

Highlights of [GAO-12-534](#), a report to the Ranking Member, Subcommittee on National Security, Homeland Defense and Foreign Operations, Committee on Oversight and Government Reform, House of Representatives

Why GAO Did This Study

In April 2011, we reported that the United States provided an estimated \$3.5 billion for foreign police assistance to 107 countries during fiscal year 2009. We agreed to follow up that report with a review of the extent to which U.S. agencies evaluated and coordinated their foreign police assistance activities.

As such, this report (1) updates our analysis of the funding U.S. agencies provided for foreign police assistance during fiscal years 2009 through 2011, (2) examines the extent to which DOD and State/INL assess or evaluate their activities for countries with the largest programs, and (3) examines the mechanisms U.S. agencies use to coordinate foreign police assistance activities. GAO focused on DOD and State because they have the largest foreign police assistance programs.

GAO analyzed program and budget documents and interviewed officials from DOD, State, Energy, the U.S. Agency for International Development, Justice, the Treasury, and Homeland Security.

What GAO Recommends

GAO recommends that (1) NSC complete its efforts to define agency roles and responsibilities, and (2) the Secretaries of Defense and State establish mechanisms to better share and document information among various U.S. agencies. NSC provided technical comments, but did not comment on our recommendation. DOD concurred and State partially concurred, noting the importance of interagency collaboration.

View [GAO-12-534](#). For more information, contact Charles Michael Johnson Jr., at (202) 512-7331 or johnsoncm@gao.gov.

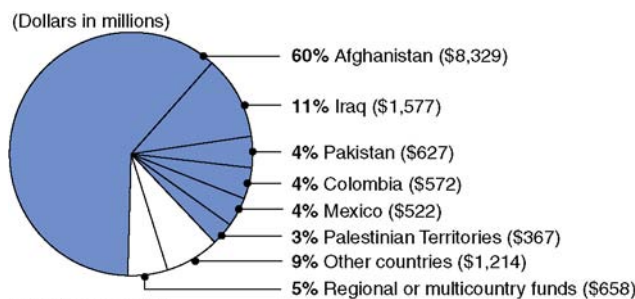
FOREIGN POLICE ASSISTANCE

Defined Roles and Improved Information Sharing Could Enhance Interagency Collaboration

What GAO Found

The United States provided an estimated \$13.9 billion for foreign police assistance during fiscal years 2009 through 2011. Funds provided by U.S. agencies rose and then fell between fiscal years 2009 and 2011. During fiscal years 2009 through 2011, the United States provided the greatest amount of its foreign police assistance to Afghanistan, Iraq, Pakistan, Colombia, Mexico, and the Palestinian Territories. Department of Defense (DOD) and State (State) funds constituted about 97 percent of U.S. funds for police assistance in fiscal year 2009 and 98 percent in fiscal years 2010 and 2011.

Estimated U.S. Funding for Foreign Police Assistance by Country, Fiscal Years 2009 through 2011



Source: GAO analysis of data from DOD, State, and other agencies. Amounts have been rounded.

DOD and State's Bureau of International Narcotics and Law Enforcement Affairs (State/INL) have acknowledged limitations in their procedures to assess and evaluate their foreign police assistance activities and are taking steps to address them. DOD assesses the performance of the police forces it trains and equips in Afghanistan, Iraq, and Pakistan. However, the assessment process for Afghanistan does not provide data on civil policing effectiveness. DOD plans to expand its assessments to obtain data to assess the ability of these forces to conduct civil policing operations. In addition, recognizing that it had conducted only one evaluation of its foreign police assistance activities because it lacked guidelines, State/INL is developing an evaluation plan that is consistent with State's February 2012 Evaluation Policy. This evaluation plan includes conducting evaluations for its largest programs in Iraq and Mexico.

U.S. agencies have implemented various mechanisms to coordinate their foreign police assistance activities as part of wider foreign assistance activities, such as the National Security Council's (NSC)-led interagency policy committees that coordinate policies at a high level and various working groups at the overseas posts. However, GAO noted some areas for improvement. Specifically, NSC has not defined agencies' roles and responsibilities for assisting foreign police. Further, DOD and State do not consistently share and document information. For example, DOD did not provide copies of its capability assessments of the Iraqi police to State, which is now responsible for police development in Iraq, because it destroyed the database containing the assessments at the end of its mission to train the police. Further, some U.S. embassies, including the one in Bogotá, Colombia, do not publish agendas or minutes of their proceedings.