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1						Ur	nited State	es Capabilities for Capacity Building		-	
2	USG Capabilities for Capacity Building	Program	Authorities	Overseeing Agency	Implementing Agency	Implementing Personnel	Budget	Overview and Purpose	Guiding Document	Prerequisites, requirements, findings	Sources
3	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, Statement of Principles and Objectives. Strengthening Democracy Abroad: The Role of the National Endowment for Democracy [2]	None found at time of report.	[1]Lowe, David. "Idea 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. Statement of Principles and Objectives. 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
4	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		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.	[]Department of State. Bureau of Near Eastern Affairs. Middle East Partnership initiative. Web. 19 feb. 2015. Available: http://www.state.gov/mepi/(]Department of State. Bureau of Near Eastern Affairs. About MEPI. Web. 19 Feb. 2015. Available: http://mepi.state.gov/about-us.html [Spharp. Jeremy. M. "The Middle East Partnership initiative: An Overview." Congressional Research Service RS21457. (February 8, 2005)
5	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 (FY201)[2]	The McGovern–Dole International Food for Education and Child Nutrition Program helps support education, child development and food security in low income, food-defict 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/sic es/default/files/fas_food_as sistance_programs_guidebo ok.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
6	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.govjist es/default/files/fas_food_as sistance_programs_guidebo ok.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/lood-progress

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7	Infrastructure Development	Commander's Emergency Response Program (CERP)	of 1961, 22 USC. §2151.1. Humanitarian Assistance Authorizations and Appropriations exception. [1]	Department of Defense		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/d cctrine/DR_pubs/dr_a/pdf/a tp1_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, 2013, Web. 26 Feb. 2015. Available: http://armypubs.army.mll/doctrine/DR_pubs/dr_a/pl/datp1_06c2.pdf [2]US Army, Center for Army Lessons Learned (CALL), Commander's Emergency Response Program: Tactics, Etchniques, and Procedures. (2008). 3 [3] For an overview of these funds, see Adams and Williams, A New Way Forward, 15-19, 43 [3]For an overview of these funds, see Adams and Williams, A New Way Forward, 15-19, 43 [3]For an overview of these funds, see Adams and Williams, A New Way Forward, 15-19, 43 [3]For an overview of these funds, see Adams and Williams, A New Way Forward, 15-19, 43 [3]For an overview of these funds, see Adams and Williams, a New Way Forward, 15-19, 43 [3]For an overview of these funds and Julie Walz, "The Commanders Emergency Response Program in Afghanistan: Refining U.S. Military Capabilities in Stability and in-Conflict Order (1) [6] Gregory Johnson, Vijaya Ramachandran, and Julie Walz, "The Commanders Emergency, forthcoming 2016]. Ch. 9. [6] Gregory Johnson, Vijaya Ramachandran, and Julie Walz, "The Commanders Emergency (1) [7] [6] Gregory Johnson, Vijaya Ramachandran, and Julie Walz, "The Commanders Emergency (1) [7] [7] [7] [7] [7] [7] [7] [7] [7] [7]
8	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.	I)Liwavon, Marian Leonardo. "USAID's Office of Transition Initiatives After 15 Years: Issues for Congress." Congressional Research Service R40600 (May 27, 2009) [21]Department of Sate. Fiscal Year 2016 Congressional Budget Justification: Foreign Operations, and Retaded Programs. Web. 23 Feb. 2015. Available: http://www.usaid.gov/results- and-data/budget-spending [3]Querine Hanlon and Richard H. Shultz, Ir., A Budgering for Security Sector Reform. A New U. S. Approach (Washington, D.C. USIP Press, forthcoming 2016). Ch 9.
9	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. CFC 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.	11 Querine Hanion and Richard H. Shultz, Ir., A. Biluprint for Security Sector Reform: A New U.S. Approach (Washington, Dc. USP Press, forthcoming 2016). Gh 9. [2] (Clossolidated Appropriations Act, 2010, H.R. 3288, 111th Congress (2010) [3] (Department of Satar Fiscal Vera 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
10	institution Building	Treasury International Affairs Technical Assistance (TIATA)		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.treasurv.gov/ab out/organizational- structure/offices/Documents /FINAL%20- %200TA%20Booklet%20201 5%20for%20Web.pdf	None found at time of report.	IIDepartment of State. Congressional Budget Justification: Department of State; Foreign Operations, and Related Programs. 2015. Web. 25 Feb. 2015. Available: http://www.saide.gov/sites/default/files/documents/9276/22898.pdf [Jultar]/www.saide.gov/documents/organization/J01428.pdf [Jultar]/www.saide.gov/documents/organization/J01428.pdf [Jultar]/www.saide.gov/documents/organization/J01428.pdf [Jultar]/www.tressury.gov/about/organizational-structure/office.Documents/2013/2015/AvSQBeport%2016/00000000000000000000000000000000000

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	Institution Building	Ministry of Defense Advisor (MoDA)	Foreign Assistance Budget	Department of Defense	Defense Security Cooperation Agency (DSCA)	Civilian personnel		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 estisting 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 MOL 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? week training program to prepare then 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]	Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press,
11	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]	(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 falling to have developed a framework against which to measure the impact of individual advisors or of the program as a whole.[6] A 2012 DDD Inspector General's report also faulted DiRI for failing to develop such a policy or doctrine.[7]	Approach (Washington, DC: USIP Press,

	Α	В	С	D	E	F	G	Н	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
13	Institution Building	Export Control and Related Border Security (EXBS) Program	Sections 582 of the Foreign Assistance Act and Section 503 of the FREEDOM Support Act[3]	Department of State	Department of State	U.S. Government agencies, the private sector, and U.S. and international nongovernmental organizations[1]	\$55 million (PY2013)[2]	The EXBS Program is designed to help countries develop and improve their strategic trade and related border control systems. In developing and improving these systems, the program works to ensure conformity with international standards for regulating trade in items on the control lists of the multilateral export control regimes, to prevent the authorization of transfers to end-uses and end-users of proliferation concern, and to detect and interdict illicit transfers at the border. In building countries' capacity in this circical area, the EXBS Program advances U.S. efforts to establish a global WMD detection architecture and helps key partners meet their obligations and commitments pursuant to important U.S. and international initiatives, including UN Security Council Resolution 1540, the Proliferation Security initiative, the National Security Strategy and adherence to the guidelines of multilateral export control regimes. The EXBS Program works with partner governments to identify regulatory and institutional gaps and to develop resource requirements. The EXBS Program provides a wide range of technical assistance, from executive exchanges to training workshops to the provision of detection equipment and specialized training for border control and enforcement agencies. [1]	None found at time of report.	None found at time of report.	[I]Department of Homeland Security, U.S. Customs and Border Protection. Export Control and Related Border Security (EXIS) Program Overview. Web. 25 Feb. 2015. Available: http://www.cbg.gov/border-security/international-intiatives/international-training-assistance/learning-assistance/le
14	Train and Equip Operational Forces	Foreign Military Financing (FMF)	Authorized by the Foreign Assistance Act of 1961 and the Arms Export Control Act (AECA) of 1976 [1]	Secretary of State	Defense Security Cooperation Agency (DSCA)	DSCA Security Cooperation Officers	\$5.9 billion (FY2014) [3]	Formerly the Military Assistance Program (MAP) created in 1949, FMF enables foreign governments to purchase, through grants or loans, U.S. defense equipment, services, and training. The Secretary of State has the responsibility to oversee the determination of whether a country receives military assistance as well as the amount (with input from the embassy, DOD, and the regional combatant command). DSCA administers the FMF program. Two of the largest recipients of FMF have been Israel and Egypt, until 2013. Also included among the top recipients are Turkey, Pakistan, Jordan, Afghanistan, Iraq and the Philippines. The purpose of FMF is not explicitly to reform foreign security forces but to foster closer military relationships between the U.S. and recipient nations.[1]	The Management of Security Cooperation (Green Book)	FMF is limited to military institutions and forces. Additionally, because some countries organize militarized capabilities under their MOI instead of their MOI, the impact of FMF equipment, training and services may be limited to traditional military institutions and forces, excluding host nation capabilities. There are also limitations on using FMF funds for sustainment. [2] Countries with limited resources may not have the ability to sustain capabilities after U.S. assistance ends, regardless of the source. FMF funding for partner nations tends to stay relatively consistent from year to year, which allows the U.S. to support the long term modernization of partner nation military forces but removes the flexibility to use the funds for leverage or influence or to shift funds quickly to respond to opportunities. After 9/11, the limitations of existing programs such as FMF and IMET prompted the development of more flexible tools.[1]	[1] Querine Hanlon and Richard H. Shultz, Jr., A. Blueprint for Security Sector Reform: A New U. S. Approach (Washington, DC: USP Profiton, DC: USP Prosition, DC: USP Profiton, OF Company, 10, 10, 10, 10, 10, 10, 10, 10, 10, 10

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Train and Equip Operational Forces  Section 1208 Support to Military Operations to Combat Terrorism  Section 1208 Support to Military Operations to Combat Terrorism  Section 1208 Support to Military Operations to Combat Terrorism  Section 1208 Support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Combat Terrorism  Section 1208 support to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Military Operations to Combat Terrorism  Section 1208 support to Combat Terrorism  Section	Operational Forces		2006 NDAA, as amended[1] Authorized through P.L. 109-163, as	with concurrence of	DSCA, Combatant Commands, and joint implementation with the	Contractors	annual cap [1] \$273 million	mechanism to "confront extremists and other potential sources of global instability within their bordersbefore 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 have included Yemen, Pakistan, Lebanon, and the Philippines. In later years, Mauritania, Uganda and Burundi, Romania, Tunisia, Georgia, and Vemen 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	report.	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 Wasington, 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 ar 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 "menging." 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 the reach. It cannot be used to provide counterterrorism equipment and training to gendarmerie/national guard, border security, vivil defense, infrastructure protection, and police forces. Although	2] US Secretary of Defense Robert Gatze, quoted sevarillon, "Security Assistance Reform," at [3] Nina M. Serafino, "Security Assistance Reform: A [3] Nina M. Serafino, "Security Assistance Reform: Section 1206" Background and Issues for Congress," (CS Report for Congress RS22855 (April 19, 2013): 15.  [4] Ibid., 5.  [5] Ibid., 6.  [6] Ibid., 5.  [7] Ibid., 13.  [1] Opfense Security Cooperation Agency (DSCA). Fiscal Vear 2015 Budget Estimates DSCA-425 (March 2014.)  [1] Tolleriense Security Cooperation Agency. Security Assistance Management Manual: Table C15-T2.8PC (Pograms and Authorities, Web. 24 Feb. 2015. Available: http://www.samm.dcc.aml/l/able/able-
	Train and Equip Operational Forces	Military Operations to		Defense, with Chief of Mission concurrence	geographic Combatant	Forces and	\$40 million [1]	classified program that authorizes the Department of Defense to reimburse "foreign forces, irregular forces, groups, or individuals" that assist or facilitate ongoing U.S. millitary 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	report.	Section 1208 authorizes support for both statutory and nonstatutory operational forces. Additionally, Section 1208 is not limited to supporting military forces but authorizes	IZSerafion, "Security Assistance Reform," 1nt. Sa also "DOD Authorities for Foreign And Security Assistance Programs" Stimson (July 20, 2009), http://www.stimson.org/images/upleads/researc http://www.stimson.org/images/upleads/researc and "Posture Statement of Admiral William H. McRiven, Commander, US SOCOM Before the to McRiven, Commander, US SOCOM Before the thtp://www.socom.mil/News/Documents/2013_ OCOM/Posture-Statement_OMe_final.doc. [3] "DOD Authorities for Foreign and Security Assistance Porgara" Stimson (July 20, 2009),

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17	Train and Equip	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.dsca.mil/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, PL. 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 C15.72.8P.C Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.amm.dsca.mil/table/table- C15.72.8ASF [2] Defense Security Cooperation Agency (DSCA). Fiscal Year 2016 Budget Estimates DSCA-425 (February 2015.) Available: http://comptroller.defense.gov/Portals/AS/Documents/de/budget/Y0.016/budget_justification/pdfs/ 01. Operation_and_Maintenance/O_M_VOL_1_PA RT_1/DSCA_PB16.pdf
18		International Military Education and Training (IMET)	Arms Export Control Act of 1976 and the Foreign Assistance Act of 1961 [1] P.L.87- 195),9541 [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.+117	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: USP Profits, Order State, Congressional Budget JUSEFICATION of State, Congressional Budget Justification, Foreign Operations, and Related Programs. 2015 Web. 23 Feb. 2015. Available: http://www.state.gov/documents/organization/2 33095.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.	Il Querine Hanlon and Richard H. Shultz, Jr., A Blupprint or Security Sector Reform: A New U.S. Approach (Washington, Dc. USIP Press, forthcoming 2016). Ch. 9.  Iz Defense Security Cooperation Agency (DSCA). Fiscal Year 2015 Budget Estimates DSCA-425 (March 2014).  Is 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 Police and the Afghan National Police and 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: USP Profits, Forthcoming 2015). Ch. 9. [2]Dleffense Security Cooperation Agency, Security Assistance Management Manual: Table C15.T2.BPC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.amm.dsca.mil/table/table- c15.Y2.BASF [3]Nate Wilson, Fric Loui, and Seth Maddox. "U.S. Security Assistance: Interagency Cross-Cut Briefing Book." (Unpublished Report, American University, 2012)

	Α	В	С	D	E	F	G	Н	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
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 Supplimental 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 capbabilities of Pakistani military and Frontier Corps. [2]	None found at time of report.	None found at time of report.	1]Querine Hanton and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Nashington, D. CLSB Press, forthcoming 2016). Ch 9.  [2] GAO, Foreign Police Assistance (May 2012), 46  [3] Defense Security Cooperation Agency. Security Assistance Management Manual: Table CLST-2.Bot Programs and Authorities. Web. 24  Feb. 2015. Available: Authorities. Web. 24  Feb. 2015. Available: Milytable/Jable-1512BASF  [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.	[3] Defense Security Cooperation Agency, Security Assistance Management Manual: Table CLS.71.80 P Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.asmm.dsca.mil/table/table-CLS/24AS/E) (2)Office of the Secretary of Defense. Department of Defense Budget Fixal Year (FY) 2015 Budget Amendment. Justification for FY 2015 Overseas Contingency Operations Iraq Train and Equip Fund (TIFE). 2014. Web. 25 Feb. 2015. Available: http://comptroller.defense.gov/Portals/45/Doccuments/defbudget/y02015/amendment/FY15_TEF_Jook_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]	IDbefene Security Cooperation Agency, Security Austriance Management Ansula: Table CLST.2 BoP Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.samm.dsca.mil/hable/table-1312ABGF. 215UabLP, 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.samconline.org/lup/pu- content/piobads/chapters/eruopeanpo2011/D1. Wilkle Stuber-Special-Funding, and, Authorities a. Wailable: http://www.samconline.org/lup/pu- wilkles/Stuber-Special-Funding_and_Authorities a. Available: http://www.samconline.org/lup/pu- wilkles/Stuber-Stuber-Special-Funding_and_Authorities a. Available: http://www.samconline.org/lup/pu- wilkles/Stuber-
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 Hariton and Richard H. Shuttz, Jr., A Bilueprint for Security Sector Reform: A New U.S. Approach (Washington, D.C. USP Press, Approach (Washington, D.C. USP 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 Ox. Sch. 2016. Available: http://comproteel defense.gev/Portals/85/documents/de/budget/fy2014/budget_justification/pdf/smediment/ 01_Operation_and_Maintenance/F140_OUSPC_OCROSO_DESC_OPS

	А	В	С	D	Е	F	G	Н	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
25	Train and Equip Operational Forces	Combatant Commander's Initiative Fund (CCIF)	10 U.S.C. 166a[4]	Department of Defense	Joint Staff (J-7), Projects submitted by the COCOMs and approved by the Chairman, JCS. [1]	General Purpose Forces, Contractors, and other implementers TBD	\$8.7 million (FY2013) [3]	To fund trainings, Joint exercises, operations, or education to improve a partner nation's capacity to address internal threats.[2] Program established by Congress and managed by the Joint Staff (J-7) that provides funds for individual projects submitted by COCOMs and approved by the Chairman, JCs. The intent is to support emergent COCOM Joint war fighting readiness capabilities and national security interests.	None found at time of report.	Projects must qualify in one of seven categories: 1. Joint Exercises and Force Training, 2. Contingencies and Selected Operations, 3. Humanitarian and Civic Assistance, 4. Command and Control, 5. Military Education and Training of Foreign Countries, 6. Personnel Expenses of Defense Personnel for Bilateral or Regional Cooperation Programs, 7. Force Protection.[4]	I]Querine Hanlon and Richard H. Shultz, Ir., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USIP Press, forthcoming 2016). Ch. Mullen, CICS, "Senate Report 110-335 for FV 09 Combatant Commander Initiate Fund (CCIP)," CM-0935-09 (30 November 2009). [3]Joint Chiefs of Staff, Fiscal Year (FV) 2015 Budget Estimates. TS-1077 (March 2014) [4]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/wpcontent/uploads/chapters/eruopeanpdi/2011/01_W3, Milke, Stuber. Special Funding and Authorities Available to general Processing and Authorities Available to the Command. 2011. Web. 25 Feb. 2015. Available: http://www.asmconline.org/wpcontent/uploads/chapters/eruopeanpdi/2011/01_W3, Milke, Stuber. Special Funding and, Authorities.
26	Train and Equip Operational Forces	Peacekeeping Operations (PKO)	Title 6 of the Foreign Assistance Act of 1961; International Security Assistance Act of 1978 [1], Section 551 (22 U.S.C. Section 2348)[3]	Department of State	Department of Defense	Contractors and other implementers TBD	\$435 million (FY2014) [2]	Provides military training to foreign states and regional organizations to participate in multilateral peacekeeping, counterterrorism and regional peace support operations that are not funded or mandated through the UN. Aims to build host nation capacity of both police and military forces to conduct peacekeeping activities. In places like South Sudan, PKO has funded non-lethal equipment and professionalization of the South Sudanese Army as it transitions from a nonstatutory armed group to a statutory security forces. ARRICOM has used PKO funds to conduct counterterrorism and borders security training in the Sahel. Particularly valuable is the authority to fund military, police and nonstatutory forces. [1]		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: USP Press, forthcoming 2015). 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/2 36395.pdf 30 (2015). Available: Assistance Management Manual: Table CL5:71.28PC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.asmm.dsca.mii/table/table-cL5:128ASFF
27	Train and Equip Operational Forces	Security Force Assistance (SFA)	P.L. 87-195; 22 U.S.C. 2151[1]	Department of Defense	U.S. Special Operations Forces (SOF)	Special Operations Forces and General Purpose Forces	None found at time of report.	Security Force Assistance consists of organizing, training, equipping, rebuilding and advising (OTERA) foreign security forces (FSF). [2]	Security Force Assistance JDN 1-13[3]	None found at time of report.	IlThomas K. Lvingston, "Building the Capacity of Partner States Through Security Force Assistance," CRS Report for Congress M1381? (May 5, 2011) [2] Department of Defense. Joint Center for international Security Force Assistance. Commander's Handbook for Security Force Assistance. (2008). Web. 27 Peb. 2015. Available: http://usacca.ramy.mil/cac2/Repository/Materials 576A.pdf [3] Department of Defense. Joint Chiefs of Staff. Security Force Assistance: Joint Doctrine Note 1- 13. (2013). Web. 27 Feb. 2015. Available: http://www.dtic.mil/doctrine/notes/jdn1_13.pdf

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Print and Equip Operational Forces (PD)  Profegin Internal Defense (PD)  Profeging Internal Defense (PD)  Profesion Inter	Sources	Prerequisites, requirements, findings	Guiding Document				Implementing Agency	Overseeing Agency	Authorities	Program		2
activities, Indirect support, employing security assistance (SA), military exchange programs, and joint and multinational excretase, fosts, so building strong, national infrastructures through excomine admilitary capabilities that contribute to self-sufficiency. Direct support, from intervience compeation, my the provision of severies to the local populace), military information support operations, IMSO), communications and serving as the DOD fical point for local population with U.S. Industries that according the material poligistics and sperations, which  Terrorism, and Demaining and Related Programs (NADR)  Nonprolleration, Anti- Terrorism, and Demaining and Related Programs (NADR)  Nonprolleration, Anti- Terrorism, and Demaining and Related Programs (NADR)  Nonprolleration, Anti- Terrorism, and Demaining and Related Programs (NADR)  Nonprolleration, Anti- Terrorism, and Demaining and Related Programs (NADR)  Nonprolleration, Anti- Terrorism, and Demaining and Related Programs (NADR)  Nonprolleration, Anti- Terrorism, and Demaining and Related Programs (NADR)  Nonprolleration, Anti- Terrorism, and Demaining and Related Programs (NADR)  Nonprolleration, Anti- Terrorism, and Demaining and Related Programs (NADR)  Nonprolleration, Anti- Terrorism, and Demaining and Related Programs (NADR)  Nonprolleration, Anti- Terrorism, and Demaining and Related Programs (NADR)  Nonprolleration, Anti- Terrorism, and Demaining and Related Programs (NADR)  None found at time of report.  None found at time of r	Querine Hanlon and Richard H. Shultz, Jr.,  seprint for Security Sector Reform: A New L  proach (Washington, DC: USP Press,  thoming 2016). Ch 9.  Schalman of the Joint Chiefs of Staff, Foreig  rean Defense, Joint Publication 3-22 (July 1  10), xv. Available at:  py/www.dtic.mil/doctrine/new_pubs/jp3,  Chairman of the Joint Chiefs of Staff, Foreig  remal Defense, Joint Publication 3-22 (July 1  10), xv. Available at:  py/www.dtic.mil/doctrine/new_pubs/jp3,  Chairman of the Joint Chiefs of Staff, Foreig  remal Defense, Joint Publication 3-22 (July 1  10), xv. Available at:  py//www.dtic.mil/doctrine/new_pubs/jp3,  Chairman of the Joint Chiefs of Staff, Foreig  remal Defense, Joint Publication 3-22 (July 1  10), xv. Available at:  py//www.dtic.mil/doctrine/new_pubs/jp3,  doctrine/new_pubs/jp3,  doctrine/new_pubs/jp3,  py//www.dtic.mil/doctrine/new_pubs/jp3,  available  py//www.state.gov/documents/organizations/py//www.state.gov/documents/py//www.state.gov/documents/py//www.state.gov/documents/py//www.state.gov/documents/py//www.state.gov/documents/py//www.state.gov/documents/py//www.state.gov/documents/py//www.state.gov/documents/py//www.state.gov/documents/py//www.state.gov/documents/py//www.state.gov/documents/py//www.state.gov/	Management of the FID effort begins at the national level, with the selection of those nations the U.S. will support through FID efforts. This decision is made by the President with advice from the Secretary of State, Secretary of Defense, and other officials. The U.S. will consider FID support when the existing or threatened internal disorder threatens U.S. national strategic goals, or when the threatened nation requests and is capable of effectively using US assistance. The National Security Council (NSC) will generally provide the nittal guidance and translation of national level decisions pertaining to FID. The Department of State (DOS) is generally the lead government agency and assists the NSC in building and carrying out national FID policies and priorities. The United States Agency for International Development carries out nonmilitary assistance programs designed to assist certain less developed nations to increase their productive capacities and improve their quality of life. The Director of National Intelligence adher to Pierctor of the Central Intelligence Agency support the FID mission in both a national-level advisory capacity and at the regional and country levels through direct support of FID activities.  The Department of Defense national-level organizations involved in FID management include the Office of the Secretary of Defense (OSD) and the Joint Staff. OSD acts as a policy-making organization in most FID matters. The Under Secretary of Defense for Policy exercises overall direction, authority, and control concerning. SA for OSD through the various assistant secretaries of defense. The Defense Security Cooperation Agency (OSCA) is the principal DOO organization through which the Secretary of Defense carries out responsibilities for SA, conducting international logistics and sales negotiators and serving as the DOD focal point for liaison with US industry regarding SA. Finally, DSCA develops and promulgates SA procedures, maintains the database for the programs, and makes determinations with	Joint Publication 3-22 Foreign Internal Defense	Foreign internal defense (FID) is a Security Cooperation (SC) capability that supports a host nation's internal defense and development (IDAD), which can be described as the full range of measures taken by a nation to promote its growth and protect itself and to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats. U.S. military support to FID focuses on assisting a Host Nation in anticipating, precluding, and countering threats or potential threats and addressing the root causes of instability. Although the FID operation is condidered military engagement, security cooperation, and deterrence, FID may include or support operations from across the range of military operations to support the host nation's IDAD strategy. Accordingly, U.S. military operations supporting FID provide training, materiel, advice, or assistance to local forces executing an IDAD program, rather than U.S. forces conducting IDAD military missions for the host nation. The FID effort is a multinational and interagency effort, requiring integration and synchronization of all instruments of national power beyord the military instrument (diplomatic, informational, and economic) through which sources of US power (such as financial, intelligence, and law enforcement) can be applied to support an host nation IDAD program, [3]  The Department of Defense (DOD) employs a number of FID tools. Security cooperation is DOD interactions with foreign defense establishments to build defense relationships that promote specific US security interests, develop allied and friendly military applitities for self-defense and contingency access to a host nation. The Guidance for femploying security assistance (SA), military exchange programs, and joint and multinational exercises, focuses on building strong national infrastructures through economic and military capabilities to refl-defense and activities indirect support, employing security assistance (SA), military exchange programs, and joint and multinational exercis	None found at time of report.	Personnel U.S. Special Operations Forces (SOF)  Contractors and other USG partners	Department of State Bureau of International Narcotics and Law Enforcement Affairs (INL) and Bureau of Counterterrorism (CT), U.S. Agency for international	Overseeing Agency Department of State is generally the lead agency[2]	Authorities  U.S. Title 10[1]  Foreign Assistance Act of 1961 (P.L. 87-195), Part J, 9301 & Part II,	Program  Foreign Internal Defense (FID)  Nonproliferation, Anti-Terrorism, and Demining and Related Programs	USG Capabilities for Capacity Building Train and Equip Operational Forces	21

	А	В	C	D	E	F	G	Н	l i	J	K
2	USG Capabilities for	Program	Authorities	Overseeing Agency	Implementing Agency	Implementing	Budget	Overview and Purpose	Guiding Document	Prerequisites, requirements, findings	Sources
30	Capacity Building 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]	Personnel 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 C157.2 RPC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.samndcca.mil/table/table- c1512RASFF [2]Nate Wilson, Eric Loui, and Seth Maddox. "U.S. Security Assistance: Interagency Cross-Cut Berleing Sook." (Unpublished Report, American University, 2012) [3]Executive Office of the President. National Drug Control Budget: Pr 2015 Funding Highlights. 2014. Web. 25 Feb. 2015. Available: http://www.whitehouse.gov/sites/default/files/on dcp/about-content/fy_2015_budget_highlights Linal.pdf
31	Train and Equip Operational Forces	International Law Enforcement Academies (ILEA)	Foreign Assistance Act of 1961 (P.L. 87-195), 5481 [3]	Department of State, Bureau of International Marcottics and Law Enforcement Affairs (INL)		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 ILEA are filte FBI national academies overesses. 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.	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: USP) 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 antions. 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.	I]Querine Hanlon and Richard H. Shultz, Ir., A Blusprint for Security Sector Reform: A New U.S. Approach (Washington, Dc: USIP Press, forthcoming 2016). Ch 19. [2]Cornell University Law School. 10 U.S. Code § 2,166- Western Hemisphere Institute for Security Cooperation. Web. 19 Feb. 2015. Available: http://www.law.cornell.edu/usoc/elytext/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, Ir., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, Oc. USP 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 illitica tactivity. 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.	IJH. Rept. 111-230 - 111th Congress (2009-2010) C2[Querne Hallon and Richard H. Shutz, Jr. A. Bueprint for Security Sector Reform: A New U.S. Approach (Washington, DC: USP Press, forthcoming 2016). Ch.9.  [2]US Naval Forces Europe-Africa US Sixth Fleet. African Martimus due Inforcement Partnership (AMLEP). 2014. Web. 24 Feb. 2015. Available: http://www.cf.may.mil/articles/Spciente/sparhe ad-Concludes-AMLEP.htmlit VOzfqy4efT3

	Α	В	С	D	E	F	G	Н	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
35	Train and Equip Operational Forces		FAA Section 481 (22 U.S.C. Section 2291 et seq.) [3]	Department of State Bureau of International Marcottics and Law Enforcement Affairs (INL)	Bureau of International Narcotics and Law Enforcement Affairs (INL)	Partners like the DEA, FBI and	\$1.3 billion (FY2014) [2]	INCLE fund supports programs and activities that enhance the law enforcement capabilities of foreign governments in combating criminal, drug, and terrorist threats. Specifically, INCLE supports counter-nacrotics, intelligence, border patrol, and interdiction activities. It can be used for national or global programs. Of the numerous U.S. assistance programs for the security sector, INL programs funded by INCLE are among the most comprehensive—they fund traditional train and equip activities for operational law enforcement, but they also support law enforcement institutions, justice sector reforms, and even programs to engage civil society in support of INCLE priorities.[1]	None found at time of report.	The prioritization of INCLE support for foreign nation law enforcement institutions is driven by relevant U.S. national security interests, namely countering drug flows and combating transnational crime. INCLE supports programs that establish and maintain the rule of law and support the institutional development of foreign police forces.[1]	[1]Querine Hanton and Richard H. Shultz, Jr., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, Oc. USB) 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/2 36395.pdf [3](Defense Security Cooperation Agency. Security Assistance Nanagement Manual: Table CLST.2.Boc Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.samm.dsca.mil/table/table- clST2BASF
36	Train and Equip Operational Forces	(ATA)	Foreign Assistance Act of 1961, as amended by the International Security and Development Assistance Authorization Act of 1983[1]	Bureau of Counterterrorism[1]	Bureau of Diplomatic Security's Office of Antiterrorism Assistance (DS/T/ATA)[1]	Contractors	Funded by NADR[1]	ATA provides training and equipment to foreign law enforcement agencies to assist them in "detecting and eliminating terrorist threats and in protecting facilities, individuals, and infrastructure." [2] ATA courses tend to focus on tactical and operational training for bomb detection, crime scene investigation, airport and building security, border security, critical infrastructure protection, maritime protections, and VIP protection. [2] ATA also provides equipment to address key CT law enforcement capacity gaps. The package of training and equipment allocation for any partner country is based on a country assistance plan.	report.	The ATA program is overseen by the State Department Bureau of Counterterrorism and implemented by the Bureau of Diplomatic Security's Office of Antiterrorism Assistance (DS/T/ATA). State CT determines the prioritized list of countries, based on U.S. policy goals and DS/T/ATA provides the assistance, which it does primarily through the use of contracted security companies [3] DS/T/ATA is also required to evaluate the effectiveness of the assistance and to assess whether the Capabilities developed under the ATA program are sustainable.	1)Querien Hartion and Richard H. Shultz, Jr., A. Blueprint for Security Sector Reform: A New U.S. Approach (Washington, D.C. USIP Press, forthcoming 2016), Ch. 9.  [2] U.S. Department of State, "Antiterrorism Assistance Program," http://www.state.gov/m/ds/terrorism/c8583.htm (accessed May 25, 2014)  [3] U.S. Department of State Office of Inspector General, Evaluation of the Antiterrorism Assistance Program for Countries under the Bureaus of Near Esteam Malirs and South and Central Asian Affairs AUD/MED:0.12-29 (April 2012), 4. These contracted Security Companies are DECO Security Services, TAC Technologies; U.S. unsertigations Services Inc., Orion Management U.C. Commonwealth Trading Partners Inc., and the U.S. Training Center.
37	Train and Equip Operational Forces	international Criminal Investigative Training Assistance Program (ICITAP)	Exception to Section 663 of the Foreign Assistance Act of 1961 as amended in 1975	Department of Justice with policy goals coming from the Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL)[1]	Department of Justice Criminal Division	ICITAP personnel and contractors	Funded through the Bureau of International Narcotics and Law Enforcement Affairs (INL) INCLE Fund and other interagency agreements	ICITAP is the "only specialized agency within the U.S. government dedicated to training and developing police services overseas and building up the criminal justice sector in general." [2] Part of the DOI Criminal Division, it was established in 1986 following a USAID request to improve the investigative capabilities of law enforcement agencies in Latin America and the caribbean, [3] ICITAP is a "reimbursable" organization; it is not a line item in the DOI budget. Instead, it must rely on funding from other U.S. government agencies, including INL, USAID, DOD and the Millennium Challenge Corporation (MCC), although the vast majority of its funds are from INL ICITAP thus follows the policy goals set by INL(4] ICITAP does not provide operational policing. Its role is advisory, and it provides education and training. Its programs include basic police training; boosting police capacity to conduct investigations, forensics, and border policing; development of police doctrine (including civil disorder management and use-of-force policies), community policing, and the design of criminal records managements systems. ICITAP also runs programs to develop corrections facilities and train prison staff.[4] ICITAP provides three types of assistance: it assists law enforcement institutions in emerging democracies and developing countries; it assists partner nations to counter terrorism; and it develops law enforcement institutions in post conflict reconstruction or international peacekeeping operations.[1]	None found at time of report.	Majority of funding comes from Department of State Bureau of International Narcotics and Law Enforcement Affairs (INL).	[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]Richard Downie and Jennifer G. Cooke, A More Strategic U.S. Approach to Police Reform in Africa (Washington, Dc. Center for Strategic U.S. Approach to Police Reform in Latin America: Implications of U.S. Police Reform in Latin America: Implications for U.S. Police (Washington, Dc. Center for Strategic U.S. Approach to Police Reform in Latin America: Implications for U.S. Police (Washington, Dc. Center for Strategic and International Studies, Paril 2011), 21. [4] Richard Downie and Jennifer G. Cooke, A More Strategic U.S. Approach to Police Reform in Africa (Washington, Dc. Center for Strategic and International Studies, April 2011), 22.
38	Train and Equip Operational Forces	Economic Support Fund (ESF)	Foreign Assistance Act of 1961 (P.L. 87-195), Part II, Chapter 4 [6]	Department of State	U.S. Agency for International Development (USAID) [1]	USAID, under the foreign policy guidance of DOS, implements most ESF-funded programs.[3]	\$4.5 billion (FY2014) [2]	The purpose of ESF is to provide economic support that cannot be justified solely for development purposes.[3] ESF is used to provide assistance to countries in transition to democratic rule, to support Middle East peace negotiations, and to finance economic stabilization programs, frequently in coordination with other donors. The top five recipient countries have been Afghanistan, Egypt, Israel, Jordan and Pakistan.[4]	None found at time of report.	ESF cannot be used for military or paramilitary purposes nor can they be used for certain kinds of police assistance. ESF can be used for police assistance in Latin America and the Caribbean, which is authorized "notwithstanding the FAA prohibitions." [5]	[1]Querine Hanlon and Richard H. Shultz, Ir., A Blueprint for Security Sector Reform: A New U.S. Approach (Washington, Cc 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/2 36995.pdf [3]USARD, U.S. Foreign Assistance Guide, 6. [4]USARD, U.S. Foreign Assistance Guide, 10, 10, 10, 10, 10, 10, 10, 10, 10, 10

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

	Α	В	С	D	E	F	G	н	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
41	USG Capabilities for Capacity Building Train and Equip Operational Forces  Train and Equip Operational Forces	Program  Counter Terrorism Finance (CTF)  Security Governance initiative (SGI)	Nonproliferation, Anti- Terrorism, and Demining and Related Programs (NADR)	Department of State	Department of State Bureau of Counterterrorism (CT) working with the Department of Justice (DOJ)	Personnel  NADR/CTF-funded Resident Legal  Advisors (RLAs) from the Department of Justice's Office of Overseas Prosecutorial Development, Assistance, and Training (IODI/OPDAT). Other implementers who received NADR/CTF funding included: the Department of Treasury, who conducted several analytical exchanges with foreign financial intelligence units; the FDIC also conducted a series of regionally-based courses on financial regulatory management; the Internal Revenue Service taught forensic accounting and investigative techniques used to examine financial records to uncover hidden assets; the FBI conducted international training in countering	In FY 2013, CTF funded \$15 million in capacity- building programs	Following financial leads and denying terrorists access to money, resources, and support, is a crucial component of our national counterterorism strategy. The CT unit coordinates the delivery of technical assistance and training to governments around the world that seek to improve their ability to investigate, identify, and interdict the flow of money to terrorist groups. CTF programs build comprehensive and effective legal frameworks and regulatory regimes, establish active and capable Financial Intelligence Units, strengthen the investigative skills of law enforcement entities, boster prosecutorial and judicial development, and sustain designated training and technical assistance programs to build anti-money laundering/counterterrorist financing capacity. Working with the Department of Justice (Dol), the U.S. State Department deploys an increasing number of Resident Legal Advisors (RAL9) to key countries and regions to help develop partner governments' justice sector counterterrorism capacity.[1]  SGI is a Presidential Initiative that offers an enhanced approach to security sector, and committed to the core elements of the initiative. Together, the United States, sexpressed a desire to strengthen its security sector, and committed to the core elements of the initiative. Together, the United States and participating African countries will work to improve security sector, and committed to the core elements of the initiative. Together, the United States and participating African countries will work to improve security sector, and committed to the core elements of the initiative. Together, the United States, such such partner focus, SGI will involve multi-year funding commitments of increased U.S. support and will involve multi-year funding commitments of increased U.S. support and will involve multi-year funding commitments of increased U.S. support and will involve multi-year funding commitments of increased U.S. support and will involve multi-year funding commitments of increased U.S. support and will involve	None found at time of report.  None found at time of report.	Increase partner nation capacity to meet citizen security needs, such as accessing justice, countering transnational threats, and contributing to regional and international security and stability, Prevent or mitigate instability and conflict and counter terrorist activities and their enabling environments; Advance U.S. interests and strategic goals, including promoting democratic governance, rule of law, respect for human rights, and long-term economic development while improving the effectiveness and sustainability of other U.S. security sector assistance	Il]Department of State. Bureaus of Counterterrorium. Programs and Initiatives. Web. 19 Feb. 2015. Available: http://www.state.gov/j/ct/rb/orber/rpt/22154.htm.  Il]The White House. Office of the Press Secretary. FACT SHEET: Security Governance initiative. 2014. Web. 19 Feb. 2015. http://www.whitehouse.gov/the-press-office/2014/08/06/fact-sheet-security-governance-initiative.
42	Train and Equip Operational Forces	African Peacekeeping Rapid Response Partnership (A-PREP)	August 6, 2014 White House Initiative	Department of State	None found at time of report.	None found at time of report.	\$110 Million per year for 3-5 years[1]	To build the capacity of African militaries to rapidly deploy peacekeepers in response to emerging conflict, a concept that holds powerful life-saving potential. The United States will partner with an initial group of six countries—Senegal, Ghana, Ethiopia, Rwanda, Tanzania, and Uganda—to develop a rapid response capability program, by building improved capacity in areas such as military training, equipment maintenance and repair, institutional support, and interoperability with other Africa-based peacekeeping forces. Under this program, African partner nations will commit to maintaining forces and equipment ready to rapidly deploy and state their intent to deploy as part of UN or AU missions to respond to emerging crises. The United States is not the only member of the international community that has a stake in this endeavor, so we will reach out to international partners to discuss how we can build a coalition to increase coordination on our goal to fill gaps in peacekeeping response.[1]	None found at time of report.	investments and activities; and Deepen the impact of U.S. investments in countries that show leadership and political will to make reforms and policy decisions necessary to improve security sector governance. Sci will focus on civilian and military security institutions and the ministerial functions that provide state oversight of the security sector. Sci programs will differ in each country, reflecting specific partner country challenges, goals, and objectives.[1]  None found at time of report.	[1]The White House. Office of the Press Secretary. FACT SHEET: U.S. Support for Peacekeeping in Africa. 2014. Web. 19 Feb. 2015 http://www.whitehouse.gov/the-press- office/2014/08/05/fat-sheet-us-support- peacekeeping-africa

	А	В	С	D	E	F	G	н	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
44	Train and Equip Operational Forces	Global Security Contingency Fund (GSCF)	Created in FY2012 National Defense Authorization Ac t (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	53.8 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 martime 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]	Fund: Summary and Issues Overview."  Congressional Research Service R42641 (April 4,
44	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]		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 Shababa (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 Shababa (2)	None found at time of report.	None found at time of report.	[1] Defense Security Cooperation Agency (DSCA). Fiscal Vear 2015 Budget Estimates DSCA-425 (March 2014.) [2] "National Defense Authorization Act Fiscal Year 2013" (H.R. 4310, Jan. 3, 2012). 121th Congress of the United States of America, Section 1203. http://www.po.gov/idssys/pkg/f8ILLS- 112hr4310enr/pdf/BiLLS-112hr4310enr.pdf
45	Train and Equip Operational Forces	European Reassurance Initiative (ERI)	Public Law 113-291[1]		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 CLST-28 PC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.amm.dsca.mil/table/table-clst28ASF [2] Department of Defense. (Coffice of the Under Secretary of Defense (Comptroller). United States Oppartment of Oefense Fiscal Year 2016 Budget Request: Overview. 2015. Web. 26 Feb. 2015. Available: http://comptroller.defense.gov/Portals/45/documents/defbudget/Yp2016/fy2016_Budget_Request_Overview_Book.pdf

	Α	В	С	D	E	F	G	Н	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 Combatat Commands, and other DoD organizations, to develop regional program plans and execute training and equipping activities[4]		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 militury 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 GB Action Plan for Expanding Global Capability for Peace Support Operations, adopted at the 2004 GB 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 CLS TL2 BRC Programs and Authorities. Web. 24 Feb. 2015. Available: http://www.samm.dsca.mil/table/table-clS122ASFF [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/fis/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 divison attorneys as Regional Legal Advisors as well as Intermittent Legal Advisors [2]	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. OPDA: and Its Funders. Web. 20 Feb. 2015. Available: http://www.by.ustice.gov/criminal/opdat/about/fun ders.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		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 (INI/CAP). Web. 19 Feb. 2015. Available: http://www.state.gov/j/ini/civ/index.htm