



Highlights of [GAO-10-505](#), a report to the Committee on Foreign Affairs and its Subcommittee on the Middle East and South Asia, House of Representatives

Why GAO Did This Study

The 2003 Roadmap for Peace process sponsored by the United States and other nations obligates the Palestinian Authority (PA) and the Government of Israel to undertake security efforts as a necessary precursor for achieving the long-standing objective of establishing a Palestinian state as part of the two-state solution for peace in the Middle East. In 2005 the Department of State (State) created the office of the United States Security Coordinator (USSC) to help the parties meet these obligations.

GAO was asked to (1) describe the nature and extent of U.S. security assistance to the PA since 2007; (2) assess State's efforts to measure the effectiveness of its security assistance; and (3) describe factors that may affect the implementation of U.S. security assistance programs. GAO analyzed documents; interviewed officials and regional experts; and conducted fieldwork in Jerusalem, the West Bank, Israel, and Jordan.

What GAO Recommends

GAO recommends that, as State develops the USSC campaign plan for providing security assistance to the PA, the Secretary of State should define specific objectives and establish outcome-based indicators enabling it to assess progress.

State partially concurred with this recommendation. It agreed with the need for more performance-based indicators, but noted that factors outside its control influence progress.

View [GAO-10-505](#) or [key components](#). For more information, contact David Gootnick at (202) 512-3149 or GootnickD@gao.gov.

PALESTINIAN AUTHORITY

U.S. Assistance Is Training and Equipping Security Forces, but the Program Needs to Measure Progress and Faces Logistical Constraints

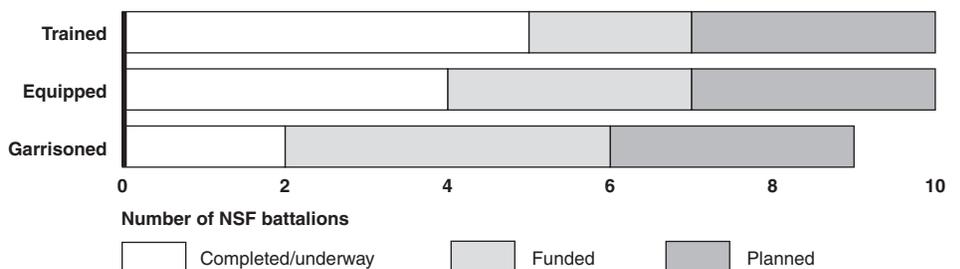
What GAO Found

State has allocated about \$392 million to train and equip the PA security forces, oversee construction of related infrastructure projects, and develop the capacity of the PA during fiscal years 2007 through 2010. Of this total, State has allocated: (1) more than \$160 million to help fund and support training, primarily for the PA's National Security Force (NSF); (2) approximately \$89 million to provide nonlethal equipment; (3) about \$99 million to renovate or construct several PA installations, including two of the operations camps it plans to provide (see figure); and (4) about \$22 million to build the capacity of the Interior Ministry and its Strategic Planning Directorate. State also requested \$150 million for its programs for fiscal year 2011.

Although U.S. and international officials said that U.S. security assistance programs for the PA have helped to improve security conditions in some West Bank areas, State and USSC have not established clear and measurable outcome-based performance indicators to assess progress. Thus, it is difficult to determine how the programs support the achievement of security-related Roadmap obligations. U.S. officials attributed the lack of agreement on such performance indicators to a number of factors, including the relatively early stage of PA plans and capacity for reforming, rebuilding, and sustaining its security forces. Developing outcome-based indicators to measure and manage performance against program goals has been identified by GAO as a good management practice. Such indicators would help USSC provide objective and useful performance information for decision makers. State and USSC officials noted that they plan to incorporate performance indicators in a USSC campaign plan to be released in mid-2010.

The implementation of the U.S. security assistance programs faces logistical constraints largely outside of U.S. control, and these implementation efforts outpace international efforts to develop the limited capacity of the PA police and justice sector. Logistical constraints include restrictions on the movement of USSC personnel in the West Bank, lack of a process to ensure approval and timely delivery of equipment, and difficulties in acquiring suitable land for infrastructure projects. State, USAID, and other international donors have been assisting the PA civil police and justice-sector reforms, although these efforts are not proceeding at the same pace as the security assistance programs.

Status of USSC Security Assistance to the PA as of March 2010



Sources: GAO analysis of State and USSC data.