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2	United States Capabilities for Capacity Building										
3	USG Capabilities for Capacity Building	Program	Authorities	Overseeing Agency	Implementing Agency	Implementing Personnel	Budget	Overview and Purpose	Guiding Document	Prerequisites, requirements, findings	Sources
4	Civil Society Training	National Endowment for Democracy (NED)	FY84/85 State Department Authorization Act (H.R. 2915) [1]	National Endowment for Democracy (NED)	International Republican Institute (IRI), National Democratic Institute (NDI), Center for International Private Enterprise (CIPE), Solidarity Center	International and local NGOs and other implementers TBD	\$117.7 million in (FY2012) [1]	Strengthen democratic institutions throughout the world through private, non-governmental efforts. NED is a privately incorporated nonprofit organization with a Board of Directors comprised of leading citizens from the mainstream of American political and civic life - liberals and conservatives, Democrats and Republicans, representatives of business and labor, and others with long international experience. The Endowment embodies a broad, bipartisan U.S. commitment to democracy. It seeks to enlist the energies and talents of private citizens and groups in the United States to work with those abroad who wish to build for themselves a democratic future. [2]	National Endowment for Democracy, <i>Statement of Principles and Objectives</i> . Strengthening Democracy Abroad: The Role of the National Endowment for Democracy [2]	None found at time of report.	[1]Lowe, David. "Ideas to Reality: NED at 30". National Endowment for Democracy. Web. 24 Feb. 2015. Available: http://www.ned.org/about/history [2]National Endowment for Democracy. <i>Statement of Principles and Objectives</i> . Strengthening Democracy Abroad: The Role of the National Endowment for Democracy. Web. 24 Feb. 2015. Available: http://www.ned.org/publications/statement-of-principles-and-objectives
5	Civil Society Training	Middle East Partnership Initiative (MEPI)	P.L. 108-458, the FY2004 Intelligence Reform and Terrorism Prevention Act [3]	Department of State	Department of State, Bureau of Near Eastern Affairs[1]	International and local NGOs and other implementers TBD	Economic Support Fund (ESF)	MEPI offers assistance, training, and support to groups and individuals striving to create positive change in the society. MEPI works in 18 countries and territories, partnering with civil society organizations (CSOs), community leaders, youth and women activists, and private sector groups to advance their reform efforts. MEPI's approach is bottom-up and grassroots, responding directly to local interests and needs. MEPI has been active in the MENA region since 2002, contributing over \$600 million to more than 1,000 grant projects administered by offices in Washington, D.C. and the region.[2]	None found at time of report.	None found at time of report.	[1]Department of State. Bureau of Near Eastern Affairs. Middle East Partnership Initiative. Web. 19 Feb. 2015. Available: http://www.state.gov/mepi/ [2]Department of State. Bureau of Near Eastern Affairs. About MEPI. Web. 19 Feb. 2015. Available: http://mepi.state.gov/about-us.html [3]Sharp, Jeremy M. "The Middle East Partnership Initiative: An Overview." Congressional Research Service RS21457. (February 8, 2005)
6	Infrastructure Development	McGovern-Dole International Food for Education and Child Nutrition Programs	7 U.S.C. 1736o-1[1]	Department of Agriculture	Foreign Agricultural Service	Non-profit charitable organizations, cooperatives, the United Nations World Food Program and other international organizations[1]	\$174 million (FY2011)[2]	The McGovern-Dole International Food for Education and Child Nutrition Program helps support education, child development and food security in low-income, food-deficit countries around the globe. The key objective is to reduce hunger and improve literacy and primary education, especially for girls. By providing school meals, teacher training and related support, McGovern-Dole projects help boost school enrollment and academic performance. At the same time, the program also focuses on improving children's health and learning capacity before they enter school by offering nutrition programs for pregnant and nursing women, infants and preschoolers. Sustainability is an important aspect of the McGovern-Dole Program. FAS and its partner organizations work to ensure that the communities served by the program can ultimately continue the sponsored activities on their own or with support from other sources such as the host government or local community.[1]	Food Assistance Program Implementation Guidebook. http://www.fas.usda.gov/sites/default/files/fas_food_assistance_programs_guidebook.pdf	None found at time of report.	[1]Department of Agriculture. Foreign Agricultural Service. McGovern-Dole Food for Education Program. Web. 25 Feb. 2015. Available: http://www.fas.usda.gov/programs/mcgovern-dole-food-education-program [2]Department of State. Congressional Budget Justification: Department of State, Foreign Operations, and Related Programs. 2015. Web. 25 Feb. 2015. Available: http://www.usaid.gov/sites/default/files/documents/9276/222898.pdf
7	Infrastructure Development	Food For Progress Program (FFPr)	7 U.S.C. 1736o; and 15 U.S.C. 714b and 714c[1]	Department of Agriculture	Foreign Agricultural Service (FAS)	Foreign Agricultural Service personnel	\$126.7 million [1]	The Food for Progress Program helps developing countries and emerging democracies modernize and strengthen their agricultural sectors. U.S. agricultural commodities donated to recipient countries are sold on the local market, and the proceeds are used to support agricultural, economic or infrastructure development programs. Food for Progress has two principal objectives: to improve agricultural productivity and to expand trade of agricultural products. Past Food for Progress projects have trained farmers in animal and plant health, improved farming methods, developed road and utility systems, established producer cooperatives, provided microcredit, and developed agricultural value chains. Program participants have included private voluntary organizations, foreign governments, universities, and intergovernmental organizations. [1]	Food Assistance Program Implementation Guidebook. http://www.fas.usda.gov/sites/default/files/fas_food_assistance_programs_guidebook.pdf	FAS solicits project proposals each year and provides a list of priority countries. Organizations eligible to apply include foreign governments, intergovernmental organizations, private voluntary organizations, cooperatives and nongovernmental organizations.	[1]Department of Agriculture. Foreign Agricultural Service. Food For Progress. Web. 25 Feb. 2015. Available: http://www.fas.usda.gov/programs/food-progress

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2	Infrastructure Development	Commander's Emergency Response Program (CERP)	Foreign Assistance Act of 1961, 22 USC. §2151.1. Humanitarian Assistance Authorizations and Appropriations exception. [1]	Department of Defense	Combatant Commands[1]	General Purpose Forces[1], Contractors, NGOs, and other implementers TBD	\$6.5 million (FY2014)[7]	CERP provides funds for urgent, small scale humanitarian relief and reconstruction needs in Iraq, Afghanistan, and the Philippines.[3] It is a congressionally appropriated fund for commanders to use specifically for development and stabilization projects.[4] The program is restricted to certain project categories such as water and sanitation, electricity, healthcare, and education—projects more traditionally categorized as development programs under USAID and DOS.[5]	The Commanders' Emergency Response Program (CERP). ATP 1-06.2 (2013). http://armypubs.army.mil/doctrines/DR_pubs/dr_a/pdf/atp1_06x2.pdf	Evolved from U.S. military program using seized Iraqi funds for stabilizing operating areas. Formally initiated in late 2003.[5] CERP is that funds can be accessed more quickly than other existing DOS and USAID funding mechanisms. CERP provides "walking around money" to be used for projects to address urgent reconstruction and relief funding.[6] In Afghanistan, for example, CERP funds were used for transportation projects, including road investments. CERP provides a mechanism to fund more traditional development programs in conflict zones. [5]	[1]Headquarters Department of the Army. The Commanders' Emergency Response Program (CERP). ATP 1-06.2 (2013). Web. 26 Feb. 2015. Available: http://armypubs.army.mil/doctrines/DR_pubs/dr_a/pdf/atp1_06x2.pdf [2]US Army. Center for Army Lessons Learned (CALL). Commander's Emergency Response Program: Tactics, Techniques, and Procedures. (2008), 3 [3]For an overview of these funds, see Adams and Williams, A New Way Forward, 15-19. [4]Gregory Johnson, Vijaya Ramachandran, and Julie Walz, "The Commanders Emergency Response Program in Afghanistan: Refining U.S. Military Capabilities in Stability and In-Conflict Development Activities," CGD Working Paper 265 (Washington, DC: Center for Global Development, 2011), 6. [5]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016), Ch. 9. [6] Gregory Johnson, Vijaya Ramachandran, and Julie Walz, "The Commanders Emergency Response Program in Afghanistan: Refining U.S. Military Capabilities in Stability and In-Conflict Development Activities," CGD Working Paper 265 (Washington, DC: Center for Global Development, 2011), 9. [7]Department of Defense. Office of the Under Secretary of Defense (Comptroller), Operation and Maintenance Programs (0-1) Revolving and Management Funds (RF-1). 2015. Web. 26 Feb. 2015. Available: http://comptroller.defense.gov/Portals/45/documents/defbudget/fy2016/fy2016_o1.pdf
7	Infrastructure Development	Transition Initiatives	P.L. 106-429[1]	U.S. Agency for International Development (USAID)	USAID Office of Transition Initiatives (OTI)	OTI Supervisors and contractors[1]	\$57 million (FY2014) [2]	To supports the activities of USAID's Office of Transition Initiatives (OTI), a program launched in 1994 to bridge the gap between disaster and development aid. It supports flexible, short-term assistance projects in transition countries that are moving from war to peace, civil conflict to national reconciliation, or where political instability has not yet erupted into violence and where conflict mitigation might prevent the outbreak of such violence. [3]	None found at time of report.	None found at time of report.	[1]Lawson, Marian Leonardo. "USAID's Office of Transition Initiatives After 15 Years: Issues for Congress." Congressional Research Service R40600 (May 27, 2009) [2]Department of State. Fiscal Year 2016 Congressional Budget Justification: Foreign Operations, and Related Programs. Web. 23 Feb. 2015. Available: http://www.usaid.gov/results-and-data/budget-spending [3]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016), Ch. 9.
8	Infrastructure Development	Complex Crisis Fund (CCF) (Replacing Section 1207)[1]	Established through: Consolidated Appropriations Act, 2010, H.R. 3288, 111th Congress (2010)[2]	Department of State	U.S. Agency for International Development (USAID), Office of Program, Policy and Management (PPM)	Contractors and other implementers TBD	\$40 million (FY2014)[3]	The funds are used to support prevention activities, and respond to emerging or unforeseen crises. Managed by USAID, funds target countries or regions that demonstrate a high or escalating risk of conflict, instability, or atrocities. Funds are also used to respond to unanticipated opportunities for progress in a newly emerging or fragile democracy. Projects aim to address and prevent root causes of conflict and instability through a whole-of-government approach, including host government participation, as well as other partner resources. CCF can also be used to support sustainable programs that help to create the conditions for longer-term development. [3] Meant to replace Section 1207 which authorized the Department of Defense to transfer funds to the Department of State for stabilization and reconstruction activities.[1]	None found at time of report.	None found at time of report.	[1]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016), Ch. 9. [2]Consolidated Appropriations Act, 2010, H.R. 3288, 111th Congress (2010) [3]Department of State. Fiscal Year 2016 Congressional Budget Justification: Foreign Operations, and Related Programs. (pp. 82) Web. 23 Feb. 2015. Available: http://www.usaid.gov/results-and-data/budget-spending
9	Infrastructure Development	Treasury International Affairs Technical Assistance (TIATA)	Section 129 of the Foreign Assistance Act of 1961, as amended[3]	Department of Treasury	Treasury Office of Technical Assistance (OTA)	OTA Advisors	25.6 million (FY2013)[1]	Provides highly experienced financial advisors to reform-minded developing countries, transitional economies, and nations recovering from conflict. The program supports economic policy and financial management reforms, focusing on the functional disciplines of budget, taxation, government debt, financial institutions, and financial enforcement. Treasury assistance focuses on strengthening the financial and economic management capacity of aid recipient countries. Such capacity is essential for aid recipients to make effective use of foreign assistance, to reduce their vulnerability to economic shocks, terrorist financing and financial crime, and ultimately to eliminate their dependence on aid.[2]	Office of Technical Assistance Booklet 2015 http://www.treasury.gov/about/organizational-structure/offices/Documents/FINAL%20-%20OTA%20Booklet%202015%20for%20Web.pdf	None found at time of report.	[1]Department of State. Congressional Budget Justification: Department of State, Foreign Operations, and Related Programs. 2015. Web. 25 Feb. 2015. Available: http://www.usaid.gov/sites/default/files/documents/9276/222898.pdf [2] http://www.state.gov/documents/organization/101428.pdf [3]Department of Treasury. International Affairs Technical Assistance 2013 Report To Congress. (2013). Web. 25 Feb. 2015. Available: http://www.treasury.gov/about/organizational-structure/offices/Documents/2013%20OTA%20Report%20to%20Congress%20-%20FINAL.pdf
10	Institution Building	Treasury International Affairs Technical Assistance (TIATA)	Section 129 of the Foreign Assistance Act of 1961, as amended[3]	Department of Treasury	Treasury Office of Technical Assistance (OTA)	OTA Advisors	25.6 million (FY2013)[1]	Provides highly experienced financial advisors to reform-minded developing countries, transitional economies, and nations recovering from conflict. The program supports economic policy and financial management reforms, focusing on the functional disciplines of budget, taxation, government debt, financial institutions, and financial enforcement. Treasury assistance focuses on strengthening the financial and economic management capacity of aid recipient countries. Such capacity is essential for aid recipients to make effective use of foreign assistance, to reduce their vulnerability to economic shocks, terrorist financing and financial crime, and ultimately to eliminate their dependence on aid.[2]	Office of Technical Assistance Booklet 2015 http://www.treasury.gov/about/organizational-structure/offices/Documents/FINAL%20-%20OTA%20Booklet%202015%20for%20Web.pdf	None found at time of report.	[1]Department of State. Congressional Budget Justification: Department of State, Foreign Operations, and Related Programs. 2015. Web. 25 Feb. 2015. Available: http://www.usaid.gov/sites/default/files/documents/9276/222898.pdf [2] http://www.state.gov/documents/organization/101428.pdf [3]Department of Treasury. International Affairs Technical Assistance 2013 Report To Congress. (2013). Web. 25 Feb. 2015. Available: http://www.treasury.gov/about/organizational-structure/offices/Documents/2013%20OTA%20Report%20to%20Congress%20-%20FINAL.pdf

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11	Institution Building	Ministry of Defense Advisor (MoDA)	Foreign Assistance Budget	Department of Defense [1]	Defense Security Cooperation Agency (DSCA)	Civilian personnel	\$2.2 million FY2013[4]	The MoDA program was created to address the institutional oversight gap in Iraq and Afghanistan where train and equip programs "focused heavily on improving the tactical proficiency of security forces, but often neglected ministerial capacity building." [2] MoDA was created in 2009 to address this "unbalanced approach" by partnering DOD civilian advisors with host nation counterparts to provide expertise and to mentor and guide host nation officials to create effective and accountable defense institutions. [2] The MoDA program departed from existing capacity building approaches. It employed DOD civilian advisors, rather than military officers or contractors, to partner with civilian counterparts at the ministry level, pairing individuals with specific expertise with counterparts in similar positions. [3] Because of DOD's widened authority in Afghanistan, advisors worked both in the MOD and the MOI. Additionally, advisors were embedded for up to two years, which provided more time for the essential monitoring and advising relationships to develop between the advisor and host nation counterpart. Advisors were also given a 7 week training program to prepare them how to impart their expertise effectively to counterparts. [3] In 2013, MoDA was expanded to Global MoDA to support other partner nations like Montenegro. The program continues to use civilian advisors, although Global MoDA can only hire DOD civil service employees. Advisors attend a specialized training program and deploy for a year.	None found at time of report.	It is difficult to measure the impact of MoDA (and too soon to measure the impact of Global MoDA). The MoDA program was faulted in 2012 for failing to have developed a framework against which to measure the impact of individual advisors or of the program as a whole. [4]	[1] Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016), Ch 9. [2] U.S. DOD, "MoDA Program," www.defense.gov (accessed July 6, 2014). [3] Advisors deploy through the Civilian Expeditionary Workforce (CEW) program. [4] Inspector General of the United States Department of Defense, Performance Framework and Better Management of Resources Needed for the Ministry of Defense Advisors Program, Report no. DODIG-2013-005 (October 23, 2012). Available at http://www.dodig.mil/pubs/documents/DODIG-2013-005.pdf [4] Defense Security Cooperation Agency (DSCA). Fiscal Year 2015 Budget Estimates DSCA-425 (March 2014.)
12	Institution Building	Defense Institution Reform Initiative (DIRI)	Foreign Assistance Budget	Department of Defense [1]	Defense Security Cooperation Agency (DSCA)	Partner nation personnel execute the implementation plan with U.S. assistance [8] through contractors and program officers from the Center for Civil-Military Relations (CCMR) [9]	\$10.9 million (FY2013) [2]	DIRI supports defense institution building not through embedded advisors but using shorter term, "T.E. Lawrence equivalents." [3] Teams of subject matter experts work with a partner nation on a periodic, sustained basis to address specific capability needs or gaps, such as a personnel system or a strategic plan. [4] DIRI relies largely on contractors and tends to spend most of its efforts developing detailed assessments of institutional reform needs rather than supporting actual implementation of reform. [5]	None found at time of report.	The MoDA program was faulted in 2012 for failing to have developed a framework against which to measure the impact of individual advisors or of the program as a whole. [6] A 2012 DOD Inspector General's report also faulted DIRI for failing to develop such a policy or doctrine. [7]	[1] Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016), Ch 9. [2] Defense Security Cooperation Agency (DSCA). Fiscal Year 2015 Budget Estimates DSCA-425 (March 2014). [3] Author interview with Dr. James Schear, Deputy Assistant Secretary of Defense for Partnership, Strategy and Stability Operations, Washington, DC (June 8, 2012). [4] Walter Pincus, "Pentagon Program has U.S. Civilians Advising Afghan Ministries to Improve Cooperation, Security," WashingtonPost.com (April 18, 2011). http://www.washingtonpost.com/world/pentagon-program-has-us-civilians-advising-afghan-ministries-to-improve-cooperation-security/2011/04/15/AFZIOR1D_story.html . [5] Author interview with DOD officials, Washington, DC (April 26, 2012). [6] Inspector General of the United States Department of Defense, Performance Framework and Better Management of Resources Needed for the Ministry of Defense Advisors Program, Report no. DODIG-2013-005 (October 23, 2012). Available at http://www.dodig.mil/pubs/documents/DODIG-2013-005.pdf [7] Inspector General of the United States Department of Defense, Defense Institution Reform Initiative Program Elements Need to Be Defined, Report no. DODIG-2013-019 (November 9, 2012). [8] Nate Wilson, Eric Loui, and Seth Maddox. "U.S. Security Assistance: Interagency Cross-Cut Briefing Book." (Unpublished Report, American University, 2012) [9] Department of Defense. Inspector General. Defense Institution Reform Initiative Program Elements Need to Be Defined. 2012. Web. 26 Feb. 2015. Available: https://www.hsdl.org/?view&did=725435

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15	Train and Equip Operational Forces	Section 1206 Train and Equip	Section 1206 of the 2006 NDAA, as amended[1] Authorized through P.L. 109-163, as amended[11]	Secretary of Defense with concurrence of Secretary of State [1]	Department of Defense, DSCA, Combatant Commands, and joint implementation with the Department of State [1]	Contractors	\$350 million annual cap [1] \$273 million (FY2013)[10]	According to former Secretary of Defense Robert Gates, Section 1206 was a mechanism to "confront extremists and other potential sources of global instability within their borders...before festering problems and threats become crises requiring U.S. military intervention." [2] Section 1206 is noteworthy because it authorized, for the first time since the Foreign Assistance Act of 1961 gave oversight for military assistance to the Department of State, a military train and equip authority to the Department of Defense. [3] Section 1206 was limited, however, to foreign military forces and foreign maritime security (not internal security forces) for two explicit purposes: (1) performing counterterrorism operations and (2) enabling foreign military forces to participate in or to support military and stability operations in which U.S. armed forces were participating.[3] Section 1206 was designed as a flexible tool to provide counterterrorism training and equipment to countries where there is a rapidly emerging and urgent threat to U.S. security. In the first seven years of the program, \$1.8 billion of training and equipment has been provided to 41 countries.[4] The largest recipients during the first seven years have included Yemen, Pakistan, Lebanon, and the Philippines. In later years, Mauritania, Uganda and Burundi, Romania, Tunisia, Georgia, and Yemen received over \$25 million each.[5] Before 2010, almost all Section 1206 funding was used to purchase counterterrorism training and equipment, including radios and communications systems, surveillance and reconnaissance systems, trucks, ambulances, boats and other vehicles, small arms and rifles, night vision goggles and sights, and clothing. After 2010, funding was also used to train and equip foreign military forces for stability operations, particularly in Afghanistan.[6] In FY 2013, small scale military construction assistance was added in an effort to enhance sustainability of programming. Although the program has been criticized for being unwieldy and even slow to deliver, Section 1206 has provided funding where Foreign Military Financing (FMF) has not. For example, in FY 2009, only 2 percent of FMF funds were spent in Africa for a total of \$8.3 million, whereas 14 percent of Section 1206 funds provided \$48.7 million for assistance in Africa.[7]	None found at time of report.	Program development and implementation are coordinated between the Secretary of State and the Secretary of Defense. Recommendations tend to originate in the field, and geographic combatant commands and U.S. embassy country teams formulate proposals. These are then forwarded to the respective agency after the Ambassador or Combatant Commander has personally signed off on the proposal. In Washington, DC, staff conduct extensive reviews to prioritize the proposals and then DOD and State lead offices convene a joint review board to select proposals that will be recommended to the Secretaries for approval. Either Secretary can veto a proposal. Once approved, DOD sends congressional notifications, and no funds can be obligated until 15 days after the committees are notified and given the opportunity to review the projects.[8] Section 1206 has been less responsive than it was designed to be. Processes are unwieldy, and many proposals, developed with significant staff hours, are not approved. The absorptive capacity of partner nations is also limited, although this is a wider problem beyond Section 1206. Equipment deliveries are also less timely than was envisioned. Originally intended to have a response time of six months or less, actual delivery time has been longer. The reasons are varied. Some result from processing problems of contracts, the availability of sufficient contracting officers, and insufficient supply of certain equipment (e.g. night vision goggles).[9] A second drawback is that Section 1206 programs can only fund a country until the threat is no longer "emerging." As a Capacity Building tool, this restriction is problematic. Programming may be initiated out of an urgent need or opportunity, but sustained support, including funding, supplies, training and spare parts, are necessary to ensure that reforms will have a lasting impact. Section 1206 is also limited in its reach. It cannot be used to provide counterterrorism equipment and training to gendarmerie/national guard, border security, civil defense, infrastructure protection, and police forces. Although DOD has requested the authority to expand Section 1206.	[1]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016), Ch 9. [2] US Secretary of Defense Robert Gates, quoted in Serafino, "Security Assistance Reform," 4. [3] Nina M. Serafino, "Security Assistance Reform: Section 1206 Background and Issues for Congress," CRS Report for Congress RS22855 (April 19, 2013): 15. [4] Ibid., 5. [5] Ibid., 6. [6] Ibid., 5. [7] Ibid., 16. [8] Ibid., 10. [9] Ibid., 13. [10]Defense Security Cooperation Agency (DSCA). Fiscal Year 2015 Budget Estimates DSCA-425 (March 2014.) [11]Defense Security Cooperation Agency. Security Assistance Management Manual: Table C15.72.8PC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.samm.dsca.mil/table/table-c1512A5FF
16	Train and Equip Operational Forces	Section 1208 Support to Military Operations to Combat Terrorism	Section 1208 of the 2005 NDAA [1]	Department of Defense, with Chief of Mission concurrence (added 2009 NDAA) [1]	SOCOM, and/or geographic Combatant Commands	Special Operations Forces and contractors	\$40 million [1]	Department of Defense security assistance authority created after 9/11. It is a classified program that authorizes the Department of Defense to reimburse "foreign forces, irregular groups, or individuals" that assist or facilitate ongoing U.S. military operations conducted by SOF to combat terrorism. Funding has increased from \$25 to \$40 million. Other changes include the requirement for Chief of Mission concurrence (NDAA 2009) and more detailed reporting requirements (NDAA 2010).[2]	None found at time of report.	Section 1208 authorizes support for both statutory and nonstatutory operational forces. Additionally, Section 1208 is not limited to supporting military forces but authorizes support for other internal security forces and actors.[3]	[1]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016), Ch 9. [2]Serafino, "Security Assistance Reform," 1n1. See also "DOD Authorities for Foreign And Security Assistance Programs" Stimson (July 20, 2009). http://www.stimson.org/images/uploads/research-pdfs/DOD_security_assistance_authorities.pdf ; and "Posture Statement of Admiral William H. McRaven, Commander, US SOCOM Before the 113th congress Senate Armed Services Committee, March 5, 2013." Available at: http://www.socom.mil/News/Documents/2013_SOCOM_Posture_Statement_OMB_final.docx . [3]"DOD Authorities for Foreign and Security Assistance Programs" Stimson (July 20, 2009), 3 see http://www.stimson.org/images/uploads/research-pdfs/DOD_security_assistance_authorities.pdf

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17	Train and Equip Operational Forces	Section 2282 of title 10, U.S. Code	P.L. 113-291[1]	Programs are co-formulated, reviewed, and vetted by Defense and State and approved by the Secretary of Defense and the Secretary of State [2]	Defense Security Cooperation Agency (DSCA)	Contractors	None found at time of report.	Build the capacity of foreign military forces to participate in stability operations that benefit the national security interests of the United States or to build the capacity of the foreign country's military, maritime, border security and national level security forces to conduct counterterrorism operations.[1]	None found at time of report.	The DSCA site lists Section 2282 as a new program. (http://www.samm.dscamilitary.com/policy-memoranda/dsca-15-03) There is some confusing information regarding whether 2282 is its own authority or if it replaces 1206. The DSCA Fiscal Year 2016 Budget Estimates states: "In the FY 2015 NDAA Congress and the President enacted legislation that codified, extended and enhanced the Global Train and Equip Program (formerly 1206). Enacted under section 1205(a) of the FY 2015 NDAA, P.L. 113-291, section 2282 of title 10, U.S. Code now provides the Department of the Defense with the authority to build the capacity of foreign security forces." [2] page 11 "Global Train and Equip (Section 1206) Now codified as USC 10, Section 2282 – authority to Build the Capacity of Foreign Security Forces" [2] page 83	[1]Defense Security Cooperation Agency. Security Assistance Management Manual: Table C15.12.BPC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.samm.dscamilitary.com/table/c1512#ASFF [2]Defense Security Cooperation Agency (DSCA). Fiscal Year 2016 Budget Estimates DSCA-425 (February 2015.) Available: http://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2016/budget_justification/pdfs/01_Operation_and_Maintenance/O_M_VOL_1_PART_1/DSCA_PB16.pdf
18	Train and Equip Operational Forces	International Military Education and Training (IMET)	Arms Export Control Act of 1976 and the Foreign Assistance Act of 1961 [1] P.L.87-195),§541 [3]	Secretary of State	Defense Security Cooperation Agency (DSCA)	Professional military education schools, e.g. National Defense University, the Army War College, and other Department of Defense training programs	\$105 million (FY2014) [2]	The purpose of IMET is to build relationships between civilian and military officials from foreign countries with counterparts in the United States and to expose IMET students to U.S. military doctrine, strategic planning and operational and logistical procedures. The goal is to promote professionalization and enhance capabilities of allied and friendly militaries. IMET funds both education at Professional Military Education (PME) Schools like the Naval War College, the Army War College and the National Defense University for mid to senior level leaders, and technical training courses to equip students with skills required to operate specific weapons system or meet the requirements of a military occupational specialization.[1]	None found at time of report.+17	Expanded IMET (or E-IMET) includes additional courses in democratic sustainment, the laws of war, and civil affairs. Both IMET and E-IMET offer opportunities to professionalize mid- to senior-level military and security officials and to educate them, both in the classroom and through example, on a range of critical topics, including the prerogatives and obligations of the security sector in a democratic society, human rights, ethics, civil-military relations, the laws of war, international standards and best practices, the workings of a democratic system, including congressional or parliamentary oversight, and strategic and operational planning and change management. [1]	[1]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016). Ch 9. [2]Department of State, Congressional Budget Justification, Foreign Operations, and Related Programs. 2015 Web. 23 Feb. 2015. Available: http://www.state.gov/documents/organization/236395.pdf [3]Department of State. US Agency for International Development. U.S. Foreign Assistance Reference Guide. (2005). Web. 26 Feb. 2015. Available: http://pdf.usaid.gov/pdf_docs/PNADC240.pdf
19	Train and Equip Operational Forces	Combatting Terrorism Fellows Program (CTFP)	Created in Section 1221 of the 2004 NDAA [1], authorized in 10 U.S.C. Section 2249c[3]	Department of Defense	Defense Security Cooperation Agency (DSCA)	Professional military education schools such National Defense University and Naval Postgraduate School as well as nondegree granting training programs such as the Defense Language Institute	\$32 million (FY2013) [2]	The purpose of CTFP is to build a network of counterterrorism experts worldwide and to strengthen the capabilities of partner nations to fight terrorism and to counter the ideological support for terrorism. CTFP funds mid to senior level military and civilian counterterrorism officials at many of the same institutions where International Military Education and Training (IMET) students are educated and trained, but the programs are different. CTFP has a narrower focus, and selected foreign officials are from COCOM priority countries in Africa, the Asia Pacific, South and Central America, the Middle East and North Africa, and Eastern Europe. [1]	Annual policy guide developed by Special Operations/Low-Intensity Conflict (SOLIC). Program guidance by DSCA	None found at time of report.	[1]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016). Ch 9. [2]Defense Security Cooperation Agency (DSCA). Fiscal Year 2015 Budget Estimates DSCA-425 (March 2014). [3]Nate Wilson, Eric Loui, and Seth Maddox. "U.S. Security Assistance: Interagency Cross-Cut Briefing Book." (Unpublished Report, American University, 2012)
20	Train and Equip Operational Forces	Afghanistan Security Forces Fund (ASFF)	Public Law 113-291[2]	Department of Defense with concurrence of the Secretary of State [1]	Combined Security Transition Command - Afghanistan (CSTC-A) [1]	U.S. Army, General Purpose Forces[3]	\$11.6 billion (FY2012) [1]	Funded infrastructure, equipment, transportation, training and operations, and sustainment of the Afghanistan National Security Forces (ANSF), including the Afghan National Army, the Afghan National Police and the Afghan Local Police. [1] Created through 2005 Emergency Supplemental Appropriations Act for Defense, the Global War on Terror and Tsunami Relief [1].	None found at time of report.	None found at time of report.	[1]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016). Ch 9. [2]Defense Security Cooperation Agency. Security Assistance Management Manual: Table C15.12.BPC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.samm.dscamilitary.com/table/c1512#ASFF [3]Nate Wilson, Eric Loui, and Seth Maddox. "U.S. Security Assistance: Interagency Cross-Cut Briefing Book." (Unpublished Report, American University, 2012)

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2	USG Capabilities for Capacity Building	Program	Authorities	Overseeing Agency	Implementing Agency	Implementing Personnel	Budget	Overview and Purpose	Guiding Document	Prerequisites, requirements, findings	Sources
21	Train and Equip Operational Forces	Pakistan Counterinsurgency Capability Fund (PCCF)	Public Law 112-74 [2]	Department of State with concurrence of the Secretary of Defense [1]	Defense Security Cooperation Agency (DSCA)	None found at time of report.	\$452 million (FY2012) [4]	Created through Supplemental Appropriations Act of 2009 [1]. The purpose is to fund assistance to Pakistan security forces, including the provision of equipment, supplies, services, training and funds, facility and infrastructure repair, and renovation and construction to build the counterinsurgency capabilities of Pakistani military and Frontier Corps. [2]	None found at time of report.	None found at time of report.	[1]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016). Ch 9. [2] GAO, Foreign Police Assistance (May 2012), 46 [3]Defense Security Cooperation Agency, Security Assistance Management Manual: Table C15.12.BPC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.samm.dscamilitary.com/table-c1512BASF [4]Department of State. Congressional Budget Justification: Foreign Assistance - Summary Tables. 2014. Web. 25 Feb. 2015. Available: http://www.state.gov/documents/organization/208292.pdf
22	Train and Equip Operational Forces	Iraq Train and Equip Fund (ITEF) [1]	Public Law 113-291[1]	Department of Defense	Defense Security Cooperation Agency (DSCA)	General Purpose Forces	\$1.6 billion (FY2015 Req.) [2]	Provide assistance to military and other security forces or associated with the Government of Iraq, to include Kurdish and tribal security forces and other local security forces, with a national security mission, to counter the Islamic State in Iraq and the Levant. [1]	None found at time of report.	None found at time of report.	[1]Defense Security Cooperation Agency, Security Assistance Management Manual: Table C15.12.BPC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.samm.dscamilitary.com/table-c1512BASF [2]Office of the Secretary of Defense. Department of Defense Budget Fiscal Year (FY) 2015 Budget Amendment: Justification for FY 2015 Overseas Contingency Operations Iraq Train and Equip Fund (ITEF). 2014. Web. 25 Feb. 2015. Available: http://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2015/amendment/FY15_ITEF_Book_Final_November_20-2014.pdf
23	Train and Equip Operational Forces	Coalition Readiness Support Program (CRSP)	Public Law 113-66 [1]	Department of Defense with concurrence of the Secretary of State	Defense Security Cooperation Agency (DSCA)	Contractors and other implementers TBD	Sub program within the Coalition Support Funds (CSF)	Provide specialized training and procure supplies and specialized equipment; provide such supplies and loan such equipment on a non-reimbursable basis to coalition forces supporting U.S. military operations in Afghanistan. [1]	None found at time of report.	CRSP enables DOD to provide training and supplies and loan equipment to countries with limited resources. The criteria for eligibility are: 1. The country could not provide the support without specialized training, supplies, and/or equipment. 2. The country's participation is essential to the success of U.S. military operations. [2]	[1]Defense Security Cooperation Agency, Security Assistance Management Manual: Table C15.12.BPC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.samm.dscamilitary.com/table-c1512BASF [2]Stuber, Michael. Department of Defense. European Command Office of the Comptroller. Special Funding and Authorities Available to the Combatant Command. 2011. Web. 25 Feb. 2015. Available: http://www.asmconline.org/wp-content/uploads/chapters/erupeandpi2011/D1_W3_Mike_Stuber_Special_Funding_and_Authorities_Available_to_the_COCOM_APR%202011.pdf
24	Train and Equip Operational Forces	Coalition Support Funds (CSF)	FY 2002 Supplemental Appropriations Bill [1]	Secretary of Defense	Department of Defense	Security assistance officials at U.S. embassy in partner nation [1]	\$1.6 billion (FY2012) [2]	The Coalition Support Fund was established by the United States in 2001 to support 27 nations, including Pakistan, for some of the costs they incur in the fight against extremist violence. [3] Coalition Support Funds are used to reimburse coalition countries (primarily Pakistan and Jordan) for logistical, military, and other expenses incurred in supporting U.S. military operations. These payments are made to cooperating nations in amounts as determined by the Secretary of Defense. Reimbursing coalition partners helps to ensure their contributions yield the maximum benefit to the overall operations of U.S. military forces fighting terrorism worldwide. Reimbursing coalition contributions is critical to enabling forces from these countries to remain in theater and provide direct support to U.S. military operations. [4]	None found at time of report.	None found at time of report.	[1]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016). Ch 9. [2]Department of Defense. Defense Security Cooperation Agency. Operation Enduring Freedom/Operation New Dawn Operation and Maintenance, Defense-Wide Budget Activity 04: Administrative and Service-Wide Activities. OCO DSCA-79. Web. 25 Feb. 2015. Available: http://comptroller.defense.gov/Portals/45/documents/defbudget/fy2014/budget_justification/pdf/amendment/01_Operation_and_Maintenance/FY14_USDC_OCOBOOK_DSCA_OP-5.pdf [3]United State Central Command. U.S. releases 2009 Coalition Support Funds. 2010. Web. 26 Feb. 2015. Available: http://www.centcom.mil/en/news/press-releases/u.s.-releases-2009-coalition-support-funds [4]Department of Defense. Defense Security Cooperation Agency. Operations and Maintenance, Defense Wide Budget Activity 04, Administrative and Service-Wide Activities. DSCA-73. Web. 26 Feb. 2015. Available: http://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2008/fy2007_supplemental/FY2007_Emergency_Supplemental_Request_for_the_GWOT/pdf/operation/21_DSCA_Supp_OP-5.pdf

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2	USG Capabilities for Capacity Building	Program	Authorities	Overseeing Agency	Implementing Agency	Implementing Personnel	Budget	Overview and Purpose	Guiding Document	Prerequisites, requirements, findings	Sources
30	Train and Equip Operational Forces	Department of Defense Counternarcotics Authority	Public Law 105-85, Section 1033, as amended[1]	Department of Defense	Deputy Assistant Secretary of Defense for Counternarcotics and Global Threats (DASD-CN)[2]	Contractors, Special Operations Forces, and General Purpose Forces [2]	\$1.5 billion (FY2014) [3]	Provide support for security, law enforcement, drug detection and reconnaissance with provision of equipment, training, facilities, and communications. [1] The Department of Defense supports training, education, equipment, and coordination with other countries' counternarcotics efforts.[2]	None found at time of report.	None found at time of report.	[1]Defense Security Cooperation Agency. Security Assistance Management Manual: Table C15.12 BPC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.samm.dsca.mil/table/table-c1512#ASFF [2]Nate Wilson, Eric Loui, and Seth Maddox. "U.S. Security Assistance: Interagency Cross-Cut Briefing Book." (Unpublished Report, American University, 2012) [3]Executive Office of the President. National Drug Control Budget: FY 2015 Funding Highlights. 2014. Web. 25 Feb. 2015. Available: http://www.whitehouse.gov/sites/default/files/ondcp/about-content/fy_2015_budget_highlights_-_final.pdf
31	Train and Equip Operational Forces	International Law Enforcement Academies (ILEA)	Foreign Assistance Act of 1961 (P.L. 87-195), §481 [3]	Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL)	Department of Homeland Security	Department of Homeland Security's Federal Law Enforcement Training Center (FLETC) provides training and technical assistance.[1]	Funded by Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL) administered INCLE funds.[1] Total budget of International Narcotics and Law Enforcement (INCLE)	Part of an academy system established by the Clinton Administration in 1995 to bring together U.S. personnel and foreign law enforcement counterparts to share information and best practices for combatting terrorism, improving public safety, and contending with transnational crime. [2] There are four international ILEAs located in Gaborone, Botswana; San Salvador, El Salvador; Bangkok, Thailand; and Budapest, Hungary. There are two regional hubs, one in Ghana and one in Peru. There is also an academic center in Roswell, NM. The ILEAs are like FBI national academies overseas. Many agencies participate or provide expertise, including the Department of the Interior, the DEA, the FBI, Immigration and Customs Enforcement (ICE), and ATL.[2] Students are mid-to-senior level foreign law enforcement officers who are selected by U.S. embassies.	None found at time of report.	None found at time of report.	[1]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016). Ch 9. [2]Stephen Johnson, Johanna Mendelson Forman, and Katherine Bliss, Police Reform in Latin America: Implications for U.S. Police (Washington, DC: Center for Strategic and International Studies, February 2012), 18. [3]Department of State. US Agency for International Development. U.S. Foreign Assistance Reference Guide. (2005). Web. 26 Feb. 2015. Available: http://pdf.usaid.gov/pdf_docs/PNADC240.pdf
32	Train and Equip Operational Forces	Western Hemisphere Institute for Security Cooperation (WHINSEC)	Established in 2001 to replace the U.S. Army's School of the Americas [1]. Authorized by the US Congress through 10 U.S. Code § 2166 in 2001[2]	Department of Defense	U.S. Army Training and Doctrine Command (TRADOC) [3]	None found at time of report.	\$8.4 million (FY2013) [3]	Provide professional education and training to military, law enforcement, and civilian personnel of the Western Hemisphere within the context of the [our] democratic principles of the OAS. "Build Partnerships"...by fostering mutual knowledge, transparency, confidence, and cooperation [trust] among participating nations. Promote democratic values, respect for human rights, and knowledge and understanding of [our] customs and traditions.[3]	None found at time of report.	None found at time of report.	[1]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016). Ch 9. [2]Cornell University Law School. 10 U.S. Code § 2166 - Western Hemisphere Institute for Security Cooperation. Web. 19 Feb. 2015. Available: http://www.law.cornell.edu/uscode/text/10/2166 [3]US Army. Western Hemisphere Institute for Security Cooperation. Welcome to WHINSEC. Web. 20 Feb. 2015. Available: http://www.benning.army.mil/tenant/whinsec/index.html
33	Train and Equip Operational Forces	Center of Excellence for Stability Police Units (CoESPU)	Created in 2005 by the Carabinieri in Vicenza, Italy[1] with U.S. funding through PKO[2]	Department of Defense	U.S. Army	Italian Carabinieri	\$3.4 million (FY2011)[2]	An international training mission for gendarme forces.[1]	None found at time of report.	None found at time of report.	[1]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016). Ch 9. [2]Andrew Viscardo, e-mail correspondence with US Department of State, Office of Plans and Initiatives (PM/PI), February 25, 2015
34	Train and Equip Operational Forces	African Maritime Law Enforcement Partnership (AMLEP)	Funded through the AFRICOM budget[1]	Joint initiative between AFRICOM and U.S. Coast Guard [2]	U.S. Navy and Coast Guard	U.S. Navy and Coast Guard	\$20 million (FY2010) for Africa Partnership Station[1] under which AMLEP operates	AMLEP, the operational phase of Africa Partnership Station (APS), brings together U.S. Navy, U.S. Coastguard, and respective Africa partner maritime forces to actively patrol that partner's territorial waters and economic exclusion zone with the goal of intercepting vessels that may be involved in illicit activity. The program aims to enforce partner nation maritime law, follow-on prosecution, so that African partners will benefit from revenue that comes from judicial processes. AMLEP is a key operational milestone during Spearhead's maiden deployment. Spearhead is deployed to the U.S. 6th Fleet area in support of the APS program and maritime security operations. U.S. 6th Fleet, headquartered in Naples, Italy, conducts a full range of maritime security operations and theater security cooperation missions in concert with coalition, joint, interagency, and other parties in order to advance security and stability in Europe and Africa.[3]	None found at time of report.	None found at time of report.	[1]H. Rept. 111-230 - 111th Congress (2009-2010) [2]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016). Ch 9. [3]US Naval Forces Europe-Africa US Sixth Fleet. African Maritime Law Enforcement Partnership (AMLEP). 2014. Web. 24 Feb. 2015. Available: http://www.csf.navy.mil/article892centerSpearhead-Concludes-AMLEP.html#VOZfy4efT8

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	USG Capabilities for Capacity Building	Program	Authorities	Overseeing Agency	Implementing Agency	Implementing Personnel	Budget	Overview and Purpose	Guiding Document	Prerequisites, requirements, findings	Sources
2	Train and Equip Operational Forces	Trans-Sahara Counterterrorism Partnership (TSCTP)	Various authorities (see Budget)	Department of State, Bureau of Counterterrorism (CT)	Although the Africa Bureau at the State Department is the program lead for TSCTP, five bureaus play a role in TSCTP: the Bureau of African Affairs, Bureau of Near Eastern Affairs, Bureau of Counterterrorism (CT), Bureau of Political-Military Affairs (PM), and Bureau of International Narcotics and Law Enforcement Affairs (INL). Aside from the State Department, the main agencies involved are the Department of Defense and USAID, and, to a lesser extent, the Department of Justice. At the implementation level, at the direction of the Ambassador, the country team, comprising personnel from the State Department and other U.S. government agencies, coordinates and executes TSCTP at each Embassy. The Department of Defense component of TSCTP was previously Operation Enduring Freedom – Trans Sahara (OEF-TS). Established in	None found at time of report.	As a whole, TSCTP receives between \$90M and \$160M per year, of which approximately \$50-\$55M is dedicated State and USAID funding from several sources: the Economic Support Fund (ESF); Development Assistance (DA); International Narcotics Control and Law Enforcement (INCLE); Nonproliferation, Antiterrorism, Demining and Related Programs (NADR) – Anti Terrorism Assistance (ATA); and Peacekeeping Operations (PKO). The remainder of the program's funding comes from globally competitive foreign assistance accounts that support and complement	The Trans Sahara Counter Terrorism Partnership (TSCTP) is a multiyear, interagency program to counter violent extremism (CVE) by building the resilience of marginalized communities so that they can resist radicalization and terrorist recruitment, and to counter terrorism (CT) by building long-term security force counterterrorism capacity and regional security cooperation. TSCTP draws on interagency resources in support of a regional security approach that spans the "3Ds" – Diplomacy, Defense, and Development. The program covers ten countries in the Sahel and Maghreb: Algeria, Burkina Faso, Chad, Mauritania, Mali, Morocco, Niger, Nigeria, Senegal, and Tunisia. TSCTP activities can be grouped into six categories: 1. Military Capacity-Building: Training and equipping partner nations' CT forces to monitor and control borders, and identify and react to the presence of terrorist groups in their countries. 2. Law Enforcement Anti-Terrorism Capacity-Building: Enhancing the investigative abilities of partner nations' law enforcement agencies and strengthening law enforcement personnel's ability to protect critical infrastructure and secure borders against illicit trafficking. 3. Justice Sector Counterterrorism Capacity-Building: Increasing partner nations' judicial capacity to prosecute and imprison terrorists, improving prison management to counter prison radicalization, and countering transnational organized crime. 4. Public Diplomacy and Information Operations: Working with partner nations to promote moderation and tolerance, counter violent extremist ideology, and encourage populations to report security threats to partner nation security forces. 5. Community Engagement: Engaging key leaders and civil society organizations in partner nations to mitigate conflict and counter violent extremism, and delivering services to marginalized populations that may be vulnerable to terrorist recruitment. 6. Vocational Training: Offering vocational training to the at risk populations of partner nations, and increasing opportunities for social and economic inclusion in order to mitigate the recruitment of marginalized populations into terrorist organizations. TSCTP provides both military and non-military approaches to the region's challenges, and is a means by which to maintain the United States' indirect or	None found at time of report.	None found at time of report.	[1]Department of State. Bureau of Counterterrorism. Programs and Initiatives. Web. 19 Feb. 2015. Available: http://www.state.gov/j/ct/programs/index.htm#CTF [2]Lesley Anne Warner, The Trans Sahara Counterterrorism Partnership: Building Partner Capacity to Counter Terrorism and Violent Extremism (Washington, DC: Center for Naval Analysis, March 2014). 33.
39	Train and Equip Operational Forces	Partnership For Regional East Africa Counterterrorism (PRACT)	PRACT activities are funded by four State-managed U.S. foreign assistance accounts: • Economic Support Fund (ESF) authorizes the President to assist various countries and organizations in order to promote economic or Page 9 GAO-14-502 Combating Terrorism political stability, and has also been specifically appropriated for programs to counter extremism in East Africa. • International Narcotics Control and Law Enforcement (INCLE) authorizes the President to assist foreign countries and international organizations in controlling narcotics and other controlled substances, or for other anticrime purposes. For example, INCLE funds have been used to develop and implement policies and programs that	Department of State,	Bureau of Counterterrorism (CT)	None found at time of report.	From 2009 through 2013, PRACT has accounted for about 11 percent (about \$104 million) of overall U.S. assistance to combat terrorism in East Africa (about \$967 million).	State Department's Partnership for Regional East Africa Counterterrorism (PRACT) supports U.S. counterterrorism efforts in East Africa. PRACT's five goals focus on improving partner nations' military capacity, rule of law, border security, ability to counter violent extremism, and ability to counter terrorist financing. PRACT has funded activities such as providing training for terrorist investigation techniques for Somali police, new communications equipment for the Ethiopian military, and computer literacy to teachers working with at-risk youth in Kenya. PRACT assistance is in addition to other U.S. counterterrorism assistance to East Africa and peacekeeping and stability efforts in Somalia.	None found at time of report.	None found at time of report.	[1]Department of State. Bureau of Counterterrorism. Programs and Initiatives. Web. 19 Feb. 2015. Available: http://www.state.gov/j/ct/programs/index.htm#CTF [2]GAO. Combating Terrorism: State Department Can Improve Management of East Africa Program GAO-14-502 (June 2014). 15 http://www.gao.gov/assets/670/664126.pdf

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2	USG Capabilities for Capacity Building	Program	Authorities	Overseeing Agency	Implementing Agency	Implementing Personnel	Budget	Overview and Purpose	Guiding Document	Prerequisites, requirements, findings	Sources
44	Train and Equip Operational Forces	Global Security Contingency Fund (GSCF)	Created in FY2012 National Defense Authorization Act (P.L. 112-81), Section 1207[1]	Approved by the Secretary of State, with the concurrence of the Secretary of Defense[4], excluding the justice sector, rule of law, and stabilization activities, which require only consultation with the Secretary of Defense, rather than concurrence[4]	State Department	Contractors and other USG partners TBD	\$3.8 million (FY2014) [2]	The Global Security Contingency Fund (GSCF), established in the Fiscal Year (FY) 12 National Defense Authorization Act (NDAA), authorized the Departments of State and Defense to contribute up to \$250 million each fiscal year (\$200 million and \$50 million, respectively) to the fund. These "pooled funds" could be used to enhance the capacity of partner nation military forces, security forces and government agencies responsible for border and maritime security, internal defense and counterterrorism operations as well as for the justice sector, including law enforcement and prisons, and for stabilization efforts.[4] Its stated purpose was to enable the United States to better "address rapidly changing, transnational, asymmetric threats, and emergent opportunities." [3]	None found at time of report.	FY 2014: Consolidated Appropriations Act, 2014 (P.L. 113-76), Section 8003 of Division K (Department of State, Foreign Operations, and Related Programs Appropriations Act, 2014), permits the State Department to transfer up to \$25 million to the GSCF from INCLE, FMF, and PKO. Section 8068 of Division C (Department of Defense Appropriations, 2014) of that act states that DOD may transfer up to \$200 million to the GSCF from the Operations and Maintenance, Defense-Wide account. [1]	[1]Serafino, Nina M. "Global Security Contingency Fund: Summary and Issues Overview." Congressional Research Service R42641 (April 4, 2014) [2]Department of State, Congressional Budget Justification, Foreign Operations, and Related Programs. 2015 Web. 23 Feb. 2015. Available: http://www.state.gov/documents/organization/236395.pdf [3]State Department FY2012 Congressional Budget Justification (CBJ), February 2011, p. 161. [4]Nate Wilson, Eric Loui, and Seth Maddox. "U.S. Security Assistance: Interagency Cross-Out Briefing Book." (Unpublished Report, American University, 2012) [4]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016). Ch 8.
45	Train and Equip Operational Forces	Building Partnership Capacity – Yemen and East Africa	Under section 1207(n) of the National Defense Authorization Act for FY12. DSCA will manage these funds similar to method used to manage Train and Equip, commonly referred as the 1206 program[1]	Department of Defense	Defense Security Cooperation Agency (DSCA)	None found at time of report.	Est. 150 million (FY2014)[1]	This program provides transitional authorities to build partner nation capacity in Yemen and East Africa. DSCA will manage these funds similar to method used to manage Train and Equip, commonly referred as the 1206 program [1] The purpose is: (1) To enhance the ability of the Yemen Ministry of Interior counter Terrorism Forces to conduct counterterrorism operations against al Qaeda in the Arabian Peninsula and its affiliates. (2) To enhance the capacity of the national military forces, security agencies serving a similar defense function, other counterterrorism forces, and border security forces of Djibouti, Ethiopia, and Kenya to conduct counterterrorism operations against al Qaeda, al Qaeda affiliates, and al Shabaab. (3) To enhance the capacity of national military forces participating in the African Union Mission in Somalia to conduct counterterrorism operations against al Qaeda, al Qaeda affiliates, and al Shabaab.[2]	None found at time of report.	None found at time of report.	[1]Defense Security Cooperation Agency (DSCA). Fiscal Year 2015 Budget Estimates DSCA-425 (March 2014). [2]"National Defense Authorization Act Fiscal Year 2013" (H.R. 4310, Jan. 3, 2012). 112th Congress of the United States of America, Section 1203. http://www.gpo.gov/fdsys/plg/BILLS-112hr4310enr.pdf
46	Train and Equip Operational Forces	European Reassurance Initiative (ERI)	Public Law 113-291[1]	Department of Defense	Defense Security Cooperation Agency (DSCA)	General Purpose Forces, Contractors, and NATO allies	\$985 million (FY2015) [2]	Reassure allies of the U.S. commitment to their security and territorial integrity as members of the NATO Alliance, provide near-term flexibility and responsiveness to the evolving concerns of U.S. allies and partners in Europe, especially Central and Eastern Europe, and help increase the capability and readiness of U.S. allies and partners. The DoD would continue several lines of effort to accomplish the purposes of this initiative, including: (1) increased U.S. military presence in Europe; (2) additional bilateral and multilateral exercises and training with allies and partners; (3) improved infrastructure to allow for greater responsiveness; (4) enhanced prepositioning of U.S. equipment in Europe; and (5) intensified efforts to build partner capacity for newer NATO members and other partners. Another important focus in Europe would be efforts to build partner capacity in some of the newer NATO allies and with non-NATO partners such as Georgia, Moldova, and Ukraine. Providing these countries with the capability and capacity to defend themselves and to enable their participation as full operational partners within NATO is an important complement to other U.S. lines of effort. More formidable defense capabilities will also strengthen deterrence against aggressive actions by Russia or from other sources. The DoD efforts, along with State Department contributions, would focus on filling critical operational gaps, such as border security and air/maritime domain awareness, as well as building stronger institutional oversight of the defense establishments in these countries. [2]	None found at time of report.	None found at time of report.	[1]Defense Security Cooperation Agency. Security Assistance Management Manual: Table C15.12.BPC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.samm.dscamilitary.com/table/c1512BASF [2]Department of Defense. Office of the Under Secretary of Defense (Comptroller). United States Department of Defense Fiscal Year 2016 Budget Request: Overview. 2015. Web. 26 Feb. 2015. Available: http://comptroller.defense.gov/Portals/45/documents/defbudget/fy2016/fy2016_Budget_Request_Overview_Book.pdf

	A	B	C	D	E	F	G	H	I	J	K
2	USG Capabilities for Capacity Building	Program	Authorities	Overseeing Agency	Implementing Agency	Implementing Personnel	Budget	Overview and Purpose	Guiding Document	Prerequisites, requirements, findings	Sources
47	Train and Equip Operational Forces	Global Peacekeeping Operations Initiative (GPOI)	FAA Section 551 for Peacekeeping Operations and the Global Peacekeeping Operations Initiative (GPOI), FY 14 [1]	State Department	Bureau of Political-Military Affairs (PM)[3]	PM works in close coordination with the Department of State regional bureaus, as well as the Office of the Secretary of Defense, the Joint Staff, Regional Combatant Commands, and other DoD organizations, to develop regional program plans and execute training and equipping activities[4]	\$75 million (FY2013) [2]	GPOI is a U.S. Government-funded security assistance program intended to enhance international capacity to effectively conduct United Nations and regional peace support operations (PSOs) by building partner country capabilities to train and sustain peacekeeping proficiencies; increasing the number of capable military troops and formed police units (FPUs) available for deployment; and facilitating the preparation, logistical support, and deployment of military units and FPUs to PSOs. GPOI was launched as the U.S. contribution to the broader G8 Action Plan for Expanding Global Capability for Peace Support Operations, adopted at the 2004 G8 Sea Island Summit. Initially proposed as a five-year program (fiscal years 2005-2009), GPOI's mandate was renewed for a second five-year period (fiscal years 2010-2014). The primary objectives for the program's first five years (Phase I) included training 75,000 peacekeepers and building regional capacity to conduct peacekeeping operations. In Phase II, program emphasis has shifted from the direct training of peacekeepers to assisting partner country efforts to build sustainable, indigenous peacekeeping training capacity.[4]	None found at time of report.	None found at time of report.	[1]Defense Security Cooperation Agency. Security Assistance Management Manual: Table C15.12 BPC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.samm.dsca.mil/table/table-c1512#ASFF [2]Nate Wilson, Eric Loui, and Seth Maddox. "U.S. Security Assistance: Interagency Cross-Cut Briefing Book." (Unpublished Report, American University, 2012) [3]Department of State. Bureau of Political-Military Affairs. Global Peace Operations Initiative (GPOI): Program Overview. (2013) Web. 26 Feb. 2015. Available: http://www.state.gov/t/pm/ppa/gpoi/ [4]Department of State. Bureau of Political-Military Affairs. Global Peace Operations Initiative (GPOI): Fact Sheet. (2013) Web. 26 Feb. 2015. Available: http://www.state.gov/t/pm/rfs/fs/2013/208094.htm
48	Training of Judicial Actors	Office of Overseas Prosecutorial Development, Assistance and Training Program (OPDAT)	OPDAT's programs are funded and authorized by interagency agreements between OPDAT and these U.S. government (USG) partners: Department of State, USAID, and the Millennium Challenge Corporation (MCC)[2]	Department of Justice	Department of Justice Criminal Division	Assistant U.S. attorneys and criminal division attorneys as Regional Legal Advisors as well as Intermittent Legal Advisors [2]	Contracts are funded out of the larger department budgets or through interagency agreements based on individual projects	OPDAT focuses on the development of the prosecutorial functions in host nations and receives the majority of their funding from INL. OPDAT's mission is to assist prosecutors and judicial personnel in other countries develop and sustain effective criminal justice institutions by promoting legislative and justice sector reform where laws are inadequate, improving the skills of foreign prosecutors, investigators and judges, and promoting the rule of law. OPDAT supports judicial reform overseas by providing assistant U.S. attorneys and criminal division attorneys as Regional Legal Advisors (RLAs) to foreign governments. In 2011, 51 OPDAT advisors were serving in 33 countries. RLAs are typically experienced prosecutors who spend at least a year providing full time advice and technical assistance. OPDAT also employs Intermittent Legal Advisors (ILAs) who conduct discrete short term assistance programs ranging from one week to 6 months focused on a specific aspect of criminal justice.[2]	None found at time of report.	None found at time of report.	[1]Department of Justice. Office of Overseas Prosecutorial Development, Assistance and Training. OPDAT and Its Funders. Web. 20 Feb. 2015. Available: http://www.justice.gov/criminal/opdat/about/funders.html [2]Querine Hanlon and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016), Ch. 9.
49	Training of Judicial Actors	Office of Criminal Justice Assistance and Partnership (CAP)	FAA Section 481 (22 USC Section 2291 et seq.)	Secretary of State	Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL)	CAP advisors and contractors	Contracts are funded out of the larger department budgets or through interagency agreements based on individual projects	INL CAP supports programs to help institutionalize sustainable criminal justice sectors, instill public trust in the Rule of Law and protect human rights. INL/CAP's support, often in cooperation with other nations or international bodies, is designed to promote the following institutions: Civilian police/law enforcement that prevents detects and investigates violations of criminal law to identify, apprehend and assist in the prosecution of persons suspected of such violations; Public prosecutors to review evidence gathered in a case, make determinations regarding the appropriateness of initiating a criminal prosecution and presenting cases to the courts for adjudication; Courts that administer cases, set initial adjudication of guilt or innocence, and conduct appellate review of cases for final determinations of guilt or innocence; Prisons or correctional facilities designed to incarcerate and reform those convicted of criminal offenses within international standards of human rights. The prompt restoration of public order by non-repressive means, with an approach that includes efforts focused on the police, courts, and prisons, is an essential component of post conflict stabilization.[1]	None found at time of report.	None found at time of report.	[1]Department of State. Office of Criminal Justice and Assistance Partnerships (INL/CAP). Web. 19 Feb. 2015. Available: http://www.state.gov/j/inl/civ/index.htm