Fiscal Year 2026 Budget Estimates

Defense Security Cooperation Agency

June 2025

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

	FY 2024 Actuals	Price Change	Program Change	FY 2025 Enacted	Price Change	Program Change	FY 2026 Request
DSCA	9,875,664	208,301	-7,369,205	2,714,760	54,828	94,664	2,864,252

- FY 2024 actuals include $1,118,662 thousand in OOC funds. FY 2025 includes $400,406 thousand in OOC Enacted. FY 2026 includes $192,298 thousand for the OOC Budget Estimate. OOC are those financed with former Overseas Contingency Operations (OCO) funding.

I. Description of Operations Financed:

The Defense Security Cooperation Agency (DSCA), in coordination with the Office of the Under Secretary of Defense for Policy (OUSD(P)), 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. 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 (GCC), industry, and partner nations to execute security cooperation activities. Moreover, the DSCA seeks to maximize security cooperation program effectiveness.

The FY 2026 budget request supports the day-to-day operations of the DSCA headquarters, the Defense Security Cooperation University, the Department of Defense (DoD) Regional Centers for Security Studies, and the Defense Security Cooperation Service (DSCS). Under the provisions of the Title 10 USC Chapter 16, the FY 2026 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 DoD professionals supporting security cooperation efforts. The DSCA will continue to execute Department of State security sector assistance programs and activities in accordance with the Foreign Assistance Act and the Arms Export and Control Act. Additionally, the DSCA 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.

ADMINISTRATIVE SUPPORT OPERATIONS

DSCA Headquarters

The DSCA Headquarters line funds the salaries and operating expenses of the DSCA workforce providing program and financial management support to DoD funded security cooperation programs. Additionally, this account resources operational and information technology system support costs, Defense Finance and Accounting Services costs, and support for enterprise resource systems.

I. Description of Operations Financed: (Cont.)

Security Cooperation Data Management
The Security Cooperation Data Management program is comprised of the Partner Outreach and Collaboration Support (POCS) and Socium platforms.

The POCS provides a common information technology platform (GlobalNET) to improve international partner outreach and collaboration efforts in a federated environment. The POCS enables the DoD institutions and partners to share content and participant data across proprietary community websites, fostering communities of practice and promoting collaboration and resource sharing among the Regional Centers for Security Studies, the Partnership for Peace (PfP), other DoD educational institutions and communities, and international partners. The POCS implements the congressional endorsement for the modernization of Defense capabilities in eligible PfP countries relative to their telecommunications infrastructure and provides allies and partner countries the ability to team in critical cooperative activities that underpin the spirit of the PfP program. GlobalNET currently supports over 85,000 users and facilitates efficiencies and complementarity among a variety of institutional capacity building (ICB) providers in the training and education field. The DSCA oversees execution of the research and development of the GlobalNET effort and its operations and ensures that the program addresses DoD security cooperation requirements in the context of defense, interagency, international information sharing, and collaboration needs.

The GlobalNET effort focuses on improving collaboration, supporting outreach efforts, and enabling communication among the Regional Centers for Security Studies, the combatant commands (CCMD), DSCA, the OUSD(P), the North Atlantic Treaty Organization's (NATO) Military Partnerships Directorate, the PfP Consortium of Defense Academies, PfP partner countries, and other DoD institutions and communities. It provides DoD and international partner security practitioners an unclassified secure platform to share information, communicate and collaborate globally 24/7, and supports administrative activities. It provides the ability to form collaborative communities of interest around security issues. GlobalNET facilitates information sharing and knowledge management concepts in accordance with U.S. policy.

Socium is the DoD enterprise-wide technology to facilitate and integrate planning, budgeting, collaboration, design, management, assessment, monitoring, evaluation, and reporting in support of all U.S. security cooperation activities. The DSCA deployed the Socium NIPR application in September 2020 and the SIPR application In June 2021. Socium supported issuance of FY 2025 significant security cooperation initiative (SSCI) guidance from the Office of the Deputy Assistant Secretary of Defense for Global Partnerships.

SUPPORT TO OPERATIONS

Border Security
Section 1226 of the National Defense Authorization Act (NDAA) for FY 2016, as amended, provides support to key allies and partner nations on a reimbursable basis for expenses incurred to increase security and sustain increased security along their borders adjacent to conflict areas. This assistance serves to degrade the free movement of the Islamic State of Iraq and Syria (ISIS) and other violent extremist organizations, illicit weapons, and narcotics as well as other forms of smuggling in an effort to promote greater regional security.

I. Description of Operations Financed: (Cont.)

CAPACITY BUILDING

Taiwan Security Cooperation Initiative (TSCI)
The TSCI is intended to support DoD efforts to strengthen Taiwan's self-defense capabilities, thereby enhancing deterrence, preserving peace and stability across the Taiwan Strait, and mitigating risk to the U.S. Joint Force. The TSCI complements Taiwan's defense investments and other U.S. security assistance and security cooperation authorities. The DoD intends to incorporate security cooperation assessment, design, planning, and monitoring best practices in implementing this initiative.

Taiwan Drawdown Stock Replacement
The Taiwan Drawdown Stock Replacement is intended to support the replacement of defense articles transferred to Taiwan from DoD stocks through the Presidential Drawdown Authority, or the TSCI. Funds bolster Joint Force readiness and enable new procurements to replace equipment provided to Taiwan. This program supports DoD efforts to strengthen Taiwan's self-defense capabilities, thereby enhancing deterrence, preserving peace and stability across the Taiwan Strait, and mitigating risk to the U.S. Joint Force.

International Security Cooperation Programs (ISCP)
The ISCP account funds security cooperation programs and activities that build the military capacity of partner forces to address shared national security challenges and to operate in tandem with or in lieu of U.S. forces. In line with the 2025 Interim National Defense Strategic Guidance (INDSG), ISCP activities are focused on deterring Chinese aggression, reducing the flow of illicit goods through the southwest border, buying down risk to forward deployed U.S. warfighters, and shifting the burden for regional security by enabling allies and partners to take on greater responsibility for their own security challenges. These efforts include train-and-equip programs enabling partners to operate across a range of mission areas and ICB to strengthen governance and absorption capacities necessary for full spectrum capability development. ISCP's initiative-based planning supports the Department's efforts to conduct assessment, monitoring and evaluation of security cooperation activities to ensure programs yield a return on U.S investments. Authorities funded from amounts appropriated for ISCP include Title 10 U.S.C. Sec. 332, 333 and 335 and the Indo-Pacific Maritime Security Initiative from Sec.1263 of the NDAA for FY 2016.

EDUCATION AND TRAINING

Regional Defense Fellowship Program (RDFP)
The RDFP, authorized in the NDAA for FY 2004 (10 USC 2249c), provides foreign military officers and government security officials with strategic and operational education to enhance partners' capacity to combat terrorism. In the NDAA for FY 2019, Irregular Warfare was added to the authority and the program was redesignated the Regional Defense Combating Terrorism and Irregular Warfare Fellowship Program (10 USC Ch. 16 sec. 345). The RDFP is a key tool for GCCs to foster regional and global cooperation in the war on violent extremism and terrorism. The RDFP enhances the U.S. Government's efforts to provide non-lethal irregular warfare and combatting terrorism assistance. The program supports mobile and resident institutional courses tailored to the specific needs of key regions and countries to advance broader U.S. Government objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human rights issues. Funding for the RDFP: builds and strengthens a global network of experts and practitioners at the operational and strategic levels; builds and reinforces the irregular warfare and combating terrorism capabilities of partner nations through operational and strategic-level education; contributes to irregular warfare and counterterrorism

I. Description of Operations Financed: (Cont.)

ideology efforts; and provides the DoD with a flexible and proactive program that can respond to emerging irregular warfare and combatting terrorism requirements.

Irregular Warfare Center (IWC)
The IWC is a DoD functional center that was authorized in the NDAA for FY 2023. The IWC serves as the central mechanism for developing the irregular warfare knowledge of the DoD and advancing the understanding of irregular warfare concepts and doctrine, in collaboration with key partners and allies to enhance integrated deterrence against hybrid threats below the threshold of conflict. The IWC is the battle lab for operationalizing ideas and validating strategic concepts to enhance readiness. The IWC global network serves as a force multiplier and coordinator of functional IW progress for the Department and beyond. The Center provides cutting-edge research and mobile education tailored to the specific needs of specific organizations and key regions and countries to advance broader U.S. Government objectives. Funding for the IWC: builds and strengthens a domestic and global network of irregular warfare experts and practitioners at the operational and strategic levels; builds and reinforces the irregular warfare capabilities of partner nations through operational and strategic-level education; contributes to irregular warfare efforts; and provides the DoD with an agile and innovative approaches that can respond to emerging irregular warfare challenges.
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Irregular Warfare Center of Excellence
The IWC Center of Excellence research support contract is intended to conduct academic research on irregular warfare topics to support the IWC in supporting the Department on irregular warfare related knowledge and activities.

Regional Centers for Security Studies
The Regional Centers conduct academic, research, and outreach activities to promote common perspectives on regional security and promote shared responses to transnational threats. Through these programs and resulting alumni networks, the Regional Centers expand both the will and capability of partners to fulfill roles and take actions that support mutual security and defense goals, consistent with U.S. objectives. The Regional Centers are an executive-level, Title 10 authorized strategic complement to traditional invitational professional military education (I-PME), extending beyond the Ministry of Defense space to influence a broader range of security and defense stakeholders. Participants in Regional Centers programs are generally senior (O-5/GS-14 equivalent and above), multilateral, and inter-ministerial, including security and defense stakeholders from ministries of foreign affairs, justice, law enforcement, and parliamentarians. Section 342 of Title 10 U.S Code authorizes the following Regional Centers: the George C. Marshall European Center for Security Studies (Garmisch-Partenkirchen, Germany); 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 Africa Center for Strategic Studies (Washington, D.C.); the Near East-South Asia Center for Strategic Studies (Washington, D.C); and the Ted Stevens Center for Arctic Security Studies (Anchorage, Alaska). The DSCA is the designated executive agent for all the Regional Centers.

For FY 2026, Regional Centers programming will be aligned to support the 2025 INDSG. These programs will focus on Defending the Homeland, Deterring China in the Indo-Pacific, and increasing burden-sharing with allies and partners.

I. Description of Operations Financed: (Cont.)

MANAGEMENT, INFRASTRUCTURE, AND WORKFORCE DEVELOPMENT

Assessment Monitoring, and Evaluation (AM&E)
The AM&E program 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 DoD 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-wide assessments and monitoring of security cooperation programs and activities as well as the identification of trends, challenges, and lessons learned to improve security cooperation planning and execution.

Defense Security Cooperation University (DSCU)
Pursuant to Section 384 of Title 10 U.S. Code, the DoD established the DSCU to improve the quality and professionalism of the security cooperation workforce that who directly supports the effectiveness of security cooperation activities necessary to shift burden and strengthen credible coalitions capable of deterring attacks on the U.S. Homeland and in the Indo-Pacific, while simultaneously supporting the U.S. economy and defense industrial base. This request reflects a consolidated DSCU budget activity in accordance with Section 384(h)(2) of Title 10 U.S. Code, composed of previously separate line items that appeared under the headings: "*DSCU Operations,*" "*DSCU – Institute for Security Governance,*" "*DSCU – Security Cooperation Workforce Development Program,*" and "*DSCU – Defense Institute of International Legal Studies*." This consolidation of budget activities accomplishes a multi-year plan to align the major program elements of the University into a unified organization. The NDAA for FY 2024 codified the DSCU in statute and further defined its mission to include: education, training, development, and management of the workforce; management of ICB services and international military training and education activities executed by the DoD; as well as advancement of the security cooperation profession through research, data collection, analysis, publication, and learning.

Defense Security Cooperation Service (DSCS)
The DSCS was established in accordance with the NDAA for FY 2024 (10 U.S.C. § 384) to ensure that the Security Cooperation Organization (SCO) workforce stationed at U.S. embassies is appropriately sized and trained to achieve national and theater security cooperation goals and objectives. Achieving national security objectives requires a dedicated SCO workforce with the right training to advise and assist our allies and partners to develop capabilities that address shared security challenges. The DSCS provides the CCMDs with improved security cooperation workforce capabilities and capacity by: enhancing SCO training; right sizing SCO manpower to align with national security priorities and security cooperation workload at each SCO; improving support for partners and allies' access to U.S. security cooperation programs and activities; fully meeting DSCA statutory and regulatory responsibilities and roles as the Department's lead for all security cooperation program execution and administration consistent with 10 USC § 382; and placing an increased emphasis on supporting GCC efforts in achieving national and theater strategic objectives. In FY 2026, existing SCO funding and the associated manpower transfers from the Service budget lines where the GCCs are funded to the DSCA to support the establishment of the DSCS.

Strategic Evaluations
In accordance with U.S.C. Title 10, Section 383, the OUSD(P) conducts strategic evaluations, funded through the Strategic Evaluation account. Strategic evaluations provide data to inform security cooperation decision making, visibility into security cooperation execution, assess progress towards desired results, and increase security cooperation efficiency and effectiveness.

I. Description of Operations Financed: (Cont.)

II. Force Structure Summary:

Not Applicable.

III. Financial Summary ($ in Thousands):

		FY 2025				
			Congressional Action			
A. BA Subactivities	FY 2024 Actuals	Budget Request	Amount	Percent	Current Enacted	FY 2026 Request
A. ADMINISTRATIVE SUPPORT OPERATIONS:	**$36,428**	**$41,606**	**$-8,564**	**-20.58%**	**$33,039**	**$37,524**
DSCA Headquarters	$29,031	$32,695	$-4,200	-12.85%	$28,492	$30,691
Security Cooperation Data Management	$4,597	$4,894	$-347	-7.09%	$4,547	$6,833
Claims Litigations Support	$2,800	$4,017	$-4,017	-100.00%	$0	$0
B. SUPPORT TO OPERATIONS	**$761,920**	**$473,200**	**$-72,794**	**-15.38%**	**$400,406**	**$192,298**
Border Security	$722,261	$400,000	$-50,000	-12.50%	$350,000	$192,298
Coalition Support Funds	$39,659	$73,200	$-22,794	-31.14%	$50,406	$0
C. CAPACITY BUILDING	**$8,856,215**	**$2,141,174**	**$-78,365**	**-3.66%**	**$2,062,808**	**$2,383,808**
Ukraine Security Assistance Initiative	$7,080,957	$300,000	$0	0.00%	$300,000	$0
Taiwan Security Cooperation Initiative	$0	$500,000	$-100,000	-20.00%	$400,000	$1,000,000
International Security Cooperation Programs	$1,775,258	$1,341,174	$21,635	1.61%	$1,362,808	$1,233,808
Taiwan Drawdown Stock Replacement	$0	$0	$0	0.00%	$0	$150,000
D. EDUCATION AND TRAINING	**$146,288**	**$149,804**	**$296**	**0.20%**	**$148,466**	**$111,916**
Regional Defense Fellowship Program	$23,979	$29,183	$-5,465	-18.73%	$23,719	$20,581
Irregular Warfare Center	$9,972	$12,004	$-436	-3.63%	$9,933	$8,795
Irregular Warfare Center (Center of Excellence)	$4,458	$0	$6,000	0.00%	$6,000	$0
Regional Centers for Security Studies	$107,879	$108,617	$197	0.18%	$108,814	$82,540
E. MANAGEMENT, INFRASTRUCTURE, AND WORKFORCE DEVELOPMENT	**$74,813**	**$84,173**	**$-15,770**	**-18.74%**	**$70,041**	**$138,706**
Defense Security Cooperation University	$53,380	$61,231	$-11,413	-18.64%	$51,456	$44,147
Defense Security Cooperation Service	$0	$0	$0	0.00%	$0	$78,501
Assessment, Monitoring, and Evaluation	$15,757	$17,155	$-1,570	-9.15%	$15,585	$13,475
Strategic Evaluations	$5,676	$5,787	$-2,787	-48.16%	$3,000	$2,583
Total	**$9,875,664**	**$2,889,957**	**$-175,197**	**-6.06%**	**$2,714,760**	**$2,864,252**

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

The FY 2026 request for DSCA includes $2,864,252 thousand of discretionary and $850,000 thousand of mandatory (reconciliation) for a total of $3,714,252 thousand. The mandatory funds are for Taiwan Presidential Drawdown Authority Stock Replacement. The mandatory funds will support replacing defense articles that the U.S. Government draws down in support of Taiwan. Further information for this reconciliation request is provided in Section Reconciliation Bin 20009 of the Reconciliation Exhibit.

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

B. Reconciliation Summary	Change FY 2025/FY 2025	Change FY 2025/FY 2026
BASELINE FUNDING	**$2,889,957**	**$2,714,760**
Congressional Adjustments (Distributed)	-163,846	
Congressional Adjustments (Undistributed)	-7,125	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	-4,226	
Fact-of-Life Changes (2025 to 2025 Only)	0	
SUBTOTAL BASELINE FUNDING	**2,714,760**	
Supplemental	0	
Reprogrammings	0	
Price Changes		54,828
Functional Transfers		75,260
Program Changes		19,404
CURRENT ESTIMATE	**2,714,760**	**2,864,252**
Less: Supplemental	0	
NORMALIZED CURRENT ESTIMATE	**$2,714,760**	**$2,864,252**

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

FY 2025 President's Budget Request (Amended, if applicable) $2,889,957

1. Congressional Adjustments ..... $-175,197

a) Distributed Adjustments ..... $-163,846

1) Historical Unobligated Balances (one year funding) ..... $-16,900

2) International Security Cooperation Programs $21,635

3) Program decrease - Coalition Support Fund ..... $-22,794

4) Program decrease - P.L. 114-92 section 1226 support (Border Security) ..... $-50,000

5) Program increase - Irregular Warfare Center of Excellence $6,000

6) Program increase - Regional Centers $1,000

7) Taiwan Security Cooperation Initiative ..... $-100,000

8) Unjustified request - strategic evaluations ..... $-2,787

b) Undistributed Adjustments ..... $-7,125

1) OUSD(C) Requested Reduction ..... $-7,125

c) Adjustments to Meet Congressional Intent $0

d) General Provisions ..... $-4,226

1) Sec. 8128 Savings attributable to efficiencies and management improvements in funding of misc or other contracts ..... $-3,423

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

2) Sec. 8130 Savings due to Favorable foreign exchange rates	$-803
FY 2025 Appropriated Amount	**$2,714,760**
2. Supplemental Appropriations	$0
a) Supplemental Funding	$0
3. Fact-of-Life Changes	$0
a) Functional Transfers	$0
b) Technical Adjustments	$0
c) Emergent Requirements	$0
FY 2025 Baseline Funding	**$2,714,760**
4. Reprogrammings (Requiring 1415 Actions)	$0
a) Increases	$0
b) Decreases	$0
Revised FY 2025 Estimate	**$2,714,760**
5. Less: Item 2, Supplemental Appropriation and Item 4, Reprogrammings	$0
a) Less: Supplemental Funding	$0
FY 2025 Normalized Current Estimate	**$2,714,760**

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

6. Price Change $54,828

7. Functional Transfers $75,260

a) Transfers In $75,260

1) Defense Security Cooperation Service (DSCS) $73,267
Transfers +133 civilian FTEs ($17,480 thousand) and operational support costs ($55,787 thousand) from the Military Departments for the Geographic Combatant Commands to the DSCA to support the establishment of the DSCS. Funding and civilian FTEs were transferred from the following appropriations: +$59,951 thousand and +122 FTEs from Operation and Maintenance, Army; +$7,225 thousand and +9 FTEs from Operation and Maintenance, Navy; and +$6,091 thousand and +2 FTEs from Operation and Maintenance, Air Force).

2) Security Cooperation Data Management $1,993
Transfers engineering and technical services and contract support funding from the DSCA Research, Development, Test and Evaluation, Defense-wide PE 0607327T Global Theater Security Cooperation Management Information Systems (G-TSCMIS) to this DSCA O&M budget line item to correctly align funds for the sustainment of the Socium platform where they are more appropriately funded. The FY 2026 funds will continue to improve the Socium Logical Data Model through capability and functional enhancements, increasing authority-specific workflows and planning and execution of security cooperation activities. (FY 2025 Baseline: $4,894 thousand)

b) Transfers Out $0

8. Program Increases $747,131

a) Annualization of New FY 2025 Program $0

b) One-Time FY 2026 Increases $0

c) Program Growth in FY 2026 ..... $747,131

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

1) Defense Security Cooperation Service (DSCS) $5,234
Increase reflects an internal realignment of civilian pay from the Defense Security Cooperation University (DSCU) to support +10 FTEs ($1,500 thousand) and an increase of funds ($3,734 thousand) to support the establishment of the DSCS. The funds directly support the oversight responsibilities for the security cooperation workforce located at GCCs and U.S. Embassies abroad, previously supported by the DSCU. The resources provide administrative support—including human resources, budget execution, travel coordination, training management, policy development, leadership, and overall program management—for the 133 civilian and 195 military personnel serving in SCO positions at U.S. Embassies.
(FY 2025 Baseline: $0 thousand; +10 FTEs)

2) DSCA Headquarters $994
Increase in information technology (IT) contract support services for the modernization of DSCA IT systems and networks in compliance with the DoD Zero Trust Architecture solution, a next generation enhanced information and cloud security capability. Zero Trust Architecture allows the Department to effectively deter non-state actors in the cyber realm and maintain system security.
(FY 2025 Baseline: $28,492 thousand)

3) Taiwan Drawdown Stock Replacement $150,000
Increase in contract support services reflects the replenishment of U.S. Joint Force stocks following equipment transfers to Taiwan authorized under Presidential Drawdown Authority, ensuring continued U.S. military readiness. This assistance supports Taiwan's self-defense capabilities in the face of potential aggression, aligning with longstanding commitments under the Taiwan Relations Act. Replenishing U.S. stocks safeguards the military's ability to meet global security commitments without compromising its operational capabilities.

4) Taiwan Security Cooperation Initiative $590,903
Increase in contract support services will enhance DoD's ongoing efforts to strengthen Taiwan's self-defense capabilities through equipment transfers utilizing Presidential Drawdown Authority. This action allows Taiwan to better deter potential aggression, preserve U.S. military readiness, and meet global security commitments.
(FY 2025 Baseline: $400,000 thousand)

9. Program Decreases ..... $-727,727

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

a) Annualization of FY 2025 Program Decreases $0

b) One-Time FY 2025 Increases ..... $-7,000

1) Irregular Warfare Center (Center of Excellence) ..... $-6,000
Decrease is attributed to a one-time congressional add in FY 2025.
(FY 2025 Baseline: $6,000 thousand)

2) Regional Center ..... $-1,000
Decrease is attributed to a one-time congressional add in FY 2025.
(FY 2025 Baseline: $1,000 thousand)

c) Program Decreases in FY 2026 ..... $-720,727

1) Border Security ..... $-164,771
Decrease attributed to the realignment of security assistance programs with the President's priorities and goal to increase burden-sharing with allies and partners.
(FY 2025 Baseline: $350,000 thousand)

2) Coalition Support Funds ..... $-50,406
Decrease attributed to the realignment of security assistance programs with the President's priorities and goal to increase burden-sharing with allies and partners.
(FY 2025 Baseline: $50,406 thousand)

3) Defense Security Cooperation University ..... $-4,678
Decrease of funding and -10 FTEs from management and professional services, contract services and travel is attributed to a University-wide focusing of efforts to meet the highest priority requirements of the security cooperation workforce.
-$1,128 thousand for contracts
-$374 thousand for travel
-$1,500 thousand and -10 FTEs to support the establishment of the Defense Security Cooperation Service
-$1,676 thousand from the elimination of the Defense Resources Management Institute
(FY 2025 Baseline: $49,359 thousand; 155 FTEs; -10 FTEs)

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

4) Efficiency - Contract Services ..... $-6,293
Reduces contracts for Advisory and Assistance Services to promote efficiencies and advance the policies of the Administration in alignment with Executive Order 14222, "Implementing the President's Department of Government Efficiency Cost Efficiency Initiative." This includes reductions to AM&E (-$3,468 thousand); the DSCU (-$2,084 thousand); Strategic Evaluations (-$516 thousand); and DSCA Headquarters (-$225 thousand).
(FY 2025 Baseline: $17,373 thousand)

5) Efficiency - Travel ..... $-4,433
Reduces discretionary travel funding to align with Executive Order 14222, "Implementing the President's Department of Government Efficiency Cost Efficiency Initiative." This includes reductions to the: the Regional Centers for Security Studies (-$3,667 thousand); DSCU (-$377 thousand); Irregular Warfare Center (-$182 thousand); DSCA Headquarters (-$127 thousand); AM&E (-$61 thousand) and SCDM (-$19 thousand).
(FY 2025 Baseline: $13,728 thousand)

6) Efficiency - Workforce Optimization ..... $-7,000
Reduces -49 civilian personnel full-time equivalents and funding to optimize the workforce in compliance with Executive Order 14210, "implementing the President's Department of Government Efficiency Workforce Optimization Initiative." The decrease includes reductions to the: DSCU (-$3,428 thousand, -24 FTEs); Regional Centers for Security Studies (-$2,000 thousand; -14 FTEs); Irregular Warfare Center (-$1,143 thousands, -8 FTEs); and DSCA Headquarters (-$429 thousand, -3 FTEs)
(FY 2025 Baseline: $115,573 thousand; 609 FTEs; -49 FTEs)

7) International Security Cooperation Programs (ISCP) ..... $-157,727
The reduction in the ISCP account reflects the Department-wide effort to realign programs with the Administration’s priorities and increase burden sharing with allies and partners in accordance with Executive Order 14169, "Reevaluating and Realigning U.S. Foreign Aid." In addition to the overall decrease, the ISCP account has been reduced to support the Secretary’s vision as expressed in the 2025 INDSG focusing ISCP programming on the Indo-Pacific theater and combatting transnational criminal organizations in the western hemisphere. As a result, ISCP programs now provide greater returns on U.S. investments by enabling allies and partners to shoulder the burden for their security needs and buy down risk to U.S. forces while building strategic deterrence through increased partner lethality.
(FY 2025 Baseline: $1,362,808 thousand)

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

8) Regional Centers for Security Studies ..... $-21,802
Decrease in civilian pay ($2,000 thousand) ,-14 FTEs, and contract support services ($19,802) reflects an to optimize the workforce and align Regional Center activities with the 2025 INDSG, reflecting DoD efficiency initiatives.
(FY 2025 Baseline: $108,814 thousand; 348 FTEs; -14 FTEs)

9) Regional Defense Fellowship Program ..... $-3,617
Decrease in contract support services reflects the reduction in academic programs, courses, and training opportunities offered to foreign security officials.
(FY 2025 Baseline: $23,719 thousand)

10) Ukraine Security Assistance Initiative ..... $-300,000
Reduces the program and focusing on other global priorities that offer a more strategically advantageous return on investment based on the assessment of national security and economic interests. This decision reflects a shift in perceived threats, evolving economic conditions, and a re-evaluation of the most effective means of supporting U.S. interests abroad.
(FY 2025 Baseline: $300,000 thousand)

FY 2026 Budget Request $2,864,252

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 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 DoD combined activities.

ADMINISTRATIVE SUPPORT SERVICES

Claims Litigation Support

A. FY 2024 PRIOR YEAR ASSESSMENT

- Represented the Department's financial contribution to the DoS for the litigation team on FMS claims before the Iran Claims Tribunal.

B. FY 2025 CURRENT YEAR ASSESSMENT

- Support for the DoS FMS claims was de-prioritized during this fiscal year.

C. FY 2026 PLANS AND OBJECTIVES

- Beginning in FY 2025, support for the DoS FMS claims was de-prioritized and not requested moving forward into FY 2026.

Security Cooperation Data Management

A. FY 2024 PRIOR YEAR ASSESSMENT

- Partner Outreach and Collaboration Support:
  - The POCS program, through the Regional Center Persons and Activity Management System (RCPAMS), provided IT solutions to enhance alumni tracking, collaboration, and outreach for more than 89,000 alumni of Regional Center programs and other various DoD and Partner educational and cooperation institutions from 193 countries. Additionally, GlobalNET provided international partners and alumni the ability to continue collaboration with U.S. and other foreign partners on important security issues. GlobalNET also provided the means for U.S. academic institutions to maintain contact with their alumni to sustain lasting relationships for over 70,000 RC alumni, over 80% of Regional Center alumni remain active users of GlobalNET.
  - In FY 2024, POCS continued to leverage RCPAMS and GlobalNET access for international fellows programs at U.S. Army War College and U.S. Naval Postgraduate School, thus further integrating efforts of security cooperation providers in the training and education field. RCPAMS significantly improved its stability and security posture, and a complete re-authorization of users was successfully completed. GloblaNET now hosts more than 2,000 courses online, 265 of which are self-paced. Congress relies on

IV. Performance Criteria and Evaluation Summary:

POCS data provided from RCPAMS in the Foreign Military Training Report, submitted annually pursuant to the Foreign Assistance Act of 1961 (22 U.S.C. §2416). RCPAMS has also been used for deep dives by the U.S. House Appropriations Subcommittee on Defense to support appropriations and diplomatic decisions. Together POCS systems created positive impressions while training partner nations through the more than 151,000 students and alumni interactions with these systems each year.

- Socium:
  - In FY 2023, DSCA continued to add new capabilities and functional enhancements to Socium including enhanced building partner capacity management and reporting, association with strategy plans through a Command and Control of the Information Environment system interface, authority-tailored geographic information system integration, AM&E enhancements for objective tree and performance monitoring plans, increased operational risk analysis data for security cooperation planning, increased data visualization features to ensure complimentary security cooperation activity planning and execution across the whole of the U.S. government, and continued authoritative data source interfaces. DSCA enhanced the existing Defense Security Assistance Management System integration with Socium to provide greater fidelity for Title 10 and Title 22 planning, execution, and reporting.

B. FY 2025 CURRENT YEAR ASSESSMENT

- Partner Outreach and Collaboration Support:
  - POCS continues to provide the GlobalNET and RCPAMS platform operation and maintenance support, to include internet hosting for the GlobalNET platform, RCPAMS monitoring for intrusions, malware, system performance, and uptime in a certified risk management framework certified facility. POCS implements upgrades and development as required. POCS continues to expand access to both systems for a host of DoD schoolhouses, thus expanding a common database and knowledge base on which security cooperation providers can draw. Migrating the mission of GlobalNET to the Defense Acquisition University managed Learning Management System will be addressed in a new contract to improve support, enhance mission capabilities, and reduce costs. Personnel support will be provided to assist institutions and partners globally during courses, seminars, outreach events, and the GlobalNET development team, to conduct operational testing, and to provide tier one support. POCS will continue support to partner countries and maintain mechanisms for partners to collaborate and continue to update the GlobalNET technology to ensure the system remains relevant.
- Socium:
  - In FY 2024, DSCA will continue implementing capability and functional enhancements to Socium including authority-specific congressional reports, expanded partner nation organization information, social network analysis, tranche analytics, improved training and equipment list features, resource allocation plan automation, integrated chat functionality, expanded full spectrum planning and reporting capabilities for Title 10 and Title 22 authorities, improved support for military assistance and advisory, and continued interfaces with authoritative data source and geographic information systems to further integrate security cooperation planning, budgeting, resourcing, assessment, monitoring, and evaluation.

IV. Performance Criteria and Evaluation Summary:

C. FY 2026 PLANS AND OBJECTIVES

- Partner Outreach and Collaboration Support:
  - POCS will continue to provide the GlobalNET and RCPAMS platform operation and maintenance support, to include internet hosting for GlobalNET and RCPAMS, monitor the system for intrusions, malware, system performance, and uptime in a risk management framework certified facility. GlobalNET will require a contract re-compete to implement upgrades as required to continue operation and sustainment and address mounting technical debt. POCS systems are part of the planned life-cycle replacement and modernization along with other Title 22-funded systems in the training, education, and workforce program. This effort is expected to replace four systems with one and decommission one system.
- Socium:
  - In FY 2025, DSCA will continue to implement capability and functional enhancements to Socium including authority-specific congressional reports, expanded partner nation organization information, social network analysis, tranche analytics, improved training and equipment list features, resource allocation plan automation, integrated chat functionality, expanded full spectrum planning and reporting capabilities for Title 10 and Title 22 authorities, improved support for military assistance and advisory activities, and continued interfaces with authoritative data source and geographic information systems to further integrate security cooperation planning, budgeting, resourcing, assessment, monitoring, and evaluation. Additionally, Socium will interface with Command and Control Information Exchange, creating linkages between strategic guidance through Command Campaign Plans and their respective Intermediate Military Objectives.

DSCA Headquarters

A. FY 2024 PRIOR YEAR ASSESSMENT

- DSCA is continuing to restructure in an effort to maximize the management of enterprise security cooperation programs supporting U.S. policy interests and objectives identified by the White House, DoD, and the DoS.

B. FY 2025 CURRENT YEAR ASSESSMENT

- DSCA will continue to restructure in an effort to maximize the management of enterprise security cooperation programs supporting U.S. policy interests and objectives identified by the White House and DoD.

C. FY 2026 PLANS AND OBJECTIVES

- DSCA will continue to upgrade systems and realign offices and personnel to centralize functions and more align with core missions in an effort to increase efficiency and optimize the management of enterprise security cooperation programs supporting U.S. policy interests and objectives identified by the White House, and DoD.

IV. Performance Criteria and Evaluation Summary:

SUPPORT TO OPERATIONS

Border Security

A. FY 2024 PRIOR YEAR ASSESSMENT

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

B. FY 2025 CURRENT YEAR ASSESSMENT

- In FY 2025 the program will continue to address emergent operational support requirements of eligible partners in the U.S. Central Command and U.S. Africa Command's areas of responsibility to increase security and sustain increased security along portions of their respective borders. The program will enable partner nations to defend their borders, counter ISIS, and other violent extremist organizations' operations globally, and help allies and partners degrade the flow of hostile fighters.

C. FY 2026 PLANS AND OBJECTIVES

- In FY 2026 the program will continue to address emergent operational support requirements of eligible partners in the U.S. Central Command and U.S. Africa Command's areas of responsibility to increase security and sustain increased security along portions of their respective borders. The program will enable partner nations to defend their borders, counter ISIS, and other violent extremist organizations' operations globally, and help allies and partners degrade the flow of hostile fighters. In alignment with the President's priorities and the need to increase burden-sharing with allies and partners, the Department is seeking a smaller border security program in FY 2026.

Coalition Support Funds

A. FY 2024 PRIOR YEAR ASSESSMENT

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

B. FY 2025 CURRENT YEAR ASSESSMENT

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

IV. Performance Criteria and Evaluation Summary:

C. FY 2026 PLANS AND OBJECTIVES

- The Department will use FY 2025/2026 funding to (1) reimburse key cooperating nations for logistical, military, and other support, including access, provided to U.S. and coalition forces participating in military operations to counter ISIS, and (2) provide specialized training and procure supplies and specialized equipment for coalition forces supporting U.S. military operations to counter ISIS. Since FY 2022, Jordan and Hungary are the only partner nations that have requested reimbursement under this authority. In alignment with the President's priorities and the need to increase burden-sharing with allies and partners, the Department is not requesting additional funds for CSF in FY 2026.

CAPACITY BUILDING

Ukraine Security Assistance Initiative (USAI)

A. FY 2024 PRIOR YEAR ASSESSMENT

- USAI continued to build Ukraine's capacity to defend its sovereignty and territorial integrity and support institutional transformational initiatives.

B. FY 2025 CURRENT YEAR ASSESSMENT

- USAI will continue to build and build Ukraine's capacity and security assistance to defend its sovereignty and territorial integrity and support institutional transformational initiatives.

C. FY 2026 PLANS AND OBJECTIVES

In alignment with Administration priorities and the need to increase burden-sharing with allies and partners, the Department is not requesting additional funds for USAI in FY 2026.

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Taiwan Security Cooperation Initiative (TSCI)

A. FY 2024 PRIOR YEAR ASSESSMENT

- N/A

B. FY 2025 CURRENT YEAR ASSESSMENT

- Beginning in FY 2025, TSCI will enable DoD efforts to strengthen Taiwan's self-defense capabilities. TSCI activities directly contribute to the U.S. objective of enhancing deterrence and maintaining peace and security across the Taiwan Strait.

IV. Performance Criteria and Evaluation Summary:

C. FY 2026 PLANS AND OBJECTIVES

- In FY 2026, DoD will procure critical defense articles and develop innovative defense solutions that address Taiwan defense requirements. DoD will also prioritize opportunities to facilitate enhanced defense collaboration between U.S. and Taiwan defense companies.

Taiwan Drawdown Stock Replacement

A. FY 2024 PRIOR YEAR ASSESSMENT

- N/A

B. FY 2025 CURRENT YEAR ASSESSMENT

- N/A

C. FY 2026 PLANS AND OBJECTIVES

- In FY 2026, DoD will replace the equipment transferred to Taiwan from DoD inventory through PDA, or TSCI.

International Security Cooperation Programs

A. FY 2024 PRIOR YEAR ASSESSMENT

DSCA is on track to execute over $1.3 billion in programs and activities pursuant to the various authorities that fall within the ISCP account. In addition to amounts requested, in FY 2024 $113 million was added to the ISCP account to support congressional special interest items. Additionally, DSCA received additional funds from the Sec. 8066 appropriation for U.S Africa Command and U.S. Southern Command. These out-of-cycle additions present substantial planning and logistical challenges in executing funds appropriated. DSCA,OSD, and the GCCs are making significant progress in maximizing execution in a manner that furthers national security objectives. Every GCC was impacted by congressional special interest items in FY 2024.

B. FY 2025 CURRENT YEAR ASSESSMENT

DSCA is continuing to implement process reforms that address challenges and incorporate lessons learned to maximize program effectiveness and ISCP account execution. For example, beginning in FY25 DSCA implemented the formal "decoupling" of the ISCP account and other building partner capacity programs from the Foreign Military Sales Trust Fund. In addition, pursuant to Secretary of Defense directive, all ISCP programs are undergoing a thorough review to ensure alignment with Administration policy guidance to ensure that ISCP programs work to make America Safer, Stronger, and more Prosperous.

IV. Performance Criteria and Evaluation Summary:

FY 2026 PLANS AND OBJECTIVES

- The FY 2026 request reflects a re-alignment of security cooperation building partner capacity priorities, focusing on those activities and investments that directly deter attacks against the United States by enabling partners and allies to take a larger role in addressing regional security challenges.

EDUCATION AND TRAINING

Regional Defense Fellowship Program

A. FY 2024 PRIOR YEAR ASSESSMENT

- Building on congressional mandates to put more attention and resources towards partner nation irregular warfare competencies, in FY 2024, the RDFP remained a valuable tool for the DoD and will continue to support U.S. efforts to provide targeted international Irregular warfare and combating terrorism education to partner nations. Irregular warfare and counter terrorism education and training programs continued to prove to be an effective strategic tool in the struggle against violent extremism. The FY 2024 the program maintained the initiatives of previous years and expand and operationalize the global network of professionals through targeted continuing education events centered around theater specific needs. Specifically, the program engaged with alumni in Africa to combat the spread of violent extremism, and in the Pacific region (Mongolia, Taiwan) to counter malign influence. The Middle Eastern alumni programing worked to counter narratives to ISIS as well as Chinese influence across the region. The RDFP focused on supporting Ukraine, Poland, Georgia, and the Baltic countries in their efforts to defend their area of responsibility within the U.S. European Command.

B. FY 2025 CURRENT YEAR ASSESSMENT

- Building on the efforts in FY 2024, the RDFP continues to target expansion into areas of violent extremist threats. In FY 2025, the RDFP anticipates the ability to allow ~3,000+ foreign military and security officials to attend RDFP-funded programs and provide approximately 500-550 educational programs to include 50 to 55 events in 35 to 40 countries in all six GCCs. This will include irregular warfare and combating terrorism education and training support to emerging regional and sub-regional organizations and alliances. Within US Africa Command, the program will continue to focus efforts on regions to help the defense forces with border security, including the trans-Sahal countries, in stemming the foreign fighter flow out of the Middle East. These efforts will complement ongoing programs in the US Central Command area of responsibility as well as multiple trans-regional events that will link alumni in collaborative settings. Across the Central Asian region, the program will work to facilitate improving cooperation between the specific forces in countering transnational threats. The program anticipates increasing online training platforms which will further improve full spectrum training venues for a wide range of security cooperation requirements. Additionally, the program will utilize data collected during monitoring and evaluations to design and implement targeted education and training programs in key areas of the world. Supporting the mission of the newly established TSC and IWC, the RDFP will invest in developing strategic gaming capability and support their growing requirements.

IV. Performance Criteria and Evaluation Summary:

FY 2026 PLANS AND OBJECTIVES

- In 2026 the RDFP will continue to support national security strategic objectives and GCC priorities by working closely with interagency partners, Special Operations community and allies in increased burden sharing training opportunities in a wide range of irregular warfare, border security, cyber security, information assurance and combating terrorism skills. The decrease in funding will reduce the number of priority international partners participating to approximately 700 students, down from prior years that average from 1,500-2,000. Resources will continue to support developing partner nation long term capabilities by enhancing and broadening understanding of irregular warfare, and the root causes of terrorism and violent extremism. The program's tiered approach development to senior level irregular warfare security professionals to generate and maintain a common understanding of global security priorities and provide the DoD with a network of international partners willing to assist in the global efforts. RDFP will maintain and continue to expand the operational network of 7,000 IW policymakers and practitioners around the world to advance shared defense objectives in addressing asymmetric, transnational threats.

Irregular Warfare Center

A. FY 2024 PRIOR ASSESSMENT

- Building on congressional mandates to put more attention and resources towards partner nation irregular warfare competencies, in FY 2024, the IWC remained an invaluable tool for the DoD and will continue to support U.S. efforts to provide tailored international irregular warfare education to partner nations and allies. Education and training programs continued to prove to be an effective strategic tool in the struggle against global concerns that threaten U.S. interests, both domestically and abroad. The IWC conducted 27 international events with more than 30 ally and partner nations focused on resilience, resistance, comprehensive defense, and hybrid threats. Additionally, the center provided seven strategic thought courses to DoD organizations and delivered two Federal Bureau of Investigation National Academy hybrid threat awareness presentations.

B. FY 2025 CURRENT YEAR ASSESSMENT

- Continuing the efforts from FY 2024, the IWC will continue to expand and operationalize the global network of security cooperation professionals. The program will begin expansion into the US Southern Command and Caribbean countries to address increasing concerns of Chinese influence and presence in the area responsibility. In FY 2025, the center expects a growing relationship with U.S. inter-agencies to continue building a whole-of-government approach to countering hybrid threats to national security and international interests. This will include irregular warfare education, training, and support to interagency unclassified and classified efforts in each GCC. Within US Africa Command, the program will focus efforts on key nations to help the defense forces and law enforcement agencies increase awareness of irregular warfare Gray Zone activities and provide strategic advice on campaign development to enhance national resiliency to deter foreign influence. Across the Indo-Pacific Command region the program will work to facilitate defense forces and other government agencies to develop cooperation efforts in countering transnational threats from a collaborative whole-of-government approach. Additionally, the center will begin to educate domestic and international civilian industries to prepare for hybrid threats and integrate a whole-of-society resiliency effort among allies and partners. The formal basing process will conclude, and the center will move into its permanent location. Hiring will continue and the center will reach 66% of its authorized hiring strength.

IV. Performance Criteria and Evaluation Summary:

C. FY 2026 PLANS AND OBJECTIVES

- The FY 2026 program plans will maintain the initiatives of previous years and expand and operationalize the global network of professionals through tailored education events centered around theater specific needs. The program will further amplify, illuminate, and address SecDef priorities in Defense of the Homeland, Countering China, and advancing IW activities in the INDOPACOM. Included in the plan is to work closely with select allies and partners to outpace and counter foreign aggression through cost imposition, denial, and resilience, disrupting competitors' objectives through integrated deterrence maximizing collective actions of allies, partners, and other U.S. departments and agencies promoting a whole-of-government security architecture. The IWC will continue provide irregular warfare core and tailored education and training efforts CONUS and OCONUS. The center will continue to expand its reach within the interagency and build out civil programs.

Irregular Warfare Center of Excellence

A. FY 2024 PRIOR YEAR ASSESSMENT

- N/A

B. FY 2025 CURRENT YEAR ASSESSMENT

- In FY 2025, the Center of Excellence will expand and operate the global network of professionals through tailored education events centered around theater specific needs and efforts within the interagency, CONUS and OCONUS.

C. FY 2026 PLANS AND OBJECTIVES

- The Department will strategically prioritize the effective utilization of existing resources to execute its core mission of advancing irregular warfare knowledge and enhancing integrated deterrence. The Department is not requesting additional funds for the Irregular Warfare Center of Excellence in FY 2026.

Security Cooperation Workforce Development Program

A. FY 2024 PRIOR YEAR ASSESSMENT

- In FY 2024 funding under this heading financed activities aimed at improving the effectiveness of the security cooperation workforce. DSCU's SCWDP successfully oversaw the identification and coding of over 14,000 security cooperation workforce positions across the DoD to ensure the appropriate coding in accordance with 10 U.S.C. §384. SCWDP published and disseminated the interim guidelines for Security Cooperation Workforce Certification 2.0 and produced the Security Cooperation Workforce Coding Guide to provide standardized direction to the security cooperation workforce. SCWDP championed Security Cooperation Workforce Certification 2.0 across the security cooperation enterprise including two Assistant Secretary of Defense for Strategy, Plans, and Capabilities – chaired Functional Community Manager Stakeholders Boards to ensure uniform understanding and senior leadership support for the security cooperation workforce. SCWDP transitioned from the Security Cooperation Workforce Development Database and established requirements for a management information system in accordance with 10 U.S.C. §384 to enable the management information system to

IV. Performance Criteria and Evaluation Summary:

interface with DoD manpower and learning management systems. DSCU developed and implemented new curriculum to support the refined security cooperation certification with updated competencies and proficiency levels. DSCU's SCWDP began implementation of the Human Capital Initiative, tasked to identify, account for, and manage the career progression of personnel in the security cooperation workforce as part of a broader initiative to fully implement 10 U.S.C. § 384. SCWDP was officially redesignated as SCWDP-Human Capital Initiative to reflect its expanded mission. Furthermore, upon enactment of the FY 2024 NDAA, DSCU began the organizational and administrative process to establish the DSCS, coordinating with the combatant commands to achieve an initial operational capability in October 2024.

B. FY 2025 CURRENT YEAR ASSESSMENT

- In FY 2025 the workforce certification and SCWDP-Human Capital Initiative activities previously conducted under this heading were fully re-aligned to DSCU Operations. The current activities directly relate to the SCO workforce stationed at U.S. embassies. The SCO workforce line of effort was a subordinate component of the DSCU SCWDP in FY 2024, but due to the nature of the mission and pursuant to NDAA FY 2024 10 U.S.C. §384, in FY 2025, the DSCS achieved initial operational capability. The DSCS coordinated with combatant commands and identified personnel to be transitioned from the combatant commands to DSCA to form DSCS. DSCA identified space within its existing National Capital Region footprint to begin staffing a DSCS Headquarters. The DSCS is organized and staffed similarly to the Defense Attaché Service, with a long-term plan to consist of approximately 150 personnel supporting all aspects of SCO support for 1,500 SCOs in approximately 160 SCO offices around the world. The DSCS will have personnel located within the combatant commands to facilitate coordination and support. The DSCS will continue to work closely with the SCWDP activity of DSCU to implement security cooperation workforce reforms to enhance the selection, staffing and training of SCO personnel stationed at U.S. Embassies to ensure that SCOs are able to manage security cooperation activities of the U.S. government effectively and efficiently activities of DSCA.

C. FY 2026 PLANS AND OBJECTIVES

- For FY 2026, the activities previously requested under the heading SCWDP will be fully requested within the DSCU Operations and DSCS budget sub activities of DSCA.

Regional Centers for Security Studies

A. FY 2024 PRIOR YEAR ASSESSMENT

Africa Center for Strategic Studies

- In FY 2024 ACSS utilized both in-person and hybrid programs blending the advantages of both environments and allowed ACSS to reach the maximum number of participants possible. ACSS advanced African security by expanding understanding, providing a trusted platform for dialogue, building enduring partnerships, and catalyzing strategic solutions. During FY 2024, the ACSS executed 8 virtual academic programs and 19 in person programs focused on leadership, security strategy development, maritime security, African Education Development, and over-the-horizon challenges. Additionally, the center hosted both US Africa Command Strategic Dialogue in support of

IV. Performance Criteria and Evaluation Summary:

the US Africa Command Commander's theater objectives. In addition, the ACSS responded to specific demand signals to support bilateral efforts promoting National Security Strategy Development and capacity enhancement in several countries.

Daniel K. Inouye Asia-Pacific Center for Security Studies

- The DKI APCSS made significant progress in advancing its vision of a free, prosperous Indo-Pacific promoting collaborative and inclusive security. During FY 2024, DKI APCSS completed two 5-week Comprehensive Security Cooperation Courses, two 1-week Indo-Pacific Orientation Courses including one conducted in Japan, and two 1-week Transnational Security Cooperation courses. During these courses, the center also completed 15 workshops and dialogues, and several collaborative partnership events, hosting 153 attendees. The center completed 279 key leader engagements for 2,000 visitors. These achievements represent the maximum continuous effort of the Center as currently manned and funded. More needs to be done in this region, however, to meet the Department's guidance regarding the Indo-Pacific as the region of consequence.

William J. Perry Center for Hemispheric Defense Studies

- In FY 2024, WJPC conducted thirteen courses and 8 seminars for 815 participants from 30 countries. The in-residence courses held were: two iterations of our foundational Strategy and Defense Policy course, with one done in Ecuador and the other in Suriname; Countering Transnational Threat Networks; Cybersecurity Policy in the Americas; Human Rights and Rule of Law; Governance and Strategy for Security and Defense, Armed Violence Prevention Reduction; Climate Change Implications in Security and Defense; and two defense governance courses conducted in Brazil with partner institutes. The WJPC also conducted one virtual course in Humanitarian Assistance and Disaster Relief, the virtual Defense Education Pedagogy, and the new Inclusion in Security and Defense. The eight seminars included: Sustained Regional Engagement & Chile Ministry of Defense Cyber seminar, Washington Security and Defense Seminar, Belize - Armed Violence Reduction and Prevention, and Human Rights Seminar, Barbados - Cybersecurity Sub Regional Seminar, Colombia - Executive Seminar with the Vice Ministers, Ecuador - Executive Seminar, Guatemala Cyber Seminar, and another focused on emerging threats in the Americas held in conjunction with Johns Hopkins School of Advanced International Studies; and multiple faculty lectures on climate change, transnational threats, and strategic competition. Additionally, WJPC hosted one Alumni Leaders' Summit and one Emerging Leaders' Summit. These events aimed to foster ongoing engagement and collaboration among WJPC alumni and emerging leaders in the field of defense and security.

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

- From October 2023 thru August 2024, GCMC built partner capacity and a global network of security professionals by conducting 10 resident courses with 579 participants from 114 countries and graduating 362 participants from 34 countries in 21 Partner Language Training Center Europe courses. For non-resident activities, GCMC conducted 18 outreach events that included 361 participants from 80 countries; 22 alumni events with 499 participants from 41 countries; and 42 Partnership for Peace Consortium events with 560 participants from 48 countries. Our alumni-producing resident courses achieved 25% female participation, and the GCMC is striving to achieve the recently updated 30% ambition for the remainder of FY 2024 and in FY 2025.

IV. Performance Criteria and Evaluation Summary:

Near East South Asia (NESA) Center for Strategic Studies

- The NESA continued to connect regional countries with United States Government agencies and other partners to achieve Office of the Secretary of Defense for Policy's national security objectives through professional education seminars provided by highly qualified faculty members and supporting staff in Washington, DC, and within region. The NESA Center continued using a whole-of-society approach to address critical national security issues. NESA planned to conduct 26 resident programs, both online and in person, as well as NESA planned to conduct over 89 topical seminars and meetings. NESA's unique ability to use the collaborative interests and knowledge of regional combatant commands and U.S. military organizations will allow NESA to provide strategic depth to US Central Command (12), US Africa Command (11), Middle East (14), South Asia (6), Central Asia (4), professional military education (11), core resident programs (12), maritime security and domain awareness (4) and Track II (16). NESA continues to pursue both resident and online programs to continue maximum engagements with our regional partners. The NESA Center supported OSD efforts with the Negev Forum and continues to execute programs with interagency partners. The NESA Center's unique relationship with numerous universities, and connections to regional think-tanks and other government agencies, facilitates strategic dialogues that make NESA an excellent resource for international policymakers. NESA programs, in coordination with the University of California at Los Angeles, the University of Ottawa, the Middle East Institute, and the International Institute for Strategic Studies, cover strategic international challenges such as the impact of the Arab-Israeli peace discussions, the U.S.-Iran Nuclear dialogue, South Asian regional security, Middle East-North Africa security, the India-Pakistan nuclear settlement, and the India-Pakistan military-to-military relationship. NESA Center conducted 93 programs in support of the Department's efforts.

Ted Stevens Center (TSC) for Arctic Security Studies

- In FY 2024 the TSC built upon its initial operational capability and moved significantly toward full operational capability. Notably, the TSC completed its multi-year staffing plan and reached 60% manning within its Mission Support Division and more than 80% manning in each operational division. The TSC completed its servicing interagency agreements with the 673rd Air Base Wing and Defense Logistics Agency for all classes of required support and received its interim authority to test its Impact Level 4 commercial cloud ecosystem. The TSC has received guidance and priorities from both Deputy Assistant Secretary of Defense for Arctic and Global Resilience and North American Aerospace Defense Command/US Northern Command and nested its activities within those priorities. The center continues to prosecute its objectives along its three lines of effort (engage, educate, and research & analysis) by offering additional courses, defining research priorities, and refining its strategic engagement requirements.

B. FY 2025 CURRENT YEAR ASSESSMENT

Africa Center for Strategic Studies (ACSS)

- The DKI APCSS intends to improve its outreach and engagement in the region in FY 2025 and to further support building resilient capacity, shared understanding, and networked relationships among civilian and military practitioners and institutions to advance a free and open Indo-Pacific. The center has programmed three 5-week Comprehensive Security Cooperation Courses, two 1-week Indo-Pacific Orientation Courses including one scheduled in Japan, and two 1-week Transnational Security Cooperation courses, aiming to produce approximately 630 alumni. DKI APCSS has also scheduled 15 workshops and dialogues, as well as several collaborative

IV. Performance Criteria and Evaluation Summary:

partnership events and key leader engagements. This significant achievement showcases superior and sustained effort by the Center in developing an influential cadre of mid and senior level security practitioners that understand and appreciate U.S. policy aims for the region.

Daniel K. Inouye Asia-Pacific Center for Security Studies

- ACSS continues to advance U.S. and African security by expanding understanding, providing a trusted platform for dialogue, building enduring partnerships, and catalyzing strategic solutions. The ACSS mission revolves around the generation and dissemination of knowledge through three organizational pillars: academic programs, research, and engagement. The center generates relevant insights and analysis to inform practitioners and policymakers on dynamic, complex security challenges. Recognizing that successfully addressing serious challenges can only come about through candid and thoughtful exchanges, the ACSS provides opportunities for partners to exchange views on shared interests and sound practices. Relationships are maintained through the Center's alumni network, community chapters, communities of interest, bilateral interaction, and ongoing dialogue. Infused with real world experiences and relevant analysis, these dialogues enable continued learning and catalyze concrete actions. In FY 2025, the ACSS will continue teaming with US partners in engaging Africans to promote building partnership capacity while supporting our national priorities and the US Africa Command theater campaign plan.

William J. Perry Center for Hemispheric Defense Studies

- In FY 2025, defense governance remains the top priority for WJPC. Our academic offerings continue to support the DoD's efforts to build and sustain transparent, capable defense and security governance institutions. The FY 2025 programs include: Governance & Strategy for Security & Defense, Caribbean Security & Defense Course, Countering Hybrid Threats in the Americas, Strategic Implications of Human Rights and Rule of Law, Cyber Policy Development and Defense Artificial Intelligence Applications, Countering Environmental Risks and Threats, Maritime Security Policy, Brazilian Defense Educational Enhancement Program, and Strategy & Defense Policy. The center also offers short term special courses which include: Washington Security and Defense Seminar, Alumni Leaders' Summit, Emerging Leaders Summit, Quarterly Webinar, Sustained Regional Engagements, Faculty Outreach Seminars, Women, Peace, and Security Seminars, National Security Planning Workshops. Additionally, the Center continues to promote research and publication of independent research on governance and short bilateral and sub-regional seminars on defense governance. WJPC continues to develop and execute academic programs examining the impacts of climate change on defense and security in the hemisphere. The WJPC continues to build and leverage communities of practice in accordance with the Department's guidance. WJPC cultivates these communities of practice as venues for transnational cooperation, forums for DoD strategic messaging, and contributors to and repositories of a growing knowledge base in defense governance activities. WJPC continues 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.

IV. Performance Criteria and Evaluation Summary:

George C. Marshall European Center for Security Studies

- After a full curriculum review to address geostrategic threats, GCMC is postured to execute the FY 25-27 Program Plan to meet the needs of stakeholders. Emphasis remains focused on addressing strategic competition and integrated deterrence, irregular warfare/the Grey Zone, and transnational threats. 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. FY 2025 programming emphasizes gender and security, good governance, and irregular warfare as an inherent component throughout all programming. Supporting continued Strategic Competition efforts, GCMC evolved the Great Power Competition Seminar Series into the Strategic Competition Seminar Series, which focuses on the implications and outcomes of Russia's invasion of Ukraine while also examining the issues, potential responses, and implications to the US and Allies of China's assertiveness in Europe, Africa, and Asia. GCMC continued support to the US Army Europe and Africa Russian Way of Warfare course hosted by the center and continued to develop the two-week Russia-focused Course that will delve into a deeper, 360-degree analysis of the spectrum of Russian threats and activities both regionally and globally. FY 2025 includes resident courses and other program activities at GCMC. Of these activities, this plan prioritizes: 1) alumni-producing resident courses associated with ICB support commitments and GCMC's Master of Arts in International Security Studies accreditation and 2) strategic language enhancement courses, NATO language interoperability and standardization courses, and foreign area officer training program courses. This program plan includes activities in the region, including four regional alumni forums and country specific alumni outreach networking events. Of these activities, this plan prioritizes: 1) Regional alumni forums, including the Southeast Europe Regional Alumni Forum, Ohrid Regional Alumni Forum (co-organized with the North Macedonia Alumni Association), Black Sea Regional Alumni Forum, and Baltic Sea Regional Alumni Forum. 2) Support to the Defense Education Enhancement Program, and 3) other ICB support commitments such as the Tailored Seminar for Parliamentarians and Ukraine Defense Reform. GCMC's FY 2025-27 Program Plan fully supports both US and German guidance and, through the GCMC network, will foster strategic alignment in the discussion of strategic competition with the Russian Federation and China in Europe.

Near East South Asia Center for Strategic Studies

- NESA will continue to actively pursue opportunities to implement the Department's cross cutting guidance to enhance the capabilities of our regional partners by integrating our efforts through strategic-level education. NESA focused areas of emphasis are: Territorial and Maritime Security, Transnational and Asymmetric Threats, and Defense Sector Governance. The Center will conduct professional military and civilian strategic education initiatives and programs. These programs will constitute our main effort and create a long-term culture of communication and coordination with OSD-Policy, U.S. Central Command, U.S. Africa Command, U.S. Indo-Pacific Command, and United States Government agencies and other regional partners to achieve DoD objectives. The NESA 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's Transformation Office and DSCA to assist the Kingdom of Saudi Arabia in transforming its professional military education system. NESA will continue working with the SCOs of Jordan, Lebanon, Azerbaijan, United Arab Emirates, and Nepal, with a recent request from Libya, on assisting them in transforming its professional military education system. Additionally, NESA will continue its support of the Office of Security Cooperation-Iraq in efforts with developing a professional education program for Iraq national security members. In coordination with Office of Security Cooperation-Iraq and DSCA. NESA will execute a Foreign Military Financing case to assist Iraq in developing a

IV. Performance Criteria and Evaluation Summary:

professional military education program through their National Defense University and Capstone programs. NESA's partnership of Strategic Studies Network links NESA with nearly sixty strategic centers and think-tanks from across North Africa and the Middle East, and South and Central Asia and is an increasingly important United States Government outreach tool. NESA brings key regional influencers from these centers together annually to survey regional issues and capture security, diplomatic, political, economic, and resource trends. Our Strategic Studies Network partners provide a unique platform to engage academics and young, emerging future regional leaders that will enhance our long-term ability to prevail in combat. NESA will continue coordination with the University of California at Los Angeles, the University of Ottawa, the Middle East Institute, and the International Institute for Strategic Studies, in covering strategic international challenges such as the impact of the establishment of diplomatic relations between the Arab countries, South Asian Regional Security, Middle East-North Africa Security, the India-Pakistan Nuclear Settlement, and the India-Pakistan Military to Military Relationship.

Ted Stevens Center for Arctic Security Studies

- In FY 2025 the TSC focuses on reaching full operational capability as its impact level 4 commercial cloud network, designed to handle controlled unclassified information, will receive an authorization to operate and each division within the Center will be manned in excess of 85% with all key billets filled. The refurbishment of the TSC facility is the organization's number one priority for improvement in FY 2025. TSC will build upon previous successes along its three lines of effort (engage, educate, and research & analysis) to provide shaping effects in support of stated priorities.

C. FY 2026 PLANS AND OBJECTIVES

- For FY 2026, RC programs will align to support the INDSG and remove course content that focuses on Diversity, Equity, and Inclusion, gender, and Women, Peace, and Security, and climate change. The RCs will employ their inter-regional networks and activities for stakeholder engagements to address common national security interests, especially in defense of the Homeland and deterring China. RC academic programs will include in-residence, virtual, and in-region courses conducted with partner institutions that cover the strategic priorities for each region. The RCs will also develop programs and activities that support the combatant command theater engagement strategies and other combatant command efforts.

Africa Center for Strategic Studies (ACSS)

- ACSS's activities in FY 2026 will prioritize countering terrorist threats that pose a threat to the U.S. homeland, deterring China's malign activities in Africa, enhancing partnerships related to critical minerals, and countering transnational organized crime in support of the INDSG. The ACSS will retain flexibility to adjust programming to align with changes in strategic guidance. A cross-cutting theme of ACSS efforts will be to improve the ability of African partners and allies to increase their share of the burden in addressing threats and security challenges to U.S. interests and their own. Finally, ACSS will continue to support and prepare the U.S. Warfighter for deployments or future operations in Africa and complement the USAFRICOM theater strategy and operational activities of its component commands and other DoD entities.

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- ACSS's academic programs aim to generate strategic insights and analyses that can inform practitioners and policymakers on Africa's security challenges. Participants include military, civilian, and civil society security sector professionals from Africa and their international counterparts. Drawing on practical experiences and lessons learned, the academic programs provide seminar-style venues for candid exchanges on priorities and best practices. ACSS research provides strategic analysis of Africa's security challenges and offers practical, evidence-based insights into paths forward. ACSS builds on a strong network of relationships on the continent to publish products from experts and African scholars and practitioners that facilitate an exchange of views on effective strategies for advancing African security. ACSS provides opportunities for alumni to maintain contact through bilateral programs, dissemination of research publications, communities of interest, and ongoing exchanges.

Daniel K. Inouye Asia-Pacific Center for Security Studies

- DKI APCSS has a comprehensive plan for FY 2026 that updates its strategy to prioritize deterrence and burden sharing with allies and partners through programming that: targets solutions to DoD priority challenges; develops and strengthens networks among the U.S., its allies, and partners; and shapes regional perspectives. Key initiatives include the establishment of an international DIB and Partnership for Indo-Pacific Industrial Resilience community of interest, which fosters defense industrial cooperation. The Center will introduce a DIB course to educate participants on the critical role of the DIB in national security and foster cooperative efforts therein. The Center has also continued to update and developed new content on China and cognitive warfare to enable allies and partners to urgently identify and respond to the China threat. To enhance operational effectiveness, the Center again launched a Mobile Indo-Pacific Orientation Course to D.C. enabling U.S. warfighters and leaders' critical insights into the Indo-Pacific region. Additionally, the Center will increase its support to JPME II, producing an Indo-Pacific Joint Combined Warfighting Course that focuses on the region and domains of consequence (ex. emerging technology, artificial intelligence, and cyber) to forge a more lethal fighting force.
- To enhance effectiveness and efficiency, DKI APCSS has an operational planning team reviewing and updating the Center's core functions, identifying efficiencies to optimize resource utilization and adjusting the organizational structure. Further, the Center has reinforced merit-based hiring practices. Additionally in FY 2026, DKI APCSS plans to:
  - Increase engagement with allies and partners focused on burden sharing such as scaled up DIB programming, additional outcome-focused engagements, or additional course throughput.
  - Invest in and deploy technology that enables and enhances DKI APCSS programming such as AI capabilities as a cognitive, strategic, and influence-operating system embedded across every tier of institutional function to elevate DKI APCSS into a regional hub of AI-enhanced deterrence education, strategic foresight, and persistent engagement—faster, smarter, and deeper than peer institutions or adversarial networks.
  - Execute additional in-region programs focused on developing and leveraging key relationships for the DoD, particularly in areas critical for U.S. operational success (access, basing, and overflight).
- These programs will enhance the DoD's strategic posture and operational capabilities in the Indo-Pacific. DKI APCSS remains committed to advancing the DoD's strategic objectives in the Indo-Pacific region and remains agile and responsive to emerging challenges and opportunities in the region.

IV. Performance Criteria and Evaluation Summary:

William J. Perry Center for Hemispheric Defense Studies

- In FY 2026, WJPC will deliver statutorily required programming on territorial and maritime security, transnational and asymmetric threats, and defense sector governance to build Western Hemisphere partnerships that help defend the U.S. and deter adversaries, particularly China and transnational criminal organizations. The WJPC's academic programs will include in-residence, virtual, and in-region courses conducted with partner institutions, covering:
  - Homeland Defense and Border Security
  - Countering Transnational Organized Crime
  - Maritime Security Policy
  - Cybersecurity Fundamentals
  - Cyber Policy Development and Artificial Intelligence Applications for Defense
  - Space Policy and Strategy
  - Governance & Strategy for Security & Defense
  - Caribbean Security and Defense
  - Countering Hybrid Threats in the Americas
  - Defense Education Methods
- WJPC faculty will incorporate current DoD priorities and policies in all English- and Spanish-language courses while coordinating with regional centers and the Inter-American Defense College to expand reach and enhance counter-China messaging. The center will conduct ministerial advisory workshops and exercises to help partners develop strategies and doctrine aligned with U.S. interests, emphasizing virtual options and leveraging partner resources to reduce costs.
- The WJPC has adjusted programming focus to address threats from China, Russia, Iran, and terrorist organizations, and strengthened relationships with priority nations added new course offerings like Countering Transnational Organized Crime: Borderlands to support current Policy priorities.

George C. Marshall European Center for Security Studies

- The GCMC's FY 2026 programs will (1) promote allies' and partners' fulfillment of defense capability commitments in support of collective deterrence and defense in Europe; (2) shape partner defense investments (including FMS sales and Transatlantic DIBs to deliver capabilities aligned with regional plans) and build interoperability (strategic thinking & language) to enhance European-led deterrence and defense; (3) re-enforce the strategy, planning, and force development expertise of model allies/nations and develop those same efforts among aspiring model nations, to increase their warfighting capabilities; and (4) deliver a strategically-aligned network that provides the United States with access and influence to support defense goals. GCMC will deliver these outcomes through four sequenced and inter-enabling and scalable platforms. These include (1) targeted research in response to stakeholder requests; (2) in-region workshops to advance solutions to stakeholder requirements; (3) resident courses to advance DoD priorities in the region; and (4) an annual capstone event with key stakeholders to accelerate burden-sharing. GCMC is postured to transform and reduce its organizational structure and programming through FY 2026 to support the Department as it shifts U.S. prioritization efforts to the Indo-

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Pacific.

Near East South Asia Center for Strategic Studies

- NESA continues to contribute directly to the President's goal of "empowering U.S. allies and partners to lead efforts against existing and emerging threats regional threats." The Center supports the Secretary's priorities to establish Regional Security directly supporting U.S. interests: (1) Maintain peace through strength; (2) Reestablish deterrence; and (3) reorient to key national security threats. NESA is postured to respond quickly and effectively to Department and combatant command priorities, notably regarding seam issues, maritime domain awareness, and countering transnational terrorism. Whether through the program budget, interagency funding, FMF, or FMS cases, NESA continues to expand and deliver Professional Military Education (PME) that enhances the combat capabilities of regional partners in a combined warfighting environment; use of FMS allows us to shift much of the fiscal burden of PME education to regional partners.
- NESA continues to expand PME programs to include an international faculty development seminar for officers from key regional partners to hone their teaching skills and develop expertise in relevant coalition warfighting doctrine. Collectively, programs aim to enhance the ability of partner nations to prepare their leaders to ensure their own defense. NESA's collective goal is the development of strategically minded joint warfighters who think critically and can creatively apply military power to inform national strategy, conduct globally integrated operations, and fight under conditions of disruptive change and to create a fabric of military and national security professionals across the Arabian Peninsula through a linked network supporting the Regional Security Construct and the Middle East Security Architecture – the security bulwark meant to support the expansion of the Abraham Accords.
- NESA will enhance regional security cooperation efforts through two geo-strategic approaches critical to deterring China: The Indian Ocean littoral and Central Asia. The Center will focus programs on deterring Chinese influence by direct engagement on common national security interests with uniformed military and civilian security officials in partner nations to enable effective coalition planning and operations and shared awareness of irregular, transnational and emergent threats. NESA forums and media outreach deliver and reinforce messaging on US policies of peace through strength and credible deterrence to regional partners facing continual influence campaigns from China and Iran. At the same time, NESA programs enable credible feedback from allied and partner nation defense and security sector officials regarding emergent trends and threat behaviors.
- NESA's maritime programs, in coordination with PACFLT, NAVCENT, Policy, and other DoD stakeholders, will focus on three key issues. First, addressing partner technological and technical capability gaps in support of U.S. military and security aims in countering China. Second, cross-seam coordination in the Indian Ocean Region, integrating India as a key partner, to counter Chinese regional activities and strengthen U.S. regional partnerships. Third, shaping discussions among Indo-Pacific partners in the underwater domain, including unique opportunities for collaboration in commercial and DIB sectors in the maritime domain.

Ted Stevens Center for Arctic Security Studies

- TSC executes DoD security cooperation and support to Policy across the Arctic region through three lines of effort (education, research, and engagement) to advance regional competence, capabilities, and capacities for Homeland Defense and to enable burden shifting to Arctic Allies. TSC provides programs and activities to address strategies and intent from Policy, and specific contributions to Commander, NORAD and USNORTHCOM's Arctic-region campaigning and deterrence measures. This includes preparing U.S. and

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Allied warfighters to contend with the complexity of defense missions in the Arctic, to incorporate lethality suitable to dissuade adversaries and comprehensively understand the Arctic operational environment., while advancing a focused alignment to the Secretary's priorities and the Interim National Defense Strategic Guidance as the TSC's planning priorities. Specifically, this concentrates TSC's catalog of ~47 planned programs distinctly to respond to the assessed needs of the warfighter for USNORTHCOM's Homeland Defense mission and USINDOPACOM's efforts counter Chinese and Russian aggression in the Arctic Pacific.

MANAGEMENT, INFRASTRUCTURE, AND WORKFORCE DEVELOPMENT

Assessment, Monitoring, and Evaluation

A. FY 2024 PRIOR YEAR ASSESSMENT

- The AM&E program continued to expand to encompass a broader set of security cooperation authorities, providing a holistic view of security cooperation investments, their contributions towards building partner nation capacity to support desired partner roles, and a stronger understanding of the impact of security cooperation on U.S. objectives. FY 2024 funding supported the development of initial assessments to inform security cooperation planning and monitoring activities to track measures of performance and effectiveness. DSCA's AM&E program expanded to include U.S. Space Command support as well as support to Special Operations Command AM&E activities to better integrate AM&E work across DoD. It also supported the Regional Centers in building out their individual AM&E frameworks. DSCA led the development of the analysis prioritization process, which aligns AM&E planning with GCC planning cycles to better ensure timely, quality AM&E products.

B. FY 2025 CURRENT YEAR ASSESSMENT

- FY 2025 will include the continued integration of all security cooperation authorities and functional areas into AM&E analysis. Particular focus areas include product quality, the integration of a common framework for measuring capability development based on joint capability areas, and development of trends and lessons learned. AM&E will coordinate between GCCs, DSCA, Office of the Deputy Assistant Secretary of Defense for Global Programs, and other stakeholders to ensure that AM&E analysis aligns with planning cycles and supports decision making.

C. FY 2026 PLANS AND OBJECTIVES

- The AM&E program is strategically prioritizing assessment and monitoring to support approximately 43 percent of SSCIs submitted for the FY 2026 SSCI cycle, ensuring a foundation for program evaluation. This targeted approach allows for analysis and insights, providing support to combatant commands, DSCA Regional Planning and Program Design Directorate, and DSCA/Global Capabilities Development. The program will explore innovative resource management strategies to streamline processes and SSCI submissions.
- In FY 2025, the AM&E program established a standardized capability development framework, enabling quantitative data collection to demonstrably measure partner nation capability improvements and return on investment. To ensure continued success, the program will explore cost-effective software license options and alternative data collection methods to mitigate the impact of budget reductions and maintain our ability to quantify program effectiveness.

IV. Performance Criteria and Evaluation Summary:

Defense Security Cooperation University

A. FY 2024 PRIOR YEAR ASSESSMENT

- In FY 2024, the DSCU and its component organizations – DSCU Operations, the ISG, the DIILS, and the DRMI – made significant strides in fulfilling their mission to enhance security cooperation effectiveness, both in building the capacity of foreign partner institutions, and through the professionalization of the U.S. SC Workforce. These accomplishments, resulting from congressional funding, demonstrate DSCU's commitment to supporting national security objectives through strategic workforce development and ICB.
- DSCU's programming in FY 2024 accomplished mission objectives both internationally through ICB, and domestically through the SCWDP and Human Capital Initiative. The progress made in workforce development and ICB positions DSCU for continued success in supporting national security priorities.
- DSCU Operations focused on professionalizing the security cooperation workforce and establishing a comprehensive framework for its management. A key achievement was the development and initial implementation of Security Cooperation Workforce Certification 2.0, incorporating updated competencies and proficiency levels. The SCWDP - Human Capital Initiative successfully identified and coded over 14,000 security cooperation workforce positions across the DoD, ensuring appropriate coding in accordance with 10 U.S.C. §384. DSCU also officially established the Brigadier General Charles Young Research, Analysis, and Lessons Learned Institute, and operationalized the FMS Center of Excellence to address the technical training and educational needs of the security cooperation workforce. DSCU also began the organizational and administrative process to establish the DSCS, coordinating with the combatant commands to achieve an initial operational capability in October 2024.
- ISG successfully integrated under DSCU Headquarters and implemented Section 332 ICB activities as part of the over $1.4 billion FY 2024 ISCP account. ISG conducted 473 in-person advising activities, 64 virtual advising activities, and 5 hybrid in-person/virtual activities in over 82 partner nations, strengthening partner nation defense and security institutional foundations. A key focus was on ICB planning review, resulting in the production of ICB narratives and support plans for 85 countries. ISG also supported US Space Command and the DSCA Space Working Group in forming the Space Security Cooperation discipline with complementary ICB approaches.
- DIILS efficiently executed strategically aligned engagements in support of evolving security cooperation priorities. DIILS conducted approximately 200 mobile ICB and Rule of Law/Human Rights engagements across the GCCs and completed eight multi-week resident courses involving over 200 partner nation participants. These activities supported integrated deterrence through mobile legal ICB efforts, Rule of Law/Human Rights education and training seminars, and multi-week in-person resident legal education courses. In response to a recent Government Accountability Office inquiry into DoD Human Rights training, DIILS initiated a large curriculum re-development and expansion project intended to achieve a more tailored approach to future Section 333 training, with curriculum completion expected during FY 2025 and implementation intended for FY 2026.
- DRMI transitioned to become part of DSCA and DSCU, educating over 500 students in residence, six virtual students, and held mobile courses in Armenia, Argentina, and Iraq. DRMI held a four-week flag-level course with 40 general and flag officers and senior officials from 26 countries. It also supported DSCU in the management and development of Certification 2.0 courses.

IV. Performance Criteria and Evaluation Summary:

B. FY 2025 CURRENT YEAR ASSESSMENT

- In FY 2025, the DSCU and its component organizations – DSCU Operations, the ISG, the DIILS, and the DRMI – are actively implementing plans to further enhance security cooperation effectiveness, both internationally and domestically. These activities, supported by congressional funding, demonstrate DSCU's continued commitment to supporting national security objectives through strategic workforce development and ICB. A key focus remains on professionalizing the security cooperation workforce to improve the quality and speed of security cooperation programming and related partner-facing activities, including FMS.
- DSCU and its component organizations are actively working to achieve strategic objectives in FY 2025 through a focus on workforce development, ICB, and alignment with national security priorities. ICB continues to be a critical element, playing a vital role in bolstering the capability of allies and partners so they can assume greater responsibility.
- DSCU Operations is focused on accomplishing Security Cooperation Certification 2.0; on October 1 all courses became available for registration, and the University continues to develop and deliver course offerings to meet the needs of the over 14,000-strong security cooperation workforce across three proficiency levels in all nine functional areas. DSCU is actively building the faculty of both the College and School. The Human Capital Initiative is identifying and implementing technological solutions to establish a management information system to effectively track and manage the workforce, ensuring that the system interfaces with learning platforms. DSCU is also transitioning SCO training to the National Capital Region under the Defense SCO Institute to improve the professional development and training of SCOs. The Brigadier General Charles Young Research and Lessons Learned Institute is managing research project sponsorship capacity and establishing procedures for oversight of research generation processes. It is issuing grants and cooperative agreements in accordance with Section 384 guidance. The ICB division is leading planning for FY 2025 and FY 2026. The organization is continuing the implementation and tracking of the Assessment, Design, Implementation, Monitoring, and Evaluation program within DSCU, expanding to external stakeholders.
- ISG is collaborating closely with the ICB community to refine program design and monitoring, applying best practices for ICB planning in support of SSCI-funded priorities. ISG faculty and staff are projected to implement and report/monitor on approximately 500 ICB activities in 83 countries. ISG is refining its assessment and monitoring approaches and seeking enhanced integration with Departmental, Agency, and GCC assessment, evaluation, and monitoring efforts. ISG is also supporting ICB professionalization and the creation of ICB content for DSCU's advanced security cooperation workforce curricula.
- DIILS is supporting the development and implementation of legal security cooperation engagement aligned with DoD strategic priorities and policy. DIILS plans to execute validated and resourced legal ICB plans developed in consultation with DSCU, DSCA, the GCCs, and other USG and partner nation stakeholders, as well as Rule of Law/Human Rights training requirements. This includes implementation and potential further expansion of legal ICB initiatives. DIILS anticipates beginning expansion of its multinational resident programs, reinvigorating its traditional mobile education programs, and providing legal expertise to DSCU's integrated academic mission, following the completion of renovations to the DIILS Education Center. DIILS is working to improve tailoring of Section 333 Rule of Law/Human Rights curriculum and training and to achieve greater programmatic integration across all DIILS mission areas. DIILS is also contributing its unique expertise in Rule of Law and Human Rights training, a critical element required by law (T10 Ch. 16 Sec. 333) when the U.S. equips partner nations, ensuring Department compliance.
- The DRMI, under the DSCA and DSCU, delivers professional education to strengthen defense governance and institutional capacity. From FY 2024 to FY 2025, DRMI educated over 600 students through in-residence, virtual, and mobile courses, with 300 more projected

IV. Performance Criteria and Evaluation Summary:

in FY 2026. DRMI conducted mobile training in Bahrain and Iraq, with upcoming courses planned in Armenia and Argentina. A flagship offering is the Senior International Defense Management Course, which annually hosts 40 senior leaders from 26 nations to address global security and resource management challenges. DRMI also supports DSCU in developing Certification 2.0 courses, advancing the Security Cooperation workforce

C. FY 2026 PLANS AND OBJECTIVES

- In FY 2026, DSCU is committed to continuing its mission of improving the quality and professionalism of the ~14,400 person security cooperation workforce and advancing the study of security cooperation. The organization is working towards a new streamlined model of consolidated support to U.S.- and partner-facing missions, delivering on its human capital mission, conducting insightful research with real-world applications, and serving as the strategic manager of the global ICB program.
- In accordance with 10 U.S.C. 384(f), the University plans to fully establish and integrate the Foreign Military Sales (FMS) Center of Excellence into its regular operations, providing a focal point for expertise and support in the field of FMS. Medium-term impacts will be more efficient, prioritized delivery of defense articles and services through FMS, support to the U.S. DIB, and expanded burden-sharing by allies and partners. Additionally, DSCU will continue to refine its lessons learned efforts, ensuring research and analysis advances the Interim National Defense Strategic Guidance, informs real-world impacts, and institutionalizes improvements in how the U.S. government conducts security cooperation.
- DSCU will expand its collaborations and partnerships, both within the interagency and with external partners, to further elevate the study of security cooperation and ensure the most up-to-date and effective approaches are being utilized. This will include continuing to develop cooperative degree and certificate programs, as well as deepening the knowledge base of security cooperation professionals around the world. This focus on delivering on its core mission and making real impacts will help DSCU to continue advancing the shared security interests of the U.S. and its allies and partners.
- The newly consolidated partner facing ICB program will continue to serve as DoD's ICB focal point and shall continue to provide educational and advisory services to enable partner nations to develop effective defense capabilities; ensure ICB foundational efforts support full-spectrum security cooperation objectives aligned with strategic priorities; inform GCC strategic plans and support SSCI development and planning. While funding for the direct execution costs of security cooperation programs and SSCIs is provided through the ISCP Account, the DSCU partner facing request provides the USG manpower, administrative support, and infrastructure necessary for implementation, management, and oversight of ICB programs.

Strategic Evaluations

A. FY 2024 PRIOR YEAR ASSESSMENT

- In FY 2024, DoD funded five strategic evaluations, one mini-study, the AM&E Symposium, and technical AM&E support that produced data to inform the conduct of strategic evaluations. One example of how the Department leveraged evaluations to increase security cooperation effectiveness was a formative evaluation developing a framework to assess partner nations' civilian harm mitigation and response capacity. This tool was widely incorporated across the enterprise into security cooperation program design. The Department had several methods of utilizing and distributing strategic evaluation findings and recommendations: 1) As required by law, OUSD Policy posted strategic evaluation public summaries on defense.gov to demonstrate transparency. Currently, 14 public summaries are posted

IV. Performance Criteria and Evaluation Summary:

here. 2) OUSD Policy leads validation workshops to review findings, refine recommendations, and identify specific actions the Department can take. 3) OUSD Policy tracks evaluation recommendations to identify appropriate actions to improve security cooperation oversight, planning, and execution. 4) OUSD Policy shares evaluation reports with security cooperation stakeholders to include uploading reports to Socium, the security cooperation data management program of record, as well as Intelink and DSCA's milsuite site.

B. FY 2025 CURRENT YEAR ASSESSMENT

- The Department plans to continue the strategic evaluation program in FY 2025 pursuant to Title 10, Section 383 requirements by funding approximately 6 strategic evaluations, a mini study, an AM&E manpower validation study, and the annual AM&E Symposium. OUSD Policy releases an annual strategic evaluation agenda that outlines evaluation topics. The agenda includes congressional interest items and input from DoD security cooperation stakeholders. To prioritize strategic evaluation topics, OUSD Policy uses the framework outlined in the DoD Learning and Evaluation Agenda for Partnerships and further scopes topics by four criteria: 1) DoD strategic and policy priorities, 2) high security cooperation investments, 3) security cooperation enterprise demand signals, and 4) oversight and knowledge gaps. Evaluations also align with international and U.S. interagency evaluation standards, including Office of Management and Budget evaluation guidelines. Each year, OUSD Policy solicits potential evaluation topics from stakeholders, creates and internally coordinates the evaluation agenda, and seeks Assistant Secretary-level approval. Upon receipt of the appropriation from Congress, OUSD Policy identifies and contracts evaluators.

C. FY 2026 PLANS AND OBJECTIVES

- The Department plans to continue the strategic evaluation program in FY 2026 pursuant to Title 10, Section 383 requirements by funding approximately 6 strategic evaluations, a mini-study, and the annual AM&E Symposium. OUSD Policy releases an annual strategic evaluation agenda that outlines evaluation topics. The agenda includes congressional interest items and input from DoD security cooperation stakeholders. To prioritize strategic evaluation topics, OUSD Policy uses the framework outlined in the DoD Learning and Evaluation Agenda for Partnerships and further scopes topics by four criteria: 1) DoD strategic and policy priorities, 2) high security cooperation investments, 3) security cooperation enterprise demand signals, and 4) oversight and knowledge gaps. Evaluations also align with international and U.S. interagency evaluation standards, including Office of Management and Budget evaluation guidelines. Each year, OUSD Policy solicits potential evaluation topics from stakeholders, creates and internally coordinates the evaluation agenda, and seeks Assistant Secretary-level approval. Upon receipt of the appropriation from Congress, OUSD Policy identifies and contracts evaluators.

Defense Security Cooperation Service

A. FY 2024 PRIOR YEAR ASSESSMENT

- N/A

B. FY 2025 CURRENT YEAR ASSESSMENT

- N/A

IV. Performance Criteria and Evaluation Summary:

C. FY 2026 PLANS AND OBJECTIVES

- DSCS achieves full operational capability on 1 October 2026. It will have administrative responsibility for approximately 1,500 employees and their families at 138 SCOs worldwide. This will include SCO management functions at DSCA headquarters and the GCCs. It will include functions for SCO human resources both military and civilian, manpower, policy, family support, information technology, staff assistance, security, budget, training management, and logistics to ensure SCOs are manned and equipped to accomplish their missions. DSCS will also have oversight of the Ministry of Defense Advisors Program that selects, trains, and partners detailed senior DoD civilian experts with foreign counterparts to build institutional capacity in key areas, such as cyber, maritime domain awareness, acquisition and logistics, personnel and readiness, strategy and policy, human resource, and financial management.

V. Personnel Summary:

	FY 2024	FY 2025	FY 2026	Change FY 2024/ FY 2025	Change FY 2025/ FY 2026
Civilian End Strength (Total)	**524**	**668**	**735**	**144**	**67**
U.S. Direct Hire	496	612	581	116	-31
Foreign National Direct Hire	15	15	116	0	101
Total Direct Hire	**511**	**627**	**697**	**116**	**70**
Reimbursable Civilians	13	41	38	28	-3
Civilian FTEs (Total)	**524**	**650**	**717**	**126**	**67**
U.S. Direct Hire	496	594	563	98	-31
Foreign National Direct Hire	15	15	116	0	101
Total Direct Hire	**511**	**609**	**679**	**98**	**70**
Reimbursable Civilians	13	41	38	28	-3
Average Annual Civilian Salary ($ in thousands)	**187.3**	**184.1**	**178.5**	**-3.3**	**-5.6**
Contractor FTEs (Total)	**387**	**365**	**305**	**-22**	**-60**

Personnel Summary Explanations:
Explanation of personnel changes:

- Increase of +133 FTEs (32 U.S. Direct and 101 Foreign National Direct) for the DSCS reflects the transfer of Combatant Commanders to oversee the development and management of a professional workforce supporting security cooperation programs to ensure it has the capacity in both personnel and skills needed to properly perform its mission.
- Decrease of -49 FTEs. Reduces civilian personnel full-time equivalents and funding to optimize the workforce in compliance with Executive Order 14210, "implementing the President's Department of Government Efficiency Workforce Optimization Initiative." The decrease includes reductions to the: DSCU (-$3,428 thousand, -24 FTEs); Regional Centers for Security Studies (-$2,000 thousand; -14 FTEs); Irregular Warfare Center (-$1,143 thousands, -8 FTEs); and DSCA Headquarters (-$429 thousand, -3 FTEs)
- Decrease of -14 FTEs in civilian pay ($2,000 thousand) in effort to optimize the workforce and align Regional Center activities with the 2025 INDSG, reflecting DoD efficiency initiatives.

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

			Change from FY 2024 to FY 2025			Change from FY 2025 to FY 2026		
		FY 2024 Program	Price Growth	Program Growth	FY 2025 Program	Price Growth	Program Growth	FY 2026 Program
101	EXEC, GEN'L & SPEC SCHEDS	93,712	2,724	13,466	109,902	614	881	111,397
104	FN DIRECT HIRE (FNDH)	2,021	59	112	2,192	12	7,603	9,807
0199	**TOTAL CIVILIAN PERSONNEL COMPENSATION**	**95,733**	**2,783**	**13,578**	**112,094**	**627**	**8,483**	**121,204**
308	TRAVEL OF PERSONS	14,197	298	-14	14,481	304	-1,040	13,745
0399	**TOTAL TRAVEL**	**14,197**	**298**	**-14**	**14,481**	**304**	**-1,040**	**13,745**
696	DFAS FINANCIAL OPERATION (OTHER DEFENSE AGENCIES)	5,300	245	-139	5,406	-350	0	5,056
0699	**TOTAL OTHER FUND PURCHASES**	**5,300**	**245**	**-139**	**5,406**	**-350**	**0**	**5,056**
771	COMMERCIAL TRANSPORT	742	16	-2	756	16	0	772
0799	**TOTAL TRANSPORTATION**	**742**	**16**	**-2**	**756**	**16**	**0**	**772**
912	RENTAL PAYMENTS TO GSA (SLUC)	1,476	31	-2	1,505	32	0	1,537
914	PURCHASED COMMUNICATIONS (NON-FUND)	6,768	142	-7	6,903	145	0	7,048
915	RENTS (NON-GSA)	508	11	-1	518	11	0	529
920	SUPPLIES & MATERIALS (NON-FUND)	27,502	578	-28	28,052	589	0	28,641
921	PRINTING & REPRODUCTION	117	2	1	120	3	0	123
922	EQUIPMENT MAINTENANCE BY CONTRACT	0	0	0	0	0	285	285
923	FACILITIES SUST, REST, & MOD BY CONTRACT	204	4	0	208	4	0	212
925	EQUIPMENT PURCHASES (NON-FUND)	40,027	841	-41	40,827	857	12,260	53,944
932	MGT PROF SUPPORT SVCS	7,865	165	-8	8,022	168	-5,468	2,722
933	STUDIES, ANALYSIS & EVAL	8,949	188	9,448	18,585	390	-3,984	14,991
934	ENGINEERING & TECH SVCS	0	0	0	0	0	1,468	1,468
955	OTHER COSTS (MEDICAL CARE)	421	15	-6	430	17	0	447
960	OTHER COSTS (INTEREST AND DIVIDENDS)	20	0	1	21	0	0	21
987	OTHER INTRA-GOVT PURCH	25,105	527	75,541	101,173	2,125	-3,849	99,449
988	GRANTS	59	1	0	60	1	0	61
989	OTHER SERVICES	9,631,971	202,271	-7,467,517	2,366,725	49,701	85,511	2,501,937

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

			Change from FY 2024 to FY 2025			Change from FY 2025 to FY 2026		
		FY 2024 Program	Price Growth	Program Growth	FY 2025 Program	Price Growth	Program Growth	FY 2026 Program
990	IT CONTRACT SUPPORT SERVICES	8,700	183	-9	8,874	186	1,000	10,060
0999	**TOTAL OTHER PURCHASES**	**9,759,692**	**204,959**	**-7,382,628**	**2,582,023**	**54,231**	**87,221**	**2,723,475**
9999	**GRAND TOTAL**	**9,875,664**	**208,301**	**-7,369,205**	**2,714,760**	**54,828**	**94,664**	**2,864,252**