Fiscal Year 2027 Budget Estimates

Defense Security Cooperation Agency



April 2026

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

	FY 2025 Actuals	Price Change	Program Change	FY 2026 Enacted	Price Change	Program Change	FY 2027 Request
DSCA	10,932,000	271,607	-7,549,650	3,653,957	74,463	52,337	3,780,757

I. Description of Operations Financed: The Defense Security Cooperation Agency (DSCA), in coordination with the Office of the Under Secretary of War for Acquisition and Sustainment (OUSW(A&S)) and the Office of the Under Secretary of War for Policy (OUSW(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.

Consistent with the 2026 National Defense Strategy (NDS), the FY 2027 President's Budget request continues to align and deliver security cooperation programs and efforts in accordance with priorities of the President of the United States and Secretary of War's (SecWar) priorities. These efforts include the day-to-day operations of the DSCA headquarters, the Defense Security Cooperation University (DSCU), the Department of War (DoW) Regional Centers for Security Studies, and the Defense Security Cooperation Service (DSCS). Under the provisions of the Title 10 U.S.C. Chapter 16, the FY 2027 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 DoW professionals supporting security cooperation efforts. The DSCA will continue to execute Department of State security 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.

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 (CCMD), industry, and partner nations to execute security cooperation activities. Moreover, the DSCA seeks to maximize security cooperation program effectiveness.

CAPACITY BUILDING

European Capacity Building
European Capacity Building funds security cooperation programs and activities that build the military capacity of European partners, including Ukraine, to address shared national security challenges, enhance interoperability among partner forces, and enable European allies and partners to take on greater responsibility for their own security challenges. These efforts would support U.S. national security and defense strategic objectives.

Taiwan Drawdown Stock Replacement
The Taiwan Drawdown Stock Replacement is intended to support the replacement of defense articles and services transferred to Taiwan from DoW stocks through the Presidential Drawdown Authority or the Taiwan Security Cooperation Initiative. Funds bolster Joint Force readiness and enable new procurements to replace equipment and services provided to Taiwan.

Taiwan Security Cooperation Initiative (TSCI)
Section 1323 of the National Defense Authorization Act (NDAA) for FY 2025 enacted the TSCI. The Department intends to use TSCI to strengthen Taiwan's self-defense capabilities. The TSCI complements Taiwan's increasing defense investments and other U.S. security assistance and security cooperation authorities. The DoW incorporates security cooperation assessments, design, planning, and monitoring best practices while implementing this initiative.

Ukraine Security Cooperation Initiative (USAI) Authority in Support of the Prioritized Ukraine Requirements List (PURL)
USAI is designed to increase Ukraine's ability to defend against Russian aggression, develop Ukraine's combat capability to defend its sovereign territory, and enhance interoperability with the North Atlantic Treaty Organization (NATO) and Western forces. In direct alignment with the Administration's focus on increasing burden-sharing with allies and partners, the Department is leveraging USAI authority to support the Prioritized Ukraine Requirements List (PURL) initiative. Through the PURL initiative, NATO countries contribute funds for the delivery of critical U.S.-origin defense articles and services to Ukraine. NATO funds enable new procurements to replace defense articles drawn down and delivered to Ukraine and for new procurements in furtherance of the PURL initiative.

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. The ISCP-funded activities implement the 2026 NDS, including by 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, institutional capacity building (ICB) to strengthen governance and absorptive capacities necessary for full spectrum capability development, and other activities to advance NDS implementation with certain countries. The 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 generally include Title 10 U.S.C. §. 332, 333 and 335, Public Law 117-263 section 1208, and the Indo-Pacific Maritime Security Initiative from Section 1263 of the NDAA for FY 2016, though may on occasion be implemented through any Title 10 U.S.C. authority.

SUPPORT TO OPERATIONS

Border Security

Section 1226 of the 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, preventing these regional threats from reaching the U.S. homeland.

Lebanese Armed Forces
In accordance with Section 8034 of the DoD Appropriations Act, FY 2026, the DSCA, in coordination with the Secretary of State, will aid the Lebanese Armed Forces across five congressionally mandated lines of effort to include: advanced training and equipment; comprehensive logistics and sustainment; infrastructure modernization; and the provision of critical personnel stipends. These investments are vital to maintaining the Lebanese Armed Forces as a professional, institutional counterweight to non-state actors and ensuring regional stability.

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. In accordance with 10 U.S.C. § 383 and OUSW(P) 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 Service (DSCS)
The DSCS was established in accordance with the NDAA for FY 2024 (10 U.S.C. § 384 c.4.) to ensure that the security cooperation organization (SCO) at U.S. embassies is appropriately staffed, trained, and equipped to achieve national security cooperation objectives, assist in the maintenance of theater security readiness, and advance the Administration's priorities to enhance global military partnerships. The global SCO workforce, now called U.S. Military Groups (MILGP), is comprised of civilian, military and locally employed security cooperation professionals with deep knowledge of partner nations, theater security strategies, and DoW policies and objectives. Achieving national security objectives effectively and efficiently for the American taxpayer requires a dedicated MILGP workforce with the right training to advise and assist allies and partners to develop capabilities that address shared security challenges. The DSCS provides the workforce and CCMDs with improved security cooperation workforce capabilities and capacity by: streamlining best practices and maximizing resources; enhancing MILGP training; right sizing MILGP manpower to align with national security priorities and security cooperation workload at each MILGP; 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 U.S.C. § 382; and placing an increased emphasis on supporting CCMD efforts in achieving national and theater strategic objectives.

Defense Security Cooperation University
Pursuant to 10 U.S.C. § 384, the DSCU was established to improve the quality and professionalism of the security cooperation workforce who directly support the effectiveness of security cooperation activities necessary to increase burden-sharing with U.S. allies and partners, reinforcing

deterrence while simultaneously supercharging the U.S. defense industrial base (DIB). 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 DoW; as well as advancement of the security cooperation profession through research, data collection, analysis, publication, and learning.

Strategic Evaluations
In accordance with 10 U.S.C. § 383, the OUSW(P) commissions independent evaluations, funded through the Strategic Evaluation account. Strategic evaluations provide data to inform security cooperation decision making, assess progress towards desired results, and increase security cooperation efficiency and effectiveness.

EDUCATION AND TRAINING

Regional Defense Fellowship Program (RDFP)
The RDFP, authorized in the NDAA for FY 2004 (10 U.S.C. § 2249c), provides foreign military officers and government security officials with strategic and operational education to enhance partner capacity to combat terrorism. In the NDAA for FY 2019, irregular warfare (IW) was added to the authority, and the program was redesignated the Regional Defense Combating Terrorism and IW Fellowship Program (10 U.S.C. Chapter 16, § 345). The RDFP is a key tool for CCMDs 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 IW 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 IW and combating terrorism capabilities of partner nations through operational and strategic-level education; contributes to IW and counterterrorism ideology efforts; and provides the DoW with a flexible and proactive program that can respond to emerging IW and combatting terrorism requirements.

Irregular Warfare Center (IWC)
The IWC is a DoW functional center that was authorized in the NDAA for FY 2021. The IWC serves as the central mechanism for developing the IW knowledge of the DoW and advancing the understanding of IW 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: (1) builds and strengthens a domestic and global network of IW experts and practitioners at the operational and strategic levels; (2) builds and reinforces the IW capabilities of partner nations through operational and strategic-level education; (3) contributes to IW efforts; and (4) provides the DoW with an agile and innovative approaches that can respond to emerging IW challenges.

Irregular Warfare Center (Center of Excellence)

This contract, also known as the IWC Academic Research Contract, is the primary foundational pillar supporting the Center of Excellence's entire operational and intellectual enterprise. This contract provides the IWC with dedicated, structured access to the nation's leading academic institutions and subject matter experts who specialize in fields directly relevant to irregular warfare, such as political science, anthropology, economics, information theory, and regional studies.

Regional Centers (RC) for Security Studies

The DoW RCs 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 RCs 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 RC are an executive-level, Title 10 authorized strategic complement to traditional invitational professional military education, extending beyond the Ministry of Defense space to influence a broader range of security and defense stakeholders. Participants in RC 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. Title 10 U.S.C § 342 authorizes the following RCs: 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 Regional Centers.

In FY 2027, RC programming will be aligned to support the 2026 NDS focusing on defending the homeland, deterring China in the Indo-Pacific, increasing burden-sharing with U.S. allies and partners, and supercharging the U.S. defense industrial base.

ADMINISTRATIVE SUPPORT OPERATIONS

DSCA Headquarters

The DSCA Headquarters funds the salaries and operating expenses of the DSCA workforce providing program and financial management support to DoW-funded security cooperation programs. Additionally, this account funds the Defense Finance and Accounting Services (DFAS) costs, support for enterprise resource systems, and operational and information technology system costs for the Partner Outreach and Collaboration Support (POCS) systems and Socium platforms such as the Regional Center Personnel & Activity Management System (RCPAMS) and GlobalNET.

The POCS provides common information technology platforms (RCPAMS and GlobalNET) to improve international partner outreach, promoting collaboration and resource sharing among the RCs for Security Studies, the Partnership for Peace, other DoW educational institutions and communities, and international partners.

The RCPAMS is DSCA’s primary tool for recording, reporting, and managing student logistics and training related to international Security Cooperation practitioners and is utilized to build the Foreign Military Training Report (22 U.S.C. § 2416 and P.L. 110-161). The GlobalNET exists

to improve international partner outreach by providing community-based education, collaboration, outreach, and professional networking tool for the RC students, alumni, their cohorts, and subject matter experts—an international community of approximately 85,000 users.

The FY 2027 request for the Defense Security Cooperation Agency, 0100D, includes $3,780,757 thousand of discretionary and $1,681 thousand of mandatory for a total of $3,782,438 thousand. The mandatory funds will support repair of existing facilities and expansion of leasing capacity for unaccompanied personnel. The FY 2027 funds are different from the FY 2026 mandatory funds ($850,000 thousand) which support the Taiwan Drawdown Authority Stock Replacement for the replacement of defense articles that the U.S. Government draws down in support of Taiwan.

II. Force Structure Summary:
Not Applicable.

III. Financial Summary ($ in Thousands):

		FY 2026				
			Congressional Action			
A. BA Subactivities	FY 2025 Actuals	Budget Request	Amount	Percent	Current Enacted	FY 2027 Request
A. CAPACITY BUILDING	**$10,619,763**	**$2,383,808**	**$691,000**	**28.99%**	**$3,074,808**	**$3,273,173**
AFRICOM Allies and Partnership	$0	$0	$25,000	0.00%	$25,000	$0
European Capacity Building	$0	$0	$400,000	0.00%	$400,000	$0
Taiwan Drawdown Stock Replacement	$0	$150,000	$0	0.00%	$150,000	$1,000,000
Taiwan Security Cooperation Initiative	$298,559	$1,000,000	$0	0.00%	$1,000,000	$1,000,000
Ukraine Security Assistance Initiative	$9,329,550	$0	$0	0.00%	$0	$0
International Security Cooperation Programs	$991,654	$1,233,808	$266,000	21.56%	$1,499,808	$1,273,173
B. SUPPORT TO OPERATIONS	**$64,461**	**$192,298**	**$125,000**	**65.00%**	**$317,298**	**$196,336**
Lebanese Armed Forces	$0	$0	$50,000	0.00%	$50,000	$0
Border Security	$64,461	$192,298	$75,000	39.00%	$267,298	$196,336
C. MANAGEMENT, INFRASTRUCTURE, AND WORKFORCE DEVELOPMENT	**$63,916**	**$138,706**	**$-30,299**	**-21.84%**	**$108,407**	**$142,802**
Assessment, Monitoring, and Evaluation	$15,643	$13,475	$-5,335	-39.59%	$8,140	$13,749
Defense Security Cooperation Service	$0	$78,501	$-18,985	-24.18%	$59,516	$73,774
Defense Security Cooperation University	$45,483	$44,147	$-4,471	-10.13%	$39,676	$52,639
Strategic Evaluations	$2,790	$2,583	$-1,508	-58.38%	$1,075	$2,640
D. EDUCATION AND TRAINING	**$145,531**	**$111,916**	**$8,180**	**7.31%**	**$120,096**	**$127,584**
Regional Defense Fellowship Program	$22,961	$20,581	$-6,089	-29.59%	$14,492	$30,407
Irregular Warfare Center	$12,239	$8,795	$3,205	36.44%	$12,000	$14,632
Irregular Warfare Center (Center of Excellence)	$5,067	$0	$6,000	0.00%	$6,000	$0
Regional Centers for Security Studies	$105,264	$82,540	$5,064	6.14%	$87,604	$82,545
E. ADMINISTRATIVE SUPPORT OPERATIONS	**$38,329**	**$37,524**	**$-4,176**	**-11.13%**	**$33,348**	**$40,862**
DSCA Headquarters	$38,329	$37,524	$-4,176	-11.13%	$33,348	$40,862
Total	**$10,932,000**	**$2,864,252**	**$789,705**	**27.57%**	**$3,653,957**	**$3,780,757**

B. Reconciliation Summary	Change FY 2026/FY 2026	Change FY 2026/FY 2027
BASELINE FUNDING	**$2,864,252**	**$3,653,957**
Congressional Adjustments (Distributed)	809,205	
Congressional Adjustments (Undistributed)	-23,714	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	4,214	
Fact-of-Life Changes (2026 to 2026 Only)	0	
SUBTOTAL BASELINE FUNDING	**3,653,957**	
Supplemental	0	
Reprogrammings	0	
Price Changes		74,463
Functional Transfers		-8,727
Program Changes		61,064
CURRENT ESTIMATE	**3,653,957**	**3,780,757**
Less: Supplemental	0	
NORMALIZED CURRENT ESTIMATE	**$3,653,957**	**$3,780,757**

FY 2026 President's Budget Request (Amended, if applicable) $2,864,252

1. Congressional Adjustments $789,705

a) Distributed Adjustments $809,205

1) Program Increase - Baltic Security Initiative $200,000

2) Program Increase - European Capacity Building $400,000

3) Program Increase - George C. Marshall Center for Security Studies $4,000

4) Program Increase - International Security Cooperation Programs - Bahrain $10,000

5) Program Increase - International Security Cooperation Programs - Jordan $15,000

6) Program Increase - International Security Cooperation Programs - Philippines $40,000

7) Program Increase - Irregular Warfare Center $3,205

8) Program Increase - Lebanon $35,000

9) Program Increase - P..L. 115-68 implementation $1,000

10) Program Increase - P.L. 114-92 Section 1226 ..... $75,000

11) Program Increase - Ted Stevens Center for Arctic Security Studies $5,000

12) Program Increase- Irregular Warfare Center of Excellence $6,000

13) Transfer from CTEF for Lebanese Armed Forces $15,000

b) Undistributed Adjustments ..... $-23,714

1) Historical Unobligated Balances ..... $-23,714

c) Adjustments to Meet Congressional Intent $0

d) General Provisions $4,214

1) Sec. 8065 USAFRICOM Allies and Partnerships $25,000

2) Sec. 8136 Savings from Efficiencies ..... $-20,786

FY 2026 Appropriated Amount $3,653,957

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 2026 Baseline Funding $3,653,957

4. Reprogrammings (Requiring 1415 Actions) $0

a) Increases $0

b) Decreases $0

Revised FY 2026 Estimate $3,653,957

5. Less: Item 2, Supplemental Appropriation and Item 4, Reprogrammings $0

a) Less: Supplemental Funding $0

FY 2026 Normalized Current Estimate $3,653,957

6. Price Change $74,463

7. Functional Transfers ..... $-8,727

a) Transfers In $0

b) Transfers Out ..... $-8,727

1) Defense Security Cooperation Service ..... $-8,727
This is a transfer to the DSCA Family Housing O&M, Defense Wide appropriation for Defense Security Cooperation Service. Funds for the Defense Security Cooperation Service Family Housing O&M, Defense Wide appropriation were erroneously transferred to the DSCA O&M, Defense Wide appropriation during FY 2026 Program Budget Review cycle. This transfer properly aligns the funds to the correct appropriation in FY 2027 through FY 2031.
(FY 2026 Baseline: $59,516 thousand)

8. Program Increases $965,483

a) Annualization of New FY 2026 Program $0

b) One-Time FY 2027 Increases $0

c) Program Growth in FY 2027 ..... $965,483

1) Assessment, Monitoring, and Evaluation $6,110
Increases funds in management professional support services (+$5,422 thousand) and Other Intra-governmental Purchases ($688 thousand) to support the Global Assessment, Monitoring, and Evaluation program, support costs, including data collection trips and software, that are required to produce legally mandated assessment and monitoring products.
(FY 2026 Baseline: $8,140 thousand; 0 FTEs; +0 FTEs)

2) Border Security.....$4,038
Increases funds to support reimbursement to key allies and partner nations for expenses incurred to enhance and sustain security along their borders adjacent to conflict areas.
(FY 2026 Baseline: $267,298 thousand; 0 FTEs; +0 FTEs)

3) Defense Security Cooperation Service $23,630
Increases funds in Other Intra-governmental purchases supports the increasing costs of International Cooperative Administrative Support Services cost-sharing system and the urgent need to bolster accountability of U.S.-origin defense articles, build the institutional capacity of our partners to resist malign influence, and modernize the underlying information technology required to manage a global security cooperation enterprise. This investment is critical to ensuring security cooperation remains a durable, asymmetric advantage for the United States.

MILGPs execute U.S. Security Cooperation and partner capacity-building programs and serve as the primary in-country representatives engaging partner nations to strengthen defense institutions and military capability. Adequate ICASS funding and support sustains MILGP operations at U.S. embassies worldwide. This support is foundational to the effective execution of Security Cooperation missions that support U.S. national security objectives.
(FY 2026 Baseline: $59,516 thousand; 143 FTEs)

4) Defense Security Cooperation University $14,076
Increases funds for contract support ($13,788 thousand) and facilities sustainment (+$288,000) to support essential course design and research to address critical professionalization gaps such as technical knowledge, training, and capabilities to integrate security cooperation with strategic competition.

(FY 2026 Baseline: $39,676 thousand; 122 FTEs)

5) DSCA Headquarters.....$11,565

+$3,847 thousand increase in funds for IT Contract Support Services advances key IT modernization initiatives, including RCPAMS modernization and the implementation of DoW Zero Trust and ICAM frameworks. These efforts are critical to strengthening cybersecurity, improving access controls, enhancing system interoperability, and creating a more secure, cloud-aligned enterprise environment.

+$4,728 thousand increase in funds for DFAS financial operations support. This increase is driven by the expansion in International Security Cooperation Program activities resulting in higher transaction volumes and financial reporting requirements.

+$2,990 thousand increase in funds for Management Professional Services supports ongoing financial statement audit remediation, strengthening internal controls, and improving financial data integrity to support the NDAA mandate to achieve an unmodified audit opinion by 2028.
(FY 2026 Baseline: $33,348 thousand; 81 FTEs)

6) International Security Cooperation Program (ISCP).....$27,310
The additional funding addresses the high transportation costs in delivering Building Partner Capacity program capabilities to recipient Allies and Partners as well as enhanced interoperability, and counter malign influence to uphold strategic objectives. The ISCP is critical in building the capacity of Allies and Partners, an essential component of the National Defense Strategy to counter China and preserve U.S. preeminence in the Western Hemisphere.

(FY 2026 Baseline: $1,499,808 thousand)

7) Irregular Warfare Center (IWC).....$6,137
Increases funds to expand the infrastructure of the National Defense University College of International Security Affairs and expand the IWC program of education. Specifically, this funding will provide additional professors to teach IWC education, and provide tuition and lodging for students from partner nations to support a 30 percent increase in student throughput.
(FY 2026 Baseline: $12,000 thousand; 7 FTEs; +0 FTEs)

8) Regional Centers for Security Studies.....$4,719
Increases funds in foreign national direct hire compensation (+$251,000), other costs (+$465,000), and other intra-governmental purchases (+$4,003 thousand) to prioritize administrative and medical care costs for personnel, intensified program planning, and accelerated course scheduling.
(FY 2026 Baseline: $82,540 thousand; 326 FTEs)

9) Regional Defense Fellowship Program (RDFP).....$16,231

Increases funds to support a 100% expansion of education and training for partner nation defense officials, directly furthering U.S. national security interests. The additional funds will expand engagement with priority countries across all combatant commands.

Funding will provide additional seats in high-demand master's programs at the National Defense University and the Naval Postgraduate School, while also increasing training throughput at RDFP network schools (JSOU, Regional Centers, ISG, etc.). The focus will be on critical areas including irregular warfare, homeland defense, special operations, combating terrorism, and cybersecurity.
(FY 2026 Baseline: $14,492 thousand)

10) Strategic Evaluations $1,667
Increases funds for other support to conduct additional evaluations pursuant to Title 10, Section 383 statutory requirements.
(FY 2026 Baseline: $1,075 thousand; 0 FTEs; +0 FTEs)

11) Taiwan Drawdown Stock Replacement.....$850,000
The Taiwan Drawdown Stock Replacement is intended to support the replacement of defense articles transferred to Taiwan from DoW stocks through the Presidential Drawdown Authority or the Taiwan Security Cooperation Initiative. Funds bolster Joint Force readiness and enable new procurements to replace equipment and services provided to Taiwan. Funds support DoW efforts in FY 2027 to strengthen Taiwan's self-defense capabilities while ensuring that assistance does not decrement Joint Force readiness. In FY 2026, a one-time provision of $850,000 thousand in mandatory funding was enacted in Public Law 119-21 supporting the DoW's $1,000,000 thousand request. In FY 2027, the discretionary increase is necessary replace the one-time mandatory funding and continue fully supporting this critical support to Taiwan.

(FY 2026 Baseline: $150,000 thousand)

9. Program Decreases .....$-904,419

a) Annualization of FY 2026 Program Decreases $0

b) One-Time FY 2026 Increases .....$-834,205

1) Program Increase - Baltic Security Initiative.....$-200,000
Decrease is attributed to a one-time congressional add in FY 2026.

2) Program Increase - European Capacity Building .....$-400,000

Decrease is attributed to a one-time congressional add in FY 2026.
(FY 2026 Baseline: $400,000 thousand)

3) Program Increase - George C. Marshall European Center for Security Studies.....$-4,000
Decrease is attributed to a one-time congressional add in FY 2026.
(FY 2026 Baseline: $9,000 thousand)

4) Program Increase - International Security Cooperation Programs - Bahrain.....$-10,000
Decrease is attributed to a one-time congressional add in FY 2026.
(FY 2026 Baseline: $266,000 thousand)

5) Program Increase - International Security Cooperation Programs - Jordan .....$-15,000
Decrease is attributed to a one-time congressional add in FY 2026.

6) Program Increase - International Security Cooperation Programs - Philippines.....$-40,000
Decrease is attributed to a one-time congressional add in FY 2026.

7) Program Increase - Irregular Warfare Center.....$-3,205
Decrease is attributed to a one-time congressional add in FY 2026.
(FY 2026 Baseline: $3,205 thousand)

8) Program Increase - P.L. 114-92 Section 1226.....$-75,000
Decrease is attributed to a one-time congressional add in FY 2026.
(FY 2026 Baseline: $75,000 thousand)

9) Program Increase - P.L. 115-68 implementation.....$-1,000
Decrease is attributed to a one-time congressional add in FY 2026.

10) Program Increase -Ted Stevens Center for Arctic Security Studies .....$-5,000

11) Program Increases - Irregular Warfare Center (Center of Excellence).....$-6,000
Decrease is attributed to a one-time congressional add in FY 2026.
(FY 2026 Baseline: $6,000 thousand)

12) Program Increases - Lebanon.....$-35,000
Decrease is attributed to a one-time congressional add in FY 2026.
(FY 2026 Baseline: $50,000 thousand)

13) Sec. 8065 USAFRICOM Allies and Partnerships.....$-25,000
Decrease is attributed to a one-time congressional add in FY 2026.
(FY 2026 Baseline: $25,000 thousand)

14) Transfer from CTEF for Lebanese Armed Forces.....$-15,000
Decrease is attributed to a one-time congressional add in FY 2026.

c) Program Decreases in FY 2027 .....$-70,214

1) DSCA Headquarters .....$-3,519
Decreases funds for administrative and lease costs as the direct result of a strategic initiative to optimize the real estate footprint, which includes a planned consolidation and reduction of headquarters facilities.
(FY 2026 Baseline: $33,348 thousand)

2) Efficiency - Contract Services .....$-44,800
The reduction of funding for contract services is undertaken in direct support of the President's executive order, which prioritizes cost efficiency, transparency, and the consolidation of services. This measure represents a deliberate workforce optimization strategy designed to streamline resources while safeguarding against adverse impacts to modernization initiatives and overall mission effectiveness. This reduction is allocated to the DSCA Headquarters $-441,000; ISCP $-38,958 thousand; IWC $-635,000; Regional Centers -$1,283 thousand; Regional Defense Fellowship Program $-351,000; AM&E $-646,000; DSCS $-1,545 thousand; DSCU $-817,000; and Strategic Evaluations $-124,000.
(FY 2026 Baseline: $3,392,441 thousand)

3) Efficiency - Supplies and Materials .....$-16,950
Reduces funding for supplies and materials to align with historical execution levels and ensure alignment with the priorities of the Secretary of War to improve the efficiency and effectiveness of our mission and business operations. This reduction is allocated to the DSCA Headquarters $-327,000; ISCP $-15,732 thousand; Regional Centers $-281,000; Regional Defense Fellowship Program $-260,000; and DSCU $-350,000.
(FY 2026 Baseline: $28,641 thousand)

4) Efficiency - Travel Budget .....$-2,841
Reduces discretionary travel funding to align with the Secretary of War's highest priorities to strengthen readiness, modernize capabilities, and sustain the Force. This reduction is allocated to the DSCA Headquarters $-109,000; ISCP $-2,382 thousand; AM&E $-21,000; and DSCU $-329,000.
(FY 2026 Baseline: $13,912 thousand)

5) Federal Retirement System – Agency Contribution Rates .....$-2,104
Reduce funding to align with the adjusted Federal Employees Retirement System (FERS) contribution rates. These adjustments incorporate updated actuarial assumptions, workforce demographics shifts, and revised projections of retirement liabilities. This reduction is allocated to the DSCA HQ $-334,000; IWC $-32,000; Regional Centers -$999,000; DSCS $-313,000; and DSCU $-426,000.
(FY 2026 Baseline: $114,275 thousand)

FY 2027 Budget Request $3,780,757

IV. Performance Criteria and Evaluation Summary:

Performance measures support oversight, planning, and implementation of the defense strategy and combatant commanders' theater security cooperation strategies. These programs enable the DoW 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 DoW combined activities.

CAPACITY BUILDING

European Capacity Building

A. FY 2025 PRIOR YEAR ASSESSMENT

- N/A

B. FY 2026 CURRENT YEAR ASSESSMENT

- Pursuant to the authorities granted under P.L. 119-75, the Department will sustain and expand critical security cooperation initiatives and utilize ECB funding to resource activities that stabilize the European theater. These investments prioritize interoperability with allies and partners, directly supporting the Administration's defense objectives in the region

C. FY 2027 PLANS AND OBJECTIVES

- N/A

Taiwan Drawdown Stock Replacement (TDSR)

A. FY 2025 PRIOR YEAR ASSESSMENT

- In FY 2025, there was no request for TDSR funds. .

B. FY 2026 CURRENT YEAR ASSESSMENT

- TDSR is intended to support the replacement of defense articles and services transferred to Taiwan from DoW stock through the Presidential Drawdown Authority or TSCI. Funds will bolster Joint Force readiness and enable new procurements to replace equipment provided to Taiwan. In FY 2026, DoW is using TDSR to replace equipment transferred to Taiwan via drawdown. Funds ensure that Taiwan assistance does not decrement DoW readiness.

C. FY 2027 PLANS AND OBJECTIVES

- The DoW will continue to use TDSR in FY 2027 to continue high impact, priority programs.

Taiwan Security Cooperation Initiative (TSCI)

A. FY 2025 PRIOR YEAR ASSESSMENT

- The TSCI was enacted in the NDAA for FY 2025 and provides the DoW another security cooperation authority to address Taiwan defense requirements. The TSCI authority is modeled off the Ukraine Security Assistance Initiative and provides a mechanism to more flexibly support Taiwan defense acquisitions.
- In FY 2025, the DoW supported TSCI-funded programs to include coastal defense, training, support equipment and services. The U.S. Army and Navy are implementing the programs, which will have a significant and positive impact on Taiwan's defense readiness.

B. FY 2026 CURRENT YEAR ASSESSMENT

- In FY 2026, the DoW is using TSCI to address critical Taiwan defense requirements. The TSCI complements Taiwan's increased defense investments and other security cooperation and security assistance authorities.
- The DoW intends to use FY 2026 TSCI to fully fund and expand FY 2025 programs as well as support new programs that address Taiwan's most critical defense requirements.

C. FY 2027 PLANS AND OBJECTIVES

- The DoW will continue to use TSCI in FY 2027 to continue high impact, priority programs.

Ukraine Security Assistance Initiative (USAI) Authority in Support of PURL

A. FY 2025 PRIOR YEAR ASSESSMENT

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

B. FY 2026 CURRENT YEAR ASSESSMENT

- In support of the Administration's prioritization of increased burden-sharing with allies and partners, USAI authority is being leveraged to support NATO-provided contributions for the PURL initiative.

C. FY 2027 PLANS AND OBJECTIVES

- In support of the Administration's prioritization of increased burden-sharing with allies and partners, USAI authority will continue to be leveraged to support NATO-provided contributions for the PURL initiative.

International Security Cooperation Programs (ISCP)

A. FY 2025 PRIOR YEAR ASSESSMENT

- The DSCA continues to stride in capacity building for allies and partners and take lead for regional security challenges, focusing resources on those threats that present strategic risk to the U.S. As part of the Department's foreign assistance review, all ISCP

activities were evaluated to ensure alignment with and advancement of Administration priorities. In FY 2025, the DSCA received $78 million above the President's Budget request, including $56 million from General Provision Sec. 8066 for U.S. Southern Command activities to expand and accelerate key partner capability milestones in addressing threats to the U.S. along the southwest border.

B. FY 2026 CURRENT YEAR ASSESSMENT

- The ISCP account remains the SecWar's primary tool to build partner capacity, reduce risk to U.S. forces, and enhance deterrence through increased partner lethality. In FY 2026, the DSCA fully utilizes Socium as the system of record, integrating AM&E efforts to maximize program effectiveness. Historically, ISCP funding has supported Women, Peace, and Security (WPS) initiatives that emphasize the critical role of women in peacebuilding and conflict resolution, advocating for their full participation in decision-making processes related to peace and security. The DoW directs WPS funding for the following countries within the USINDOPACOM area of responsibility: Bangladesh, Bhutan, Fiji, Indonesia, Laos, Malaysia, Maldives, and the Philippines to encourage full, equal, and meaningful participation of women at all levels of peacebuilding, security, and decision-making processes is essential to achieving sustainable global peace and security as required by the NDAA for FY 2023. Congressional adds in FY 2026 will ensure sustainment of WPS objectives.

C. FY 2027 PLANS AND OBJECTIVES

- The FY 2027 ISCP funding request will continue to enhance deterrence through increased partner lethality and prioritize security cooperation activities that directly deter attacks against the United States. The ISCP will continue to serve as a critical mechanism to support WPS-related efforts, aligning with U.S. defense priorities and congressional mandates. The request emphasizes the integration of AM&E frameworks to ensure accountability, maximize program impact, and deliver higher returns on U.S. investments. The DoW directs WPS funding for the following countries within the INDOPACOM AOR: Bangladesh, Bhutan, Fiji, Indonesia, Laos Malaysia, Maldives, and the Philippines to bring full, equal, and meaningful participation of women at all levels of peacebuilding, security, and decision-making processes is essential to achieving sustainable global peace and security as required by the NDAA for FY 2023.

SUPPORT TO OPERATIONS

Border Security

A. FY 2025 PRIOR YEAR ASSESSMENT

- In FY 2025, 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 enabled partner nations to defend their borders, counter ISIS, and other violent extremist organization operations globally, and help allies and partners degrade the flow of hostile fighters.

B. FY 2026 CURRENT YEAR ASSESSMENT

- In FY 2026 the program continues to address emergent operational support requirements of eligible partners in the U.S. Central

Command and U.S. Africa Command areas of responsibility to increase security and sustain increased security along portions of their respective borders. The program is enabling partner nations to defend their borders, counter ISIS and other violent extremist organization operations globally, and helping 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 requested a smaller border security program in FY 2026.

C. FY 2027 PLANS AND OBJECTIVES

- In FY 2027, the program will continue to address emergent operational support requirements of eligible partners in the U.S. Central Command and U.S. Africa Command 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 organization 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 will continue to seek a smaller border security program in FY 2027 compared to FY 2025 and prior years.

Lebanese Armed Forces

A. FY 2025 PRIOR YEAR ASSESSMENT

- There was no program for this in FY 2025.

B. FY 2026 CURRENT YEAR ASSESSMENT

- In FY 2026, the Lebanese Armed Forces Fund will provide assistance through training, equipment, logistics support, supplies and services, stipends, infrastructure repair and renovation, and sustainment for the Lebanese Armed Forces while aligning with U.S. defense priorities and congressional mandates.

C. FY 2027 PLANS AND OBJECTIVES

- Funding for the Lebanese Armed Forces in FY 2027 is requested in the Counter-ISIS Train and Equip Fund justification materials and will continue to provide assistance on identified capability gaps to further stabilize the state of Lebanon in accordance with U.S. defense priorities.

MANAGEMENT, INFRASTRUCTURE, AND WORKFORCE DEVELOPMENT

Assessment, Monitoring, and Evaluation (AM&E)

A. FY 2025 PRIOR YEAR ASSESSMENT

- In FY 2025, the DSCA Office of Administration/Performance, Improvement, and Effectiveness (ADM/PIE) revised the AM&E product

review process to incorporate additional layers of feedback prior to sending out the products for stakeholder review, improving quality and clarity of analysis. The ADM/PIE completed 137 AM&E products in FY 2025 in support of the Significant Security Cooperation Initiative (SSCI) process, including 35 Initial Assessments, 32 Performance Monitoring Plans, 9 Performance Monitoring Reports, and 61 Unit Snapshots, meeting 100% of the products requested. The ADM/PIE implemented its analytical reporting tool in several pilot countries, including Guatemala, Peru, Lithuania, and Lebanon. To align AM&E analysis with planning cycles and to support decision-making, ADM/PIE created 30+ summaries of AM&E findings and recommendations to systematically inform building partner capacity (BPC) proposals and Training and Equipment List (TEL) reviews, worked with OUSW(P)-Global Partnership to review 50+ FY 2025 Performance Monitoring Plans for SSCI process, and published the Quarterly Monitoring Report and Recommendations Review, which has provided an overview of trends in 149 recommendations since the 4th quarter of FY 2023.

B. FY 2026 CURRENT YEAR ASSESSMENT

- In FY 2026, ADM/PIE anticipates completing 115 assessment and monitoring products in support of the SSCI cycle, meeting 100% of the requirements given to the program by the CCMDs. The ADM/PIE has and will continue to work with the CCMDs to strategically prioritize assessment and monitoring of high-priority countries and programs. The program is exploring cost-effective software license options and alternative data collection methods to find efficiencies and maintain our ability to quantify program effectiveness. The ADM/PIE has systematically quantified the impact of AM&E recommendations on security cooperation programming (e.g., dollars saved due to AM&E input) via the FY 2027 BPC proposal and TEL reviews. The ADM/PIE also participated in the FY 2027 SSCI Feasibility Reviews by examining 116 SSCIs and contributing more than 300 AM&E-related comments on security cooperation program design and identifying potential risks to execution, sustainment, and effectiveness across five CCMDs. The ADM/PIE has also integrated measures of performance for security cooperation (alignment between delivery timelines, budget, scope, etc.) by country-SSCI into AM&E products, including the Quarterly Recommendations Review and Quarterly Monitoring Report.

C. FY 2027 PLANS AND OBJECTIVES

- The ADM/PIE anticipates being able to complete 110 products in FY 2027 and will work with the CCMDs to strategically prioritize assessment and monitoring of high-priority countries and programs. To ensure program success, ADM/PIE will continue to explore cost-effective software license options and alternative data collection methods to find efficiencies and maintain our ability to quantify program effectiveness. The ADM/PIE will integrate quantitative data on change in capability development overtime and trends in equipment delivery into the Quarterly Recommendations Review and Quarterly Monitoring Report. ADM/PIE will provide country-SSCI specific summaries for the FY 2028 BPC proposal and TEL Reviews and ongoing parts of the SSCI process.

Defense Security Cooperation Service (DSCS)

A. FY 2025 PRIOR YEAR ASSESSMENT

- This program did not exist in FY 2025.

B. FY 2026 CURRENT YEAR ASSESSMENT

- The DSCS achieved full operational capability effective 1 October 2025 as authorized by the NDAA for FY 2024 (10 U.S.C. § 384). Full administrative oversight responsibility for approximately 1,500 employees and their families at 136 SCOs worldwide was assumed from the CCMDs. This includes MILGP management functions at DSCS headquarters, DSCS forward support teams at each CCMD, and MILGPs in partner nations. It includes functions for MILGP human resources, both military and civilian, manpower, policy, family support, staff assistance, security, budget, training management and certification, and logistics to ensure MILGPs are appropriately staffed and resourced to accomplish their missions and secure U.S. national security interests. The DSCS also provides administrative support to the Ministry of Defense Advisors program that selects, trains, and partners detailed senior DoW civilian experts with foreign counterparts to build institutional capacity in key areas and with strategic partners - such as cyber, maritime domain awareness, acquisition and logistics, personnel and readiness, strategy and policy, human resource, and financial management.

C. FY 2027 PLANS AND OBJECTIVES

- In FY 2027 the DSCS will build upon the efficiencies gained in FY 2026 through becoming fully operational and consolidation of the security cooperation workforce. The DSCS will continue to provide administrative support and training to the global SCO workforce, deepen the USG's capacity to validate manpower needs, and ensure that funding authorities are properly aligned with MILGP workload and theater needs. Through the Security Cooperation Certification Program 2.0 standards, the DSCS will work closely with the CCMDs to ensure MILGPs are properly trained to a unified standard.
- Through the Security Cooperation Manpower Validation Process and deep knowledge of security cooperation operations, the DSCS is well positioned to strategically inform human and financial resource allocations in support of the security cooperation mission-set; theater security plans and strategies; military readiness; and U.S. foreign policy and U.S national security interests.
- The DSCS will also continue to work closely with the CCMDs to monitor security cooperation and administrative policy compliance by conducting thorough monitoring and evaluation staff assistance visits – ensuring that resources and manpower are maximized for the American taxpayer, and advance Administration and national security priorities.

Defense Security Cooperation University (DSCU)

A. FY 2025 PRIOR YEAR ASSESSMENT

- In FY 2025, the DSCU and its component organizations at the time —DSCU Operations, the Institute for Security Governance (ISG), the Defense Institute of International Legal Studies (DIILS), and the Defense Resources Management Institute (DRMI)—made significant progress in enhancing security cooperation effectiveness through ICB abroad and professionalization of the U.S. security cooperation workforce. These accomplishments, enabled by congressional funding, demonstrated DSCU's support to national security objectives through strategic workforce development and ICB. DSCU's FY 2025 programming met mission objectives internationally, via ICB, and domestically via the SCWDP and the Human Capital Initiative (HCI). Progress in workforce development and ICB positioned DSCU for continued support to national security priorities.
- DSCU Operations focused on professionalizing the security cooperation workforce and establishing a comprehensive management framework. Key achievements included developing and implementing security cooperation workforce Certification 2.0, incorporating core competencies, functional areas, and proficiency levels. DSCU identified and coded approximately 17,000 security cooperation workforce

positions across the DoW in accordance with 10 U.S.C. § 384. DSCU initiated the HCI assessment—senior leader interviews, focus groups, and a department-wide security cooperation workforce survey—and established an interim approach to collect and analyze security cooperation workforce composition pending development of a permanent security cooperation workforce management information system. DSCU developed security cooperation workforce courses and curricula in preparation for full-scale delivery of certification curriculum in FY 2026. DSCU's Defense SCO Institute completed its first year of programming in the National Capital Region, graduating 820 students and providing pre-deployment training for U.S. Military Group (MILGP) personnel serving at U.S. embassies worldwide.

- DSCU's Brigadier General Charles Young Research, Analysis, and Lessons Learned Institute created a system to develop, analyze, and integrate evidence into DSCU curriculum and security cooperation practice to support workforce professionalization. The institute contributed to the field of security cooperation by executing twelve research and development grants using FY 2025 appropriations and other funds available to DSCA in support of Section 384. In addition to providing a rich source of demand signals, the lessons learned program collected observations, conducted analyses and contributed to institutionalization of best practice with stakeholders across the security cooperation enterprise. The fourth annual Security Cooperation Conference brought together practitioners, researchers, and policymakers to identify lessons from history, supporting the integration of new evidence into practice.
- DSCU's ISG implemented Section 332 ICB activities as part of the notified FY 2025 ISCP programs. ISG conducted over 40 in-person advising activities, over 60 virtual activities, and numerous additional hybrid activities with global partners, strengthening defense management institutional foundations. DSCU focused on ICB planning review, producing ICB narratives and support plans for 85 countries, and supported U.S. Space Command and the DSCA Space Working Group in forming the Space Security Cooperation discipline with complementary ICB approaches.
- DSCU's DIILS 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 CCMDs and completed 8 multi-week resident courses involving more than 200 partner-nation participants. 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 Government Accountability Office inquiry into DoW Human Rights training, DIILS initiated a curriculum redevelopment and expansion project intended to tailor future 10 U.S.C. § 333 training.
- DSCU's DRMI delivered professional education to strengthen defense governance and institutional capacity. DRMI educated more than 600 students through in-residence, virtual, and mobile courses; conducted mobile training and planned courses for bilateral delivery across the globe. Its flagship Senior International Defense Management Course annually hosted 40 senior leaders from 26 countries to address global security and resource management challenges. DRMI faculty also supported DSCU's development of Certification 2.0 courses to professionalize the security cooperation workforce.

B. FY 2026 CURRENT YEAR ASSESSMENT

- In FY 2026, DSCU is implementing plans to further enhance security cooperation effectiveness internationally and domestically. Supported by congressional funding, these activities demonstrate DSCU's continued commitment to national security through strategic workforce development and ICB. A central focus remains professionalizing the security cooperation workforce to improve the quality and speed of security cooperation programming and partner-facing activities, including foreign military sales (FMS). ICB remains critical to

bolstering allied and partner capability and enabling greater burden-sharing.

- DSCU is executing SCW Certification 2.0. All certification courses are available for registration, and the University continues to develop and deliver offerings to meet the needs of more than 17,000 security cooperation professionals across three proficiency levels in nine functional areas. DSCU is developing faculty expertise across the university to meet knowledge and skills gaps throughout the security cooperation workforce. The HCI is implementing technological solutions to stand up a management information system to manage the workforce and interface with learning platforms. DSCU's Defense SCO Institute is improving MILGP professional development and training and is on track to graduate more students than any prior year as it meets demand for pre-deployment training and effectively contributing to the speed and delivery of FMS. DSCU's Charles Young Research, Analysis, and Lessons Learned Institute is managing over 20 sponsored research projects, formalizing oversight procedures for research generation, and issuing grants and cooperative agreements in accordance with 10 U.S.C. § 384.
- DSCU is collaborating across the ICB community to refine program design and monitoring and to apply best practices for ICB planning in support of SSCI-funded priorities. DSCU faculty and staff are implementing and monitoring approximately 500 activities in over 80 countries. The ICB team is refining assessment and monitoring approaches and seeking greater integration with departmental, agency, and CCMD assessment, evaluation, and monitoring efforts. The team responsible for international advising and ICB implementation are also contributing to security cooperation workforce professionalization efforts by developing ICB modules for DSCU security cooperation workforce curriculum.
- DSCU is developing and implementing legal security cooperation engagements aligned with DoW strategic priorities and policy. DSCU is executing validated and resourced legal ICB plans developed with DSCA, the CCMDs, and other U.S. Government and partner-nation stakeholders, along with Rule of Law/Human Rights training requirements. DSCU is expanding its multinational legal education resident programs and reinvigorating traditional mobile education programs. DSCU is also tailoring 10 U.S.C. § 333 Rule of Law/Human Rights curriculum and training to achieve greater programmatic integration across all mission areas. DSCU legal experts provide unique knowledge on Rule of Law and Human Rights training required by 10 U.S.C. § 333 when the United States equips partners.
- In accordance with 10 U.S.C. § 384(f), DSCU is on track to fully operationalize its role as the Department's FMS Center of Excellence across regular operations, providing a focal point for FMS expertise and support. Medium-term impacts include 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.

C. FY 2027 PLANS AND OBJECTIVES

- In FY 2027, DSCU will continue its mission of improving the quality and professionalism across the approximately 17,000 security cooperation workforce positions and advancing the study of security cooperation. DSCU will operate under a streamlined model for consolidated management and implementation of U.S workforce and partner-facing missions, deliver on its human capital mission, enable the delivery of DOW international military training and education, and enhance applied research activities.
- DSCU will continue to develop and deliver in-person, hybrid, and online instructor-led courses to professionalize the approximately 17,000-position security cooperation workforce, aligned to four proficiency levels and nine functional areas, and responsive to mission requirements.
- As the FMS Center of Excellence, DSCU will provide a focal point for FMS expertise and support. The program will prioritize integrated training and education to drive efficient, prioritized delivery of defense articles and services through FMS, support to the U.S. DIB, and

expanded burden-sharing by allies and partners. DSCU will also refine lessons-learned efforts to ensure research and analysis advance the NDS, inform real-world impacts, and institutionalize improvements in how the U.S. government conducts security cooperation.

- DSCU will expand collaborations and partnerships within the inter-agency and with external partners to elevate the study and practice of security cooperation and to ensure current, effective approaches. This includes continued development of cooperative programs and deepening the knowledge base of security cooperation professionals worldwide.
- DSCU's consolidated partner-facing ICB approach will enable DSCU to continue to serve as DoW's international training, education, and advising focal point and will enable partners to develop effective defense capabilities; ensuring foundational capacity building efforts support full-spectrum security cooperation objectives aligned with U.S. national security and defense priorities; and inform CCMD strategic plans while supporting SSCI development and planning. While funding for direct execution costs of security cooperation programs and SSCIs is provided through the ISCP program, DSCU's partner-facing request provides the U.S. government manpower, administrative support, and infrastructure necessary for implementation, management, and oversight of ICB programs.

Strategic Evaluations

A. FY 2025 PRIOR YEAR ASSESSMENT

- In FY 2025, the Department funded five strategic evaluations, the AM&E Symposium, and technical AM&E support that updates the AM&E Guidebooks. These Guidebooks are used by the global AM&E community, as supplementary guidance to DoD I 5132.14, "AM&E Policy for the Security Cooperation Enterprise." One example of how the Department leveraged evaluations to increase security cooperation effectiveness was to commission a formative evaluation developing a repository of indicators to help security cooperation practitioners monitor the effectiveness of programs and the return on investment of security cooperation initiatives. The Department utilized and disseminated strategic evaluation findings and recommendations with security cooperation stakeholders. The Department shared the results in different ways: 1) As required by law, OUSW(P) posted strategic evaluation public summaries on opendefense.gov to demonstrate transparency (to date, 19 public summaries have been posted online); 2) OUSW(P) leads validation workshops to review findings, refine recommendations, and identify specific actions for improvement; and 3) OUSW(P) shares evaluation reports with security cooperation stakeholders to include uploading reports to Socium, the SCDM program of record.

B. FY 2026 CURRENT YEAR ASSESSMENT

The Department plans to continue the strategic evaluation program in FY 2026 pursuant to Title 10, Section 383 requirements. Evaluations align with international and U.S. inter-agency evaluation standards, including Office of Management and Budget evaluation guidelines. For FY 2026, OUSW(P) will commission studies about regional security exporters and their role in promoting burden-sharing.

C. FY 2027 PLANS AND OBJECTIVES

- The Department intends to continue the strategic evaluation program in FY 2027 pursuant to Title 10, Section 383 requirements. OUSW(P) will prepare the strategic evaluation prioritization list. Findings and recommendations will be disseminated across the security cooperation enterprise.

EDUCATION AND TRAINING

Regional Defense Fellowship Program (RDFP)

A. FY 2025 PRIOR YEAR ASSESSMENT

- RDFP programmed the training of 1,500 mid and senior international military and security defense officials from 90 priority engagement countries in 2025: 80% in-residence students; 20% mobile education and training students to included 56 Master of Arts in Strategic Security Studies students: 29 at the College of International Security Affairs at National Defense University (College of International Security Affairs, Ft. McNair DC); 5 at the John F, Kenedy Special Warfare Center and School (Joint Special Operations Master of Arts Program, Ft. Bragg NC) and 22 at the Naval Postgraduate School's Special Operations Irregular Warfare Master of Science, Combating Terrorism Policy and Strategy Master of Arts and Information Strategy and Political Warfare Master of Science (Naval Postgraduate School, Monterey CA). The 90-day Security Assistance pause (January – April 2025) and the Foreign Assistance Review (March – June 2025) effectively reduced the number of international students eligible to participate in Security Assistance funded activities going forward, directing cease of assistance to all 30 previously engaged countries in EUCOM and 25 countries in AFRICOM. Additionally, the 2026 NDS and the DoW Comprehensive Review prioritized - defense of homeland, increase burden sharing from allies and partners; and deterrence of China, identifying INDOPACOM as the priority AOR. The program coordinated with the CCMDs and the Military Departments to implement those mission objectives and ensure critical regional strategic posture and mandated priorities are met.

B. FY 2026 CURRENT YEAR ASSESSMENT

- Executing the 2026 NDS, the RDFP prioritizes IW as its primary mission while maintaining a critical focus on Counterterrorism. Building on FY 2025's progress, the RDFP will train and educate approximately 1,000 mid- and senior-level international security officials from 60-70 priority countries, including 50 Master's degree candidates. The program's strategic focus is the U.S. Indo-Pacific Command region, directly addressing the threat posed by the Chinese Communist Party (CCP). Concurrently, it sustains essential activities in U.S. Southern Command and U.S. Central Command, improves security cooperation in Central Asia, and strengthens a trans-regional alumni network. The curriculum is tailored to modern threats, emphasizing adversary subversion, coercion, and weaponized information. To sharpen strategic decision-making, the RDFP is expanding. its investment in immersive tools like strategic gaming. CT efforts remain integrated with IW, concentrating resources on the most imminent Violent Extremist Organizations threats and building partner capacity in critical areas like border security to stem foreign fighter flows. Through enhanced online offerings and data-driven course design, the program ensures its training is targeted, effective, and directly aligned with U.S. defense objectives and congressional mandates.

C. FY 2027 PLANS AND OBJECTIVES

- In FY 2027, the RDFP will directly execute the 2026 NDS lines of effort – Defending the Homeland by Combatting foreign terrorist organizations and transnational criminal organizations, Deferring China in the Indo-Pacific and increasing burden share with allies and partners, by championing IW as its primary mission, while maintaining a critical focus on Counterterrorism against Violent Extremist

Organizations. To advance this strategy, the program will train and educate 1,600-1,800 students, including 80 master's degree candidates from priority partner nations. The curriculum is designed to counter adversary subversion, coercion, and weaponized information by applying IW principles to campaigning and integrated deterrence, utilizing immersive learning like strategic gaming to sharpen strategic decision-making. Engagements will be prioritized in the U.S. Indo-Pacific Command region to counter the CCP's malign activities, with sustained, targeted activities in the U.S. Southern Command and U.S. Central Command areas of responsibility. Counterterrorism programming will concentrate resources on degrading high-priority Violent Extremist Organizations threats through whole-of-government approaches, building partner capacity in border security, cybersecurity, and other IW-relevant skills. These efforts will be amplified by maintaining and expanding the RDFP's operational network of 7,000 global policymakers and IW practitioners to advance shared defense objectives against asymmetric, transnational threats.

Irregular Warfare Center (IWC)

A. FY 2025 PRIOR ASSESSMENT

- In FY 2025, the IWC remained an invaluable tool for the DoW IW education and research and supported U.S. efforts to encourage burden-sharing with partner nations and allies through capacity-building. 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 over 200 high-impact events focused on Defense of the Homeland, countering China, and advancing IW activities in the U.S. Indo-Pacific Command among other topics with inter-agency stakeholders, academia, and over 80 allies and partners. The center served as the central mechanism for developing IW knowledge within the DoW and inter-agency, including as a leader of IW education. The IWC worked close with select allies and partners through its tailored resilience, resistance, and comprehensive defense programs intended to promote capacity-building, integrated deterrence, and whole-of-government security architectures.

B. FY 2026 CURRENT YEAR ASSESSMENT

- The FY 2026 program plans will maintain the initiatives of previous years and expand the global network of professionals through tailored education events centered around theater specific needs. The program will further amplify, illuminate, and address SecWar priorities in Defense of the Homeland, countering China, and advancing IW activities in the U.S. Indo-Pacific Command and promoting burden sharing with strategic allies and partners 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 to provide IW core and tailored education and training efforts in the continental United States (CONUS) and outside the continental United States (OCONUS). The center will continue to expand its reach within the inter-agency and build out civil programs to enhance national security and reduce irregular threats to Department global crisis response

C. FY 2027 PLANS AND OBJECTIVES

- The FY 2027 program plan will build on the previous years' efforts and support the NDS key lines of effort: Defend the Homeland, deter China in the Indo-pacific, and increase burden-sharing with allies and partners. The IWC will prioritize comprehensive IW education and

engagement across U.S. government agencies, academia, and industry to address evolving IW challenges for the DoW, expanding its global network of IW professionals. The IWC will continue to provide IW education and understanding for key U.S. stakeholders to increase national resiliency in defending the homeland against irregular adversarial threats. The Center will also emphasize efforts and engagements within the Indo-Pacific, cooperating with allies and partners to address complex IW problems and the PRCs malign influence that challenges U.S. strategic interests in the region. Finally, the IWC will focus efforts and engagements on priority countries through co-hosted events and engagements to strengthen their defenses while freeing up the U.S. warfighter to better meet the nation's priority threats.

Irregular Warfare Center (Center of Excellence)

A. FY 2025 PRIOR YEAR ASSESSMENT

- The Academic Research Contract expanded and operated the global network of professionals through tailored research and educational events centered around theater specific needs and efforts within the inter-agency, CONUS and OCONUS.

B. FY 2026 CURRENT YEAR ASSESSMENT

- Research is focused on the Department's priorities of homeland defense, and countering China globally.

C. FY 2027 PLANS AND OBJECTIVES

- Research will focus on medical support to IW, cognitive warfare education, countering China and protecting Taiwan, and integration of IW into homeland defense.

Regional Centers for Security Studies

A. FY 2025 PRIOR YEAR ASSESSMENT

Africa Center for Strategic Studies (ACSS)

- In FY 2025 ACSS advanced African security by expanding understanding, providing a trusted platform for dialogue, building enduring partnerships, and catalyzing strategic solutions. ACSS utilized both in-person, virtual, and hybrid programs, blending the advantages of both environments, allowing the Center to reach the maximum number of participants possible. During FY 2025, ACSS executed eight virtual academic programs and 16 planned in-person programs focused on leadership, PME, military security development, maritime security, and over-the-horizon security challenges. Additionally, the center hosted both the U.S. Africa Command Strategic Dialogue in support of the Commander's theater objectives and participated in 10 U.S. Africa Command theater events. ACSS also responded to specific demand signals supporting 7 bilateral efforts promoting National Security Strategy Development, and PME enhancements in several countries, sustained a vibrant alumni network with chapters in 30+ countries, and contributed more than 46 analyses for use by U.S. and African security officials.

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

- During FY 2025, DKI APCSS completed three Comprehensive Security Cooperation courses, two Indo-Pacific Orientation Courses including one conducted in the National Capital Region, and two Transnational Security Cooperation courses equipping 650 security practitioners with critical insights and networks to tackle priority Indo-Pacific security challenges related to China and domains of consequence. In partnership with the OUSW(P), DKI APCSS facilitated the establishment of the Partnership for Indo-Pacific Industrial Resilience and initiated the Multinational Armaments Resilience Seminar to strengthen the U.S. DIB through collaboration. DKI APCSS leveraged its network of 16,000 Alumni and served as a platform for the SecWar's first speech to the Indo-Pacific region. DKI APCSS engaged Pacific Island partners to shape National Security Strategy development and implementation, convened the Indo-Pacific region on whole of society resilience to malign actors, and conducted an Indo-Pacific Senior Enlisted Leader Subject Matter Expert Exchange in coordination with U.S. Indo-Pacific Command to build more capable warfighters.

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

- In FY 2025, security and defense governance, countering transnational threats, cybersecurity policy, the rule of law, maritime security policy, and strategic planning remained the top priority for WJPC. WJPC's academic offerings supported responsiveness to changing political and diplomatic conditions and the development of tailored programs to ensure the advancement of OUSW(P)'s global and regionally specific goals, as delineated in the 2026 NDS, Secretary memorandums, and Executive Orders. In FY 2025, WJPC conducted 18 courses and 1 seminar for 959 participants from 22 countries. The programs included: Caribbean Security & Defense, Countering Hybrid Threats in the Americas, Strategic Implications of Human Rights and Rule of Law, Cyber Policy Development and Defense Artificial Intelligence Applications, Combating Transnational Organized Crime: Borderlands, Governance & Strategy for Security & Defense, Maritime Security Policy, Brazilian Defense Educational Enhancement Program (mobile courses), and Strategy & Defense Policy. Short-term special courses included the Washington Security and Defense Seminar, Quarterly Webinars, Sustained Regional Engagements, Faculty Outreach Seminars, National Security Planning Workshops, and "KRISIS!" tabletop exercises. Additionally, WJPC promoted research and publication of independent studies on governance, along with short bilateral and sub-regional seminars on defense governance, which were programmed in response to partner nation requests and guidance from OUSW(P) and U.S. Country Teams. WJPC built and leveraged communities of practice in accordance with Department guidance, cultivating them as venues for transnational cooperation, forums for DoW strategic messaging, and contributors to and repositories of a growing knowledge base in Defense Governance activities. WJPC developed programs that addressed regional security needs in the cyber domain, with academic programs on cybersecurity and defense remaining among the top requests from partner nation counterparts.

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

- In FY 2025, GCMC quickly pivoted in response to updated policy and budgetary guidance to reduce costs and deliver programming aligned with the President's America First policy and commitment to achieving peace through strength. From October 2024 through August 2025, GCMC built partner capacity and a global network of security professionals by conducting 10 resident courses with 692 participants from 108 countries and graduating 401 participants from 33 countries in 21 Partner Language Training Center Europe courses. For non-resident activities, GCMC conducted 11 outreach events that included 225 participants from 35 countries; 9 alumni events with 146 participants from 16 countries; and 59 Partnership for Peace Consortium events with 866 participants from 54 countries. GCMC developed and initiated an AM&E program for implementation in FY 2026.

Near East South Asia Center for Strategic Studies (NESA)

- In FY 2025, NESA Center continued to implement the Department's Cross-cutting Policy Guidance for enhancing regional partners' capabilities by integrating our efforts through strategic-level education and training. NESA Center focused areas of emphasis supported DoW functional areas: Territorial and Maritime Security, Transnational and Asymmetric Threats, and Defense Sector Governance. The Center conducted professional military and civilian strategic education and training programs. Those programs created a long-term culture of communication and coordination with OUSW(P), Central Command, U.S. Africa Command, U.S. Indo-Pacific Command, U.S. European Command, United States government agencies, and other regional partners to achieve DoW objectives. NESA Center continued its FMS case efforts with the United States Military Training Mission to Saudi Arabia, the Ministry of Defense, Kingdom of Saudi Arabia, and DSCA to assist the Kingdom of Saudi Arabia in transforming its PME system to a self-sustaining institution that can support coalition warfighting capabilities. NESA continued working with the SCOs of Jordan, Lebanon, Armenia, the United Arab Emirates, Nepal, and Oman, on assisting them in transforming their PME system. Additionally, in coordination with the Office of Security Cooperation-Iraq and DSCA, NESA executed an FMF case to assist Iraq in developing a self-sustaining PME program through their National Defense University and Capstone programs. NESA Center continued coordination as a listening post network with the Institute of Middle East Options, the University of Ottawa, the Middle East Institute, and the International Institute for Strategic Studies, 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, and the India-Pakistan Military to Military Relationship. NESA Center completed 64 programs/events with 1,703 participants, producing 1,091 alumni from 96 countries.

Ted Stevens Center for Arctic Security Studies (TSC)

- In FY 2025, the TSC conducted activities in the areas of executive education, research and analysis, and strategic engagement, focused on informing and advancing Arctic deterrence, Arctic operational analysis, warfighter preparations for the high latitudes, and contending and confronting Chinese and Russian malign activities across the Arctic region. Through these activities, which included in-person and virtual courses, seminars, workshops, video content and podcasts, research presentations and publications, and alumni engagement, TSC addressed specific strategic and policy interests of the Office of the SecWar and CCMDs, specifically related to the SecWar's listed priorities as stated to improve lethality, warfighting, and readiness as main lines of effort for DoW.

B. FY 2026 CURRENT YEAR ASSESSMENT

Africa Center for Strategic Studies

- ACSS's activities in FY 2026 will prioritize supporting the U.S. Warfighter, 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 burden-sharing with African partners and other external actors in support of the FY 2025 NDS and America First priorities. ACSS will retain flexibility to meet African demand signals using those opportunities to support and promote the NDS security objectives. ACSS will continue to support and prepare the U.S. Warfighter for deployments or future operations in Africa and complement the U.S. Africa Command theater strategy and operational activities of its component commands and other DoW entities. ACSS plans to execute 13 in-person programs

and 12 virtual programs in FY 2026 and anticipates supporting up to 4 requested bilateral events. The Center will again host the U.S. Africa Command Strategic Dialogue in support of theater objectives and inter-agency cooperation with a focus on expanding access to critical minerals in Africa.

Daniel K. Inouye Asia-Pacific Center for Security Studies

- The DKI APCSS's FY 2026 implements the Center's FY 2026-2030 strategy and prioritizes U.S. homeland defense, deterrence of China, and burden- sharing with allies and partners through programming that contributes to DoW priorities of protecting the homeland, deterrence in the Indo-Pacific, burden sharing, and supercharging the industrial base. DKI APCSS activates its 16,000 strong alumni base to cooperate on key challenges; and build consensus among regional security practitioners and with U.S. allies and partners. Programs including Multilateral Armaments Resiliency Seminar, the Comprehensive Security Cooperation Fellow Project program, Whole-of-Society Resilience Workshop, and the India Defense Industrial Cooperation Workshop will develop solutions to regional and functional security challenges. Center courses, workshops, and engagements with key stakeholders including the Young Civilian Defense Leaders/Emerging Defense Leaders Program and alumni seminars will build relationships among the U.S. and its regional allies and partners and leverage them to address DoW priorities. DKI APCSS will also enable warfighters through developing the revised Indo-Pacific focused Joint PME II course with U.S. Indo-Pacific Command and National Defense University. Targeted regional engagements will shape regional narratives on security issues in the Indo-Pacific and counter the CCPs messaging while providing key regional insights to DoW stakeholders.

William J. Perry Center for Hemispheric Defense Studies

- In FY 2026, WJPC maintains its focus on security and defense governance, countering transnational threats, cybersecurity policy, and maritime security policy as top priorities, aligning academic programs with the 2026 NDS, Secretary memorandums, and Executive Orders. WJPC is delivering eight in-residence courses that address key regional and global security challenges: Border Security and Homeland Defense; Caribbean Security and Defense Course; Countering Hybrid Threats in the Americas; Cyber Policy Development and Artificial Intelligence Applications for Defense; Governance and Strategy for Security and Defense; International Relations and the Inter-American System; Maritime Security Policy; and Space Policy and Strategy. Our virtual offerings expand access and strengthen capacity-building efforts, with courses such as the Defense Education Pedagogy and the Cybersecurity Fundamentals Asynchronous Course. Mobile courses extend WJPC's reach to partner nations through Countering Hybrid Threats, Maritime Security Policy, the Mexico Education Enhancement Program, Space Policy and Strategy, and Strategy and Defense Policy. In addition to these core programs, the Perry Center executes a range of high-impact activities that reinforce defense governance networks and strategic dialogue. These include the Alumni Day/Annual International Security Conference, Alumni Leaders' Summit, the Conference of Defense Ministers of the Americas Working Group, and the Ibero-American Defense Colleges Association Summit. We also conduct National Security Planning Workshops and "KRISIS!" tabletop exercises, participate in U.S. Southern Command conferences such as Caribbean Nations Security Conference, Central American Security Conference, and South America Defense Conference, and deliver several Sustained Regional Engagements. WJPC advances strategic partnerships through events such as the Transatlantic Maritime Security Symposium with the ACSS and the Washington Security and Defense Seminar. Webinar series and targeted faculty outreach continue to provide timely professional development opportunities and advance Departmental strategic objectives. Across all activities, WJPC cultivates enduring Communities of Practice, strengthens hemispheric partnerships, and delivers programs that address the most

pressing security and defense governance challenges in the Americas and beyond.

George C. Marshall European Center for Security Studies

- In line with the 2025 National Security Strategy and the 2026 NDS, the GCMC has developed and implemented all new programs and activities to advance a strategy of denial by enabling European allies to assume primary responsibility for the conventional defense of Europe, requiring allies to invest in a responsive and resilient transatlantic DIB capable of producing materiel at the scale and speed required for a protracted conflict. GCMC's FY 2026-2027 program plan is designed to advance the following U.S. priorities: (1) ensure combat-credible European-led deterrence and defense: achieved through increased burden-sharing, greater defense institutional capacity, combat-focused interoperability and (2) preserve U.S. strategic influence: by leveraging our network to ensure allied defense policies and capability development align with U.S. priorities for deterring aggression in Europe and freeing U.S. resources to focus on our primary theater. Program plan highlights include (1) Gap analysis: identifying and addressing critical gaps related to European capabilities, strategic alignment, and defense management to drive the programmatic efforts that ensure European allies are ready to lead a combat-credible deterrence and defense; (2) four in-region workshops: convening subject-matter experts, policymakers, and defense industry leaders in key European partner countries to expand on identified strategic gaps through practical implementation-focused training, linked virtual seminars, and policy shaping engagements; (3) four modular skills- and outcomes-based resident programs: informed by real-time gap analysis and in-region workshop findings to build strategic knowledge, shared frameworks, and trusted relationships that advance European-led defense, burden-sharing, and national defense management; (4) Gap Dialogue: high-level dialogue convening senior stakeholders—including policymakers, military leaders, industry executives, and innovators—to showcase successful models, disseminate strategic insights, and provide a platform for coordinating messaging that aligns national strategies and reinforces U.S and allied defense priorities; (5) Foreign Area Officer and Language Training and Interoperability Programs: warfighter-focused training and interoperability programs aligned with U.S. strategic priorities and NATO standardization to enhance warfighter effectiveness, regional expertise, and allied interoperability in support of European-led deterrence and defense; and (6) Defense Partnerships: strategic collaboration with U.S. DoW Regional Centers and PME institutes to amplify engagement reach, enhance policy resonance, and reinforce transatlantic alignment. To ensure GCMC programs are advancing U.S. priorities, the GCMC will implement an AM&E program that assesses partner capability and programmatic risks, monitors implementation of program and activities, and evaluates efficiency and effectiveness to ensure programs and activities achieve desired outcomes.

Near East South Asia Center for Strategic Studies

- In FY 2026, the NESA Center's FY 2026-2027 program plan comports with direction from the OUSW(P), the NDS, National Military Strategy (NMS) and Cross-cutting Policy Guidance and supports warfighters in four U.S. CCMD areas of responsibility: U.S. Central Command, U.S. Africa Command, U.S. Indo-Pacific Command, and U.S. European Command. It prioritizes burden-shifting among regional partners and allies, deters the CCP's influence in critical supporting subregions of Eurasia, seeks to counter terrorism directed at the U.S. homeland from those same regions, and exercises broad and deep networks of national security leaders to maintain strategic situational awareness. Critical to our mission planning is maintaining our ability to respond to a surge in requests, since October 2025, from regional partners, via U.S.C.T SCOs, for mid/senior-level officer training and consults for major defense and security transformation initiatives (Jordan, Oman, Azerbaijan and Kingdom of Saudi Arabia). The NESA Center is continuing its FMS case efforts with the United

States Military Training Mission to Saudi Arabia, the Ministry of Defense, Kingdom of Saudi Arabia, and DSCA to assist the Kingdom of Saudi Arabia in transforming its PME system to a self-sustaining institution that can support coalition warfighting capabilities. NESA Center continues to provide support to and prepares U.S. warfighters for deployments or future operations in our region and complement the Service's foreign area officer/specialist training and education. NESA provides subject matter experts to Combatant Commands and other USG agencies. The NESA Center intends to deliver actionable outcomes that contribute positively to DoW objectives, NDS, NMS and Cross-cutting Policy Guidance:

Shift Burdens. NESA will focus on strengthening and improving coalitions that are able to deter through strength without U.S. direct support. The following outcomes are expected:

- Developing strategic planning for own national defense
- Aligning warfighting capability and doctrine to U.S. combat standards
- Maintaining English as the language of coalition warfare
- Promoting U.S. military capability and American combat system
- Developing Concept of Operations to enhance regional collective defense
- Maintaining interoperability among Abraham Accord signatories

Deter China. NESA will conduct programs designed to create and strengthen maritime domain awareness networks. The following outcomes are expected:

- Expanding public-private partnerships in the maritime domain
- Developing multi-lateral networks promoting regional defense

Defend the Homeland. NESA will conduct programming designed to expand cooperation to counter terrorism, violent extremist organizations, and transnational crime directly responsible for funding terrorism. The following outcome is expected:

- Conducting exercises that counter terrorism and transnational threats

Alumni Networks. NESA will continue to expand and reinforce a robust alumni network of over 15,000 alum that can serve as strategic listening posts in the region as resources align to the Pacific to counter China. The following outcome is expected:

- Expanding regional early warning listening networks

Ted Stevens Center for Arctic Security Studies

- In the FY 2026, the TSC maintained its focus on deterrence, operational analysis, warfighter preparation, and countering Chinese and Russian malign activities to achieve peace through strength in the region. Realigned with the 2026 NDS, the TSC provides the education, knowledge, intellectual foundation, and allied network required to secure U.S. interests in the Arctic through its core lines of effort: warrior-focused education, problem-solving applied research, and clear-eyed engagement and dialogue. TSC programmatic activities are explicitly mapped to the NDS Lines of Effort (LOE), using five TSC Enduring Conditions (EC) as the primary mechanism for execution: TSC directly supports the U.S. Homeland (LOE 1) by advancing Arctic awareness (EC 1) and advancing Arctic priorities (EC 2) to secure the homeland’s northern approaches. Through effective support to deterrence (EC 4), TSC enables DoW effort to counter

China's Arctic initiatives and campaigning in the Indo-Pacific (LOE 2). TSC enables the Increase in burden-sharing with U.S. Allies (LOE 3) by forging a cohesive allied front willing to take primary responsibility for their own defense (EC 3), which underpins a credible deterrent posture (EC 4). TSC supports the mission to advance the U.S. Defense Industrial Base (LOE 4) and identify the Arctic resources and supply chain risks vital to our national mobilization (EC 5). This programming ensures every activity is a purposeful and efficient investment in rebuilding our nation's military power, capability, and capacity.

C. FY 2027 PLANS AND OBJECTIVES

- For FY 2027, DoW Regional Center programs will align to support the 2026 NDS and remove course content that focuses on Diversity, Equity, and Inclusion, gender, and Women, Peace, and Security, and climate change. The Regional Centers 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. Academic programs will include in-residence, virtual, and in-region courses conducted with partner institutions that cover the strategic priorities for each region. The Regional Centers will also develop programs and activities that support the CCMD theater engagement strategies and other CCMD efforts.

Africa Center for Strategic Studies

- ACSS's activities in FY 2027 will continue to prioritize support to the U.S. Warfighter through the training and education of U.S. military personnel serving in the African operating environment. Activities will focus on countering terrorist threats to the U.S. homeland and countering the CCP's malign activities in Africa that negatively affect U.S. military interests. Moreover, a cross-cutting theme underpinning all ACSS efforts will continue to focus on increasing the burden-sharing capability of African partners to ultimately achieve burden-shifting to respond to security crises and prevent terrorist organizations from posing a threat to the United States. The Center will enhance partnerships related to security-related critical minerals objectives and retain flexibility to adjust programming to align with changes in strategic guidance. ACSS's program will focus on continued engagement through a combination of in-person and virtual programs and will continue to support U.S. Africa Command's theater campaign plan.

Daniel K. Inouye Asia-Pacific Center for Security Studies

- The DKI APCSS FY 2027 program operationalizes the Center's FY 2026-2030 Strategy, which is in direct support of the 2026 NDS and Indo-pacific security assistance and USINDOPACOM priorities for the Center. The Center's efforts are centered on defending the U.S. homeland, deterring China, increasing burden-sharing with allies and partners, and supercharging the defense industrial base. In coordination with Indo-pacific security assistance, priority themes identified for FY 2027 include maritime security/maritime domain awareness; cybersecurity; defense industrial base; India engagement; leveraging civil-military relations for access, basing and overflight; strategic messaging to the Indo-Pacific region; and security cooperation coordination. These themes are infused into recruiting priorities, topical focus of programs, and curriculum. FY 2027 programs will empower security practitioners to advance solutions to Indo-Pacific security challenges, convene allies and partners to collaborate more effectively with the United States and each other, and will shape and articulate Indo-Pacific perspectives to impact strategic assessments of the security environment. Programs include the Multilateral Armaments Resilience Seminar, Comprehensive Security Cooperation and its Fellow Project program, Transnational Security Cooperation, Indo-Pacific Orientation Course, Whole-of-Society Resilience Workshop, and the Young Civilian Defense

Leaders/Emerging Defense Leaders Program. The FY 2027 plan allows the Center the flexibility to address emerging priorities and challenges identified by OUSW(P) and U.S. Indo-Pacific Command. Internally, the Center will continue to align resources, optimize processes, leverage technology, and invest in infrastructure to deliver outcomes effectively and efficiently to DKI APCSS stakeholders.

William J. Perry Center for Hemispheric Defense Studies

- In FY 2027, WJPC will focus on strategic guidance from the 2026 NDS which elevated the Western Hemisphere as the Department's top priority. We will focus on improving partners burden-sharing posture and readiness in ways that enable them to independently respond to regional threats such as illegal migration and narcotics and allow the United States to set the conditions for peace through strength.
- WJPC will ensure that it expends resources in line with the President's America First and Peace Through Strength policies. We will deliver five in-residence courses that will address key regional and global security challenges: Homeland Defense and Border Security, Caribbean Security and Defense Course, Countering Transnational Organized Crime, Cyber Policy Development and Artificial Intelligence Applications for Defense, and Governance and Strategy for Security and Defense. WJPC's virtual offerings will expand access and strengthen capacity-building efforts, with courses such as the Defense Education Pedagogy and the Cybersecurity Fundamentals Asynchronous Course; Combating Transnational Organized Crime; and Space Policy and Strategy. Mobile courses will extend WJPC's reach to partners with demonstrated burden sharing efforts. We intend to conduct five mobile courses: Countering Transnational Organized Crime, Cyber Policy Development, Maritime Security Policy, Space Policy and Strategy, and Strategy and Defense Policy. In addition to these core programs, the Perry Center will execute a range of high-impact activities that will reinforce defense governance networks and strategic dialogue. These will include the Alumni Day/Annual International Security Conference, Alumni Leaders' Summit, the Conference of Defense Ministers of the Americas Working Group, and the Ibero-American Defense Colleges Association Summit. We will also conduct National Security Planning Workshops and "KRISIS!" tabletop exercises, participate in U.S. Southern Command conferences and deliver several Sustained Regional Engagements. Strategic partnerships will be advanced through events such as the Transatlantic Maritime Security Symposium with the ACSS and the Young Leaders Workshop in partnership with the DKI APCSS. The Washington Security and Defense Seminar, a robust webinar series, and targeted faculty outreach will continue to provide timely professional development opportunities and advance Departmental strategic objectives. WJPC will maximize its network and resources through in-residence, virtual, and in-region engagements to advance democratic security and defense institutions, strengthening the safety, stability, and prosperity of the Western Hemisphere.

George C. Marshall European Center for Security Studies

- GCMC's FY 2027-2028 efforts directly support the Department's priorities by driving an effective division of labor where allies assume the lead in Europe, allowing the U.S. to prioritize the homeland and the Indo-Pacific, while fostering a transatlantic defense industrial base that enhances our collective capacity for denial. In FY 2027-2028, GCMC will continue to model effective burden-sharing by increasingly relying on allied and partner contributions to deliver GCMC operations and programs. In FY 2027, GCMC will refine its newly established self-payer model, including the use of existing FMS Blanket Order Training Cases for self-funded participation by allies and partners, and will increase its reliance on allied and partner sponsorship and voluntary national contributions to deliver programming. GCMC's FY 2027-2028 programs aim to (1) build practical defense management skills to help allied and partner ministries translate increased defense resources into credible warfighting capabilities to assume primary responsibility for Europe's conventional defense; (2) convene forums to advance solutions to the challenges facing the transatlantic DIB and collective defense production; (3) build the intellectual and

linguistic interoperability required for allies and partners to think, plan, communicate, exercise, and fight together; (4) advance a shared understanding of threats to the U.S. and allied homelands; and (5) deliver a strategically-aligned network that provides the United States with access and influence to support defense priorities. To advance these objectives, GCMC will continue to deliver its primary programs consisting of GAP Analysis, four modular resident courses, four in-region workshops, a series of online seminars, one senior executive seminar, the GAP Dialogue, and language interoperability skills-based programs to achieve U.S. priorities. In FY 2027, GCMC will continue to develop and expand its capability and capacity to provide on-demand support and assistance with the development of allied and partner strategic planning documents and the in-region delivery of skills-based training programs. GCMC will continue to develop and expand its capability and capacity to deliver technology-enabled programs with in-person, blended, hybrid, and online components. These primary programs are complemented by training programs for U.S. linguists and Foreign Area Officers and other engagements to further advance U.S. defense priorities. GCMC's FY 2027-2028 programs will remain scalable and flexible to respond to emerging requirements.

Near East South Asia Center for Strategic Studies

- In FY 2027, the NESA Center will continue implementation of its FY 2026-2027 Program Plan with direction from the OUSW(P), NDS and NMS and Cross-cutting Policy Guidance, and support warfighters in four U.S. CCMD areas of responsibility (U.S. Central Command, U.S. Africa Command, U.S. Indo-Pacific Command, and U.S. European Command). NESA will continue to prioritize burden-shifting among regional partners and allies, deter CPP influence in critical supporting subregions of Eurasia, counter terrorism directed at the U.S. homeland from those same regions, and exercise broad and deep networks of national security leaders to maintain strategic situational awareness. The NESA Center will also continue to support and prepare the U.S. Warfighters for deployments or future operations in our region and conduct Foreign Area Officer in-region training based out of Fort McNair. NESA will provide in residence training to U.S. Army and USMC War College fellows. NESA will continue to provide subject matter experts to Combatant Commands and other USG agencies as required. The NESA Center will continue to deliver actionable outcomes that contribute positively to DoW objectives, OUSW(P) priorities, NDS, NMS and Cross-cutting Guidance:

Shift Burdens. NESA will focus on strengthening and improving coalitions that are able to deter through strength without U.S. direct support.

Deter China. NESA will conduct programs designed to create and strengthen maritime domain awareness networks.

Defend the Homeland. NESA will conduct programming designed to expand cooperation to counter terrorism, violent extremist organizations, and transnational crime directly responsible for funding terrorism.

Alumni Networks. NESA will continue to expand and reinforce a robust alumni network that can serve as strategic listening posts in the region as resources align to the Pacific to counter China.

Ted Stevens Center for Arctic Security Studies

- In direct execution of the 2026 NDS, TSC provides the education, knowledge, intellectual foundation, and allied network required to

secure America's concrete interests involving the Arctic region – especially regarding its role in homeland defense; these results occur through core lines of effort: warrior-focused education, problem-solving applied research, and clear-eyed engagement and dialogue. TSC programmatic activities are explicitly mapped to the NDS LOE, using five TSC ECs as the primary mechanism for execution: The Center directly supports the U.S. Homeland (LOE 1) by advancing educating and producing expert warfighters (EC 1), as well as enabling Comprehensive Domain Awareness (EC 2) to secure the homeland's northern approaches, which frees resources and enables DoW efforts to deter China's Arctic initiatives and campaigning in the Indo-Pacific (LOE 2). TSC enables the Increase in Burden-Sharing with U.S. Allies (NDS LOE 3) by forging a cohesive allied front willing to take primary responsibility for their own defense (EC 3), which underpins a credible deterrent posture (EC 4). TSC supports the mission to advance the U.S. Defense Industrial Base (NDS LOE 4) and identify the Arctic resources and supply chain risks vital to our national mobilization (EC 5). This programming ensures every activity is a purposeful and efficient investment in rebuilding our nation's military power, capability, and capacity.

ADMINISTRATIVE SUPPORT SERVICES

DSCA Headquarters

A. FY 2025 PRIOR YEAR ASSESSMENT

- The DSCA headquarters supported the Department's mission by enabling the agency to begin optimizing the workforce, flattening hierarchies, and consolidating functions across the agency to comply with Executive Order 14210, "Implementing the President's Department of Government Efficiency Workforce and Executive Order 14222, "Implementing the President's Department of Government Efficiency Cost Efficiency Initiative." This resulted in a consolidation of back-office functions across the agency to a single chain of command by leveraging the reduction of billets through attrition and non-renewal of term employees. The headquarters reduced six Assistant Directors (Senior Executive Service) down to four and reduced Deputy Assistant Director levels (GS-15) by one-third. These actions enhanced the management of enterprise security cooperation programs, ensuring stronger alignment with U.S. policy interests and objectives outlined by the White House and the DoW. The budget facilitated the headquarters' administration of security cooperation activities delegated by the OUSW(P), including the administration of arms transfers, military training, institutional capacity building, end-use monitoring, and humanitarian assistance.
- The POCS program, through the Regional Center Persons and Activity Management System (RCPAMS), provided IT solutions to support recording, reporting, and managing student logistics related to international security cooperation practitioners, their course enrollments, and events at DoW Regional Centers for more than 86,000 students and alumni from 193 countries. Through GlobalNET, the POCS program 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 86,000 Regional Center alumni, over 80% of Regional Center alumni remain active users of GlobalNET. In FY 2025, POCS continued to leverage RCPAMS and GlobalNET in support of international fellows programs at U.S. Army War College and U.S. Naval Postgraduate School, further integrating efforts of security cooperation providers in the training and education field. RCPAMS continues to improve its stability and security posture. GlobalNET hosts more than 2,000 courses online, 265 of which are self-paced. Congress relies on 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.

- In FY 2025, DSCA continued 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, and Assessment, Monitoring, and Evaluation. Additionally, Socium interfaced with Command and Control Information Exchange, creating linkages between strategic guidance through Command Campaign Plans and their respective Intermediate Military Objectives.

B. FY 2026 CURRENT YEAR ASSESSMENT

- Under the reorganization, the DSCA headquarters is focusing on finding ways to prioritize speed over process by consolidating regionally oriented planning, execution, and operations functions into one work stream as well as business operations and administrative functions into the other. The agency is implementing a “no vestiges of the past” approach in reducing or eliminating Civilian Harm Mitigation and Response, Women, Peace and Security, climate programs, and other legacy priorities from within the headquarters. The headquarters is also significantly reducing its level of effort on partner capacity building mission sets, which will encourage and enable foreign partners to responsibly act in support of U.S. national security objectives. The headquarters is enforcing stronger fiscal discipline by targeting savings of $1.2 million per year in website operating costs by moving to a centralized content management system used throughout the department. These efforts contribute to the Department’s mission by supporting ongoing efforts to centralize functions, realign offices and personnel, and upgrade systems to better align with DSCA’s core missions. These initiatives are designed to enhance operational efficiency and optimize the management of enterprise security cooperation programs, ensuring stronger support for U.S. policy interests and objectives as outlined by the White House and the DoW. The budget provides the necessary resources to advance these priorities while promoting a clearer understanding of how allocated funds drive mission success.
- The POCS Program continues to provide the GlobalNET and RCPAMS platform operation and maintenance support, to include internet hosting for the GlobalNET and RCPAMS platforms, monitoring for intrusions, malware, system performance, and uptime in a certified risk management framework certified facility. POCS also provides support desk operations to end-users at the DoW Regional Centers. POCS implements upgrades and development as required. POCS continues to expand access to both systems for a host of DoW schoolhouses, thus expanding a common database and knowledge base on which security cooperation providers can draw. RCPAMS will continue to provide logistics, reporting, and tracking capabilities to the DoW Regional Centers for Security Cooperation training and partner capacity building activities. Personnel support is 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 continues support to partner countries and maintain mechanisms for partners to collaborate and continue to update the GlobalNET technology to ensure the system remains relevant mission assets for the DoW Regional Centers.
- Socium: In FY 2026, 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, and AM&E. FY efforts will integrate Program Customer request data will occur between Socium and the Defense Security Assistance Management System (DSAMS), make enhancements to the annual SSCI development, and further refine capabilities of the Training and Equipment List operations performed in Socium. Additionally, Socium will be looking to transition to hosting cloud providers in attempts to improve zero trust compliance, be better positioned for Identity, Credential, and Access Management, and conform with DOW Chief Information Officer technology standards.

C. FY 2027 PLANS AND OBJECTIVES

- The DSCA headquarters will continue to contribute to the Department's mission by enabling the agency to assess the centralization of functions and the realignment of offices and personnel. These efforts will streamline planning, achieve economies of scale, enhance responsiveness to policy directives, and consolidate all back-office functions under a unified chain of command. Additionally, the budget will support DSCA's review of duplicative budget databases to identify opportunities for integration, improving efficiency and optimizing the management of enterprise security cooperation programs. By providing the necessary resources, the FY 2027 budget will promote a greater understanding of how these initiatives advance the Department's objectives.
- The POCS Program 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. RCPAMS will continue to provide logistics, reporting, and tracking capabilities to the DoW Regional Centers' training and partner capacity building activities. Migrating the hosting of GlobalNET to a shared DoW managed Learning Management System is being explored. 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.
- DSCA will continue to perform SOCIUM platform and operational maintenance support including capability and functional enhancements to Socium such as 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 be finalizing zero trust and Identity, Credential, and Access Management compliance, while also maintaining more operations and sustainment operations of planned new modules deployed in prior year such as DSAMS training, BPC module integrations, and congressional notification status reporting.

V. Personnel Summary:

	FY 2025	FY 2026	FY 2027	Change FY 2025/ FY 2026	Change FY 2026/ FY 2027
Civilian End Strength (Total)	**585**	**666**	**666**	**81**	**0**
U.S. Direct Hire	529	512	512	-17	0
Foreign National Direct Hire	15	116	116	101	0
Total Direct Hire	**544**	**628**	**628**	**84**	**0**
Reimbursable Civilians	41	38	38	-3	0
Civilian FTEs (Total)	**585**	**717**	**727**	**132**	**10**
U.S. Direct Hire	529	563	563	34	0
Foreign National Direct Hire	15	116	116	101	0
Total Direct Hire	**544**	**679**	**679**	**135**	**0**
Reimbursable Civilians	41	38	48	-3	10
Average Annual Civilian Salary ($ in thousands)	**200.3**	**183.1**	**182.2**	**-17.2**	**-0.9**
Contractor FTEs (Total)	**365**	**305**	**305**	**-60**	**0**

Personnel Summary Explanations:
Explanation of personnel changes

FY 2025 to FY 2026 Change:
An increase of 132 Full-Time Equivalents (FTEs) in FY 2025-2026 reflects the addition of personnel (34 U.S. Direct Hire and 101 Foreign National Direct Hire) to the Defense Security Cooperation Service (DSCS). This increase supports Combatant Commanders in overseeing the development and management of a professional workforce dedicated to security cooperation programs. DSCS achieved Full Operational Capacity in October 2025, ensuring robust support for global security cooperation initiatives. Concurrently, a decrease of 3 reimbursable civilian employees is attributed to the termination of efforts under the Civilian Harm Mitigation and Response program.

FY 2026 to FY 2027 Change:
The requested increase of 10 reimbursable Full-Time Equivalents is a direct result of fore-casted partner demand for advisory services. This demand is driven by the expansion of existing cases, the implementation of a new partner-facing Foreign Military Sales curriculum, and the

transition of legacy International Security Cooperation Program advisory services to partner-funded models, particularly within the United States European Command Area of Responsibility.

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

			Change from FY 2025 to FY 2026			Change from FY 2026 to FY 2027		
		FY 2025 Program	Price Growth	Program Growth	FY 2026 Program	Price Growth	Program Growth	FY 2027 Program
101	EXEC, GEN'L & SPEC SCHEDS	106,780	1,367	6,128	114,275	315	-1,230	113,360
104	FN DIRECT HIRE (FNDH)	2,199	28	7,833	10,060	28	251	10,339
0199	**TOTAL CIVILIAN PERSONNEL COMPENSATION**	**108,979**	**1,395**	**13,961**	**124,335**	**343**	**-979**	**123,699**
308	TRAVEL OF PERSONS	33,376	834	-20,298	13,912	292	0	14,204
0399	**TOTAL TRAVEL**	**33,376**	**834**	**-20,298**	**13,912**	**292**	**0**	**14,204**
696	DFAS FINANCIAL OPERATION (OTHER DEFENSE AGENCIES)	4,078	-264	-3,814	0	0	4,728	4,728
0699	**TOTAL OTHER FUND PURCHASES**	**4,078**	**-264**	**-3,814**	**0**	**0**	**4,728**	**4,728**
771	COMMERCIAL TRANSPORT	13,758	344	-13,330	772	16	-1	787
0799	**TOTAL TRANSPORTATION**	**13,758**	**344**	**-13,330**	**772**	**16**	**-1**	**787**
912	RENTAL PAYMENTS TO GSA (SLUC)	1,505	38	-6	1,537	32	0	1,569
914	PURCHASED COMMUNICATIONS (NON-FUND)	5,714	143	1,191	7,048	148	0	7,196
915	RENTS (NON-GSA)	2,021	51	-1,543	529	11	0	540
920	SUPPLIES & MATERIALS (NON-FUND)	12,084	302	16,255	28,641	601	0	29,242
921	PRINTING & REPRODUCTION	57	1	65	123	3	0	126
922	EQUIPMENT MAINTENANCE BY CONTRACT	0	0	285	285	6	0	291
923	FACILITIES SUST, REST, & MOD BY CONTRACT	2,139	53	-2,192	0	0	228	228
925	EQUIPMENT PURCHASES (NON-FUND)	140,868	3,522	-90,446	53,944	1,133	0	55,077
932	MGT PROF SUPPORT SVCS	69,851	1,746	-68,875	2,722	57	8,412	11,191
933	STUDIES, ANALYSIS & EVAL	18,432	461	-2,835	16,058	337	0	16,395
934	ENGINEERING & TECH SVCS	0	0	1,468	1,468	31	0	1,499
955	OTHER COSTS (MEDICAL CARE)	179	7	-186	0	0	465	465
960	OTHER COSTS (INTEREST AND DIVIDENDS)	21	1	-1	21	0	0	21
987	OTHER INTRA-GOVT PURCH	303,392	7,585	-310,977	0	0	105,632	105,632
988	GRANTS	641	16	-596	61	1	62	124
989	OTHER SERVICES	10,205,366	255,134	-7,068,059	3,392,441	71,241	-70,015	3,393,667

			Change from FY 2025 to FY 2026			Change from FY 2026 to FY 2027		
		FY 2025 Program	Price Growth	Program Growth	FY 2026 Program	Price Growth	Program Growth	FY 2027 Program
990	IT CONTRACT SUPPORT SERVICES	9,539	238	283	10,060	211	3,805	14,076
0999	**TOTAL OTHER PURCHASES**	**10,771,809**	**269,298**	**-7,526,169**	**3,514,938**	**73,812**	**48,589**	**3,637,339**
9999	**GRAND TOTAL**	**10,932,000**	**271,607**	**-7,549,650**	**3,653,957**	**74,463**	**52,337**	**3,780,757**

Due to a system upload error, the FY27 travel budget and supplies & materials efficiency reductions are not properly aligned to the associated object class within the program growth and program columns: OP 308 travel of persons should reflect a decrease ($-2,841 thousand) in program growth, and $11,363 thousand program; OP 920 supplies and materials (non-fund) should reflect a decrease in program growth of $-16,950 thousand and $12,292 thousand program.