC will advance planning to receive initial cohort for Annual Intermediate Developmental Education (IDE) while establishing a university Alliance as well as a (graduate and undergraduate) Internship program.

(FY 2022 Baseline: \$75,500 thousand; 308 FTEs)

7) Regional Defense Combating Terrorism and Irregular Warfare Program \$3,127

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Increase of \$3,127 thousand will directly support the Department's increased focus on Professional Military Education (PME), and develop innovative methods to focus on program alumni on key U.S. strategic goals. (FY 2022 Baseline: \$26,549 thousand)

9. Program Decreases	\$-421,931
a) Annualization of FY 2022 Program Decreases	\$0
b) One-Time FY 2022 Increases	\$-376,071
1) Compensation and Benefits - One less compensable day	\$-304
One less compensable day in FY 2023. The number of compensable days for FY 2022 is 261 days (2088 hours), and for FY 2023 is 260 days (2,080 hours)	
(FY 2022 Baseline: \$81,241 thousand; 484 FTEs)	
2) Institute of Security Governance	\$-5,000
Decrease of \$-5,000 thousand is attributed to one-time Congressional add supporting cybersecurity capacity building within the Institute for Security Governance.	
(FY 2022 Baseline: \$25,359 thousand; 42 FTEs)	
3) ISCP Account	\$-255,950
Decrease of \$-255,950 thousand is attributed to one-time Congressional adds in FY22 supporting AFRICOM (\$59,571 thousand), CENTCOM (\$12,699 thousand), EUCOM (\$171,681 thousand), Human Rights (\$1,000 thousand), Women, Peace and Security (\$3,000 thousand) and Northern Triangle Border Security (\$8,000 thousand) security cooperation efforts. Funding is identified between the Base (\$104,752 thousand) and Overseas Operation Costs (\$151,198 thousand) accounts.	
(FY 2022 Baseline: \$1,050,906 thousand)	
4) Regional Centers	\$-27,000
Decrease of \$-27,000 thousand is attributed to one-time Congressional adds in FY22 supporting the Irregular Warfare Functional Center (\$10,000 thousand), Ted Stevens Center for Arctic Security Studies (\$10,000 thousand), Regional Center non-cyber efforts (\$4,000 thousand), and Regional Center Cyber efforts (\$3,000 thousand).	
(FY 2022 Baseline: \$75,500 thousand; 308 FTEs)	
5) Ukraine Security Assistance Initiative	\$-50,000

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Decrease of \$-50,000 thousand is attributed to one-time congressional add in FY22 for USAI program.
(FY 2022 Baseline: \$250,000 thousand)

6) Ukrainian Assistance Supplemental - EUCOM \$-25,817

Decrease of \$-25,817 thousand is attributed to one-time Congressional add in FY22 supporting Ukrainian Assistance for EUCOM.

(FY 2022 Baseline: \$0 thousand; 0 FTEs)

7) Ukrainian Assistance Supplemental - SSCIs \$-12,000

Decrease of \$-12,000 thousand is attributed to one-time Congressional add in FY22 supporting Ukrainian Assistance for SSCIs.

(FY 2022 Baseline: \$0 thousand; 0 FTEs)

c) Program Decreases in FY 2023 \$-45,860

1) Overseas Operations Cost changes accounted for in the Base Budget..... \$-45,000

Contingency operations and other theater related requirements and related missions previously funded in OCO. Detailed justifications for Overseas Operations program changes are provided in the Operations and Maintenance, Volume [1] Part [2] Book.

(FY 2022 Baseline: \$775,226 thousand)

2) Security Cooperation Workforce Development Program \$-860

Decrease of \$-860 thousand reflects a reduction in projected costs for the Ministry of Defense Advisors training program.

(FY 2022 Baseline: \$15,454 thousand; 19 FTEs)

FY 2023 Budget Request \$2,445,669

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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 2021 PRIOR YEAR ASSESSMENT

- In FY 2021, DSCA's ISCP activities focused on improving partner nations' ability to conduct operations that support U.S. national security objectives, the 2018 National Defense Strategy, and priorities outlined within. Section 333 security cooperation programs directly supported the National Defense Strategy line of effort to strengthen alliances and attract new partners and align to the National Defense Strategy priorities identified. Some of the programs in FY 2021 enabled allies and partners to conduct the following: maritime and border security activities in the Baltics and Eastern Europe to counter threats from malign foreign influence; 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 (ISIL) 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 DSCA security cooperation account supported the development of partners' institutional capacity to absorb and apply new capabilities in their security forces.
- DSCA funded activities will also support partners' institutional capacity to sustain critical capabilities. Assessing institutional capacity gaps and risks with our partners is essential for effective security cooperation planning that translates strategy into requirements. 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. FY 2021 also saw tangible outcomes of a whole of government approach by conducting joint planning across major accounts between DoD and the Department of State to complement or eliminate redundancy across programs and activities. Finally, Assessment, Monitoring, and Evaluation activities will support these programs to help inform and shape planning and program design, and to ensure that investments in partner capabilities will achieve the desired objectives.

B. FY 2022 CURRENT YEAR ASSESSMENT

- DSCA's FY 2022 ISCP budget request includes \$1.05 billion for activities that enable the geographical combatant commands to strengthen alliances and partnerships, and to increase global burden sharing in support of the Secretary's Succeed Through Teamwork priority and the Interim National Security Strategic Guidance's direction to reinvigorate and revitalize alliances and partnerships. Strategic investments will enable partner nations to defend against military aggression, bolster against coercion, and

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facilitate their fair share of common defense. By building the capacity of partner nations' foreign security forces, they will be capable of deterring or decisively acting to meet shared challenges and mitigate against the need to take action.

- DSCA's FY 2022 ISCP budget request will develop the capacity of foreign security forces based on the demand signal provided by geographical combatant command planners and as approved by the Under Secretary of Defense for Policy. Programs will span across a range of mission areas including counterterrorism; counter weapons of mass destruction; counter illicit drug trafficking; counter-transnational organized crime; maritime and border security; military intelligence; operations or activities that contribute to an international coalition operation; and cyberspace security and defensive cyber space operations. In addition to providing Partner Nations with operational training, equipment and services, the DSCA FY 2022 ISCP Account will provide human rights training and support the development of partners' institutional capacity to absorb, apply, and sustain critical capabilities in their security forces. In many cases, DSCA will fund U.S. engagements to enhance the understanding of partners' capability gaps and improve interoperability and collaboration.

C. FY 2023 PLANS AND OBJECTIVES

- DSCA's FY 2023 ISCP budget request ensures that requirements are aligned with the key threats emphasized in the forthcoming National Defense Strategy. The FY 2023 security cooperation planning process continues the focus on developing strategic, integrated security cooperation initiatives across the Future Years Defense Program through the significant security cooperation initiative (SSCI) process.

Regional Centers for Security Studies

A. FY 2021 PRIOR YEAR ASSESSMENT

In response to COVID-19 related travel restrictions, the Regional Centers substantially expanded online educational, advising, training, and outreach activities, with an emphasis on mitigating COVID-19 impacts to traditional international professional military education in FY 2021.

Africa Center for Strategic Studies (ACSS)

- The Africa Center successfully and seamlessly transitioned from in-person programs to virtual engagements during the COVID-19 Pandemic, maintaining our ability to bring quality engagements to African and US partners reaching 54 countries, and over 606 registered participants. The Center also conducted 28 Webinars and Round Table Discussions that increased outreach by almost 1000 participants. The ACSS mission is to advance African security by expanding understanding, providing a trusted platform for dialogue, building enduring partnerships, and catalyzing strategic solutions. We generate relevant insight and analysis that informs practitioners and policymakers on topical and emerging security trends and on effective responses to dynamic and complex security

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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 FY21, 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 military education institutions across Africa. Two programs provided U.S. Government 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 several countries.

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

- DKI APCSS regularly addresses regional and global security issues through a suite of seven courses supporting over 800 mid-grade to senior security officials. In 2021 the COVID-19 pandemic cut this face to face program significantly, but did not hinder the engagement employed by the Center in the virtual space. Courses that were completed included two Indo Pacific Orientation courses using a hybrid approach (in person/virtual), which enabled military and civilian leaders to deepen their understanding of U.S. policy while examining security foundations; regional security perspectives; country specific issues; transnational issues; governance, and development and security cooperation issues. Due to COVID-19 restrictions, the Comprehensive Maritime Security Course, Comprehensive Security Responses to Terrorism Course, and the Transnational Security Cooperation course were modified to a virtual format yet still successfully focused on enhancing capacity among security practitioners to address emerging security challenges. DKI APCSS also conducted a multi session module on Economics and Security spanning a 6-week timeframe as well as a series of webinar engagements focused on transnational crime.
- DKI APCSS, in accordance with the Department's guidance and priorities, developed and conducted workshops in IUU Fishing; Strategic Competition in the Indian Oceans Region; COVID-19 regional impacts and regional responses; Grey Zone/Irregular Warfare activities and impacts; Cyber security; and Disinformation. In addition, DKI APCSS engaged with allies and partners to support: Brunei and Cambodia in the development of their respective agenda for chairmanship of ASEAN; the 14th ASEAN Defense Ministers' Meeting Plus EWG on Maritime Security; Thailand Senior Security Studies Program; support INDOPACOM interaction with the Myanmar Military post-coup; and support two Secretary of Defense multi day virtual engagements with Indo-Pacific Ministers of Defense; and a symposium hosted by Pacific Air Forces focused on Women, Peace, and Security National Action Plan development.
- The Center continued to refine and improve our Comprehensive Security Studies Engagement program, which included regional engagement to include alumni, stakeholder engagement, numerous publications entitled "Security Nexus" and engagement with the regions senior leaders to include two heads of state. Nearly all these numerous forms of engagement occurred in the virtual domain.
- Fellows Projects remain a significant mechanism for achieving Center outcomes as demonstrated by the following select examples:
 - Bhutan - A Fellow from Bhutan developed an SOP on coordination between the National Focal Point and Sectoral Focal Points for Regional Organizations in Bhutan. Before the SOP was implemented there were no written guidelines for coordination between the two agencies. It was approved by Bhutan's Foreign Minister Tandi Dorji.
 - India – A Fellow developed a software application that analyses correlation between relief expenditure and disaster events for

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the government of Nagaland.

- Indonesia - Two Indonesian Fellows developed and implemented a plan to assuage social disasters by building tolerance, inclusivity, and trust among Indonesian youth through a program they implanted, the Community Empowerment in Raising Inclusivity and Trust Through Technology Application, which leverages DKI APCSS values espoused in its courses. It has already positively affected more than 1,000 Indonesian youth.
- Indonesia – The Indonesian Cohort from the inaugural Comprehensive Maritime Security Cooperation Course received approval from the Indonesian Government for a five-year plan of establishing a National Maritime Fusion Center and has already established information-sharing protocols and MOUs with corresponding agencies.
- Laos – A Fellow improved the capacity of healthcare providers in Sanamxay District of Attapeu Province in order to quickly address the COVID-19 crisis in Laos.
- Malaysia – A Fellow drafted a comprehensive, inclusive, and sustainable national policy for post-disaster rehabilitation for Malaysia. This policy will be used to guide Malaysia through its recovery from COVID-19.
- Mongolia - A Fellow from Mongolia hosted a Women, Peace, and Security forum to promote awareness and support of women in leadership roles related to security. Participants from across all ministries attended and were able to network. This forum was one of the first of its kind in Mongolia.
- Nepal - A Fellow from Nepal, working through the Department of Consular Services within the Ministry of Foreign Affairs, launched the Nepal Consular Mobile Application to assist Nepali citizens working outside their country.
- Nepal – A Fellow from Nepal developed a pilot program to track identity movements and provide political analysis to assist government officials in coordinating efforts to address issues before they develop into crises. The program became a model for future information gathering over the old system of gathering it from desk/news reviews.
- Nepal – A Fellow developed a Gender Action Plan for the Project Coherence Unit at the UN Office for Project Services (UNOPS) in Katmandu.
- Sri Lanka – A Fellow developed a multilateral workshop in partnership with DKI APCSS to identify gaps in COVID-19 responses, to share best practices, and to develop recommendations to improve regional cooperation and resiliency.

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

- In FY21, WJPC conducted seven courses and three seminars for 515 participants from 33 countries, all of which were held on the Zoom for Government virtual platform, due to the COVID-19 pandemic. The courses held were: two iterations of our foundational Strategy and Defense Policy course; our Caribbean-focused foundational Caribbean Defense and Security Course; Countering Transnational Threat Networks; Human Rights and Rule of Law, this year with a focus on the Armed Forces, Rule of Law and Defense Policy; Defense Governance; Joint and Interagency Course; Cybersecurity Policy in the Americas. The three seminars were: two iterations of Humanitarian Assistance and Disaster Relief - one in English and one in Spanish, and the Washington Security and Defense Seminar. Additionally, WJPC hosted a series of twenty webinars on a variety of current and regionally-focused topics, including one-on-one discussions with the USSOUTHCOM Commander, with a total participation of over 16,000 individuals. WJPC

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also hosted several online forums/SME Exchanges with USSOUTHCOM and USNORTHCOM on Women, Peace and Security and on Maritime Domain. WJPC also held a series of three bilateral courses (virtual and hybrid) with the Government of Colombia on Joint and Interagency Operations focused on Urban Terrorism, with a total of 246 participants. In an effort to maintain contact with our alumni communities during the COVID-19 pandemic, WJPC held a series of “Alumni Open House” events online, which were heavily attended by our community of alumni throughout the region. Finally, WJPC offered a series of twenty webinars open to the region’s security and defense community on a variety of timely and relevant topics, including conversations with the USSOUTHCOM Commander and the Deputy Assistant Secretary of Defense for Western Hemisphere Affairs, with a total participation of over 6,000 individuals.

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

- The Marshall Center leveraged hybrid-delivery of programmatic activities, virtual and in-resident execution of events developed during the COVID-19 pandemic, to build capacity and network security professionals regionally across Europe/Eurasia and transnationally across the globe. From October 2020 thru July 2021, the GCMC conducted 13 resident courses with 692 participants from 103 countries and graduated 117 participants from 9 Partner Language Training Center Europe courses. For non-resident events, the GCMC conducted 20 outreach events that included 520 participants from 81 countries; 28 alumni events with 942 participants from 98 countries; and 21 Partnership for Peace Consortium events with 188 participants from 32 countries. Of these events, 77 took place in a virtual format and included a diverse, global audience of 2,257 participants from 130 countries, 8 activities were held in-resident at the GCMC with 96 participants, and 7 events were delivered via the hybrid model with 118 participants.

Near East South Asia Center for Strategic Studies (NESA)

- Due to COVID-19, NESA adjusted how it conducted its outreach, which includes seminars, roundtable discussions, webinars, and alumni blogs. The NESA Center continued using a whole-of-society approach to addressing critical national security issues, was successful in completing over 99 various online programs with participants from 90 countries resulting in 615 new alumni-with the addition of numerous topical seminars and meetings-and the engagement of 1,113 participants. 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 (3), AFRICOM (7), ARCENT (1), Middle East (15), South Asia (9), Central Asia (4), UAE (2), Jordan (4) Kingdom of Saudi Arabia (9), and Maritime (9) by executing 63 tailored programs focused on addressing various regional security issues. 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 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, Nepal, Lebanon and Jordan requested NESA’s assistance in developing a program for transforming its professional military education system.

Ted Stevens Center for Arctic Security Studies (TSC)

- FY 2021 Funds for the TSC supported primarily supported contract support for staffing, program execution, and curriculum development associated with the standup and early operations of the Ted Stevens Center for Arctic Security Studies. Following SecDef decision to establish the TSC, Office of Secretary of Defense and Defense Security Cooperation selected and onboarded its

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first DOD civilian member to create and lead plans, activities, and programs, followed by awarding a defense contracting team to support TSC development.

B. FY 2022 CURRENT YEAR ASSESSMENT

Africa Center for Strategic Studies (ACSS).

- During FY 2022, the Africa Center anticipates returning to in-person programming at some point, but initially we will continue to conduct most academic programs through virtual and online interactive platforms due to the continued severe threat posed by COVID-19 on the African continent. Regardless of delivery method, we will adhere to our normal high academic standards of excellence to analyze and address complex security challenges for our 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. We 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. We anticipate, as in past years, responding to emerging requests from both our African partners and U.S. Government stakeholders as we are able and consistent with our overall areas of focus. Finally, the Africa Center anticipates conducting several cooperative events during FY 2022 with our sister Regional Centers. Engagement, whether virtual or in person, constitutes one of three pillars of the Africa Center's mission. It expands understanding by recruiting capable and receptive participants, enhancing the impact of academic programming, and providing opportunities for professional development and contact beyond the timeframe of any single program. It strengthens and extends the trusted platform for dialogue that is initiated during the programs. It builds enduring partnerships by facilitating the creation of networks, communities, and formal alumni chapters; by maintaining relationships as alumni rise through the ranks of their respective services and professions; and by working with other institutions and organizations. Further, it helps to catalyze strategic solutions through reinforced connections among alumni across disciplinary and geographic boundaries.

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 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, counter terrorism/countering violent extremism, humanitarian assistance/disaster relief, and the role of regional institutions such as ASEAN in security cooperation. Collective courses, workshops, dialogues, Comprehensive Security Studies Engagement 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 the Office of the Secretary of Defense and USINDOPACOM guidance.

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

- In 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 Joint and Interagency Course, which covers joint interoperability on both the national and regional levels; the inclusion of governance themes and modules into all English and Spanish foundational courses; publication of independent research on governance; and short bilateral and sub-regional seminars (COVID-19 conditions permitting) on defense governance, which are programmed in response to partner nation requests and guidance from Office of the Under Secretary of Defense (Policy) and U.S. Country Teams.
- WJPC will continue to build and leverage Communities of Practice in accordance with Department guidance. WJPC will cultivate these Communities of Practice as venues for transnational cooperation, forums for Department of Defense strategic messaging, and contributors to and repositories of a growing knowledge base in Defense Governance activities. WJPC will continue to develop programs that address regional security needs in the cyber domain. Academic programs on cyber security and defense continue to be a top request from partner nation counterparts.
- WJPC will continue 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.

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

- Adaptive to emerging COVID-19 constraints, with the ability to shift between hybrid- and virtual-only-delivery of activities, the GCMC is postured to execute the FY 2022-2024 Program Plan through resident programs, non-resident outreach courses, and non-resident alumni events to meet the need of our stakeholders. Key focus areas include strategic competition, grey zone/irregular warfare and transnational threats. Regional security topics are addressed by continuing existing courses such as the European Security Seminar-European Union/North Atlantic Treaty Organization, the European Security Seminar-East, and the Seminar on Regional Security. Regional programming in general renewed emphasis on the Black Sea region and the Western Balkans, in addition to the Baltic Sea, and Central Europe with events focusing on the broader range of issues concerning the Arctic; the European Security Seminar-North will transition from an in-resident course to a reoccurring virtual event. As a flagship course for Transatlantic and German-American relations, the German American Regional Security Seminar (an in-resident course introduced in December 2020) provides analysis of increased malign influence by the Russian Federation and China. Transnational issues will be addressed by continuing existing programs such as the Counter Transnational Organized Crime program, the Program on Cyber Security Studies, the Program on Terrorism and Security Studies, the Program on Applied Security Studies, and the Senior Executive Seminar. To deliver the Program on Cyber Security in-line with stakeholder needs and Administration guidance, and Chinese (Mandarin) language instruction as envisaged, additional funding is necessary. FY 2022 programming emphasizes Grey Zone and Irregular Warfare as an inherent component throughout all programming, and alignment with the National Defense Strategy vis-à-vis Strategic Competition, with the addition of a Russian Hybrid Seminar Series focused on Russian influence and activities in the region, while also including support to the U.S. Army Europe Russian Way of Warfare course hosted by the Center. Additionally, the new Great Power Competition Seminar Series will examine the issues, potential responses, and implications to the US and Allies of China's assertiveness in Europe, Africa,

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and Asia.

Near East South Asia Center for Strategic Studies (NESA)

- Building on the efforts in FY 2021, the Institutional Capacity Building community will begin to implement planning and resources processes that increase ICB integration into Security Cooperation planning and support to strategic objectives and geographical combatant command priorities. As a result, while continuing ongoing programs from FY21, Regional Center activities will continue to be part of comprehensive Institutional Capacity Building efforts, complementing and supporting other ICB activities, where applicable, to most effectively support geographical combatant command ICB objectives in 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 plans to conduct 26 resident programs; COVID-19 restrictions permitting. NESA as a result of the COVID-19 restrictions, is prepared to conduct programs on line (as required). NESA plans to conduct over 82 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 (7), AFRICOM (16), Middle East (14), South Asia (5), Central Asia (4), PME (9), Core (12), Maritime (4) and Track II (11). NESA will continue to pursue both resident and online programs as a means to continue maximum engagements with our regional partners. The NESA Center in coordination with The United States Military Training Mission to Saudi Arabia, Ministry of Defense Kingdom of Saudi Arabia, the Kingdom of Saudi Arabia Transformation Office and the Defense Security Cooperation Agency began execution of a Foreign Military Sales 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 Relationship.

Ted Stevens Center for Arctic Security Studies (TSC)

- The Secretary of Defense exercised discretionary establishment authority, pursuant to Section 1089 of the FY 2021 National Defense Authorization Act, after the submission of the FY 2022 Presidents Budget. Consequently, the FY 2022 request did not include any funding for the TSC. Congress subsequently appropriated funds in the Consolidated Appropriations Act for FY 2022.
- In accordance with mission's established by the Secretary of Defense, at the onset of FY 2022, the TSC advanced planning and coordinated to establish the Center to build strong, sustainable, domestic and international networks of security leaders and promote and conduct focused research on Arctic security to advance DOD security priorities in the Arctic region. Accordingly, the TSC created plans, drafted programs and advanced initial activities that 1. Advance Arctic awareness, both among partners and within the increasingly professionalized field of U.S. Arctic service; 2. Advance DOD Arctic priorities; 3. Reinforce the rules-based order in the Arctic; and; 4. in

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keeping with Secretary of Defense Lloyd Austin's priorities and the Interim National Security Strategic Guidance, address the impacts of climate change in the region.

- Legislative updates establishing TSC as the sixth DoD Regional Center for Security Studies in sections 342 and 2611 of Chapter 16, U.S. Title 10, provide the TSC with the statutory basis to employ faculty and staff and execute partner-facing programs. , The March 2022 assignment of U.S. Northern Command (NORTHCOM) as lead Geographic Combatant Command (GCC) provides necessary theater-level guidance and oversight of new programs.. Near term decisions for a specific location in Anchorage as well as establishment in the U.S. Federal Register (enabling full center administrative authority) are anticipated in 3rd quarter FY22.
- As a result of establishing the center in late FY21 for a contract team to augment DoD civil servants as well as continuing resolution funding, the TSC developed and implemented a "building while doing" construct. As a result of this construct, the TSC rapidly created connections and contributions to the Arctic security practitioner community by supporting Alaskan Command (a sub-unified command reporting to U.S. Northern Command) for Arctic engagement, supporting the Office of Secretary of Defense and Office of Naval Research, International Cooperative Engagement Program for Polar Research (ICE-PPR) initiative oriented to Arctic and overall polar "operationally focused" research, and participating in Arctic seminars hosted in Washington D.C., Alaska, Canada and Europe. The TSC established a partnership with George C. Marshall Center to support and contribute to their European Security Seminar Series "North" and established an onward virtual "High North" seminar series.
- The TSC has establish collaboration networks with the U.S. Arctic Research Commission, the U.S. Interagency Arctic Research Policy Committee, the Canadian Hosted North American and Arctic Defense and Security Network, and conducted and supported engagement with Norway, Finland, Denmark and Sweden security professionals either in Washington D.C., Anchorage Alaska or virtually. In creating the roadmap to guide the center to an initial and full operational capacity, the TSC drafted, coordinated and gained approval for a comprehensive "Plans, Objectives and Milestones" (POAM) to guide the Center for personal, programs, and activities and pathway to reach Initial Operating Capacity on 1 July 2022 and a Full Operating Capacity on 1 July 2023. The TSC POAM provides not only a roadmap for center development, but also abstracts for onward development for planned executive education seminars, research and analysis, and engagement/outreach, to include field seminars and programs across the Arctic.
- As the center accelerates activities and programs, it has created and presenting its full first fundamentals course, called "Arctic Regional Security Orientation Course" (ARSOC) for delivery to a virtual audience of 75 security practitioners from 21-25 March 2022, with 5 additional courses planned through the remainder of FY21. The TSC is supporting U.S. European Command's Spring 2022 Security cooperation working group for European Arctic activities, leading an Arctic Panel at the largest maritime exposition in America, contributing to an Arctic Encounter event for Arctic policy makers, serving as senior mentors to U.S. Army War College seminars on Arctic service, and leading a 400 person sized highly complex, internationally attended Arctic Symposium 2022 from 2-6 May 2022 via a hybrid event in Anchorage and on-line in support of U.S. Northern Command and Alaskan Command. TSC is supporting a U.S. Strategic Command Arctic seminar for leaders and staff, contributing to the Assistant Secretary of Defense for Research and Engineering at their

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bi-annual Science and Technology Synchronization Conference and Canada's Joint Operations Command Arctic Security Working Group near Canada's Arctic region in May 2022,

- As an outcome of TSC efforts in research and analysis, plans are underway in partnership with the U.S. Air Force's Air University (AU) to create a semi-annual professional Journal of Arctic Security Affairs, as well as TSC hosted Monthly Arctic Security Bulletins and Special Reports on Arctic and Climate Security. The first planned release of the TSC-AU Journal is planned for early FY 2023.
- The remainder of FY 2022 will include onward virtual seminars in partnership with the Marshall Center and with the Woodrow Wilson Polar Institute, providing a leadership role at the 75th Anniversary of the founding of the Navy Arctic Research Lab at Point Barrow Alaska, onboarding DOD civilian staff, establishing faculty, developing curriculum, research & analysis and engagement/outreach programs in support of Arctic needs, both domestically and internationally of U.S. Northern Command, U.S. European Command, other combatant commands and military services

Irregular Warfare Functional Center (IWFC)

- The Department has not yet determined if the Secretary will establish a functional center for security studies in irregular warfare, as authorized by Sec. 1299L of the FY21 NDAA. Sec. 1299L assigns discretionary establishment authority to the Secretary no earlier than 30 days following the delivery of a report on the merits and feasibility of such a center. The Department transmitted that report to relevant congressional committees on November 18, 2021. The Department has not requested funding for this activity in FY 2023.

C. FY 2023 PLANS AND OBJECTIVES

Africa Center for Strategic Studies (ACSS)

- FY 2023 plans project a return to pre-Covid operations with the Center conducting 10-12 major programs either on the African Continent or hosted in the National Capital Region. We will continue to leverage our ability to conduct smaller hybrid engagements utilizing our experience in the virtual world to engage the African Academic community. During 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 area of responsibility 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 the engagements of external actors on the continent. This enables constructive policy debate around differing security engagement models. In this way, African counterparts are encouraged to think critically about the merits of each 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 DoD Strategy for Africa, the USAFRICOM Campaign Plan and the National Defense Authorization Act are the foundational documents that guide the Africa Center's planning process. Accordingly, the following DoD policy priorities underpin the Africa Center Program Plan:
 - Strengthen alliances and partner capabilities.

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- Enhance African partners' capacity to counter terrorism and violent extremist organizations.
- Strengthen U.S. influence in Africa in an environment of strategic competition and increase understanding of competitor state practices that undermine African development.
- Improve security sector institutions resiliency to respond to pandemic threats and other health security threats and enhance partners' strategic responses to mitigate threats posed by climate change.
- Support African ownership of responses to regional security threats and crises and improve partners' ability to conduct peace support operations
- Strengthen security sector institutions in weak or fragile states.
- 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 reinforces a rules-based system for the Indo-Pacific. The course, workshop, partnership and Comprehensive Security Studies Engagement program emphasizes strategic competition, a free and open Indo-Pacific, maritime security cooperation, building partner capacity, institutional capacity building, security sector development, cyber, counter terrorism/countering violent extremism/Irregular Warfare, humanitarian assistance/disaster relief, and the role of regional institutions such as ASEAN in security cooperation. Collectively courses, workshops, dialogues, Comprehensive Security Studies Engagement and other outreach events ensure sub-regional and functional-area coverage.
- DKI APCSS develops programs in the most efficient manner to obtain the highest return on investment.
- DKI APCSS programs will continue emphasis on executive education through resident, in-region and virtual courses, workshops, partnerships, 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 partnership program, which produces policy-based outcomes and deliverables addressing key topics derived directly from the Office of the Secretary of Defense and USINDOPACOM guidance.

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

- For FY 2023, 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 2023 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, and short bilateral and sub-regional seminars on defense governance (COVID-19-dependent), which are programmed in response to partner nation requests and guidance from Office of the Under Secretary of Defense (Policy) and U.S. Country Teams.
- WJPC will continue to build and leverage Communities of Practice in accordance with Department guidance. WJPC will cultivate these Communities of Practice as venues for transnational cooperation, forums for Department of Defense strategic messaging, and contributors

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- to and repositories of a growing knowledge base in Defense Institution Building activities.
- WJPC will continue to develop programs that address regional security needs in the cyber domain. Academic programs on cyber security and defense continue to be a top request from partner nation counterparts. WJPC will expand existing cybersecurity programs, including Principles of Cyber Policy Development, incorporate more cyber domain content into transnational threats programs, and seek partnership opportunities with international leaders in cyber defense.
 - 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 2023 will include: Strategy and Defense Policy in Quarter 2; Combating Transnational Threat Networks, Joint and Interagency Course, Strategic Implications of Human Rights and Rule of Law, and Defense Governance in Quarter 3; Cyber Policy Development, Caribbean Defense and Security Course in Quarter 3; and Humanitarian Assistance/Disaster Relief in Quarter 4. As conditions permit, Perry Center will resume its in-person downrange events and simultaneously 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)

- The GCMC will continue its multi-year planning efforts to demonstrate commitment, evolution, and progressive achievement over time. Planning efforts nest with the USEUCOM Theater Strategy Priorities to support NATO's Defense of the Euro-Atlantic, Counter Russian malign influence, and advance 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. To better align with the Administration and the Department's focus on Cybersecurity and Strategic Competition, and to meet the needs of stakeholders, GCMC requires additional funding for our Program on Cyber Security Studies as well as for Chinese (Mandarin) language instruction. 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.

Near East South Asia Center for Strategic Studies (NESAS)

- NESAS will continue to actively pursue opportunities to enhance the capabilities of our regional partners by integrating our efforts through strategic-level education. NESAS Focused Areas of Emphasis are GPC/Strategic Competition/Countering VEOs; Climate Change; C-WMD; UAS/Drones; and Women, Peace and Security. The Center is planning for 81 professional military and civilian strategic education initiatives and programs. These will constitute our main effort and create a long-term culture of communication and coordination with U.S. Central Command, U.S. Africa Command, U.S. Indo-Pacific Command, and United States Government agencies and other regional partners to achieve Department of Defense objectives. The NESAS Center will continue to work with The United States Military Training Mission to Saudi Arabia, Ministry of Defense Kingdom of Saudi Arabia, the Kingdom of Saudi Arabia Transformation Office and the Defense Security Cooperation Agency to execute a Foreign Military Sales case to assist the Kingdom of Saudi Arabia in transforming its professional military education system. NESAS will continue working with OMCs of Sri Lanka and Nepal on assisting them in transforming its professional military education system. Additionally, NESAS will continue its support of the Office of Security Cooperation-Iraq in efforts with security sector reform by developing a professional education program for Iraq national security members. The program is being

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developed in coordination with Iraq's security sector reform working group, in coordination with OSC-I and the Defense Security Cooperation Agency to develop a Foreign Military Sales case to assist Iraq in developing a professional National Security education program. – NESAs partnership of Strategic Studies Network (SSN) links NESAs with nearly sixty strategic centers and think-tanks from across North Africa and the Middle East, and South and Central Asia and is an increasingly important United States Government outreach tool. NESAs brings key regional influencers from these centers together annually to survey regional issues and capture security, diplomatic, political, economic, and resource trends. Our SSN partners provide a unique platform to engage academics and young, emerging future regional leaders that will enhance our long-term ability to prevail in combat. NESAs programs will continue its 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.

Ted Stevens Center for Arctic Security Studies (TSC)

- DSCA, in coordination with the TSC, will continue to leverage independent government costs estimates to refine operational requirements and curriculum development. TSC will continue to implement the Center's Plans, Objectives and Milestones following reaching Initial Operating Capacity on 1 July 2022, in order to reach Full Operating Capacity by 1 July 2023. This includes establishing a center website, create content for the "3 mission pillars" of the TSC: Research & Analysis, Executive Education, and Engagement/outreach that will result in the build out research studies, curriculum for core and elective seminars and future workshops in accordance with the titles and abstracts listed in the POAM.
- In addition to partnering and networking within and across the Arctic security community, focused efforts to determine priorities for Arctic programs for Office of Secretary of Defense and U.S. Northern Command, U.S. European Command and other DOD Arctic stakeholders will be conducted. Further, the TSC will advance planning to receive initial cohort for Annual Intermediate Developmental Education (IDE), currently planned via HQ USAF to arrive at the center by 1 July 2023, while establishing a university Alliance as well as a (graduate and undergraduate) Internship program.
- Other TSC building endeavors will include establishing Research and Faculty Affiliates and Adjunct Professors, advancing the TSC academic alliance, creating a Virtual and Physical Library, and implementing refurbishment for the TSC designated facility.
- TSC planned activities include plan and leading a U.S. Northern Command and Alaskan Command Arctic Senior Leadership Summit, initiating TSC Tribal/Indigenous Arctic Security symposia, creating and conducting two Arctic and climate security focused workshops per quarter, conducting semiannual Arctic field seminars at the Barrow Arctic Research Center, conducting ARSOC and at least one additional TSC executive education seminar per quarter to both U.S. and international security practitioners, developing and conducting TSC-GCMC and TSC-Wilson Center Polar Institute Arctic Security Webinars, establishing Arctic classified research and analysis in support of Combatant Commander mission needs, advancing the TSC Monthly Arctic and Climate Security Bulletin, create and publish at least two TSC Special Reports on Arctic & Climate Security and semiannual Journals of Arctic Security Studies.

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Irregular Warfare Center (IWC)

- - FY23:
- The Department has not yet determined if the Secretary will establish a functional center for security studies in irregular warfare, as authorized by Sec. 1299L of the FY21 NDAA. Sec. 1299L assigns discretionary establishment authority to the Secretary no earlier than 30 days following the delivery of a report on the merits and feasibility of such a center. The Department transmitted that report to relevant congressional committees on November 18, 2021. The Department has not requested funding for this activity in FY 2023.

Institute for Security Governance (ISG)

A. FY 2021 PRIOR YEAR ASSESSMENT

- Under the direction of the FY 2021 DSCA transformation and reorganization, the ISG successfully joined with the Defense Institute for International Legal Studies to form the Defense Security Cooperation University's International School for Education and Advising. ISG is the workhorse that is forming ISEA as a robust international advisory body and international school and a place where approaches and methodologies towards Institutional Capacity Building (ICB) may be honed and shared with international partners, the ICB community, and the security cooperation workforce.
- Successfully implemented ICB activities (under Section 332) as part of the International Security Cooperation Program account and in support of Section 333 Train and Equip programs. These efforts fulfilled congressional and DoD requirements for accompanying ICB projects that are focused, tailored, and proportional both to Section 333 Train and Equip objectives and the partner nation's ability to address specific ICB shortfalls.
- Operating in the pandemic environment, the ISG successfully conducted its traditional non-resident advising program in a virtual format and returned to in-person engagements as conditions allowed. 116 in-person advising activities, 192 virtual advising activities, and five hybrid (combination of in-person and virtual) activities with 26 partner nations were conducted in FY 2021.
- Conducted an ICB analysis and planning review and applied lessons learned and insights towards refinement of processes and products, resulting in the production of ICB Support Plans for 74 countries. This process linked desired partner nation security and defense roles - derived from Geographic Combatant Command Significant Security Cooperation Initiatives and other priority demands - with institutional shortfalls impeding the ability to perform the roles and recommended realistic and achievable ICB objectives and actions within specific partner contexts. These ICB Support Plans allow the ICB community to strengthen the Departments ability to achieve security cooperation outcomes.
- Leveraged the success of ICB analysis and planning to compete the first ever ICB congressional notification in FY2021. The products produced were key to securing congressional approval of the FY 2021 President's Budget request for ICB funding.
- Led the creation of the partner nation Noncommissioned Officer and Enlisted Corps development initiative – a new ICB functional area that encompasses security cooperation activities which support partner efforts to establish or improve HR systems, policies, educational institutions and training opportunities to develop a professional and skilled Noncommissioned Officer/Enlisted Corps that can sustain capabilities of mutual benefit and are empowered to lead and support the desired security role.

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- Expanded the ISG's capability to support cyberspace ICB by establishing a focused Cyber Functional Lead and related faculty to support cyberspace ICB and education. This organic capability allowed the Institute to directly support the geographical combatant commands with expert advice as the security cooperation enterprise began to plan for use of the new Section 333 cyberspace defense authority and the Section 1256 authorization to conduct cyberspace pilot programs for three Southeast Asia partner nations. During FY 2021 the Institute launched its first ever cyberspace ICB advising projects and conducted extensive consultation and planning to execute the large increase in cyberspace advising expected in FY 2022 and FY 2023.
- Retooled civil-military emergency preparedness program and established the Emergency Management and Resilience (EM&R) functional area, which supports bilateral and regional partners in enhancing civil-military emergency preparedness capacity through a 'whole of government' and 'all hazards' approach at the ministerial/ interagency level. EM&R is ICB-focused, inclusive of the Significant Security Cooperation Initiative process, and aligned with the priorities of the Geographical Combatant Commands. EM&R's primary capacity building focus is improving partner resilience. In a defense and security context, resilience is an essential component of defense planning, bringing together military capacity and civil preparedness.
- Created the content for and taught over 150 DSCU Security Cooperation Officer Intermediate Course students in the first ever ICB education modules – two hours of asynchronous and synchronous classes that introduced ICB concepts and practical application to junior security cooperation officers.
- Successfully released seven “Smart Sheets,” the first in a series of ICB documents that inform U.S. Government stakeholders and partner institutions about specific ICB functional or issue areas. These Sheets are recognized as a powerful tool to inform security cooperation stakeholders on critical ICB functional areas that matter to security cooperation planning and development.

B. FY 2022 CURRENT YEAR ASSESSMENT

- Building on the Institutional Capacity Building assessments and planning revisions, the ISG will work closely with the ICB community to refine program design and monitoring and apply best practices for ICB planning in support of Significant Security Cooperation Initiatives, including Section 332 and 333 activities.
- The ISG will also support the implementation and monitoring of ICB programs in 74 countries – nearly double the number of countries at the beginning of FY 2021. The ISG is working closely within DSCA, as well as with the Office of the Secretary of Defense and the Geographical Combatant Commands to develop monitoring plans that effectively incorporate ICB activities for all FY 2023 Significant Security Cooperation Initiatives.
- Complete ICB resident and non-resident advising integration. With the increase in cyberspace ICB projects, the ISG will further refine existing and develop new content and approaches to undertaking ICB in this mission area. Further, the ISG will develop and promulgate additional material to be added into its “Cyberspace Capacity Building Playbook” and “Cyber Defense Workforce and Training Compendium”.
- Lead the emerging cyberspace security cooperation Community of Practice initiated by ISG in FY 2020. This forum will allow the ISG to continue its efforts to catalyze collaboration between the traditionally separate community of cyberspace experts with the broader security cooperation enterprise.
- The ICB Logistics program continues to support logistics security cooperation planning and execution. The ISG logistics program supports the Geographical Combatant Commands with their logistics capacity building planning and engagement with partner nations. Given the complexity and sheer number of ICB projects slated for FY 2022, the ISG will train and provide tools for ICB

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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 will distribute the first-ever ICB Handbook, providing to security cooperation stakeholders deliberate reference materials that explain ICB and how ICB is assessed, planned, implemented, and monitored. Emergency Management and Resilience capacity building shall support the U.S. European Command security cooperation activities with “High Competition States” North American Treaty Organization (NATO) Southeast Europe allies and partners, and U.S. Central Command central Asia regional partners. The ISG will pilot the first Noncommissioned Officers/Enlisted Corp Develop program in a selected partner nation security cooperation recipient.

C. FY 2023 PLANS AND OBJECTIVES

- The ISG will have over three years as the DoD’s ICB center of excellence and will continue to deepen and enhance its ability to perform the following:
 - Provide effective and innovative institutional capability to partner nations;
 - Develop and promulgate ICB best practices and lead communities of interest and practice;
 - Ensure ICB efforts inform full-spectrum security cooperation approaches;
 - Inform strategic plans of the Geographical Combatant Commands and the development of Significant Security Cooperation Initiatives while continuing to support planning;
 - Expand ISG’s capacity to address Department priorities such as anti-corruption, Women, Peace and Security, and Civilian Harm Mitigation;
 - Strengthen its logistics, cyber, Noncommissioned Officer/Enlisted Corps Development, and Emergency Management and Resilience capacity building competencies;
 - Create more detailed ICB class content for advanced security cooperation workforce curricula provided by the Defense Security Cooperation University.

DSCA Headquarters

A. FY 2021 PRIOR YEAR ASSESSMENT

- DSCA will complete 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.

B. FY 2022 CURRENT YEAR ASSESSMENT

- 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.

C. FY 2023 PLANS AND OBJECTIVES

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IV. Performance Criteria and Evaluation Summary:

- 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.

Regional Defense and Combating Terrorism and Irregular Warfare Fellowship Program (CT/IWFP)

A. FY 2021 PRIOR YEAR ASSESSMENT

- In support of national security strategic objectives and priorities of the Geographic Combatant Commands, the CT/IWFP trained and educated approximately 1,200 foreign security officials in a wide range of irregular warfare (IW) skills. The CT/IWFP focused on developing partner nation long term capabilities by enhancing and broadening a wide range of irregular warfare skills. The CT/IWFP worked directly with partner nation forces in key regions specifically addressing IW challenges related to great power competition. Programs provided invaluable skills in food, and energy security, as well as recognizing and countering adversarial disinformation campaigns. This program was in direct support of INDOPACOM's theater campaign plan, and it provided unparalleled access to partner nation forces, and government officials.
- The CT/IWFP continued integration of IW concepts across the DoD educational institutions converting key tasks from the IW Implementation Plan into teachable concepts. The CT/IWFP team worked across institutions to ensure IW curriculum was complementary and reinforcing. Additionally, the CT/IWFP assisted the Joint Staff with curriculum development for the U.S. side of professional military education helping to ensuring a global approach to this complex task.
- The CT/IWFP devoted additional resources in strengthening its global network of alumni professionals, developing innovative methods to encourage continued engagement with the United States. Specifically, multidimensional, strategic games were fielded centering on current, or expected events. Examples include pandemic response, natural resource issues, global crypto currency as it relates to terrorists' finance, unconventional warfare and counterinsurgency. These games provide partner nations with access to training across geographic borders that they would not have otherwise had. Participation in the games also facilitates continued communication with the global, CT/IWFP network helping to provide access and placement to U.S. forces for future operations.
- The programs tiered approach of developing mid to senior level professionals with a common understanding of irregular warfare principles provides the Department a network of international partners willing to assist in the global efforts against terror. Many individuals who participated in educational events in years past are now in senior level positions in their countries and are assisting U.S. efforts to further train and educate individuals in these areas.

B. FY 2022 CURRENT YEAR ASSESSMENT

- Several new initiatives will begin in FY2022. Climate change and cyber forensics programs were added to the extensive course listings. Climate change and its associated negative impact on natural resources will pose a significant security threat in the near term, while cyber forensic capabilities provide an immediate return on investment in training dollars spent. Also in FY 2022, the Women in Peace and Security Studies effort was greatly expanded. Specific programs were developed and taught that reinforced the positive, social shifts that occur when women are empowered in key roles throughout government
- Building on congressional mandates to focus more attention and resources towards great power competition, the CT/IWFP continues to be a valuable tool for the Department and will continue to support U.S. efforts to provide targeted international irregular warfare education to partner nations.

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- Combatting Terrorism and Irregular Warfare education and training programs will continue to prove to be an effective strategic tool in the struggle against violent extremism.
- The FY2022 program plans will maintain the initiatives of previous years and expand and operationalize the global network of professionals.
- Eastern European, and Asian alumni will continue to play even more important roles in facilitating the Department's objectives through participation in CT/IWFP programs.

C. FY 2023 PLANS AND OBJECTIVES

- The CT/IWFP tiered educational programs will continue into FY2023 reaching approximately 2,000 partner nation officials.
- The new programs in climate change, cyber forensics, and crypto-currency will be fully integrated into program plans. Additionally, the operationalization of the global network will be well underway helping to facilitate theater campaign plan objectives in all AORs..
- The Women in Peace and Security Studies programs begun in previous years will be fully embedded at all levels and assessments will begin to show the social shifts resulting from these efforts.
- In FY 2023, the CT/IWFP anticipates the ability to allow approximately 2,000 foreign military and security officials to attend CT/IWFP funded programs, and provide approximately 450-500 educational programs to include 45 to 50 events in 30 to 35 countries in all six Regional Combatant Commands. This will include irregular warfare education and training support to emerging regional and sub-regional organizations and alliances.
- Within AFRICOM, the program will focus efforts in Kenya to help the Kenyan Defense force with border security as well as Uganda, Nigeria and the trans-Sahel countries to help in stemming the foreign fighter flow out of the Middle East, as well as to offer a counter-narrative to Chinese influence. These 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.
- CT/IWFP network hubs will be established in the EUCOM and INDOPACOM AORs. These hubs will be led by CT/IWFP alumni and provide direct linkages with partner forces, and their professional military education systems.
- Across the Central Asian region, the program will work to facilitate improving cooperation between the Uzbek, Tajik, and Turkmen forces in countering transnational threats. The program anticipates the fielding of online training platforms which will further improve full spectrum training venues for a wide range of security cooperation requirements. In the INDOPACOM theater, work will continue in Taiwan, Mongolia and other Pacific countries to bolster their resistance to Chinese influence.

Strategic Evaluations

A. FY 2021 PRIOR YEAR ASSESSMENT

- The Department published on open.defense.gov its first-ever public summary of a strategic evaluation of the Security Cooperation enterprise. Directly in response to statutory requirements for reporting contained in the FY 2017 National Defense Authorization Act, publishing the results of strategic evaluations increases transparency and ensures greater accountability of tax payer dollars.

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- Additionally, to provide more granular guidance to the Department in support of the overall Assessments, Monitoring, and Evaluation program, the Department issued a Monitoring Annex in FY 2021 to support the Assessments, Monitoring, and Evaluations Guidebooks issued in FY 2020 as well as the requirement for the Geographical Combatant Commands to submit performance monitoring plans as part of the FY 2023 Significant Security Cooperation Initiative process. The Annex provides the Geographical Combatant Commands with the knowledge necessary to develop rigorous and accurate monitoring plans to inform senior leader decisions regarding the execution of Significant Security Cooperation Initiatives.
- The Assessment, Monitoring, and Evaluation working group, which sees monthly engagement across the SC enterprise, ranging from the Office of the Under Secretary (Policy), DSCA, Combatant Commands, and Military Departments and Services, served as a forum through which Assessment, Monitoring, and Evaluation subject matter experts could share lessons learned among Assessment, Monitoring, and Evaluation personnel. The emphasis in FY 2021 was to review lessons learned from development and implementation of the partnership assessments, initiative design documents, and performance monitoring plans in order to ensure that these documents continue to serve the needs of the strategic Assessment, Monitoring, and Evaluation framework. The Department initiated six independent strategic evaluations of critical security cooperation topics, to include formative evaluations of security cooperation in both the space and cyber domains.

B. FY 2022 CURRENT YEAR ASSESSMENT

- Continued efforts to refine program guidance and standardize best practices learned throughout the Assessment, Monitoring, and Evaluation framework in collaboration with DSCA, the Geographical Combatant Commands, and the Military Departments. This work supports the institutionalization of Performance Monitoring for security cooperation efforts to ensure greater consistency, impact, and effectiveness in support of U.S. Government objectives for security cooperation, and supporting evidence-based decision making.
- While the focus in FY 2021 was refining Performance Monitoring Plans, and applying lessons learned from completed strategic evaluations, the emphasis in FY 2022 is to mature the Assessment, Monitoring, and Evaluation network across the SC enterprise through development of the Department's first-ever Learning Agenda. Capitalizing on continued learning from the evaluation process, which has already resulted in changes in security cooperation assessment, planning and design, and Significant Security Cooperation Initiative development, the Department intends to broaden its learning aperture to capture lessons from additional mechanisms beyond strategic evaluation.
- The Department will initiate four to six independent strategic evaluations on key security cooperation topics, with one to two managed by the Office of the Deputy Assistant Secretary of Defense (Security Cooperation), and the others managed by other elements of the security cooperation enterprise - Combatant Commands and/or Military Departments and Services. Each Geographical Combatant Command will expand their Significant Security Cooperation Initiative monitoring efforts in FY 2022.

C. FY 2023 PLANS AND OBJECTIVES

- Further refine program guidance and standardize best practices learned throughout the Assessment, Monitoring, and Evaluation framework in collaboration with DSCA, the Geographical Combatant Commands, and the Military Departments.
- In FY 2023, the Department will shift away from a singular evaluation agenda to a more holistic learning agenda, in alignment with guidance from the Office of Management and Budget. The learning agenda will include an evaluation plan, through which the Department will initiate five to seven independent strategic evaluations on key security cooperation topics; this will include diversifying

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away from singular evaluation oversight by the Office of the Deputy Assistant Secretary of Defense (Global Partnerships), to include qualified evaluation management by DSCA, the Combatant Commands, and the Military Departments and Services.

- Additional learning will take the form of Table Top Exercises, and internal and contracted research efforts, among others. Priority will be given to defining, communicating and integrating best practices learned from the previously executed evaluations implemented in FY 2021 and FY 2022. Significant Security Cooperation Initiatives 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 Assessment, Monitoring, and Evaluation, and to ensure associated Performance Monitoring Plans are established, realistic, and utilized to inform real-time decision making related to Significant Security Cooperation Initiatives. Each Geographic Combatant Command is required to expand their Significant Security Cooperation Initiative monitoring efforts in FY 2023.

Security Cooperation Workforce Development Program (SCWDP)

A. FY 2021 PRIOR YEAR ASSESSMENT

- The DoD Security Cooperation Workforce Certification Program was formally implemented on May 7, 2021. Achieving and maintaining security cooperation certification is now mandatory for all DoD civilian and military members of the security cooperation workforce.
- DoD Components are now required to identify their military and civilian personnel with substantive security cooperation responsibilities as security cooperation workforce members. Approximately 12,500 personnel are already working towards certification, or have met certification requirements. Additionally, DSCU faculty members have developed 27 new courses while rapidly transitioning 20 courses to virtual learning platforms during the COVID-19 pandemic.
- Launched the assessment, monitoring, and evaluation curriculum as well as the training pilot course in the fourth quarter of FY 2020. Revised courseware was designed, tested, and fielded during FY 2021, as well as the development of new items such as spouse education, End Use Monitoring education, and Assessment, Monitoring, and Evaluation education.
- Enhanced 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.
- Expanded academic partnerships with other organizations and current education and training capabilities for resident learning, online learning, and on-site education to more effectively and efficiently deliver certification training.
- Expanded strategic communications and outreach within the Department's efforts and continue to educate the security cooperation workforce by resident training, online learning, and onsite education
- The DSCU Defense Advisors training team executed three full advisor certification training cycles to support planned requirements. In addition, the Defense Advisors team provided an off cycle contingency advisor course to prepare advisors for deployment to support a Foreign Military Sales case in the Kingdom of Saudi Arabia.
- The DSCU Defense Advisors team also established an executive advising seminar for general/flag officers and senior executive service leaders.

B. FY 2022 CURRENT YEAR ASSESSMENT

- Complete planning for additional SCWDP elements and broader SCW developmental opportunities, including (1) security cooperation

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career paths, and (2) experiential security cooperation opportunities such as career-broadening rotations, and security cooperation continuous learning opportunities.

- Incorporate emergent security cooperation domains (e.g., cyber, space) and ways to break down barriers to cooperation into DSCU curricula.
- In partnership with the Defense Acquisition University, transitioned registration and online course learning platform to Cornerstone On Demand (CSOD). The SC Workforce Development-Database will also transition to CSOD. 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 Security Cooperation workforce necessary training and education to support certification.
- Continue to expand strategic communications and outreach within the Department's efforts.
- Continue to educate the security cooperation workforce by resident training, online learning, and onsite education; and expand academic partnerships with other institutions and organizations.
- The DSCU Defense Advisors training team will execute four full advisor certification training cycles to support planned requirements. The Ministry of Defense Advisors will also work with the Army Security Force Assistance Command to enhance pre-command training for the Security Force Assistance Brigade leaders whose missions directly supports global Security Cooperation efforts.
- As of March 2022, DSCA is tracking 15,439 positions in the SC Workforce with 12,593 of those positions filled with an SC professional. Currently 6,987 (55%) SC professionals have met all the requirement for basic level certification.

C. FY 2023 PLANS AND OBJECTIVES

- Broaden collaboration across the interagency and external agencies on developing learning agendas/topics to conduct research from lessons learned and best practices of security cooperation. Update and maintain current SCWDP policy and guidance, such as the DoD Instruction 5132.15 The Implementation of the Security Cooperation Workforce Certification Program.
- Implement approved courses of action related to security cooperation career paths and security cooperation experiential opportunities and continuous learning.
- Develop and implement a methodology to evaluate the effectiveness of the Security Cooperation Certification Program courses for developing security cooperation competencies and meeting SCWDP requirements.
- Identify or develop advanced educational opportunities that complement SCW Certification Program requirements and SCWDP goals.

Security Cooperation Data Management

A. FY 2021 PRIOR YEAR ASSESSMENT

- Partner Outreach and Collaboration Support:
 - Provided information technology solutions to enhance alumni tracking, collaboration, and outreach for more than 780,000

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alumni of Regional Center programs and other alumni from various DoD and Partner educational and cooperation institutions through the Regional Center Persons and Activity Management System.

- Additionally, GlobalNET, an open source collaboration information technology system, provided international partners and alumni the ability to continue collaboration with U.S. and other foreign partners on important security issues. GlobalNET provided the means for U.S. academic institutions to maintain contact with their alumni to sustain lasting relationships.
- The Regional Center Persons and Activity Management System is currently shifting to a Cloud based infrastructure and should be migrated by 2021.

- Socium:

- In June 2021, DSCA deployed the Socium Secret Internet Protocol Router Network (SIPRNet) application to enable the use of higher classification levels. All historical data from the Global Theater Security Cooperation Management Information System (G-TSCMIS) application was migrated to the Socium Application.
- The G-TSCMIS application was formally retired in July 2021.
- Socium also developed and deployed a Five Year Planning tool that is integrated into the initiative and activity lifecycle data model. By the end of the calendar year, DSCA plans to retire the legacy, static Five Year Planning application further saving costs.

B. FY 2022 CURRENT YEAR ASSESSMENT

- Partner Outreach and Collaboration Support:

- Continue to provide the GlobalNET and Regional Center Persons and Activity Management System platform operations and maintenance support, to include internet hosting, monitoring for intrusions, malware, system performance, and a certified Risk Management Framework certified facility.
- Continue the implementation of upgrades and software development as required. Personnel support will be provided to assist institutions and partners globally during courses, seminars, outreach events, and the GlobalNET development team.
- Continue to conduct operational testing, and tier one support.
- Continue to support the North Atlantic Treaty Organization's Electronic Learning and Advanced Distributed Learning 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.

- Socium:

- In FY 2022, 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.

C. FY 2023 PLANS AND OBJECTIVES

- Partner Outreach and Collaboration Support:

- Continue to provide the GlobalNET and RCPAMS platform operations and maintenance support, to include internet hosting for

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IV. Performance Criteria and Evaluation Summary:

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.
 - Initiate discussions centered around potentially decommissioning GlobalNet and transitioning to an existing DSCA system.
- Socium:
- In FY 2023, DSCA will continue to add new capabilities and functional enhancements to Socium that includes new workflows and data integration for security cooperation activities to ensure complimentary planning and execution across the the U.S. government.

Defense Institute of International Legal Studies (DIILS)

A. FY 2021 PRIOR YEAR ASSESSMENT

- The DIILS leveraged its civilian and military staff, adjunct Active Duty, Reserve and National Guard Judge Advocate General officers, as well as adjunct government and civilian legal experts (at minimal cost) and contracted subject matter experts to execute strategically aligned, programmatically agile, timely, sustained engagements in support of evolving security cooperation priorities.
- Due to COVID-19 related restrictions on travel and engagement with Partner Nations, DIILS activities involved both virtual and mobile legal Institutional Capacity Building efforts and rule of law education and training seminars. Activities also included multi-week in-person resident legal courses.
- Mobile engagements and resident programs covered a broad range of topics such as human rights and the law of armed conflict compliance, the 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, maritime security and enforcement operations, and cyber law and hybrid warfare.
- Conducted 88 mobile and virtual engagements involving approximately 40 countries across the Geographic Combatant Commands areas of responsibilities.
- Completed 9 multi-week resident courses involving 179 participants from 57 countries, all of which were successfully restructured, rescheduled and delivered during the COVID-19 restrictions.
- Integrated legal Institutional Capacity Building inputs into the global Institutional Capacity Building analysis.
- Expanded utilization of contracted subject matter expertise to support legal Institutional Capacity Building efforts, including pilot initiatives under Section 1210 of the FY 2020 National Defense Authorization Act.
- Developed and implemented virtual human rights training seminars and developed and tested a program-level Assessment, Monitoring and Evaluation approach tailored to the Human Rights program. Instituted the creation of country human rights profiles to drive

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IV. Performance Criteria and Evaluation Summary:

programmatic decision-making.

- Provided a full slate of in-person resident education and training courses amidst COVID-19; developed new materials addressing the legal aspects of hybrid conflict, cyber operations and emergent technologies, as well as Civilian Harm Mitigation focused curriculum.
- Revamped resident course on the Law of Military Operations.

B. FY 2022 CURRENT YEAR ASSESSMENT

- Continue ongoing support for the development and implementation of rule of law engagement in alignment with security cooperation strategic priorities and DoD policy guidance.
- Execute legal Institutional Capacity Building plans and 10 USC Section 333 (and/or similar authorities) human rights/rule of law training to the extent feasible given the continued impact of COVID-19 restrictions on travel and Partner Nation engagements. This includes the implementation and expansion of the pilot legal Institutional Capacity Building initiatives under Section 1210 of the FY 2020 National Defense Authorization Act.
- Continue full slate of multinational resident courses in the Newport, Rhode Island facilities, adjusted as necessary to account for evolving COVID-19 guidance and renovations at the DIILS Education Center. Relocation to temporary facilities may be required for extended periods of time.
- Continue the development and implementation of Institutional Capacity Building design documents and monitoring plans.
- Refinement and implementation of a program-level Assessment, Monitoring, and Evaluation approach for human rights/rule of law seminars.
- Develop an Assessment, Monitoring, and Evaluation approach for resident courses.
- Achieve greater integration across mission areas, and greater integration of Civilian Harm Mitigation and Women, Peace and Security matters into DIILS activities.
- Coordinate across other DSCA components to operationalize DIILS as reorganized under the International School of Education and Advising and the Defense Security Cooperation University, while maintaining unique legal subject matter expertise and stakeholder support.

C. FY 2023 PLANS AND OBJECTIVES

- Funds requested supports the continuation of development and global implementation of legal engagement in accordance with the Department's guidance and priorities.
- Continue to evaluate planning, operations, staffing, facilities, and funding requirements, including expanded use of contracted personnel where appropriate in light of recent DSCA reorganization aligning DIILS and the Institute for Security Governance under the International School for Education and Advising, and as guidance and processes for integrated Security Cooperation continue to evolve.
- Given recent developments such as the legal Institutional Capacity Building initiative found in FY20 NDAA Section 1210, increasing focus on Civilian Harm Mitigation and Women, Peace and Security matters, and continued Congressional and Administration interest in human

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IV. Performance Criteria and Evaluation Summary:

rights/law of armed conflict/rule of law compliance efforts, we anticipate significant additional rule of law requirements likely will emerge in connection with the Department's Significant Security Cooperation Initiatives and related Section 333 train and equip packages.

- Support emerging requirements related to Civilian Harm Mitigation and Women, Peace and Security matters as well as increased demand signals from the Department of State in relation to Foreign Military Financing, Foreign Military Sales, Peacekeeping Operations, and Security Force Professionalization programming.
- Focus efforts on leveraging the renovated education center to expand and elevate legal resident course options offered to our partner nations.

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V. Personnel Summary:

	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Change FY 2021/ FY 2022</u>	<u>Change FY 2022/ FY 2023</u>
Civilian End Strength (Total)	469	497	497	28	0
U.S. Direct Hire	429	469	469	40	0
Foreign National Direct Hire	15	15	15	0	0
Total Direct Hire	444	484	484	40	0
Reimbursable Civilians	25	13	13	-12	0
Civilian FTEs (Total)	467	497	497	30	0
U.S. Direct Hire	442	469	469	27	0
Foreign National Direct Hire	15	15	15	0	0
Total Direct Hire	457	484	484	27	0
Reimbursable Civilians	10	13	13	3	0
Average Annual Civilian Salary (\$ in thousands)	168.4	167.9	174.1	-0.5	6.2
Contractor FTEs (Total)	387	387	387	0	0

Personnel Summary Explanations:

N/A

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

	FY 2021 Program	Change from FY 2021 to FY 2022		FY 2022 Program	Change from FY 2022 to FY 2023		FY 2023 Program
		Price Growth	Program Growth		Price Growth	Program Growth	
101 EXEC, GEN'L & SPEC SCHEDS	75,000	1,703	2,585	79,287	3,271	-232	82,326
104 FN DIRECT HIRE (FNDH)	1,960	44	-50	1,954	81	-120	1,915
0199 TOTAL CIVILIAN PERSONNEL COMPENSATION	76,960	1,747	2,535	81,241	3,352	-352	84,241
308 TRAVEL OF PERSONS	14,155	425	-934	13,646	287	-14	13,919
0399 TOTAL TRAVEL	14,155	425	-934	13,646	287	-14	13,919
671 DISA DISN SUBSCRIPTION SERVICES (DSS)	17	1	-18	0	0	0	0
677 DISA TELECOMM SVCS - REIMBURSABLE	220	1	-221	0	0	0	0
696 DFAS FINANCIAL OPERATION (OTHER DEFENSE AGENCIES)	4,301	446	-814	3,933	215	-136	4,012
0699 TOTAL OTHER FUND PURCHASES	4,538	448	-1,053	3,933	215	-136	4,012
771 COMMERCIAL TRANSPORT	1,155	35	-477	713	15	-1	727
0799 TOTAL TRANSPORTATION	1,155	35	-477	713	15	-1	727
912 RENTAL PAYMENTS TO GSA (SLUC)	1,381	41	-3	1,419	30	-2	1,447
914 PURCHASED COMMUNICATIONS (NON-FUND)	3,930	118	2,457	6,505	137	-7	6,635
915 RENTS (NON-GSA)	294	9	185	488	10		498
920 SUPPLIES & MATERIALS (NON-FUND)	43,370	1,301	-18,239	26,432	555	-24	26,963
921 PRINTING & REPRODUCTION	53	2	58	113	2		115
922 EQUIPMENT MAINTENANCE BY CONTRACT	13,048	391	-13,439	0	0	0	0
923 FACILITIES SUST, REST, & MOD BY CONTRACT	0	0	196	196	4		200
925 EQUIPMENT PURCHASES (NON-FUND)	2,801	84	35,588	38,473	808	-39	39,242
932 MGT PROF SUPPORT SVCS	7,411	222	100,873	108,506	2,279	31	110,816
933 STUDIES, ANALYSIS & EVAL	15,998	480	6,522	23,000	483	-16,483	7,000
955 OTHER COSTS (MEDICAL CARE)	0	0	405	405	16	-8	413
960 OTHER COSTS (INTEREST AND DIVIDENDS)	0	0	20	20	0		20
987 OTHER INTRA-GOVT PURCH	146,642	4,399	-151,041	0	0	100,534	100,534
988 GRANTS	47	1	9	57	1		58

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

	FY 2021 <u>Program</u>	<u>Change from FY 2021 to FY 2022</u>		FY 2022 <u>Program</u>	<u>Change from FY 2022 to FY 2023</u>		FY 2023 <u>Program</u>
		<u>Price Growth</u>	<u>Program Growth</u>		<u>Price Growth</u>	<u>Program Growth</u>	
989 OTHER SERVICES	1,362,066	40,862	581,696	1,984,624	41,677	13,999	2,040,300
990 IT CONTRACT SUPPORT SERVICES	0	0	8,362	8,362	176	-9	8,529
0999 TOTAL OTHER PURCHASES	1,597,041	47,910	553,649	2,198,600	46,178	97,992	2,342,770
9999 GRAND TOTAL	1,693,849	50,565	553,720	2,298,133	50,047	97,489	2,445,669

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