

# Bureau of International Narcotics and Law Enforcement Affairs



## Leveraging the Private Sector to Implement Foreign Assistance

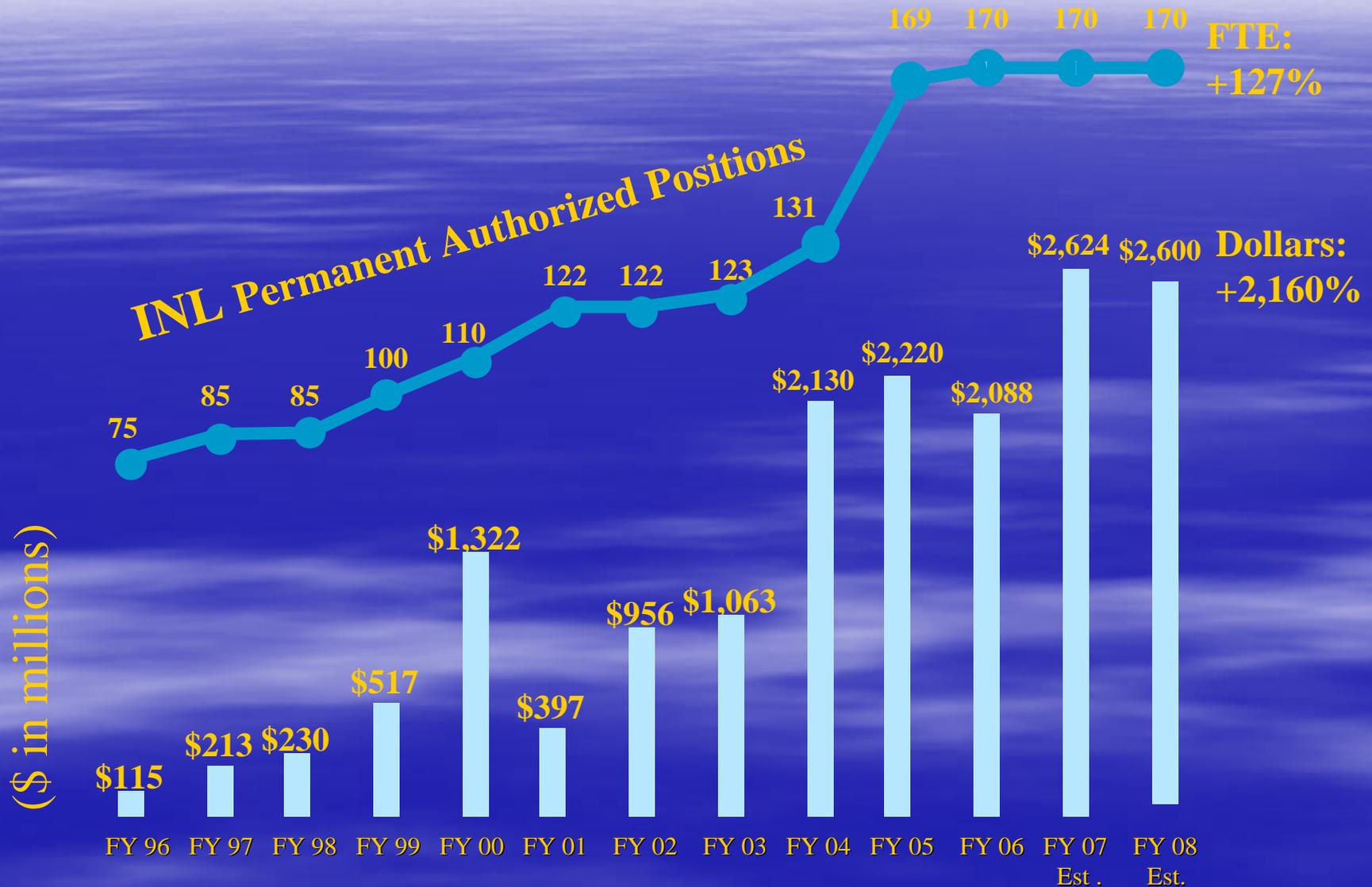
James A. Walsh  
Director of Planning, Analysis and Evaluation  
202-776-8505, [walshja@state.gov](mailto:walshja@state.gov)

June 2008

# INL History/Authorities

- **Foreign Assistance Act (1961, 1973):** narcotics assistance programs since early 1970's, under USAID until 1978, then to INL in State Department
- **International Narcotics Control Correction Act/Presidential DD-42 on International Organized Crime (1994):** International crime programs based on these authorities, to address international narcotics trafficking, money laundering, smuggling, corruption, political/economic stability, democratic development
- **Strengthening Criminal Justice Systems in Support of Peace Operations-PPD 71 (2000):** INL designated lead for State Department in enhancing U.S. capabilities to help other countries in re-establishment of a criminal justice system overseas

# INL's Growth



# Why Use Contractors

- Appropriation limitations
- Nature of our environment
  - Steady-State
  - Post Conflict
- Long-term HR legacy costs
- Flexibility & surge capacity for staffing
- Labor Pool
  - Commercial nature of technical expertise

# Contracting in INL

- Contractors & Contracting comprise major component of INL operations
- \$4 Billion executed on task orders
  - 26 active contracts & task orders
- Two of the largest contracts in the Department
  - \$2.4 Billion with DynCorp (Iraq, Afghanistan, Sudan for CIVPOL)
  - \$700 Million with DynCorp (Worldwide Aviation Support)
- Execute & Manage \$50 Million annually in-house procurements in support of narcotics control programs overseas

# INL Contractor Support

- Over 4600 contractors supporting INL programs worldwide
- Support by function
  - 1600+ Aviation contractor personnel
  - 600+ International Police Advisors in Iraq
  - 550+ Afghanistan Police Advisors
  - 1000+ PSD and Site Security

# Management & Oversight

- NDAA Sect. 841, 861 & 862
- COR Duties
  - Confirm adequacy of contract performance
  - Review invoices for accuracy
  - Identify need for contract changes
  - Support Program Offices and Headquarters
    - SOWs, Technical and Financial Proposal Reviews; Invoice reviews & approval, contract modifications, and management exception reports
    - Coordination of Base contract competition; FAR Compliance
- Audits and End-Use-Monitoring

# Challenges

- State Department's resource allocation model
- Our work is risky business
  - Constant recruiting challenges
  - ROE/RUF
  - Legal status (UCMJ?)
  - Political risk and public affairs issues
  - Oversight requirements
- Management Controls/Accountability
- Legislative changes could lead to higher costs
- Lost opportunity for institutional experience