

12 page document withheld under B5

Page 01 of 12

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 02 of 12

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 03 of 12

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 04 of 12

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 05 of 12

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 06 of 12

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 07 of 12

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 08 of 12

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 09 of 12

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 10 of 12

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 11 of 12

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 12 of 12

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

7 page document withheld under B5

Page 1 of 7

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 7

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 3 of 7

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 4 of 7

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 5 of 7

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 6 of 7

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 7 of 7

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

48 page document withheld under B5

Page 01 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 02 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 03 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 04 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 05 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 06 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 07 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 08 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 09 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 10 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 11 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 12 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 13 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 14 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 15 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 16 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 17 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 18 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 19 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 20 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 21 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 22 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 23 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 24 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 25 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 26 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 27 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 28 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 29 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 30 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 31 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 32 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 33 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 34 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 35 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 36 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 37 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 38 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 39 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 40 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 41 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 42 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 43 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 44 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 45 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 46 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 47 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 48 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

White House CVE Summit

- Countering violent extremism (CVE) has been a centerpiece of this Administration's counterterrorism strategy. Our CVE approach is premised on the principle that local partners, including local law enforcement and communities, are at the forefront of preventing violent radicalization and recruitment both online and person-to-person. Indeed, protecting the American people from violent extremism is not the work of government alone; our communities are often best positioned to take the lead.
- The threat posed by violent extremism is neither constrained by international borders nor limited to any single ideology. Groups and individuals inspired by a range of religious, political, or other ideological beliefs have promoted and used violence against individuals worldwide.
- Local partners also need support from government—they need to know this is a priority for government action.
- Finally, communities and government are concerned about the efforts of groups like ISIS to recruit people from the United States. The time for partnership is now.
- In order to underscore these points, this fall the White House will host a CVE summit to showcase efforts by Federal and local officials, as well as civic and faith leaders, from several cities across the United States. These innovators have developed a comprehensive approach to the threat of violent extremism within our communities, and the summit will provide an opportunity to spur additional efforts both at home and abroad.
- This summit also will highlight non-traditional, holistic approaches to violence prevention, conflict resolution, and countering violent extremism, as well as community-led initiatives.
- This summit will come on the heels of the President's stewardship of a UN Security Council session on foreign terrorist fighters. Given the ability of foreign terrorist groups to recruit Americans, the time for action to protect our communities from recruitment and prevent future flows is now.
- We will share additional details of the summit as it approaches.

What is this CVE pilot program that AG Holder announced on Monday 9/15?

- The CVE pilot program is a whole of government effort to partner and empower communities to lead on CVE initiatives.

- These programs will bring together community representatives, public safety officials, religious leaders, social service providers, and United States Attorneys, and FBI leadership to improve local engagement; to counter violent extremism; and – ultimately – to build a broad network of community partnerships to keep our nation safe.
- Current initiatives largely focus on engagement between public safety and community leaders. These new pilot strategies will complement and supplement existing efforts by engaging the resources and expertise available from a wide range of social service providers. These include education administrators, mental health professionals, and religious leaders, who—in this context and more broadly— are on the front lines everyday providing robust support and help facilitating community-led interventions.
- These pilot programs will also bring in expertise from the private sector, including creative and communications industries who can help communities build capacity to challenge violent extremist propaganda.
- The hope is that lessons learned in those cities can be adopted, as appropriate, throughout the country. We work closely with state, local, and community leaders in the field and offer our expertise where appropriate.

How is the interagency working together to counter violent extremism?

Who has the lead?

- The U.S. Government uses a multi-pronged approach to countering violent extremism in the Homeland. The National Security Council provides policy guidance for these efforts. Departments and agencies have different yet complementary implementation roles and responsibilities, as outlined in the strategic implementation plan.
- For the past three years FBI, DHS, DOJ and NCTC have been working collaboratively to implement our domestic CVE strategy. Senior staff from these agencies meet weekly to discuss projects of common interest and ensure transparency among agencies regarding our CVE work. This group has implemented activities that incorporate all agencies' distinct missions. More importantly, this group draws on the programs and initiatives developed by our state and local partners, in cities across the United States.
- To help people understand how to prevent violent extremism, they first need to understand the problem. Therefore, we in government need to continue building public awareness about what the indicators are for someone who might be on that path.
- FBI, DHS, DOJ and NCTC have conducted outreach in select cities where we speak with law enforcement, public safety officials, and communities about the threat of violent extremism and terrorist recruitment. When we do, we have historically used the Community Awareness Briefing, as well as the Community Resilience Exercise.

- The Community Awareness Briefing (CAB) is a presentation designed to educate communities and law enforcement about violent extremist recruitment tactics including recruitment of foreign fighters -- and to explore ways to prevent such public safety threats at the local level. This briefing has been given in cities across the country, and government is redesigning it so that it can reach more people.
- The Community Resilience Exercise (CREX) is a half-day table-top exercise designed to improve trust between law enforcement and communities and to share ideas on how best to build community resilience. The CREX involves an unfolding scenario of possible violent extremist activity and asks participants to create a collaborative plan to respond. The exercise has been implemented in cities across the United States.
- The US government has given this briefing and conducted these exercises throughout the country in places like Chicago, Boston, LA, Minneapolis, Seattle, Austin, TX, Houston, and Baltimore, MD. But as you can see, with a limited number of staff, we are only able to travel to a small number of cities.

What are examples of CVE successes?

- Examples of CVE best practices in action are the United States Attorneys around the country who have hosted or attended more than 1,000 engagement-related events and meetings where they build relationships with communities, dispel myths and misperceptions, and develop locally-based partnerships. Similarly, DHS Office for Civil Rights and Civil Liberties hosts quarterly roundtables in 13 cities. When communities feel comfortable approaching federal officials for information and assistance, and conversely sharing information from federal officials with other community members, these are signs that community engagement is building trust. Evidence of this is anecdotal only and may be difficult to measure in a systematic way, but capturing some examples will help indicate progress.
- Similarly, law enforcement in cities like Minneapolis, Los Angeles, and Dearborn have developed robust outreach programs for communities and training programs for law enforcement, leading to trusting relationships with communities on everything from civil rights to radicalization.
- Community groups have created very promising intervention programs, such as those lead by WORDE and MPAC. And community leaders are active online. Motivated by the atrocities of ISIL, community groups are working to counter that recruitment narrative on social media sites. Community leaders in Minneapolis have created documentaries like “Broken Dreams” to highlight the misleading narrative of groups like Al-Shabaab.

- In Minnesota, during trials that involved members of the Somali-American community, members of the Young Somali-American Advisory Council (established by the U.S. Attorney's office), often emailed press releases from the U.S. Attorney to educate community members. This helped diminish potential mistrust and misperception in the community.
- Another example is the exchanges with European government officials and community leaders from the United Kingdom, Germany, and Scandinavia, sponsored by DHS and the Department of State. These meetings provided an opportunity for communities who are targeted by violent extremists to (1) better understand the threat that similar communities face; and (2) develop a better understanding of the role that government officials, including law enforcement, can play in addressing it.



COUNTERING VIOLENT EXTREMISM: LOCAL PROGRAMMING ASSESSMENT

I. INTRODUCTION

Deputies from the Group of Four Agencies (G4) requested staff to gather selected local partners' recommendations for focusing effective federal efforts to support community-led countering violent extremism (CVE) programs. G4 staff reached out to U.S. Attorneys, local law enforcement, and community practitioners with locally-driven, information-based prevention and intervention efforts. G4 will continue to engage domestic and foreign partners to gather best practices.

This memorandum discusses the following: (1) an overview and assessment of the efforts to develop locally implemented comprehensive approaches to CVE in three pilot cities – Minneapolis-St. Paul, Boston, and Los Angeles; (2) an analysis of the barriers and impediments to success faced by locally-driven programs; (3) recommendations for creating successful programs; and (4) a discussion of potential funding sources and proposals. Three Appendices provide additional information on programs: Appendix A highlights the inventory of currently existing programs, which may provide additional assistance in the development of sustainable comprehensive approaches to preventing and countering violent extremism. Appendix B provides a listing of counter-narrative efforts. And, Appendix C provides a listing of project ideas that resulted from community, local partners, and creative industry inputs at the LA CVE Workshops, discussed at the last Deputies Breakfast.

II. DISCUSSION

A. PILOT EFFORTS: OVERVIEW AND NEEDS ASSESSMENT

Three pilot cities ("cities") were previously selected to develop and implement local community-based prevention and intervention programming. Each city's initial program review and needs assessment highlights a critical need for direct funding to community-led efforts; and all are committed to leveraging existing resources and building private partnerships for long-term program sustainability.

1. MINNEAPOLIS-ST. PAUL

Minneapolis-St. Paul (MSP) is focused on engaging and providing services to support the Somali community. The Somali population numbers nearly 100,000 in Minnesota, the overwhelming majority of whom contribute to a peaceful and hopeful community. However, a

very small number of individuals have been successful in recruiting youth – typically between 18-24 years of age – to fight on behalf of terrorist organizations overseas. The community has previously experienced this issue, and members meet daily to discuss strategies to stop recruitment. The Minneapolis-St. Paul pilot will continue to work with the local community and law enforcement to build on the relationships and work that are already well-established.

The U.S. Attorney has participated in nearly daily meetings with various community members to understand their concerns. The solution needs to include a strong investment in and support for the community. The overall effort needs to be a community-driven, comprehensive approach. The following highlight the initial focus areas and resource needs in MSP:

- *Airport screening procedures*: Religious leaders, mothers, local business owners, and youth have all repeatedly raised airport screenings as a major issue within the Somali community. The Minneapolis/St. Paul pilot program requests resources for TSA and CBP personnel at MSP to strengthen employee recruitment activities within the Somali community to hire officers and agents that reflect the community. They also request funding for an in-depth review of current airport screening procedures and ask that a team of agency officials travel to MSP to meet with the community and adjudicate some of their redress issues.
- *Support for local organizations (\$2.5 million)*: The Minneapolis/St. Paul pilot program requests grant funding to support new and existing youth-based organizations that provide meaningful activities – including in the arts, educational programming, and recreational programs for Somali youth. While there are multiple programs that support the Somali youth – including Ka Joog – they only operate a few days a week because of funding constraints and lack of manpower. Funding could support operating services seven days a week, additional evidence-based and comprehensive prevention and intervention programming, and a youth-based community center. Funding could also be used to develop and support a strong network of culturally-proficient human services, including the development of a Somali mental health center, job training and placement programs, additional scholarships for local colleges, and fellowships to support hiring programs aimed at making government more representative of the people it serves. While such funding is an initial or start-up investment, the Minneapolis/St. Paul pilot will endeavor to leverage public and private partnerships for program sustainability.
- *Additional support for Law Enforcement (\$2 million)*: The Twin Cities metro area has approximately 15 Somali officers across a few agencies that have seen great success and are very well-received. The pilot suggests the hiring of at least 25 new police officers spread across multiple police departments. Funding could also support overtime hours so that officers may be more present in the community as necessary – including at sporting events.
- *Youth messaging and community education (\$200,000)*: The Minneapolis/St. Paul pilot program requests grants to support community-led efforts to develop and distribute positive, hopeful, and sustained messaging to Somali youth. They also request funding for educational awareness programs that provide the community with basic knowledge of

the justice system and law enforcement. Finally, they suggest that Administration leadership personally address the Somali community to express hope for a future in which Somali-American children are protected from recruitment by terrorist organizations.

2. LOS ANGELES

The Los Angeles Police Department (LAPD), the Los Angeles Sheriff's Department (LASD) and the Human Relations Commission for the City of Los Angeles (City HRC) have been active for several years in community engagement efforts designed to counter ideologically-based violence and reinforce the resiliency of local communities.

Most CVE-related relationships in Los Angeles were established among local partners, to include law enforcement, public officials, mental health providers, social services, academia, and community leaders, who have worked on various outreach initiatives, including community forums, briefings, and law enforcement training. At the request of Department of Homeland Security leadership, a strategic engagement pilot program was established in 2011 to fully unite these disparate activities to expand and enhance the efforts of these local communities. However, local resources are stretched very thin to cover a very broad and diverse region of over 18 million citizens and 100 law enforcement agencies. The LAPD, LASD, and City HRC have expressed a need for dedicated resources in order to continue and expand their efforts.

The Los Angeles pilot program deems the following resource investments necessary for a sustainable CVE network.

- *Dedicated support for interagency programming (\$50,000)*: The Interagency Coordination Group (ICG-CVE) of federal and local partners has no dedicated staff or funding. The Los Angeles pilot program requests grant funding to provide community workshops, including speakers, materials, and space rentals.
- *Additional support for Law Enforcement (\$1 million)*: Local law enforcement partners have had to reduce staff devoted to CVE by one half. The Los Angeles pilot program requests grant funding for local law enforcement to hire additional community affairs staff and cover travel and overtime when assisting with community meetings and trainings. Volunteers or reserve deputies cannot provide the level of commitment necessary for program sustainability. The pilot program also requests funds to create a CVE training program for law enforcement and community partners in the region. This training could reach over 100 law enforcement agencies in the area and specifically address a wide range of threats to various communities.
- *Support for local organizations (\$1 million)*: The Los Angeles pilot program requests funding for local organizations and community-led initiatives. These grants could include dedicated staffing for local government human relations programs and seed money to develop and expand local community-based initiatives. One example of an existing program that may be built upon is a "Youth Ambassadors Program" in which high school students attend a series of workshops on issues such as community organizing and social media. Furthermore, community representatives are eager to work with the local

entertainment industry and employers to develop additional social media programs for youth, and innovative counter-narrative initiatives.

3. BOSTON

The Boston region has a history of progressive approaches to preventing violence and over the years has received significant federal dollars to implement violence prevention strategies. Non-government agencies; state/local/federal agencies; law enforcement, mental health, and faith-based organizations; and others in the region have been particularly active in developing and implementing collaborative approaches. The U.S. Attorney's Office has complemented efforts by convening partners and hosting trainings, summits, conferences, symposiums, discussions, presentations, meetings, working groups, and roundtables on prevention. Notably, government partners in the Boston region are reluctant to label such efforts as "CVE" or to single out particular communities to receive CVE.

Using the expertise of individuals from multiple disciplines, cultures, and agencies, the Boston region plans to develop a "comprehensive strategic guide" with action plans and processes aimed at the prevention of violence, including violent extremism. Such a guide will contain key focus areas and concepts to consider in any anti-violence strategy. These concepts will be transferable between faith-based organizations, non-profit organizations, cities/towns, law enforcement, schools, businesses, and others. The components of the guide will assist in preventing violent extremism as well as other types of violence. The Boston pilot identified the following service areas for funding prevention/intervention efforts.

- *Civic engagement and leadership development (\$550,000 (startup):* A working group of individuals from the community and a variety of disciplines will focus on effective civic engagement programming. The Boston pilot is interested in using this funding to support at least three civic engagement coordinators (at least one in the Somali community), youth stipends, specialized skills development courses (e.g., conflict resolution, self-management skills, job training, tolerance/response workshops), and miscellaneous expenses associated with civic engagement programs.
- *Services to refugee/immigrant children and families \$500,000 (start-up year):* The Boston pilot believes it is critical that funding be provided to schools to create programs and train and/or hire staff to implement proper screening, placement and services to immigrant children, particularly those from refugee countries. It is also critical that culturally appropriate mental health care be provided to immigrant youth and their families. Project SHIFA implemented through Children's Hospital of Boston is one such program that can be modeled and implemented in communities with large refugee populations. The Somali community expressed a need to hire at least three youth/street workers to assist in providing services and engaging the community.
- *Behavior assessment and intervention (\$2 million):* A working group has been established to more fully understand how to interrupt individuals' trajectories toward violence at the earliest possible stage before a crime has been committed. A regional assessment team coordinator, case manager and clinician/social worker/intervention specialist could be funded to provide technical assistance to towns/cities, businesses,

NGOs, faith-based organizations, etc. Funding would also assist the teams in receiving training necessary to represent the diversity of the communities. Similarly, the pilot program would fund crisis intervention specialists and case managers who can provide specific mental health services to individuals (exhibiting concerning behavior) and advise law enforcement at various stages of involvement, including pre-arrest.

- Staff within Law Enforcement (\$200,000): State and local law enforcement could benefit from three positions to assist with outreach, intervention and coordination of efforts. These positions could be filled by non-sworn staff.
- Community-led training/workshops/presentations/public messaging campaigns (\$750,000): Community-led activities are vital to violence prevention efforts, including preventing violent extremism. Local community representatives who provide training, workshops, and presentations to a range of audiences, at the request of local, state and federal government; however, are not reimbursed for time or travel. The pilot program seeks to reimburse grassroots community members, who are not acting in their official capacity through an organization, to enhance relationships and increase involvement. Similarly, the pilot desires to provide funding for organizations and individuals who are interested in developing counter-narratives to disrupt recruitment, including online recruitment. Furthermore, the funding would assist in launching the campaign as well as staff personnel to manage social media platforms.

B. OTHER GOVERNMENT/NON-GOVERNMENT EFFORTS: OVERVIEW

In addition to the pilot cities, staff interviewed representatives of federal, state, and local government based in Dearborn, Michigan and Cook County, Illinois. Staff members from World Organization for Resource Development & Education (WORDE) and Muslim Public Affairs Council (MPAC) were also interviewed about their programs:

An inventory of these community-led CVE programs is provided in Appendix A. Success in implementing the national CVE strategy requires government to find ways to empower and support local partners, including community partners, to counter violent extremist propaganda. The community-led programs listed in Appendix A are in their nascent stages, and their programmatic objectives could benefit from additional support and resources in order to expand and evaluate their impact.

C. BARRIERS IN IMPLEMENTING CVE PROGRAMMING

Federal, state and local partners identified the following barriers and impediments in implementing locally led CVE programming:

- Competing Interests/Lack of Dedicated Staffing: Violent crimes such as gang violence, domestic violence, and child abuse are often the primary focus for local government and community leaders. Given that this sort of crime is occurring on a much more frequent basis than extremist violence, it is more challenging to devote precious staff resources

toward CVE efforts. To properly implement successful and sustained CVE efforts, more full-time staff is needed, at least within the federal field offices.

- *Providing/Delivering Services:* Identifying and reaching individuals at the earliest possible stage, before behavior becomes criminal, is a significant barrier. In some communities, singularly focusing programming and services on specific communities has had a chilling effect, and has created friction between those communities and government. Similarly, some field offices have found it challenging to provide services and programming under the “CVE” label as it carries a stigma in some communities.
- *Communication to the field:* Many field offices are not clear on the definition and scope of CVE making it a challenge for the field to implement CVE programs. Due to the multiple federal agencies in Washington implementing CVE programs, the duplication of efforts (including the communication from multiple agencies about CVE) is overwhelming local officials.
- *Inaccessibility to resources:* Despite the heavy emphasis placed on CVE by the federal government, resources, training and tools that are applicable to local governments and residents are seen as inaccessible to state and locals as well as partners – to include faith-based communities and non-governmental organizations – with respect to relevance, importance, and/or quality.
- *Lack of Community trust in U.S. Government (USG):* The pilot cities face an uphill battle in gaining community trust in USG-driven CVE initiatives. The significant historical trust-gap between communities and law enforcement systems, which has been made only larger by recent news stories about alleged USG targeting of particular Muslims with surveillance, watchlisting, etc., should not be underestimated.

D. RECOMMENDATIONS

The following recommendations by state and local government partners, as well as local community partners, provide methods for a successful and sustained comprehensive approach.

- Expand and leverage existing grant programs and resources to address prevention and intervention needs among state and local officials and community stakeholders.
- Develop a grant program to support comprehensive, community-based initiatives, in coordination with U.S. Attorney offices. This program could include resources for dedicated staffing as well as invitational travel to deliver training, workshops, and presentations to expand the network.
- Develop training resources for state, local, and community partners, including:
 - CVE Toolkit: A suite of resources and best practices that state, local, and community partners can adapt to local needs;

- Technical Assistance Providers/Trainers: A catalog of providers/trainers in varying disciplines and regions and in key topical areas (e.g., threat assessment teams, types of extremist groups and types of interventions, conflict resolution, civic engagement), to include subject matter experts and well-informed community leaders;
 - Intervention Techniques: A training module or best practices guide that includes numerous intervention methods for addressing different types of concerning behavior, particularly potential precursors to ideologically-motivated violence;
 - Law Enforcement Training: A community engagement training program specifically for law enforcement, to include components on community policing, cultural competency, and other important issues; and
- Develop policy for federal partners, law enforcement and prosecutors on how best to address interventions and how to handle potential intervention cases and/or referrals.
 - Provide sustainable, expanded, and rapid response support to local efforts including reliable, accurate, appropriate, and timely guidance, troubleshooting, best practices, training, and analytic and research products.
 - Develop metrics, impact measurement guidance, and documentation of intervention efforts/approaches.
 - Identify experts and provide the analytical capacity to inform intervention participants of threats, pathways to violence and intervention techniques.
 - Offer training, table-top exercises, and intervention scenarios to intervention participants.
 - Connect, convene, and determine how best to include the private sector and the philanthropic community in locally driven efforts as sustainable partners and benefactors.
 - Broaden engagement on CVE to address all threats and include all communities.
 - Continue engagement with international partners to identify and share best practices.

III. FUNDING SOURCES AND PROPOSALS

DEPARTMENT OF JUSTICE:

If Departments and Agencies elect to request or reprogram additional congressional appropriations for CVE programs, DOJ components recommend the following vehicles to further support state, local, territorial, and tribal prevention and intervention efforts.

- The National Institute of Justice has received a \$4 million appropriation each of the past few years to fund research on domestic radicalization. These resources have not been requested by the Administration.

PROPOSAL: Recognizing the important contribution that research plays in the President’s Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States, the Office of Justice Programs suggests that the Administration request that the National Institute of Justice continue to receive \$4 million annually to conduct research targeted toward developing a better understanding of violent extremism and related phenomena, and advancing evidence-based strategies for effective prevention and intervention.

- Localities have a difficult time applying local resources to CVE, and there is a scarcity of well-articulated models that have been carefully developed and assessed.

PROPOSAL: Multiple components suggest a grant program that would provide modest amounts of funding to community organizations localities (e.g., \$150k - \$200k) to support flexible, locally-developed CVE models that comply with the core principles outlined in the Strategic Implementation Plan. The suggested approach emphasizes close coordination with federal partners, knowledge building, and model development by requiring an action research component, technical assistance, and program assessment. U.S. Attorneys suggest that this program be coordinated with their offices similar to the Project Safe Neighborhoods model.

- The Office of Justice Programs’ Diagnostic Center is a technical assistance resource designed to help state, city, county and tribal policymakers and community leaders use data to make decisions about criminal justice programming. Diagnostic Center engagements enhance the ability of public safety executives to collect and use local data to understand the jurisdiction’s issues, make decisions about programs and practices, and support efforts in the field by providing access to subject matter experts.

PROPOSAL: The Office of Justice Programs suggests that specific funding could be identified to support Diagnostic Center activities into CVE.

- The Bureau of Justice Assistance offers the State and Local Anti-Terrorism Training (SLATT) program to provide training.

PROPOSAL: The Bureau of Justice Assistance proposes expanding SLATT training, updating a Communities Against Terrorism module, and developing a new training model that includes community stakeholders. The new model would begin with law enforcement-sensitive training and then bring community stakeholders into the same room to be introduced to violent extremist threats and to talk about how to best prevent terrorism (how to recognize, importance of reporting, importance of building relationships with law enforcement). The training would be a catalyst to building and strengthening relationships between law enforcement and communities and forging a sense of equal responsibility.

- In FY2014, COPS included language specific to CVE in its general Community Policing Development (CPD) Solicitation. The subcategory solicitation language was titled,

“Using Community Policing to Combat Violent Extremism.” Although, final funding decisions have not yet been made, COPS anticipates making one award in the form of a cooperative agreement, to provide training and technical assistance for an exemplar program.

PROPOSAL: CPD award announcement will be made in late September or early October.

- COPS recently expanded their CPD solicitation to include “microgrants” capped at \$100,000 that are intended to spur practitioner-driven innovations to inform the national practice of community policing. Unlike the general CPD solicitation, the threshold for demonstrating national impact is set lower. Individual law enforcement agencies can be funded to implement demonstration or pilot projects that offer creative ideas to build community engagement and develop an evidence-based initiative through incubators for experimentation in one of Four areas specified in FY2014: (a) Building Trust with Communities of Color; (b) Implementing Cutting-Edge Strategies to Reduce Violence; (c) Countering Violent Extremism; and (d) Protecting Vulnerable Populations. In FY2014, there were few microgrant submissions under the CVE category, and no submission under this category met basic minimal grant criteria.

PROPOSAL: This program can be better publicized to CVE stakeholders.

DEPARTMENT OF HOMELAND SECURITY

- DHS has consistently expanded grant guidance language with the FEMA Homeland Security Grant Program (HSGP) to include CVE justifications and prioritization for state, local, territorial, and tribal partners and law enforcement. Within HSGP, the Cook County Office for Homeland Security and Emergency Management was successful in leveraging Urban Area Security Initiative (UASI) funding to support their effort to develop CVE curricula for executive and frontline law enforcement that focus on prevention and intervention. FEMA National Training and Education Directorate’s (NTED) Continuing Training Grant (CTG) Program has also been successful in awarding the International Association of Chiefs of Police \$700K in FY13 to develop online CVE training for frontline law enforcement. NTED is in the process of reviewing applications for another CVE CTG to a state and local grantee for FY14. Further, DHS has allocated funding for the National Consortium for the Study of Terrorism and Responses to Terrorism and CVE-related research that has advanced our understanding of the threat posed by violent extremism and how to counter it.

PROPOSAL: DHS is working to bolster these vehicles and is currently exploring how they can be expanded to better support community efforts.

APPENDIX A: Non-Governmental CVE Programming

This running list of various non-governmental, community-based organizations is by no means exhaustive. It constitutes a sampling of locally-driven community initiatives known to Group of Four staff.

- **Ka Joog** – Minneapolis, MN – Ka Joog (Somali for “Step Away”) engages at-risk Somali youth to address what it sees as the root causes of radicalization: unemployment, educational gaps, and lack of mentorship. The organization partners with other community resources to provide benefits to their members, including a summer camp, an educational and employment “Take Off” program with STEM mentoring, and a women’s empowerment program. Ka Joog pairs older and younger peer mentoring partnerships in area high school, middle school and elementary school students. Members also may choose to participate in the 4-H club and traditional Somali arts and storytelling. Ka Joog is active on social media and regularly communicates with members about events and issues affecting the community.
- **Safe Nation Collaborative** – Washington, DC – Safe Nation Collaborative designs programs to provide strategic cultural competency trainings to law enforcement, fosters dialogue and cooperative relationships between American Muslim communities and the national security apparatus, and provides educational outreach to nonprofit organizations. Safe Nation has trained hundreds of police officers on CVE and cultural awareness in the greater Washington, DC area.
- **Somali Action Alliance** – Minneapolis, MN – The Somali Action Alliance works to educate Somali Americans on civic engagement, civil rights, responsibilities, and full participation of democracy. The Somali Action Alliance focuses its efforts on education, immigration, and racial justice. The alliance has worked across the US and internationally to bring attention to the ongoing recruitment efforts of al-Shabaab on Somali youth.
- **Islamic Council of New England** – Boston, MA – The Islamic Council of New England is developing an anti-radicalization program for Muslim youth (ages 12 – 22) to process their potential feelings of anger and helplessness and to help them to develop an identity of empowerment that does not involve sympathizing with violent extremist elements either through the internet or in person. The Islamic Council of New England hopes to roll out these training sessions with youth program leaders in various mosques and Islamic centers in the area
- **Inner-City Muslim Action Network (IMAN)** – Chicago, IL – IMAN fosters health, wellness, and healing in the inner-city by organizing for social change, cultivating the arts, and operating a holistic health center. IMAN’s Youth Forums are geared to provide space for youth from the larger Muslim and local community to build strong relationships and become more aware of issues youth face in their communities. Digital Media Lab 2.0 is a program that teaches youth ages 13 to 19 how make their own documentaries and film. One Chicago, One Nation brings together Chicagoans of diverse faiths and cultures, with an emphasis on the Muslim community, to get to know each other through

addressing local needs. The Community Safe Zone initiative aims to build strong and sustainable community relationships as a method to promote peace and prevent violence.

- **Taleef Collective** – Chicago, Illinois – Ta’leef Collective provides the space, content and companionship necessary for the communities to reengage the growing number of disenfranchised and often marginalized Muslim young adults.
- **Yaro Collective** – Washington, DC – The Yaro Collective seeks to create a community without walls, where discussions are free and open, and people can collaborate to build better communities for all. One main mission is to facilitate new programs and discussions where current gaps exist in programming already underway in the greater D.C. area and one area involves CVE.
- **Make Space** – Washington, DC – The mission of Make Space is to serve as an inclusive, relevant, and transparently-managed hub for the Washington Metropolitan area Muslim community, with a strong focus on youth and young professionals. They aim to make the community part of the solution by seeking commonsense solutions to common challenges through educational programs, civic engagement initiatives, community service projects and recreational activities. They seek to counter sectarianism and counter-productive focus on controversial issues.

Intervention Programming

- **Muslim Public Affairs Council (MPAC)** – Los Angeles, CA – MPAC developed the Safe Spaces Initiative, which provides a toolkit for religious and community leaders to address signs of violent extremism at a grassroots level. The Safe Space program includes three components: prevention, intervention, and ejection. The prevention component encourages faith-based counter narratives, promotes community resilience, fosters civic engagement, and empowers local communities to understand various social, psychological, and ideological markers that may lead to violent extremism. The intervention component engages individuals who have exhibited potentially problematic behaviors with teams of mental health practitioners, theology experts, and peers who can help the individual gradually move away from problematic behaviors and speech. If prevention and intervention are unsuccessful, the model contemplates ejecting those individuals who continue to exhibit problematic behaviors from communities. The model proposes close partnership with law enforcement agencies to ensure public safety and community cohesiveness. The Safe Spaces Initiative has not been implemented due to insufficient funds.
- **World Organization for Resource Development & Education (WORDE)** – Gaithersburg, MD – WORDE works through the Montgomery County Faith Community Working Group to develop and implement a whole-of-government and whole-of-community approach to prevention and interventions of violent extremism and violent attacks. First, through workshops and seminars, they seek to build awareness about the citizen’s role in public safety and preventing violent extremism. They partner with federal, state, and local law enforcement to educate communities on how to recognize the

possible ideological and non-ideological precursors of violent extremism such as social alienation, acculturation-related stress, and mental illness, so they can intervene in the lives of vulnerable individuals. Second, they are developing a public contact protocol so all county agencies will be able to field violent-extremism-related calls and direct them to the appropriate agency to intervene. Third, the program provides counseling and access to social services for vulnerable individuals who suffer from some of the risk factors of violent extremism or have other issues that require specialized, culturally-sensitive assistance. They are developing a set of pre/post evaluations of clients to measure change in levels of alienation/exclusion, adaptive behaviors/protective factors, radical ideology, and violent tendencies.

- **Off-Ramps** – Los Angeles, CA – DHS is working with the CVE Interagency Coordination Group in Los Angeles and numerous community and faith-based organizations to develop a whole-of-community based CVE intervention model. The model adopts a tiered approach beginning with providing first line interveners (parents, teachers, friends, clergy) a toolkit to better deal with an afflicted individual. The program will also include a referral and assessment process whereby individuals can be referred to an “Off-Ramp” program which leverages social services, mental health, and spiritual resources. The program is still under development, and local partners are discussing the appropriate point of insertion for law enforcement.

APPENDIX B: Media and counter-narrative initiatives

- **“Broken Dreams”**: A long form documentary that explores the radicalized to violence Somali youth that left the US to fight for al-Shabaab in Somalia.
- **“The Truth about al-Shabaab”**: A short form documentary produced locally in the greater Minneapolis/St. Paul area, designed to directly counter the al-Shabaab recruitment narrative that draws Somali youth to leave the US and travel to Somalia to join terrorist group.
- **Community-led media campaigns**: Community-led media campaigns seek to redefine the narrative propagated by violent extremist groups. For example, “My Jihad,” an independent community owned and driven campaign to redefine the violent extremist use of the word “jihad” through public ads on buses and trains, a #MyJihad hashtag on twitter, engagement on Facebook and Youtube, and public speeches. #Notinmyname is a video and hashtag started by Active Change Network in the UK to challenge ISIL’s ideological components of their narratives and was mentioned by President Obama in his speech to the UN General Assembly. #Muslimrage is a hashtag campaign used to challenge (mostly comedically) the Newsweek cover that associated violence and rage with the religion.
- **“Muslims for Peace”**: A public awareness campaign by the Ahmadiyya Movement in Islam. This campaign includes public ads, blood donation drives, and social media.
- **“Back from the Brink”**: A feature-length documentary created by the International Center for Religion and Diplomacy (ICRD) that showcases the efforts of three communities countering the spread and high toll of violent extremism. The film explores the complex worlds of Los Angeles gang members, Lebanese and Palestinian militias, and Pakistani militants. It also spotlights community and religious leaders and educators who are facilitating the rehabilitation of radicalized youth. Back from the Brink aims to demonstrate that violent extremism and its recruitment methodology and orthodoxy of hate do not pertain to a specific culture, religion, region or nation-state, and that effective methods used to help youth out of the cycle of violence are the same everywhere. Back from the Brink was adopted by the King Abdul Aziz Center for National Dialogue and the Security University of Riyadh in Saudi Arabia for use in their de-radicalization programs. In Pakistan, the Sindh Punjab Educational Foundation used the documentary for their teacher training workshops in interior Punjab and Baluchistan.
- **Institute for Strategic Dialogue (ISD)**: This UK-based NGO is an independent think tank working with leaders in government, business, media and academia to develop a long-term CVE network and sustainable CVE solutions. ISD aims to start a US hub that could organize and network US-based community organizations, academia, and private sector funders to provide long-term support for non-USG CVE programs.
- **Hattaway Communications**: A strategic communications company, specializing in capacity building programs for non-profit organizations. Hattaway conducted a research

project to counter violent extremism, by studying communities most susceptible to misconceptions regarding their practice and practitioners: American Muslims. Hattaway carried out extensive research on this topic, including three national surveys and 15 focus groups. The study helped local communities develop effective messages to counter anti-Muslim hate, improve perceptions of American Muslims, and receive guidance on how best to talk about American Muslims in relation to terrorism and violent extremism.

- **Viral Peace Initiative:** The Viral Peace initiative enhances the capabilities of community leaders and social media influencers around the world to create mobile, social media, and online communications tools that drive organic efforts to stand up against hate and violence, as well as connect bridge-builders to needed resources, partners, and community audiences. Originated at the US Department of State, it currently is run through the Burkman Center for Internet & Society at Harvard.
- **Generation Change:** A youth-led global network dedicated to empowering the next generation of innovators and leaders. It provides a platform for the free exchange of ideas across borders and cultures, and a community of peers and mentors who use their collective resources to positively impact communities locally and globally. Generation Change hopes to build a strong network of young leaders who are positively influencing their communities now and will continue doing so in the years to come. Originated at the US Department of State, it currently is run through the US Institute of Peace.

APPENDIX C: Ideas for Future Focused Programming

NCTC, in collaboration with DHS and local FBI and DOJ, recently hosted a workshop to discuss how to amplify existing counter-narratives and create new programming. The workshop brought together entertainment industry staff and CVE experts, including representatives from communities, social services, private sector, law enforcement, and government partners. The participants identified and developed innovative, scalable CVE initiatives to raise broader public awareness of violent extremism and recruitment efforts; challenge violent extremist propaganda; and support and enhance community-led CVE initiatives focused on building community resilience and intervention models. This list below includes recommendations from the workshop and is by no means exhaustive.

Short-Term Programs

- **Film2Future (F2F):** F2F is a program led by Haven Entertainment to provide film, training, and education to 50 disadvantaged youth in the United States to inspire hope in the future, address concerns of violent extremism, and provide specific skills to pursue a successful career in the entertainment business – regardless of one’s education level.
- **Counternarrative Guides:** Monitor 360 plans to create counter-narrative guide for American communities dealing with violent extremism.
- **Muslim Community and Hollywood conference:** USC King Faisal Chair of Islamic Thought and Culture will host a conference for entertainment industry producers, writers, and creative professionals to discuss cross-cutting issues like CVE and Islamophobia.
- **University Film Contest:** USC Media Institute for Social Change hosts a film contest for graduate students to create short films on Muslim American identity, integration, etc.
- **Hijack Hate App:** A mobile app that will automatically notify users and make it easy to hijack the hate messages with humorously subversive tweets like “LOL” cats, and puppies.
- **NextGen Incubator:** An incubator to identify and empower positive community voices by providing public relations and media training in marketing, film, news, and talk show presence. The incubator may also create an online database of CVE resource materials.
- **Safe Space Community Portal:** A unified online platform for difficult conversations where members join a network and discuss salient issues online via Google Hangout.

Long-Term Programs

- **CVE Hub:** A non-governmental organization devoted to running non-government CVE efforts would ensure a sustainable, long-term strategy for CVE. The hub would connect, network, organize, and drive community groups, funders, academics, and the tech sector towards long-term, sustainable, creative, and nimble solutions for domestic CVE.

- **REEL Lab:** The Lab improves and polishes existing media projects as well as the clean-up of existing material, and finishing of incomplete material. The Lab also uses polished footage to create mashups that are shorter & more compelling, which would be archived into a library to serve as a resource. The Lab is also involved in helping make finished product available for broader distribution.
- **Rapid Response Studio:** This is a working production studio that can create and distribute compelling content to respond in real-time to violent extremist messaging. This studio will also proactively produce and deliver original content to challenge the minds of susceptible youth.

18 page document withheld under
B5

Page 01 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 02 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 03 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 04 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 05 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 06 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 07 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 08 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 09 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 10 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 11 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 12 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 13 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 14 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 15 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 16 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 17 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 18 of 18

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

3 page document referred to
DOJ

Page 1 of 3

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 2 of 3

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 3 of 3

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

13 page document withheld under
B5

Page 01 of 13

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 02 of 13

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 03 of 13

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 04 of 13

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 05 of 13

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 06 of 13

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 07 of 13

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 08 of 13

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 09 of 13

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 10 of 13

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 11 of 13

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 12 of 13

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 13 of 13

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

11 page document withheld
under B5

Page 01 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 02 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 03 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 04 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 05 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 06 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 07 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 08 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 09 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 10 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 11 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

11 page document withheld under B5

Page 01 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 02 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 03 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 04 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 05 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 06 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 07 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 08 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 09 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 10 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 11 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

11 page document withheld under
B5

Page 01 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 02 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 03 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 04 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 05 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 06 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 07 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 08 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 09 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 10 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 11 of 11

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

3 page document withheld under B5

Page 1 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 3 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

3 page document withheld under B5

Page 1 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 3 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

23 page document, Referred to NCTC

Page 01 of 23

Withheld pursuant to exemption

Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 02 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 03 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 04 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 05 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 06 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 07 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 08 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 09 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 10 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 11 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 12 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 13 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 14 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 15 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 16 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 17 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 18 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 19 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 20 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 21 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 22 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 23 of 23

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

3 page document withheld under B5

Page 1 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 3 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

3 page document withheld under B5

Page 1 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 3 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

11 page document withheld under
B5

Page 1 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 3 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 4 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 5 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 6 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 7 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 8 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 9 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

4 page document withheld under B5

Page 1 of 4

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 4

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 3 of 4

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 4 of 4

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

LEARNING AND ADAPTING

THE USE OF MONITORING AND EVALUATION
IN COUNTERING VIOLENT EXTREMISM

Laura Dawson, Charlie Edwards and Calum Jeff

DHS-001-425-000575

Page 1 of 127

This handbook was funded under the Kanishka Project Contribution Program – a multi-year investment in research on pressing questions for Canada on terrorism and counter-terrorism – sponsored by the Government of Canada.

The Kanishka Project’s primary focus is on research, but it also supports other activities necessary to build knowledge and create a network of researchers and students that spans disciplines and universities. The research funded by the project will improve Canada’s ability to counter terrorism and violent extremism at home and abroad.

LEARNING AND ADAPTING

The Use of Monitoring and Evaluation in
Countering Violent Extremism

A Handbook for Practitioners

LAURA DAWSON, CHARLIE EDWARDS
AND CALUM JEFFRAY



Published in 2014 by Royal United Services Institute
for Defence and Security Studies (RUSI)
Whitehall, London SW1A 2ET, UK
Copyright © 2014 the authors

The right of the contributors to be identified as the author of this work has been asserted by the author in accordance with the Copyright, Designs and Patent Act 1988.

All rights reserved. Except for brief quotations in a review, this book, or any part thereof, may not be reproduced, stored in or introduced into a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior written permission of the publisher.

ISBN 978-0-85516-124-8

Printed and bound in Great Britain by Stephen Austin and Sons Ltd.

Akili ni Mali
[Knowledge is wealth]

CONTENTS

<i>Acknowledgments</i>	ix
<i>Acronyms and Abbreviations</i>	xi
<i>List of Tables and Figures</i>	xiii
Introduction	1
Aim of the Handbook	1
How to Use this Handbook	3
Methodology	5
I. Violent Extremism and Radicalisation	9
1.1 Violent Extremism	9
1.2 How CVE Policy Has Evolved since 2001	14
II. Evaluating CVE: Purpose, Principles and Practice	21
2.1 Defining Monitoring and Evaluation	21
2.2 Why Monitor?	22
2.3 Why Evaluate?	23
2.4 Creating a Feedback Loop in Policy and Practice	26
2.5 What is being Evaluated?	26
2.6 The Role of Performance Indicators	27
2.7 Challenges in Measuring Effectiveness	31
III. Evaluation: Types, Tools and Technology	41
3.1 Evaluation Types	41
3.1.1 Identifying the Right Type of Evaluation	41
3.2 Evaluation Tools	45
3.2.1 Logic Model	45
3.2.2 Theory of Change	49
3.2.3 Peer-Group Review	49

3.2.4 Process Mapping	56
3.2.5 Cost–Benefit Analysis	59
3.2.6 Delphi Survey	60
3.2.7 SWOT Analysis	63
3.2.8 Contribution Analysis	64
3.3 Online Technologies	68
3.3.1 Advancing Data Collection	69
3.3.2 CVE in the Local Community	70
IV. Learning from Other Fields	75
4.1 The Criminal-Justice Sector	75
4.1.1 Crime Prevention	75
4.1.2 Gang Prevention: Evaluation in Practice	79
4.2 Peace-Building and Overseas Development	83
V. Learning from Other Countries	89
5.1 Canada	89
5.2 Denmark	91
5.3 Germany	92
5.4 Norway	92
5.5 Sweden	94
5.6 United Kingdom	96
5.7 United States	98
Final Word	101
Bibliography	103
About the Authors	111

ACKNOWLEDGMENTS

WE ARE very grateful to the officials from Public Safety Canada, representatives from Global Counterterrorism Forum (GCTF) member governments and all the interviewees who gave up so much of their time to assist us with this study. In particular, we would like to thank Pamela Matthews, Cheshmak Farhoumand-Sims and Stephanie Garneau from Public Safety Canada for all their hard work and feedback on this project.

Finally, thank you to our current and former colleagues at RUSI: Christopher Biggs, Luke Gribbon, Adrian Johnson, Ashlee Godwin, Tom Melling, Susannah Wight and Martine Zeuthen. Any mistakes or omissions remain our own.

Laura Dawson, Charlie Edwards and Calum Jeffray

May 2014

ACRONYMS AND ABBREVIATIONS

AMISOM	African Union Mission in Somalia
CGCC	Center on Global Counterterrorism Cooperation
CVE	Counter violent extremism
DAC	Development Assistance Committee (OECD)
GCTF	Global Counter Terrorism Forum
IACP	International Association of Chiefs of Police
KTI	Kenya Transition Initiative
M&E	Monitoring and evaluation
NCPC	National Crime Prevention Centre (Canada)
NGO	Non-governmental organisation
OECD	Organisation for Economic Co-operation and Development
PCIA	Peace and Conflict Impact Assessment
RCMP	Royal Canadian Mounted Police
REA	Rapid evidence assessment
SWOT	Strengths, weaknesses, opportunities and threats
UK	United Kingdom
UN	United Nations
US	United States
USAID	US Agency for International Development

LIST OF TABLES AND FIGURES

Figure 1: Evolution of CVE Policies and Strategies.	15
Figure 2: The Programme Evaluation Cycle.	27
Figure 3: Challenges in Measuring Impact and Effectiveness.	33
Figure 4: Example of a Logic Model.	46
Figure 5: Logic Model for the Crime-Prevention Programme.	47
Figure 6: Summary of Differences between Logic Models and ToC.	49
Figure 7: An Example of Process Mapping.	58
Figure 8: Example of Steps Taken in a Delphi Survey.	62
Figure 9: Example SWOT Analysis.	64
Figure 10: An Example of a Contribution Analysis.	66
Figure 11: Summary of Evaluation Tools and their Uses.	67
Figure 12: Project Lifecycle.	79

INTRODUCTION

Overview: This chapter will familiarise readers with the purpose of the handbook. It first discusses the aim of the project and the methodology employed, and then provides instructions on using the handbook.

Aim of the Handbook

IN 2013, the Royal United Services Institute for Defence and Security Studies (RUSI) was awarded a grant under the Kanishka Project to develop a handbook for monitoring and evaluating counter violent extremism (CVE) policies and programmes. The aim of this handbook is to support CVE policy-makers and practitioners (those who design, manage and evaluate CVE programmes), by providing them with key terms regarding violent extremism and radicalisation, describing the purpose of evaluation, and providing examples of key methodologies they can employ to conduct monitoring and evaluation (M&E) in this emerging policy field. The handbook will enable readers to understand why, when and how to conduct an evaluation of a CVE policy, programme or project.

Policy-makers and practitioners understand there is a need to reach beyond security and intelligence measures to tackle the threat posed by violent extremism. Such an approach can be complemented with policies and initiatives focused on responding

to the ideological challenge of terrorism; stopping people from being drawn into terrorism; and working with institutions and communities where individuals are at risk of radicalisation to violence. CVE programmes in the preventive space offer the potential to reduce the risk of increasing numbers of individuals resorting to violence and of creating harm within communities.

As an emerging policy field and a sensitive area for government action, CVE activities are widely scrutinised by parliaments, civil-society organisations and the media. The reason for this scrutiny, according to the widespread view we heard from practitioners in the course of our research, is that it is extremely difficult to demonstrate success in CVE. Good M&E systems are crucial in order for CVE programmes to be implemented effectively, to ensure accountability, and to enhance the effectiveness of successor programmes. In particular, some governments have struggled to justify public money being spent on CVE or to make informed investment decisions based on the demonstrable success or failure of CVE programmes. Our research for this project (of which this handbook is the key output) highlights the lack of work undertaken to evaluate CVE programming.

To date, very few evaluations of the effectiveness and impact of CVE policies and programmes have been conducted either domestically or overseas. Even fewer have been made publicly available. This lack of activity is emphasised as it demonstrates that the current baseline of M&E activity across the Global Counterterrorism Forum (GCTF) is low. There are only a handful of examples in the public domain of CVE activities with M&E components—the majority of which are featured in this handbook. To this end, the handbook is designed as an introduction to this policy area, and it describes the benefits of evaluation.

The handbook is one of a number of initiatives the Government of Canada is supporting as part of its role within the GCTF, which

is an informal, multilateral platform that supports the United Nations Global Counter-Terrorism Strategy worldwide. Within the GCTF's Working Group on CVE, the Government of Canada leads the 'Measurement and Evaluation' workstream, and as part of this work it is developing a compendium of good practices and lessons learned on CVE programme metrics and evaluations to be shared with the GCTF on completion.

The handbook examines the latest literature on useful practices in M&E, reflects current thinking in those governments conducting evaluation exercises, and provides a set of basic tools for policy-makers and practitioners working on CVE.

How to Use this Handbook

The handbook provides readers with guidance on different aspects of undertaking M&E in CVE programming for the purpose of measuring effectiveness and impact. It outlines the key frameworks that will help policy-makers and practitioners understand the context in which M&E takes place, and the theories and frameworks employed to support specific M&E activities. The document also explains the methodologies readers can use when monitoring and/or evaluating a policy area, programme of work or specific project.

The content is divided into short chapters to assist readers in addressing a particular issue. For example, those who are unsure of the development of the CVE field and the main issues within it may wish to consult Chapter I. Those who wish to understand how evaluation has been used in other relevant fields and to look for crossovers with their own work can read Chapter IV.

Chapter I provides an overview of the issue of violent extremism and discusses the key terms of 'radicalisation' and 'countering violent extremism'. It is not meant to denote the extensive research agenda in terrorism studies but rather to

provide information regarding context, definitions and useful practices in different countries.

Chapter II describes the concept and basic tenets of evaluation in order to familiarise readers with the basics of M&E. It describes the purpose of evaluation in the public sector, and particularly CVE. Key challenges relating to evaluation are highlighted by CVE experts from around the world. Finally, the chapter outlines practical issues surrounding the application of evaluation in the CVE field.

Chapter III outlines key evaluation types, tools and technologies to support policy-makers and practitioners with a baseline understanding of what can help them in their work. The types put forward reflect key evaluation terms prevalent in the public sector and which practitioners may wish to consider. The list of tools proposed is not exhaustive, but represents a starting point. The technologies suggested are also promising avenues to pursue.

Chapter IV addresses what can be learned about evaluation from four other social-policy fields: crime prevention, gang prevention, overseas development and peacebuilding projects. One of the most useful areas to examine for comparative purposes in CVE evaluation is crime prevention, given that both sectors focus on 'Prevent' activities, typically involve community-based initiatives, and encounter similar challenges in carrying out M&E. While there are important differences between CVE and crime prevention, useful lessons can be applied from the broad body of existing literature on M&E for crime-prevention programmes.

Chapter V outlines some of the CVE initiatives implemented in different countries, and the M&E lessons that can be learned from these programmes. Although most countries' CVE efforts are in their early stages, there are notable instances of both shortcomings and good practice that can be applied to future CVE initiatives elsewhere.

Some Key Terms Related to CVE

These are some key terms used throughout this handbook that readers should be familiar with:

- **Impact:** the measurable effect a programme has on its target audience, to help assess an intervention's success; can be qualitative or quantitative.
- **Effectiveness:** the extent to which a CVE programme's objectives were achieved.
- **Monitoring:** the capturing of data throughout the cycle of a programme as a means of indicating how well a programme is performing.
- **Evaluation:** the methodological assessment of a process in order to gauge its value towards a certain cause or aim.
- **Outputs:** the direct and measurable products of a program's activities or services, often expressed in terms of units (hours, number of people or completed actions).
- **Outcomes:** the results or impact of these activities or services, often expressed in terms of an increase in understanding, and improvements in desired behaviors or attitudes of participants.

Methodology

The project team applied a structured methodology broken down into three phases to achieve both granular analysis and high-level findings regarding the use of evaluation in CVE policy and practice. The broad aims of the methodology were to collect data to enhance the team's understanding of CVE, identify key debates on M&E and explore specific approaches to evaluation in CVE. The research team gathered evidence through three phases:

- A workshop of key GCTF stakeholders (March 2013)
- A rapid evidence assessment (REA) (March–October 2013)

- Structured bilateral engagement with a range of international subject-matter experts in CVE and evaluation fields (May–November 2013).

Phase 1: Workshop of Key GCTF Stakeholders

Working with Public Safety Canada, the research team identified fifty experts, policy-makers and practitioners in GCTF countries with an interest and expertise in applying evaluation methods to the CVE policy area or analogous fields.

The workshop enabled the research team to achieve multiple aims: enhance their understanding of the main issues in CVE; open up avenues of enquiry as to lessons from related social-policy areas; identify the needs of policy-makers and practitioners; and validate the purpose of the handbook in outlining basic guidance on CVE and offering examples of evaluation models that had been, or could be, applied to this field.

Phase 2: REA to Scope the Evaluation Approaches and Methods Used

The project team also initiated an REA to scope M&E in the CVE field. The REA focused on answering the overarching question: what are the key terms in CVE and what evaluation techniques are or could be applied to the field? The methodology consisted of a rigorous and systematic search and review of the literature.

The evidence collation involved an examination of existing research, including academic journals and reports by governments and non-governmental organisations (NGOs), which allowed us to extract information on evaluation approaches in CVE and analogous social policy fields. The research team selected GCTF governments' information portals as key sources because of their comprehensive scope, relevance and usability in outlining CVE

policy – in concert with a targeted search of relevant websites (of overseas development NGOs, for example).

Phase 3: Structured Bilateral Engagement with a Range of International Subject-Matter Experts

The team engaged subject-matter experts to identify current developments in policy formulation and practice, and the key issues facing practitioners in the CVE field. These experts were chosen following dialogue with GCTF member states' government departments, NGOs and law-enforcement agencies. These engagements consisted of semi-structured interviews and the application of a consistent set of questions to interviewees. In some cases a dialogue ensued, which further enriched the evidence base.

The interviews allowed us to focus our review of the literature on CVE through the identification of guidance that may not have been publicly available. They were also instrumental in helping us better understand the specificities of CVE evaluation, as well as similarities and differences in relation to other fields of social policy.

M&E in any area of government is a challenge. In countering violent extremism it is also highly sensitive and at the embryonic stage. As CVE evolves, so too will the way we evaluate success and failure in policy, programming and individual projects. This handbook should be treated as a guide for policy-makers and practitioners as they weave their way through this maze of complexity. There are many pitfalls along the way. Rarely is something as straightforward as it first seems. This handbook will not solve the inherent challenge of demonstrating the impact of a specific initiative, but it will answer many of the questions that are frequently raised when conducting such crucial work at home and abroad.

Introduction: Key Points

- Effective CVE programmes offer the potential to reduce the risk of individuals resorting to violence.
- Monitoring and evaluating these programmes is vital in order to demonstrate the impact and effectiveness of CVE activities (helping to justify the allocation of resources to CVE programmes).
- Very few evaluations of CVE policies and programmes have ever been conducted.
- This handbook provides readers with guidance on the purpose and principles of evaluation, types of evaluation and lessons learned from other fields.
- These lessons learned will highlight key issues that policy-makers and practitioners need to take into consideration, and enable readers to choose the most appropriate M&E methodology for their programme.

I. VIOLENT EXTREMISM AND RADICALISATION

Overview: This chapter provides an overview of violent extremism and discusses key terms such as ‘radicalisation’, ‘radicalisation to violence’ and ‘countering violent extremism’. It does not summarise the extensive research agenda in terrorism studies, but provides background information on context, definitions and debates. The chapter identifies the challenges of M&E in an area of policy that remains ill-defined.

1.1 Violent Extremism

The terrorist threats we face today are more diverse than before, dispersed across a wider geographical area, and often emanate from countries without effective governance.¹ The GCTF’s framework document states that ‘the growing list of victims of terrorism and their families’ acts as a reminder of the terrible toll of terrorism in terms of human lives.²

Left unchecked, terrorism can spread fear and alarm, and increase social tensions. Continual terrorist attacks (both successful and attempted) demonstrate the global and

-
1. Office of the Coordinator for Counterterrorism, ‘Global Counterterrorism Forum Political Declaration’, US Department of State, 22 September 2011, <<http://www.state.gov/j/ct/rls/other/gctf/173353.htm>>, accessed 20 May 2014.
 2. *Ibid.*

increasingly geographically diverse terrorist threat that confronts all societies. Terrorism can originate from far-left and far-right extremist groups, lone actors,³ and nationalist and separatist entities. Today, Al-Qa'ida, its affiliates and those groups inspired by its ideology, pose the greatest terrorist threat. What these groups and individuals share is a desire to attract and recruit supporters and participants to their cause.

In assessing drivers of and pathways to violent radicalisation, the line between extremism and terrorism is often blurred. Terrorist groups of all kinds very often draw on ideologies which have been developed, disseminated and popularised by extremist organisations that appear to be non-violent (such as groups that neither use violence nor specifically and openly endorse its use by others).⁴

The term 'radicalisation' is used widely, but a consensus on its definition and drivers has yet to be achieved and past research has proved of little explanatory value.⁵ Following the terrorist attacks in Madrid (2004) and London (2005), politicians and policy-makers began to use the term 'radicalisation' or 'violent radicalisation' to describe the attitudes and/or behaviours of predominantly young individuals who subscribe to extreme violent beliefs.

-
3. The term 'lone actor' is potentially misleading, as there is expert consensus that the radicalisation process always involves another person with some influence over the individual in question. It is generally agreed that 'self-radicalisation' is a relatively rare phenomenon and that individuals are usually radicalised by an external agent – whether in person or through Internet sources.
 4. HM Government, *Prevent Strategy*, Cm 8092 (London: The Stationery Office, June 2011).
 5. Alex P Schmid, 'Radicalisation, De-Radicalisation, Counter-Radicalisation: A Conceptual Discussion and Literature Review', International Centre for Counter-Terrorism, The Hague, March 2013.

A respected academic notes that violent radicalisation ‘has become a political shibboleth despite its lack of precision’.⁶ ‘Radicalisation’ remains a highly contested term; although widely understood as a process, it is context-dependent with no single agreed definition of what constitutes the ‘end point’ of the process. Moreover, what may be deemed ‘radical’ in one setting is ‘mainstream’ in another, according to the political and cultural environment.⁷

Two principal schools within the contemporary debate tend to stress either ‘cognitive radicalisation’, emphasising a person’s beliefs, or ‘behavioural radicalisation’, which emphasises a person’s actions, as the measurable criteria. The Royal Canadian Mounted Police (RCMP), for example, views radicalisation as a largely cognitive development that witnesses the ‘process by which individuals are introduced to an overtly ideological message and belief system that encourages movement from moderate mainstream beliefs toward extreme views’, and can lead to violent criminal behaviour.⁸

This definition takes into account context when assessing levels of radicalisation leading to violent criminal behaviour. While acknowledging potential positive outcomes of ‘radicalisation’, the RCMP’s definition places radicalisation as a concern when the ‘radical thoughts lead to violence, [and] society can be put at risk’.⁹ This idea of radicalisation to violence is the basis of Canada’s

6. *Ibid.*

7. Peter R Neumann, ‘The Trouble with Radicalization’, *International Affairs* (Vol. 89, No. 4, July 2013).

8. Royal Canadian Mounted Police, ‘Radicalization to Violence’, <<http://www.rcmp-grc.gc.ca/nsci-ecsn/rad/internet/p2-eng.htm>>, accessed 20 May 2014.

9. *Ibid.*

policing approach, and the process with which this handbook is concerned.

Not all those who hold extremist political, ideological or religious views within a society act on those views in a violent manner, and others argue that not all those who commit acts of violent extremism have deeply radical political views.¹⁰ Many factors must be accounted for when attempting to understand the reasoning behind an act of violent extremism. These are often classified as ‘push’ factors, such as the denial of civil liberties or socioeconomic pressures, and ‘pull’ factors, such as the appeal of a particular leader or the social or material benefits of joining a violent extremist group.¹¹ Cognitive radicalisation also emphasises the importance of a ‘cognitive opening’ (an experience of trauma or realisation), which often creates the impetus for radicalisation and makes individuals more receptive to radical ideologies, narratives and leaders.¹²

Some definitions take a less cognitive-based and more action-based view of radicalisation. For example, the British government’s definition of radicalisation does not refer to cognitive preconditions, instead defining it as ‘the process by which people come to support terrorism and violent extremism and, in some cases, then to participate in terrorist groups’.¹³ This addresses the idea of ‘action pathways’ into terrorism.

10. Neumann, ‘The Trouble with Radicalization’.

11. Guilain Denoeux and Lynn Carter, *Guide to the Drivers of Violent Extremism* (Washington, DC: USAID, February 2009).

12. Center on Global Counterterrorism Cooperation, ‘EU Workshop on Effective Programming for Countering Violent Extremism’, summary report from workshop held 26–27 November 2012, Brussels, <http://ec.europa.eu/europeaid/news/documents/20121217_eu_cve_workshop_summary_report.pdf>, accessed 20 May 2014.

13. HM Government, *The United Kingdom’s Strategy for Countering International Terrorism* (London: Home Office, June 2009), p. 11.

Definition of radicalisation: The precursor to violent extremism; a process by which individuals are introduced to an overtly ideological message and belief system that encourages movement from moderate, mainstream beliefs towards extremist views. This becomes a threat to national security when individuals or groups espouse or engage in violence as a means of promoting political, ideological or religious objectives.

As the Canadian definition indicates, radicalisation can be viewed as a process of change, a personal and political transformation from one condition to another. Recent scholarship argues that becoming radicalised is, for most people, a gradual process and one that requires a progression through distinct stages and happens neither quickly nor easily.¹⁴ A person may not become radical overnight, although the influence of an incident may act as a 'catalytic event' (such as an experienced act of discrimination, a perceived attack on Islam such as the 2003 Iraq War, or a 'moral crisis' with the death of a loved one), thus accelerating the process.¹⁵

14. John Horgan, *The Psychology of Terrorism* (London: Routledge, 2005), ch. 3; Mitchell D Silber and Arvin Bhatt, 'Radicalization in the West: The Homegrown Threat', NYPD Intelligence Division, 2007, ch. 3.

15. Youth Justice Board for England and Wales, 'Process Evaluation of Preventing Violent Extremism Programmes for Young People', 2012.

Lessons from the front line: If defining ‘radicalisation’, ‘radicalisation to violence’ and even ‘violent radicalisation’ is a challenge, and there is widespread sensitivity around using such terminology, then how do policy-makers and practitioners develop appropriate responses?

As one interviewee said:

We know we’re trying to prevent terrorist activity, but what does that mean? There is no one factor. No one target. It is hard to define what we are measuring. There is no one pathway, no one cause. It can include educational factors, socioeconomic factors, identity factors, boredom factors, political factors, grievances. How do you develop a programme that will tackle all of those factors? You can’t. How do we know we’re even developing a programme that’s of value to any of those factors?

1.2 How CVE Policy has Evolved since 2001

CVE focuses on countering the pull of terrorist recruitment and influence by building resilience among populations vulnerable to violent radicalisation. Over the last decade, government initiatives on CVE have developed from being a reflexive response to terrorist events and become an integrated part or workstream of a co-ordinated national policy to tackle terrorism and address radicalisation to violence.

CVE projects that are conducted abroad must align with the work of the host government. Considerable policy effort and research has been devoted to understanding and crafting both bottom-up and top-down responses to terrorism and violent extremism. Within most counter-terrorism strategies, ‘countering violent extremism’ has become a central area of work, not only under the Prevent pillar but as part of wider law-enforcement efforts. Intelligence operations, law-enforcement investigations, community engagement, police research and government strategic communications all increasingly feature elements of CVE.

Figure 1: Evolution of CVE Policies and Strategies.

- 2005** **European Union: Counter-Terrorism Strategy**
 First EU-wide counter-terrorism strategy. Prevent pillar: co-ordination of national policies; sharing of best practice; continued research.
- 2006** **UK: Countering International Terrorism: the UK's Strategy (CONTEST)**
 UK's comprehensive counter-terrorism strategy. Prevent pillar: addressing structural problems such as inequality and improving education and opportunities; deterring facilitation of terrorism; working with religious leaders and communities.
- United Nations: Global Counter-Terrorism Strategy**
 Tackling conditions conducive to the spread of terrorism; building national capacities to prevent and combat terrorism; emphasising importance of lawful approaches.
- 2009** **Denmark: A Common and Safe Future: An Action Plan to Prevent Extremist Views and Radicalisation Among Young People**
 Social integration through mentoring programmes; intercultural dialogue; more active civil society; greater community resilience.
- 2010** **Australia: Counter-Terrorism White Paper**
 Supporting local community through a grants programme; targeting 'at risk' individuals and socio-economic conditions conducive to radicalisation.
- 2011** **UK: Prevent Strategy Review**
 Prevent strategy: respond to the ideological change. Development of unique, community-based CVE programmes and local initiatives working together with national and international partners.
- The Netherlands: National Counter-Terrorism Strategy 2011-2015**
 Prevent: comprehensive approach to counter-terrorism policy; use of intervention strategies to prevent radicalisation; investment in de-radicalisation.
- United States: The White House's CVE Strategy**
 Community- and local initiative-based approach to tackling violent extremism; supporting local communities; countering propaganda and developing expertise.
- 2012** **Canada: Counter-Terrorism Strategy**
 Prevent element: community outreach and government engagement; developing relationships at local level and alternative narratives; working with international partners.
- 2013** **Global Counterterrorism Forum: CVE Memorandum**
 A 'good practice' document advocating multi-agency approaches; community engagement; community-oriented policing.

Figure 1 shows the evolution of CVE strategy and policies over the past eight years (to September 2013). CVE remains a Western policy tool but is now becoming more commonplace elsewhere, although it is poorly funded in comparison with other areas of counter-terrorism spending.

As previously mentioned, the GCTF is an informal, multilateral platform that supports the United Nations Global Counter-Terrorism Strategy worldwide. Its CVE working group, set up in 2012 and co-chaired by the United Arab Emirates and the UK, aims to strengthen measures to counter all forms of violent extremism that pose a threat to members' interests.

The working group meets regularly to discuss good practice on issues such as multi-sectoral approaches to CVE, community-oriented policing and community engagement. The working group's publications on CVE evaluation are invaluable resources for policy-makers and practitioners, including such documents as the summary of its practical seminar on M&E techniques for CVE communication programmes,¹⁶ the final report of its symposium on measuring the effectiveness of CVE programming¹⁷ and the Ankara Memorandum on Good Practices for a Multi-Sectoral Approach to CVE.¹⁸

The Ankara Memorandum, adopted at the fourth GCTF ministerial meeting in September 2013, addresses the role of government institutions, agencies and civil society in CVE, and

16. Global Counterterrorism Forum, 'Meeting Summary', report from Practical Seminar on Monitoring and Evaluation Techniques for CVE Communication Programs, Abu Dhabi, UAE, 10–11 February 2013.
17. Naureen Chowdhury Fink, Peter Romaniuk and Rafia Barakat, *Evaluating Countering Violent Extremism Programming: Practice and Progress*, Final Report of Symposium on Measuring the Effectiveness of CVE Programming, Global Counterterrorism Forum, 2013.
18. Global Counterterrorism Forum, 'Ankara Memorandum on Good Practices for a Multi-Sectoral Approach to Countering Violent Extremism', 2013..

specifically outlines good practices that countries can use to facilitate this multi-sectoral approach.

Chapter I: Key Points

- In assessing drivers of and pathways to radicalisation to violence, the line between extremism and terrorism is often blurred.
- ‘Radicalisation’ is a highly contested term, and while understood as a process, it is context-dependent with no universally recognised end point.
- The Canadian definition of radicalisation to violence recognises it as follows: ‘The precursor to violent extremism; a process by which individuals are introduced to an overtly ideological message and belief system that encourages movement from moderate, mainstream beliefs towards extremist views. This becomes a threat to national security when individuals or groups espouse or engage in violence as a means of promoting political, ideological or religious objectives’. (Government of Canada, *Building Resilience against Terrorism: Canada’s Counter-terrorism Strategy* [Ottawa: Government of Canada, 2012]).
- CVE has become a central area of work under the Prevent pillar within most counter-terrorism strategies, and has rapidly evolved since 2001.

Policy Overview: GCTF Ankara Memorandum on Good Practice in CVE (September 2013)**Core Principles**

- Each state initially needs to understand the nature of violent extremism. States should identify the conditions conducive to violent extremism and assess their own needs.
- Strategies on CVE should be based on scientific analyses.
- Any CVE programme should avoid the identification of violent extremism with any religion, culture, ethnic group, nationality or race.
- Each violent extremist group should be evaluated separately, since a 'one-size-fits-all' approach does not work when dealing with violent extremism.
- Considering violent extremism to be a mere security issue can be misleading. It is a multi-faceted problem that requires multidisciplinary and multi-institutional responses.

Multi-Agency Approaches within the State

- Developing shared understandings of the nature of violent extremism among governmental agencies and non-governmental actors is a critical element of any successful CVE programme.
- States are encouraged to consider comprehensive action in preventing and countering violent extremism, in co-operation with governmental and non-governmental actors.
- Although the role of the government is crucial, a strategy that involves a 'whole-of-society' approach in addition to a 'whole-of-government' one can be effective.
- For a successful CVE strategy to be implemented, an operational co-ordination mechanism is of vital importance.

Public–Private Partnerships

- Civil society can contribute to CVE efforts by providing narratives and messages against violence; presenting alternative and non-violent means to reach shared goals; and promoting institutional diversity.
- It is crucial for states to build trust while working with communities. States should ensure meaningful community participation in order to mobilise the resources of the community.
- States can help civil society in CVE activities.
- States should promote tolerance and facilitate dialogue in society to build communities, to appreciate the differences between them and to understand each other.
- States and society can work together to amplify voices that oppose exploitation of religion by violent extremist groups.

Socio-Economic Approaches

- CVE programming should prioritise youth at risk of radicalisation and recruitment.
- Educational institutions can serve as an important platform in countering violent extremism.
- Promoting economic opportunity among at-risk populations can address a condition conducive to violent extremism.
- Women can be particularly critical actors in local CVE efforts.

The Role of Law-Enforcement Agencies

- Law-enforcement agencies should acknowledge that one of the most vital rules of CVE is building trust with those particularly at risk.
- States should provide training to law-enforcement officers in CVE-related matters.

II. EVALUATING CVE: PURPOSE, PRINCIPLES AND PRACTICE

Overview: This chapter first describes the purpose of M&E in public policy, and specifically CVE policy, outlining the benefits which may be achieved and key components to be employed. It then presents four fundamental challenges that have been highlighted by CVE experts from around the world and explores how a number of governments are approaching CVE and, critically, M&E within their programmes.

2.1 Defining Monitoring and Evaluation

It is recognised that M&E are defined in different ways, according to context. For the purposes of this handbook we define M&E in practical and inter-related terms:

- **Monitoring** is the capturing of data throughout the cycle of a programme as a means of indicating how well it is performing at the activity and output levels.
- **Evaluation** is the systematic assessment of a programme (using the monitoring data) to establish how well it is performing when measured against the standards and goals set out in policy or strategy documents.¹

1. Robert Lahey, 'A Framework for Developing an Effective Monitoring and Evaluation System in the Public Sector: Key Considerations from International Experience', undated, <www.ideas-int.org/documents/Document.cfm?docID=160>, accessed 20 May 2014.

2.2 Why Monitor?

Establishing a clear monitoring system is critical to a sound methodological approach to evaluation. Ensuring that all partners know what the intervention is trying to achieve, what the baseline is, what needs to be measured and at what intervals, helps to build understanding of and confidence in the project. Clear criteria and indicators need to be defined from the outset in order to assess progress and performance objectively.

An effective monitoring system does more than solely track the deliverables of a programme or policy; it offers accurate and in-depth information on the suitability of activities, the input from stakeholders and the allocation of resources. A monitoring system can also capture unintended consequences of programmes and so be helpful in reviewing any necessary changes in direction of a project, as well as providing an opportunity for lesson-learning. Regular reporting can further ensure that the project donor has confidence in the progress of the work.

In addition to producing reports, a comprehensive monitoring approach maintains a balance between the provision of data and technical documents, independent confirmation of the accuracy of results, and regular feedback from participants and stakeholders:²

- **Data and analysis:** obtaining and analysing documentation from projects that provides information on progress (examples include delivery reports, and substantive and technical documents).
- **Validation:** checking or verifying whether or not the reported progress is accurate (through field visits, spot checks and contributor surveys).

2. United Nations Development Programme, 'Handbook on Planning, Monitoring and Evaluating for Development Results' New York, 2009.

- **Participation:** obtaining feedback from partners and beneficiaries on progress and proposed actions (through convening steering-committee, stakeholder and focus-group meetings).

Monitoring should not be viewed in the same vein as evaluation. These two processes should work in a complementary fashion. Monitoring should provide regular information and data for the evaluation process to address larger policy-implementation issues.

2.3 Why Evaluate?

Evaluation systems assist government departments and those NGOs receiving government support in ensuring that CVE programmes remain efficient and relevant, and achieve the desired results. Another aim of evaluation in public-policy areas like CVE is transparency, and holding public servants and recipients of public funds to account by ensuring that resources such as money and staff are used appropriately and effectively. These findings are then disclosed to stakeholders and used to inform resource allocation and other decisions. Thus, the twin aims of evaluation are to improve effectiveness and ensure accountability to stakeholders. They require different indicators and metrics.

Accountability also requires comparing performance to *ex-ante* commitments and targets, using methods that obtain internal validity of measurement, ensuring credibility of analysis, and disclosing findings to as broad a range of stakeholders as possible. A requirement in any accountability exercise is ensuring that the evaluation is proportionate to the programme's size and objective.

Evaluation of projects can systematically generate knowledge about the magnitude and determinants of project performance, permitting those who develop projects and strategies to refine the design and introduce improvements into future efforts. In

addition to addressing issues of accountability and learning, M&E therefore also serve as an essential aspect of good management.

Good evaluation systems³ are needed for CVE programmes to be implemented effectively, and for successor programmes to be made more effective. M&E also track involvement of key stakeholders in all stages of the activity cycle, which is necessary to ensure that CVE programmes deliver results. Partnerships with stakeholders should ideally start at the identification stage and continue right through to evaluation. Unless local stakeholders have strong ownership of the CVE programme, the potential benefits are unlikely to be achieved.

It is essential to develop a series of basic questions to understand the overall approach and intended impact of any evaluation. In 2009, the UK Home Office designed a nine-step approach to evaluation which illustrated key questions and considerations (see opposite).⁴ Using this approach, the questions that should be considered from the outset of the M&E process include:

- What is the intended outcome?
- What are we trying to evaluate?
- How is this being achieved?
- What outputs result from this process?
- What effects do these outputs have?
- What worked well and what did not? Why or why not?
- How do we demonstrate success?
- What would we change in future as a result?
- What implications does this have for other programmes and/or activities?⁵

-
3. For examples of successful, more mature evaluation models from other related sectors, see Chapter IV.
 4. Home Office, *Passport to Evaluation 2.0*, London, May 2009.
 5. Scottish Government, 'Safer Communities Programme: Evaluation: A Basic Guide to Evaluation', Community Safety Unit, Edinburgh, February 2010.

2.4 Creating a Feedback Loop in Policy and Practice

While feeding into the policy cycle is an essential feature of evaluation, ensuring something is done with your evidence is a further challenge. How can the programme be improved? Following evaluation, how should the programme or elements of the programme change?

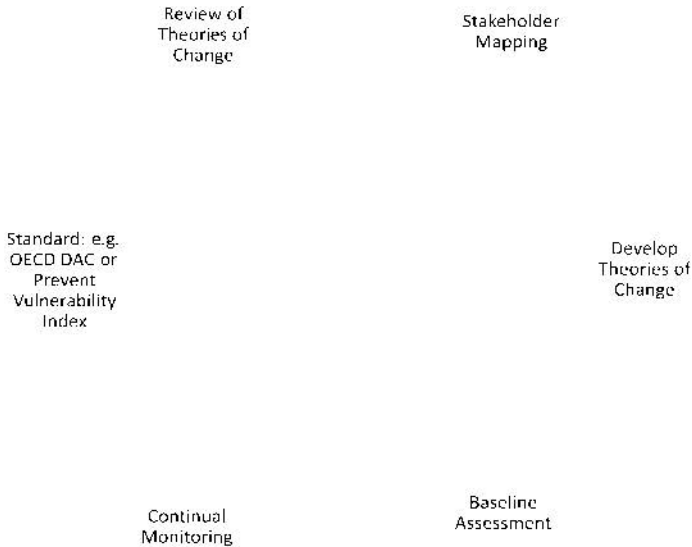
Working with the project team is an important step. Stakeholders said this was crucial to think about when designing the evaluation and integrating it into the project. Interviewees also emphasised that clients and those responsible for M&E need to allocate time for this dialogue and it needs to be viewed as a key project deliverable (rather than an accessory to the project). It is also important to consider what parts of the evaluation can be shared with, for instance, those associated with the work and in some cases the wider community of stakeholders. Figure 2 shows how evaluation can form an integral of the programme cycle.

Interviewees stressed that too often there is a disconnect between a programme's or project's aims, which have been designed by policy-makers at the centre, and the realities on the ground where NGOs and community groups are operating.

2.5 What is being Evaluated?

From the very outset of programme design, it is necessary to consider what the intended outcome of the programme is in order to provide the basis of the evaluation process. What is the expected outcome and what needs to be measured to gauge whether or not this has been achieved? For example, it might be a change in attitudes, the increase or reduction in a particular activity, or altered patterns of behaviour. Determining an appropriate research question allows for the formulation of suitable targets and indicators.

Figure 2: The Programme Evaluation Cycle.



Source: Integrity Research and Consultancy.

2.6 The Role of Performance Indicators

Setting targets is a crucial step in developing indicators for the programme which tell stakeholders whether a specific programme has been successful and what factors did or did not contribute to this result. Multiple performance indicators ensure that the effectiveness and impact of a programme can be measured and causal links established between the activity and the observed outcome.

The World Health Organization has conducted extensive research to refine the indicators used to monitor and evaluate drug policies, identifying four categories of drug-policy indicators: background information (national contextual data); structural

indicators (assessing the pharmaceutical system's capacity to achieve its policy objectives); process indicators (the degree to which activities necessary to attain the objectives are carried out, and their progress over time); and outcome indicators (measuring the results achieved and the changes that can be attributed to the implementation of the national drug policy). It is possible to use selected subsets of these indicators to meet the needs of those designing and evaluating programmes.⁶

SMART Principles to Apply When Thinking about Indicators

The principles should be:

Specific: all targets should have specific outcomes – for example, to reduce violent crime.

Measurable: the outcome should be capable of being measured – for example, to reduce instances of violent behaviour in a given district.

Achievable: reaching the target can be challenging, but it must be possible to reach it within the established timescales, as well as with the resources and skills available.

Realistic: targets should not be set too high and should be physically possible to achieve.

Timebound: a timescale should be set with a fixed deadline for achieving the target.

An ideal evaluation framework incorporates quantitative and qualitative data and methods, but if at all possible mixed

6. World Health Organization, *How to Develop and Implement a National Drug Policy*, 2nd ed. (Geneva: World Health Organization, 2001).

methods should be used, including, for example, surveys and/ or questionnaires, supplemented by more detailed informant interviews, which verify the quantitative findings. In recent years there has been a push by funders for impact evaluations,⁷ often problematic for CVE interventions. The specific methodology depends on the scope and shape of the intervention, what the person responsible is trying to find out, and who they are engaging. In carrying out such an evaluation study, it is important to make its limitations in relation to CVE clear.

Creating categories of indicators of which subsets can be used depends on the context of each country's CVE programme. However, there are disadvantages to using indicators: they may be poorly defined, limiting their utility in measuring effectiveness and impact; there may be a tendency to define too many indicators, or those without accessible data sources, making systems costly, impractical and likely to be underused; and there is often a trade-off between picking the optimal or desired indicators and having to accept the indicators that can be measured using existing data.⁸

When measuring the effectiveness of CVE programmes, it is important to consider the longer-term outcomes and impacts of the various programmes, as results are generally seen on a longer timescale. It is also important to put in place a benchmark

-
7. According to the World Bank, 'An impact evaluation assesses changes in the well-being of individuals, households, communities or firms that can be attributed to a particular project, program or policy. The central impact evaluation question is what would have happened to those receiving the intervention if they had not in fact received the program'. See World Bank, 'Impact Evaluation', <bit.ly/1jKBADn>, accessed 20 May 2014.
 8. World Bank Operations Evaluation Department, 'Monitoring and Evaluation: Some Tools, Methods and Approaches', 2004, <bit.ly/1gJ5KcM>, accessed 20 May 2014.

to determine whether the outcomes are attributable to the programme rather than to an external causal factor.

Evaluation in Practice: The Experience from De-Radicalisation Programmes

De-radicalisation programmes have been established in a number of countries. In a review of how evaluation processes have been applied, two prominent academics have noted that ‘no program has formally identified valid and reliable indicators of successful de-radicalisation or even disengagement, whether couched in cultural, psychological, or other terms. Consequently, any attempt to evaluate the effectiveness of any such program is beset with a myriad of challenges that are as much conceptual as they are practical’.*

Many national programmes are consequently setting up more stringent M&E structures throughout a programme lifecycle, including more effective monitoring of individuals after they have left the programme, and evaluating post-programme management. At a recent GCTF working group it was noted that M&E need to be incorporated ‘at inception as part of an active feedback cycle as opposed to being used only to generate end-state documents’. It is also necessary to increase transparency and to disseminate data from other countries programmes to establish best practice.

* John Horgan and Kurt Braddock, ‘Rehabilitating the Terrorists?: Challenges in Assessing the Effectiveness of De-Radicalization Programs’, *Terrorism and Political Violence* (Vol. 22, pp. 267–91, 2010).

When measuring the impact of a programme it is important to know what would happen if such a programme were not in place, in order to establish whether desired outcomes were met. Where

possible, measure the counterfactual – the hypothetical situation that would have occurred had the programme not existed.⁹

To determine whether a policy programme has had any impact we must collect and analyse the data gathered during the monitoring period. To do this it is necessary to identify what data is needed to measure the programme's impact, when it should be collected and in what format. It is also necessary to ask whether the data needed for the selected indicators is readily available, reliable and sufficiently accurate so as not to distort results.¹⁰

2.7 Challenges in Measuring Effectiveness

Many practitioners described evaluating domestic and international CVE work as an extremely challenging process. Principal difficulties include the length of time taken for outcomes to emerge, and building trust with individuals and communities who are partners of CVE interventions. Individuals participating in CVE activities may be hard to reach and reluctant to engage in evaluation. It is also worth emphasising that there are very few CVE programmes to draw from. Moreover, and crucially, there are no validated scales to measure the levels of support for violent extremism among individuals; therefore, understanding context, using proxies such as behaviours, and making the most of expert judgement are important.

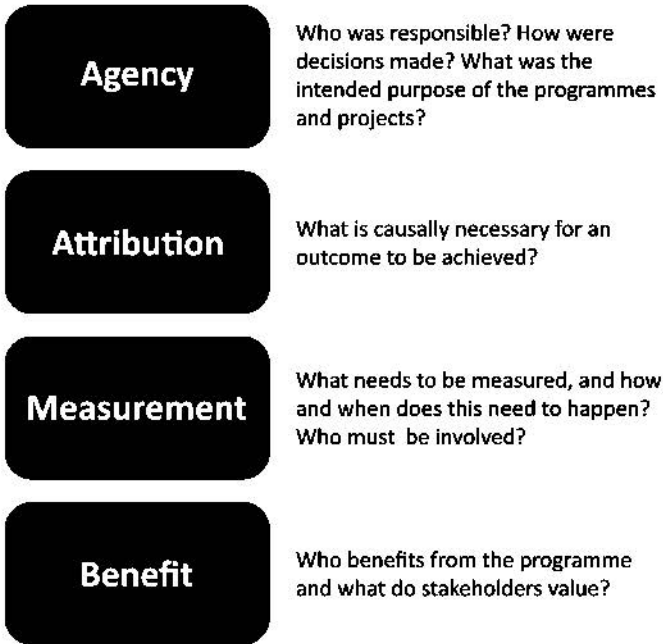
-
9. Susan Purdon, Carli Lessof, Kandy Woodfield and Caroline Bryson, *Research Methods for Policy Evaluation*, Department for Work and Pensions Research Working Paper No. 2, National Centre for Social Research, 2001, <<http://webarchive.nationalarchives.gov.uk/20100303161939/http://statistics.dwp.gov.uk/asd/asd5/WP2.pdf>>.
 10. Home Office, Passport to Evaluation 2.0; Treasury Board of Canada Secretariat, 'Supporting Effective Evaluations: A Guide to Developing Performance Measurement Strategies', <<http://www.tbs-sct.gc.ca/cee/dpms-esmr/dpms-esmr00-eng.asp>>, accessed 20 May 2014.

In the course of our research, interviewees identified the main challenges when measuring effectiveness as being causality attribution and indicators, and the collection of data and the perceptions of citizens where an evaluation took place. Identifying causality means being able to confidently attribute any alignment of behaviour toward programme goals by programme participants as a direct result of the programme processes and not any confounding factor.

The difficulty of attributing any changes to a programme is why developing accurate indicators of CVE and/or radicalisation is so important. General indicators such as a decrease in terrorist incidents in the country can be fairly useful, but they do not demonstrate the level of extremism in a country nor the intent and capability of a potential terrorist cell or lone actor. They may be attributable to a multitude of other factors, including better intelligence and law-enforcement activity, and not the result of less violent action by the radicalised individuals targeted by programmes.

This section describes four key issues that will help policy-makers and practitioners to frame their evaluation and ensure that the impact and effectiveness of programmes are measured successfully (see Figure 3).

Figure 3: Challenges in Measuring Impact and Effectiveness.



Challenge 1: The Problem of Agency – Identifying the Actor(s) Responsible for Decision-Making

The issue of agency – identifying who was or is responsible for a policy or programme, how decisions are made and their intended purpose – is fundamental to the evaluation of programmes and projects. It addresses the question ‘Who makes the key decisions?’ or ‘In what setting and through what processes are these decisions taken?’ The problem of agency is difficult to determine in CVE where the interface between the state, local authorities, police and community is complex.

As agency becomes more dispersed among multiple decision-makers, this creates problems for those designing

evaluations. For example, CVE programmes can often involve collaboration between multiple policy-makers and practitioners at the international, regional and local levels with various law-enforcement officials and practitioners on the ground. On the macro level, this was identified as the ‘problem of many hands’. The academic Nicoletta Stame develops this idea into horizontal and vertical complexities by arguing that policy-makers are now in the habit of combining services such as healthcare and employment, transport and urban regeneration into one unit.¹¹

In some countries this is the case for CVE, as it bridges social-cohesion and counter-terrorism departmental mandates. In other countries, CVE is the responsibility of military actors and of the police and government (for example, the African Union Mission in Somalia – AMISOM – has sponsored de-radicalisation projects in Somalia). Moreover, the multi-level systems of government that now exist – such as European, national, regional and local governments – have created a dynamic decision-making structure. The ‘problem of many hands’ means that those designing programmes and undertaking evaluations need to engage not just one decision-maker, but rather understand a potentially long chain of interactions – namely, feedback loops – which culminate in actions and particular outcomes.

Addressing the Problem of Agency in CVE

Evaluation in CVE requires an appreciation of an increase in the number of actors and the impact of their decision-making on a programme. For CVE, the problem of agency can be better tackled by using evaluation techniques outlined in Chapter III, such as:

- Logic models (outlining assumptions and actors).
- Process mapping (outlining key activities and linkages between actors).
- Interactive exchange and early consultation in programme design through interviews, focus groups and the Delphi method.

Challenge 2: The Problem of Attribution – Determining the Causality between Inputs and Outcomes

Understanding attribution – what was causally necessary for an outcome to be achieved – is a key issue in evaluation, particularly when applying an impact-evaluation framework. The question is: To what extent can changes in outcomes of interest be attributed to a particular intervention? Attribution involves isolating and estimating accurately the particular contribution of an intervention and ensuring that causality runs from the intervention to the outcome.

The changes in welfare for a particular group of people can be observed by undertaking ‘before and after’ studies, but these rarely measure impact accurately. Baseline data (collated before the intervention) and end-line data (collated after the intervention) give facts about the programme over time and describe ‘the factual’ for the treatment group (not the counterfactual). But changes observed by comparing before/after (or pre/post) data are rarely caused by the intervention alone, as other interventions and processes influence developments in time and space.

There are some exceptions in which ‘before’ versus ‘after’ will suffice to determine impact. For example, in the development context, supplying village water pumps reduces time spent fetching water. If nothing else of importance happened during the period under study, attribution is so clear that there is no need to resort to anything other than ‘before’ versus ‘after’ to determine this impact.¹²

Experts in CVE have noted this issue as a key conceptual problem in CVE evaluation, particularly as most programmes lack the tools (such as randomised, controlled trials) required

12. Frans Leeuw and Jos Vaessen, *Impact Evaluations and Development: NONIE Guidance on Impact Evaluation* (Washington, DC: World Bank, 2009), ch. 4.

to overcome it. That said, some experts believed that some lessons from the development arena, for instance US Agency for International Development (USAID) programmes, could be enlightening (see Chapter IV).

Addressing the Problem of Attribution in CVE

Overcoming the attribution problem in CVE evaluation is no easy task without access to experimental and quasi-experimental designs embedded in a theory-based evaluation framework:

- Randomised controlled trials are closest to the gold standard and are the safest way to avoid selection effects.
- Judgement-matching is a less precise method for selecting control groups using descriptive information from survey data; for example, to construct comparison groups.
- Benchmarking is a rough way to compare the value of a programme against another programme.

Challenge 3: The Problem of Measurement – Many Factors are Difficult to Measure Accurately

The two problem areas of agency and attribution have made measurement more difficult. This in turn has fed a view that what cannot be measured cannot be managed. The issue of measurement has many aspects. We focus on three that are important within the realm of CVE: measuring players' contributions; timing of measurement; and what to measure.

- **Who to 'measure':** because CVE projects involve multiple bodies, measurement can be difficult. The involvement of statutory, voluntary, corporate and community bodies in delivering an intervention or service makes it difficult to account for and to measure outcomes, particularly as it is

unclear what these bodies might have done in the absence of public money or public-sector steering.

- **When to 'measure':** counter-terrorism strategies involve committing to goals over a long period of time. Often there is not the appetite to wait until the completion of a long-term project before asking review questions. Arriving at an *ex-ante* evaluation judgement requires evaluators to take a view on decisions that relate to an uncertain future.
- **What to 'measure':** outcomes can be very difficult to measure, particularly where they are intangible (for example, trust, social capital and confidence).

A further perspective on measurement put forward by Canadian programme evaluation advisor John Mayne is that the key to evaluation is measuring with the aim of reducing uncertainty about the particular contributions made to an outcome.¹³ This improves focus and enables the identification of intended actions resulting in unintended consequences.

Understanding contribution, as opposed to providing attribution, is the essence of good evaluation. Understanding contribution has an element of the subjective, but this can be overcome by process models and logic models that probe the level of contribution of individual actions in a rigorous way. It is also important to consider context, as this often impacts on the outcomes of CVE programmes.

A final consideration when looking at measurement is the interpretation of data. Interpretation is subjective and the same information or data may be interpreted differently by different analysts, impacting measurement.

13. John Mayne, 'Contribution Analysis: An Approach to Exploring Cause and Effect', Institutional Learning and Change (ILAC) Brief 16, May 2008.

Addressing the Problem of Measurement in CVE

Some tools can assist in remedying these problems of measurement. However, in addressing issues such as 'when' to measure, thought must also be given to wider issues such as scope and principles of project planning and management:

- Logic models and contribution analyses can provide structured ways to identify what is important to measure.
- Economic evaluations can be useful where there are clear costs and benefits that can be monetised.
- 'Futures thinking' can help when considering what long-term future impacts to measure.
- Theory of change can help to break programmes down into measurable sections.
- Impact assessments provide a helpful way to think through an array of measurable outcomes.

Challenge 4: The Problem of Benefit – Dealing with Situations of Uneven Distribution of Costs and Benefits

It is important to understand who is benefiting (and to what degree) from a programme among the array of stakeholders, as well as who may be losing out. While this should be possible from the methodology employed (for example, from a logic model), it is rarely that simple, especially with projects that are operating in difficult or challenging environments.

Moreover, projects must consider that costs and benefits may be unevenly distributed: those who contribute most to a project may not be the beneficiaries, while benefits may also be incommensurate (for instance, an increase in security for one may result in a loss of privacy for another). Different groups might well value the same outcomes differently. The challenge is

to ensure the integrity of the evaluation so that any findings can be presented in a balanced way and are not biased towards one group over another.

Addressing the Problem of Uneven Benefit

There are methods to understand how different service users value different types of outcomes:

- Stakeholder analyses review the needs and concerns of the different actors involved in a programme, and can help to clarify stakeholders' values and priorities.
- Discrete choice models describe, explain and predict choices between two or more alternatives, helping researchers to understand how individual service users value different packages of options.
- Delphi surveys are exercises to collect large amounts of expert information and can help to identify future risks.
- Futures thinking can help to identify the dimensions and categories of future costs and benefits.

As a final note, it is worth considering the limitations to evaluation, particularly within the CVE field:

- **Lack of a comparison group:** the impact of CVE interventions is usually a challenge because of the absence of a control group against which the effects of a programme can be benchmarked.
- **Sample size:** individuals participating in CVE activities may be hard to reach and reluctant to engage in evaluation, limiting the size of data sets and making it hard to draw conclusions on the impact of the programme.

- **Inconsistency of data:** despite best practice, weaknesses in data collection such as sampling methods and human error can frequently lead to inaccuracies and inconsistencies.
- **Reporting bias:** interpretation of data is necessarily subjective and not all evaluators draw the same conclusions on the effectiveness and impact that a programme has had.

The tools available to assist in overcoming problems in evaluation are outlined in Chapter III. They can be used separately or in conjunction to create a richer evaluation of a CVE programme.

Chapter II: Key Points

- Good M&E systems are needed in order for CVE programmes to be implemented effectively, to ensure accountability, and to enhance the effectiveness of successor programmes.
- Establishing what should be evaluated and setting clear targets are crucial steps in developing well-defined indicators for the programme, which tell us whether or not it has been a success, and what factors did or did not contribute to this result.
- An ideal evaluation framework incorporates quantitative and qualitative data and methods, taking into account the context, using proxies such as behaviours, and making the most of expert judgement.
- Different tools and methods are needed to combat the challenges of agency, attribution, measurement and benefit in evaluating CVE effectiveness.

III. EVALUATION: TYPES, TOOLS AND TECHNOLOGY

Overview: This chapter outlines key evaluation methodologies, tools and technologies to provide readers with a baseline understanding of what can help them in their work. The evaluation methodologies reflect key frameworks used in the public and NGO sectors, which practitioners may wish to consider in relation to measuring impact and effectiveness. The list of tools proposed is not exhaustive but are intended as a starting point.

3.1 Evaluation Types

3.1.1 Identifying the Right Type of Evaluation

Evaluations can be carried out at different levels of CVE programming. In a report from its symposium on measuring the effectiveness of CVE programming, the Center on Global Counterterrorism Cooperation (CGCC) recognises three levels based on whether the focus of the evaluation is on a particular project (a vertical evaluation); a policy theme or strategy – for example, CVE efforts through multiple agencies (a horizontal evaluation); or a broad range of programming that collectively contributes to CVE activities (a multidimensional evaluation).¹

-
1. Peter Romaniuk and Naureen Chowdhury Fink, *Evaluating Countering Violent Extremism Programming: Practice and Progress* (Washington, DC:

Evaluations can be designed to answer many questions on topics such as how the policy was delivered, what difference it made, whether it could be improved and whether the benefits justified the costs. Below we explore key evaluation types used in the literature, which help those undertaking the evaluation to address the question that is most pressing for them.

The principal two evaluation types (formative and summative) are described below, followed by the subset of evaluation types:

- **Formative evaluations** tend to be ongoing evaluations, examining programme delivery and quality of implementation. The evaluation itself acts as a learning experience and is intended as a basis for improvement, by identifying any weaknesses or obstacles to achieving the programme's objectives. Assessments typically examine factors such as the progress of participants towards achieving the intended outcome, the efficiency of processes and examples of good practice.
- **Summative evaluations** tend to be undertaken at a programme's closing stages, assessing a programme's level of success. The evaluation examines the outcomes of the programme and compares them to pre-existing standards or benchmarks. This type of evaluation also helps to determine whether the programme can be said to have caused the outcome, to estimate the relative costs associated with the project, and to ascertain whether the programme should be repeated or replicated.²

Center on Global Counterterrorism Cooperation, 2013).

2. See Research Methods Knowledge Base, 'Introduction to Evaluation', 2006, <<http://www.socialresearchmethods.net/kb/intreval.php>>, accessed 21 May 2014.

The choice of evaluation approach should be based on a consideration of a number of factors: a statement of the policy's underlying theory or logic; the stated objectives; and a consideration of how the policy was supposed to have an effect. Having a clear idea about the questions that need to be addressed and the required type of evaluation at an early stage helps to inform the design of the CVE project and the expertise required.

The most suitable form of evaluation primarily depends on the core question being asked. If it is broad in scope it would benefit from a process evaluation,³ whereas if it is geared towards finding specific measures then an impact evaluation⁴ would be more successful. The choice of evaluation approach will therefore depend on issues such as:

- How complex the relationship between the intervention and the intended outcome is and how important it is to control for other drivers influencing the achievement of this outcome. If control is important, this might point towards an impact evaluation approach. Simple relationships can often be investigated just as robustly by process evaluations. More complex relationships often require impact evaluation.
- The 'significance' of potential outcomes to overall policy objectives. More limited, intermediate outcomes might be more readily evaluated robustly, but might not give a close or direct measure of the benefits of the policy.
- How significant the intervention is in identifying changes to processes and practices. This affects the extent to which the

-
3. Process evaluations measure the quality of a programme or policy's performance by analysing its activities and operations in order to identify strengths and weaknesses.
 4. Impact evaluations focus on outputs and assess both the intended and, ideally, unintended changes that can be attributed to a particular intervention, comparing the results to its original objectives.

intervention could be expected to generate sufficient effect to show up amid other factors and drivers. The distinction between projects, policies and programmes, strategy and 'best-practice' initiatives is relevant, since these can vary significantly in terms of how much they represent distinct and identifiable interventions. Best-practice audits usually involve process evaluation, whereas strategic policies benefit from impact evaluation.

Stakeholders noted that there are a number of strands to CVE work, and that it is important from the start to be clear about which aspects of a programme you are interested in evaluating. It is rarely possible to evaluate everything when resources are limited. Practitioners suggested that there is a need to prioritise in the following areas:

- The success of activities and organisations that have been funded and whether they offer value for money.
- How CVE activities have contributed to other agendas; for example, women's empowerment, educational outcomes and wider community safety.
- Providing policy-makers with evidence on what types of projects are effective and the resources required to support them.
- Providing practitioners with evidence on what works and what does not, and how they can best implement their projects or programmes.

It is important to provide project and programme teams with training on how to evaluate, and a toolkit with which to do so. They must be involved in evaluation design and have the skills to carry out evaluations of their programmes for learning and accountability reasons. Stakeholders also advised fostering the

creation of an evaluation hub to centralise this process in the design, development and implementation of the project.

When developing an evaluation culture, only long-term investment in people and skills has a substantive impact. In the short term, embedding evaluation into programme development from the beginning reminds policy-makers and practitioners of the importance of evaluation.

3.2 Evaluation Tools

This section examines several examples of tools that can be used to measure the effectiveness and impact of interventions. Each model has different strengths in demonstrating particular aspects of a programme, depending on the purpose and object of the evaluation. It is important to note from the outset that there is no 'one-size-fits-all' model of evaluation, and CVE programmes should use a typology of common models.

3.2.1 Logic Model

What is it?

A logic model uses visual illustration to show how a programme is expected to work to mitigate a problem, as shown in Figure 4. Logic models are widely used in the planning and design of new interventions, in the management and, increasingly, in the evaluation of interventions post implementation. There are a number of different types of logic models including those focusing on activities, outcomes and theories. In order to achieve this, logic mapping requires you to identify and describe a number of key elements of your intervention. These typically include:

- The issues being addressed and the context within which the intervention takes place.

- The inputs (resources and activities) required in order to achieve the intervention’s objectives.
- Outputs (for example, target groups to be engaged, roads built and products developed).
- Outcomes (short- and medium-term results, such as changes in traffic flow levels and modal shifts).
- Impacts (long-term results such as a better quality of life, improved health, environmental benefits, and so forth).⁵

Figure 4: Example of a logic model.

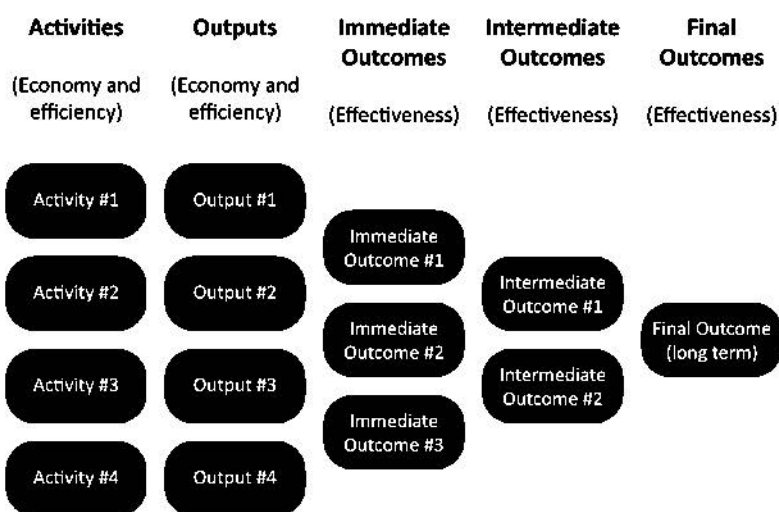
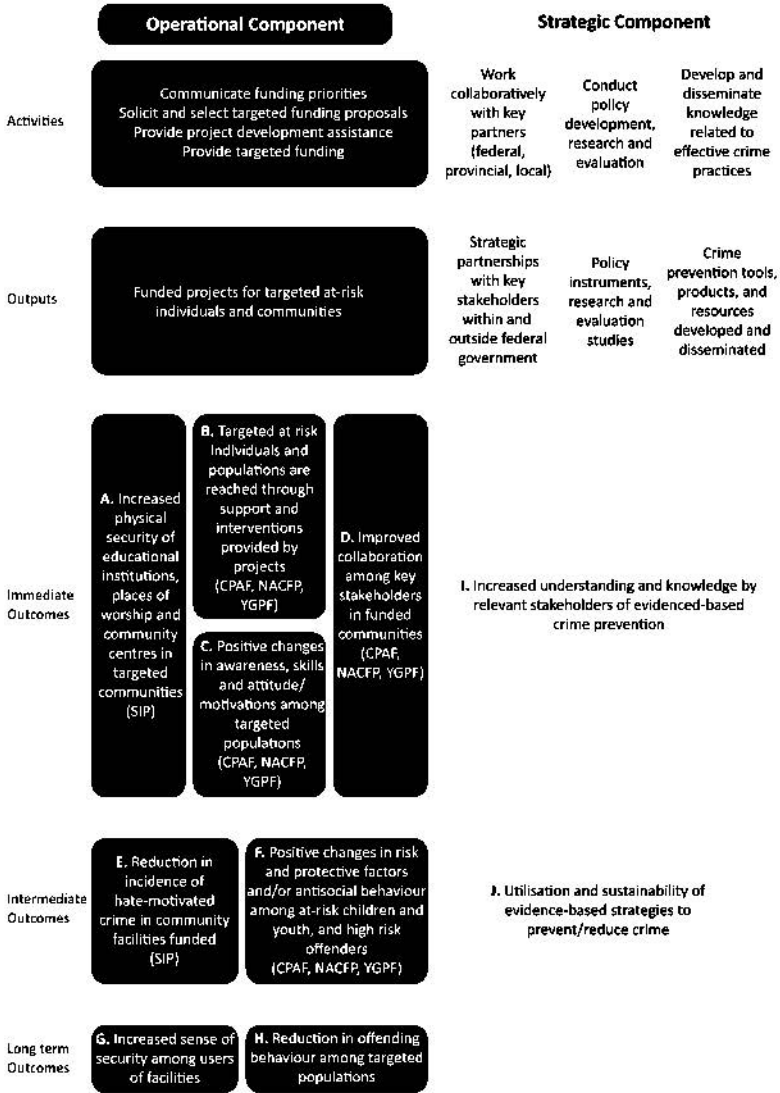


Figure 5 is an example of a logic model for a crime prevention programme from Canada. It is a visual representation that links what the programme is funded to do (activities) with what the

5. Dione Hills, ‘Logic Mapping: Hints and Tips’, Tavistock Institute, London, October 2010, <https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/3817/logicmapping.pdf>, accessed 21 May 2014.

Figure 5: Logic Model for the Crime-Prevention Programme.



programme produces (outputs) and what the programme intends to achieve (outcomes).⁶

How is it Used?

Logic models are widely used by government and non-government actors to demonstrate the causal relationship between investments, activities and outcomes of a particular programme. They do so by outlining a logical sequence of inputs, processes, outputs, outcomes and impacts.

What are the Advantages?

Logic models provide a clear framework and point of reference for participants to determine whether a programme is moving in the intended direction. They are useful for bringing together areas of planning, execution and evaluation under a shared approach.

What are the Disadvantages?

Although logic models can illustrate a logical pathway of events towards expected outcomes and impact, this does not necessarily end up being the case, especially if the intended outcomes are too ambitious. Thus, logic models are helpful for explaining intentions, but may not address the reality on the ground to the same degree of clarity. Logic models for CVE evaluation fall short when they become over-complicated and do not reveal resource use, reach or support other 'oversight' requirements. Finally, logic models are limited in providing robust evaluations in the short term and are best suited to long-term evaluations; this has limitations for evaluations intended for ministers who would

6. There are more details of this evaluation in Public Safety Canada, '2012-2013 Evaluation of the Crime Prevent Program: Final Report', October 2013, <<http://www.publicsafety.gc.ca/cnt/rsrccs/pblctns/2013-vltn-crm-prvntn-prgrm/index-eng.aspx>>, accessed 21 May 2014.

prefer to show deliverables in the relatively short timelines of government cycles.

3.2.2 Theory of Change

What is it?

Many evaluations of intervention programmes use theory of change (ToC). Definitions of ToC vary and it may be best to consider ToC as an approach rather than a methodology, in that its successful delivery requires harnessing a range of methodologies.

ToC and logic models are frequently used interchangeably but there are subtle differences (Figure 6). Logic models graphically illustrate programme components, and creating one helps stakeholders to clearly identify outcomes, inputs and activities. In contrast, ToC links outcomes and activities to explain *how* and *why* the desired change is expected to come about.⁷

The aim of ToC is to identify individual ‘interventions’ or changes that bring about specific outcome(s). This aim is often represented in a chart format that lays out all of the inputs, processes and outputs relevant to a programme.

Figure 6: Summary of Differences between Logic Models and ToC.

Logic Models	Theory of Change
Representation	
List of Components	
Descriptive	

7. Helène Clark and Andrea A Anderson, *Theories of Change and Logic Models: Telling Them Apart* (Atlanta, GA: American Evaluation Association, 2004).

How is it Used?

ToC works essentially as a series of critical-thinking exercises that provide a comprehensive picture of the short- and medium-term changes in a given programme that are needed to reach its long-term goals. ToCs differ from other evaluation models by starting with the result or end vision and working backwards in order to identify the steps required to achieve the end result, and then find the indicators for each precondition which can be used to measure success.

In the CVE context, in its best-practice guide for local practitioners implementing CVE, the Tavistock Institute has endorsed ToC as providing a useful framework,⁸ while the UK Home Office considers it to be a useful approach for regional Prevent co-ordinators.

What are the Advantages?

ToC evaluations are specific, and break programmes down into measurable compartments in order to identify best practice. They are able to specify the individual requirements needed to bring about a certain result, and are quantifiable and useful to measure specific goals and targets.

ToC requires users to identify underlying assumptions, which can be tested and measured, and encourages participation through being a 'living' framework. It is highly useful for identifying and measuring the success of a general strategy, rather than of short-term goals. Developing and reviewing ToC helps to clarify purpose, understand results and derive lessons learned.

8. HM Government, *Evaluating Local PREVENT Projects and Programmes: Guidelines for Local Authorities and their Partners* (London: Department for Communities and Local Government, August 2009).

What are the Disadvantages?

ToC can be seen as overly progressive and simplistic in its emphasis on end results. It does not look at structural imbalances, problems encountered or negative inputs that affect the causal nature of a process. It can be seen as overly inclusive and complex in its incorporation of external factors. The method is often regarded as being of greater use to programme managers than to programme designers and implementers, who may prefer to use logic models as they attempt to depict programme components so that activities match outcomes.⁹

3.2.3 Peer-Group Review

What is it?

Peer-group review is a method using two or more project groups to review each others' projects or programming with the objective of learning from the experience of others. The idea is to provide a collective learning process based on the experiences of another group, with the aim of improving quality and identifying key strengths. The process is widely used in medical and academic communities and is gaining prominence in policy fields. Peer-group review has been undertaken in Denmark by provincial authorities and in the UK by local authorities.¹⁰ Both examples resulted in local bodies combining the best practice of the other.

-
9. Further information on ToC and logic models is available from the Treasury Board of Canada Secretariat, 'Theory-Based Approaches to Evaluation: Concepts and Practices', <<http://www.tbs-sct.gc.ca/cee/tbae-aeat/tbae-aeatb-eng.asp>>, accessed 21 May 2014.
 10. Tavistock Institute, 'A Peer Review of the Prevent Programme', 2011, <<http://www.tavistock.org/projects/a-peer-review-of-the-prevent-programme/>>, accessed 21 May 2014.

Lessons from the Front Line: Kenya Transition Initiative and its CVE Programme

The evaluation of the Kenya Transition Initiative (KTI) programme offers a good example of employing ToC to undertake a CVE programme evaluation. The KTI programme was a pilot of the new USAID CVE concept, operating through flexible funding mechanisms that support individuals, organisations and networks, often with small grants implemented over a short duration. The approach of the study was to begin by examining the outcome and end result of the initiative, before outlining a series of questions to determine how and why this result was achieved. Specific questions asked by the study included the following:

- Were the key programme concepts such as ‘extremism’ and ‘identity’ suitably defined and understood?
- To what extent were local drivers of violent extremism understood before the project began? Was sufficient research undertaken?
- Were some identified ‘pull’ and ‘push’ factors more influential than others?
- Was this research consistent with the USAID Guide to Drivers report? Should other candidate ‘pull’ and ‘push’ factors have been the subject of research? Was the planned focus on ‘pull’ factors achieved?
- To what extent was the KTI goal statement suitable in light of the above drivers?
- To what extent was the KTI goal statement achieved?

- To what extent was the results framework suitable in light of the project goal? Were suitable 'pull' and 'push' factors targeted through the intermediate results?
- To what extent were the intermediate results achieved? To what extent did individual grants achieve their objectives?
- To what extent were grants suitable in light of the project's objectives and results framework?
- Did the grants target vulnerable, or the most vulnerable, individuals?
- Was the project as innovative as was expected? Was the programme suitably flexible to changing contexts and ongoing lessons learned?

The KTI programme advised the evaluator about the methodological approach. These methods included a review of the KTI and related documents, spanning the programme phases; a series of key informant interviews with KTI staff, grantees and other stakeholders; and a set of focus group discussions with grant beneficiaries and observations of grantees.

The research team collected substantial qualitative evidence that the KTI contributed to its CVE goal, and the subordinate intermediate results. Other key successes of the programme were the flexibility provided by the grant mechanism, and its intentional emphasis on countering the 'pull' factors that drive violent extremism.

Source: James Khalil and Martine Zeuthen, 'Qualitative Study on Countering Violent Extremism Programming under the KTI', USAID, 2014.

How is it Used?

Peer review is a deliberative process, where an arranged meeting of core groups leads to the exchange of information with peer groups, who provide a critical yet collaborative function. Reflection over approaches and experiences takes place between the peers, where a number of outsider participants are also able to make an input.

In meetings, the focus is on probing the group's different experiences to identify strengths and weaknesses. An agreed set of themes is used to measure exactly what has been achieved among the individual groups in different areas. Through the collection of information via 'peers', a 'sense-making workshop' is then held to draw together all of the emerging strands of thinking.

What are the Advantages?

The peer-review process is ideal for identifying forms of best practice from a range of experiences. This is particularly valuable for CVE where various factors and differing environments can have an impact on identifying the causality behind any success or failure. The method is also useful for the cross-sectional evaluation of CVE programmes across local or state boundaries where the impact of decisions needs to be evaluated.

What are the Disadvantages?

The process is suited to programmes that have similar backgrounds. There is a risk of mirror-imaging by applying a 'one-case-fits-all' solution to a diverse and multifaceted problem. The method lacks in-depth study so often needs to be used in conjunction with another process such as ToC in order to gather background information and provide narratives to the groups involved. The method focuses on improving quality as opposed to overall results, so there is a risk of abstraction.

Lessons from the Front Line: Peer Review of CVE Activities in London and Lancashire, UK

During 2010–11, Tower Hamlets Council, the Lancashire Prevent Forum and the Local Government Group worked with a facilitator to create and conduct a Prevent peer-evaluation process, which consisted of a preparatory phase, three workshops and a dissemination event.

Preparatory phase: the initial phase involved developing local narratives to allow peers to begin articulating their local approach to delivering Prevent using a ToC framework. The exercise therefore entailed identifying the participating authorities' respective local contexts, the key assumptions on which the design of the programme was built, and their organisational capacity to handle CVE-related issues. The narratives also included the objectives that peers hoped to achieve and how.

Workshops: workshops involved senior stakeholders from the host local authority and police force, as well as peers from other areas. The sessions aimed to look in particular at the impact of the authorities' work in:

- Reducing the likelihood of individuals engaging in violent extremism.
- Contributing to the delivery of the national counter-terrorism agenda.
- Local partnerships between local authorities, the police, and statutory and community partners.

Peers worked in small groups. Within each of the three themes they explored their narratives in detail, testing assumptions and approaches, and where possible developing a simple ToC map, using it as an organising principle. The third and final session consisted

of a 'sense-making workshop', involving all peers. Stakeholders developed 'working hypotheses' on the basis of the learning and main themes that emerged from the discussions of the two workshops held in Tower Hamlets and Lancashire.

Impact: The participating authorities found the peer-review process to be a valuable experience. It provided the time and space for peers to be able to reflect on the CVE work undertaken to date in their own and partner authorities. These are some practical examples of how the peer-review process impacted peers' work:

- The challenging questions raised by peers enabled the authorities to think about new ways to strengthen information-sharing mechanisms.
- The process proved to be helpful in strengthening links and collective thinking, which fostered a positive group dynamic, built confidence and initiated a partnership-setting process.
- It allowed useful thinking to emerge around what the right balance is between a community-led and statutory-led approach to delivery.

3.2.4 Process Mapping

What is it?

Process mapping is a tool for graphically representing a series of tasks or activities that constitute a process.¹¹ It enables better understanding of the process examined, and identifies gaps, bottlenecks and other problems.

A process map in evaluation involves flowcharting inputs, processes and outputs in diagrammatic form in order to describe

11. Tom Ling and Lidia Villalba van Dijk (eds), 'Performance Audit Handbook: Routes to Effective Evaluation', RAND Europe, 2009, <http://www.rand.org/pubs/technical_reports/TR788.html>, accessed 21 May 2014.

the necessary tools, the range of required tasks and the key decisions to be made in bringing about a result. These can be used to identify structures, loops and actors that are essential to achieving outcomes.

How is it Used?

Having selected and recorded key processes, the next stage is to examine them critically and develop new processes where necessary. In many instances, the thoughts and discussions required to chart existing processes lead to easy identification of improvements. Analysing process maps in a structured way, known as critical examination, can identify process improvements. This basically involves the use of primary questions – what, how, when, where and who. Once established, creation of the new and improved process can begin. Figure 7 gives an example of process mapping.

What are the Advantages?

Flowcharting can be used to establish what is currently happening, how predictably and why. Process mapping can also measure how efficiently the process is working, and gather information to understand where waste and inefficiency exists. It is useful for developing new improved processes to reduce or eliminate inefficiency.

What are the Disadvantages?

Process mapping is weak at identifying assumptions and does not attribute specific goals towards a measurement of success. It is therefore unsuitable for measuring specific goals and outcomes of a process, but instead only identifies problematic areas.

	Description	Questions	Advantages	Disadvantages
Flowchart	Breaks down a process into sequential steps and decision points; depending on level of analysis, high-level, activity-level or task-level flowcharts are used	<ul style="list-style-type: none"> • What are the steps of the process? • In which order do they occur? • When are decisions taken? 	<ul style="list-style-type: none"> • Intuitive way of presenting a process, thus easy to conduct • Provides a very good overview of a process • Allows identification of redundant process steps 	<ul style="list-style-type: none"> • Can become very tedious if high level of detail • Requires very high level of process knowledge
Departmental Flowchart	Breaks down a process into sequential steps and decision points; highlights the role of different actors in a process	<ul style="list-style-type: none"> • What are the steps of the process? • In which order do they occur? • When are decisions taken? • Who is involved in the process? 	<ul style="list-style-type: none"> • Makes it easier to suggest the department which needs to make changes • Allows identification of responsibilities • Easy to produce when flowchart is already available 	<ul style="list-style-type: none"> • May lose focus on problematic tasks or decisions
Process Definition Chart	Focuses attention on the context of a process by looking at inputs and outputs, resources and controls	<ul style="list-style-type: none"> • What are the inputs of the process? • What are the outputs of the process? • What resources are needed? • How is the process controlled? 	<ul style="list-style-type: none"> • Achieves breadth of subject matter, also discusses resources and constraints • Includes information about resources and controls; integrates the context into the process 	<ul style="list-style-type: none"> • Approach is less intuitive • Difficult to pinpoint what is driving down value in a system

Figure 7: An Example of Process Mapping.

3.2.5 Cost–Benefit Analysis

What is it?

A cost–benefit analysis is a method for assessing the value of a project by comparing its costs to measures of its performance, or more generally to the value of benefits it produces. The analysis requires accurate cost data, as well as measures of performance in appropriate units and overall benefits. Cost–performance measurement is narrower in that it deals only with measures of performance as the basis for comparison.¹²

How is it Used?

Cost and performance data can be obtained from operational records, direct observation, surveys or group meetings at which those who perform the operations report and discuss costs and performance measures. Both one-time costs and ongoing costs should be included.¹³

What are the Advantages?

Cost–benefit analyses are an effective means to assess the value of a project or the value of the benefits it produces. Over both the short and longer term, such analyses can be used to determine whether or not the resources allocated to a programme are appropriate for achieving the intended outcome, as well as to determine the (primarily financial) implications of continued

12. See 'Appendix A: Tools for Identifying and Evaluating Options', in Anthony Cresswell et al., 'And Justice for All: Designing Your Business Case for Integrating Justice Information', Center for Technology in Government, University at Albany, 2000.

13. Treasury Board of Canada Secretariat, 'Assessing Program Resource Utilization When Evaluating Federal Programs', <<http://www.tbs-sct.gc.ca/cee/pubs/ci5-qf5/ci5-qf5tb-eng.asp>>, accessed 21 May 2014.

implementation. They can also be used to identify key risks that may prevent the goals and objectives of the programme being reached.

Cost–benefit analyses are highly quantifiable and results can be interpreted without difficulty, allowing readers and analysts to see the benefits of a particular process easily.

What are the Disadvantages?

The method places too much emphasis on cost and overlooks the efficiency and overall impact of a programme, as many benefits may not come directly from the cost. It is therefore not entirely suitable for looking at processes in the short term.

3.2.6 Delphi Survey

What is it?

Delphi exercises are a structured way to collect large amounts of qualitative information from experts in fields relevant to the issue being examined. Delphi surveys use ranking, scoring and feedback to arrive at consensus on an issue or a set of issues. They can assist with anticipating problems in achieving outcomes and building consensus on the direction and purpose of a programme.

In its conventional, ‘pencil and paper’ form, the Delphi method involves issuing questionnaires to participants in which they are asked to rank a series of items (in order of importance, likelihood of occurrence, and so on) over a number of rounds, interspersed with feedback collection. The exercise can be conducted remotely; there is no requirement for participants to be brought together in one place.¹⁴

14. Ling and Villalba van Dijk (eds), ‘Performance Audit Handbook’.

How is it Used?

Participants usually remain anonymous so as to protect the authority, personality and reputation of the individuals involved. This remains so until the production of the final report. The experts begin by answering questionnaires, which are then used by the facilitator to direct the survey and filter out any irrelevant information resulting from the experts' responses. Regular feedback on their own and each others' comments is provided by the experts to inform debate and prevent pre-held conceptions or groupthink. The areas of conflict are identified and deliberated until a consensus is reached. Figure 8 shows the steps taken in a Delphi survey.

What are the Advantages?

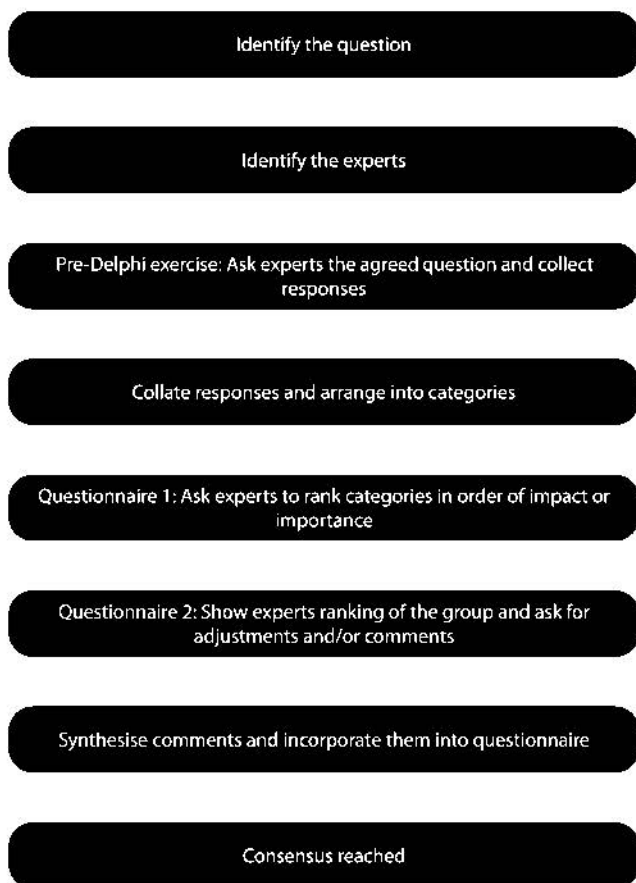
Typically used in business forecasting, this method allows scope for depth and rich descriptions of possible best outcomes. It enables incorporation of specialists in order to inform best practice. It also encourages feedback and all aspects of the process can be reviewed by participants.

In the context of performance evaluations, the Delphi method has a number of particularly advantageous features. First, it provides a structured means of collecting large bodies of qualitative and quantitative data in areas in which other forms of evidence may be thin on the ground. This can be particularly useful when scoping potential performance indicators in an unfamiliar setting. Second, by helping to bring participants towards consensus, it enables users to prioritise lists of possible evaluation options in a structured manner. This could be applied at both the early stages of a project, to identify key audit questions, and at the concluding stages, to help prioritise recommendations.

What are the Disadvantages?

The efficacy and impact of the process depends largely on the experts used in the process and the role of the facilitator in recording results. There are the usual risks of groupthink, consensus and confirmation bias, which can be mitigated by anonymity.

Figure 8: Example of steps taken in a Delphi survey.



3.2.7 SWOT Analysis

What is it?

SWOT analysis is a four-part system that aims to identify the strengths, weaknesses, opportunities and threats of a process (Figure 9). Strengths include characteristics of the project that give it an advantage over others. The weaknesses are characteristics that place the team at a disadvantage relative to others. Opportunities are elements that the project could exploit to its advantage. Threats are elements in the environment that could cause trouble for the project.

How is it Used?

A single quadrant chart can be used to note down ideas from a group; this process is useful because it operates in a uniform format. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favourable and unfavourable to achieving that objective.

What are the Advantages?

The process quickly and efficiently identifies both the positive and negative attributes of a programme and its scope for the future and improvement. As a method of analysis it also clearly distinguishes between internal (SW – strengths and weaknesses) and external (OT – opportunities and threats) factors. Unlike most processes of evaluation, it is not designed with the sole purpose of evaluating profit-making processes.

What are the Disadvantages?

It overlooks individual processes involved in bringing about change, and is unquantifiable. It can be seen as being geared

towards confirming the benefits of a particular process because it fails to identify other alternatives.

Figure 9: Example SWOT Analysis.

	Helpful to Programme Outcome	Harmful to Programme Outcome
Internal Factors (Organisational Attributes)	Strengths	Weaknesses
External Factors (Environmental Attributes)	Opportunities	Threats

3.2.8 Contribution Analysis

What is it?

Contribution analysis is an approach for assessing causal questions and inferring causality in real-life programme evaluations; it does not allow for comprehensive evaluation. It offers a step-by-step approach designed to help managers, researchers and policy-makers arrive at conclusions about the contribution their programme has made (or is currently making) to particular outcomes (see the example in Figure 10). The essential value of contribution analysis is that it offers an approach designed to reduce uncertainty about the contribution the intervention is making to the observed results through an increased understanding of why the observed results have occurred (or not) and the roles played by the intervention and other internal and external factors.¹⁵

15. See Better Evaluation, 'Contribution Analysis', <http://betterevaluation.org/plan/approach/contribution_analysis>, accessed 22 May 2014.

What are the Advantages?

Contribution stories are beneficial to programmes that have a detailed ToC and a well-defined direction. Alongside ToC, a contribution analysis can provide evidence and a line of reasoning demonstrating that the programme has made a significant contribution towards the desired result. There are six steps to this method:

- **Set out the attribution problem:** determine the specific questions being addressed, such as ‘Has the programme caused the outcome?’
- **Develop a ToC and the risks to it:** develop the programme logic and results chain describing how the programme is supposed to work. Identify the main external factors at play that might account for the outcomes observed.
- **Gather existing evidence on the ToC:** use existing evidence – such as from past related evaluations or research, and from previous monitoring – to test the ToC.
- **Assemble and assess the contribution analysis, and challenges to it:** you will then be able to determine if it is reasonable to assume that the actions of the programme have contributed to the observed outcomes.
- **Seek out more evidence:** having identified where the contribution analysis is less credible, gather additional evidence to augment the analysis based on the results that have occurred.
- **Revise and strengthen the contribution story:** you should now be able to build a more substantive and thus more credible analysis, one that a reasonable person will be more likely to agree with.

What are the Disadvantages?

Contribution analysis is not an approach for comprehensive evaluation.

Figure 10: An example of a contribution analysis.

**Acknowledge the attribution problem:
Does x cause y?**

**Determine the specific cause-effect
question being asked: To what extent
does x cause y?**

**Determine the level of confidence
required: How will we find out if x
causes y?**

**Explore the type of contribution
expected: How would we show that x
contributed to y?**

**Determine the other key influencing
factors: what about z?**

Figure 11: Summary of Evaluation Tools and their Uses.

Evaluation Tool	Advantages	Disadvantages	Use to...
Logic Model	Provides clear point of reference for participants on programme performance	Often over-complicated and does not clearly illustrate problems encountered	Demonstrate a causal relationship between investments, activities and outcomes
Theory of Change	Evaluations are specific and break programmes down into measurable compartments	Overlooks negative inputs, problems encountered and structural imbalances that affect the causal nature of a process	Measure the success of a general strategy over short-term goals
Peer-Group Review	Ideal for identifying best practice, especially across different sectors and regions	May not take into account local contexts or impose a basic solution for a complex problem	Improve quality of programme rather than achieve overall results
Process Mapping	Measures efficiency of programme and where waste or inefficiency exists	Unsuitable for measuring specific goals and outcomes, identifying only problem areas	Identify structures, loops and actors essential to achieving outcomes
Cost-Benefit Analysis	Results can be easily interpreted and risks easily identified	Overlooks the impact of programme and benefit of short-term processes	Assess the value of a project or the value of the benefits it produces
Delphi Survey	Can generate large bodies of data, encourages feedback and identifies priorities	Can have low efficacy; risks of 'groupthink', consensus and confirmation bias	Anticipate problems and build consensus on direction and purpose of programme
SWOT Analysis	Quickly and efficiently identifies positive programme attributes and scope for improvement	Unquantifiable; overlooks individual processes and fails to identify alternatives	Identify the internal and external factors in achieving the programme's objective
Contribution Analysis	Provides evidence and line of reasoning showing the extent of programme input towards the desired result	Cannot be used for comprehensive evaluation	Assess the contribution the intervention is making to observed results

3.3 Online Technologies

Using technology for M&E has increased in importance in recent years following a rise in the use of such media by large parts of the population globally. Authorities and local NGO actors can use new technology – such as social media – as part of the CVE programme-evaluation toolbox. For example, the US Center for Strategic Counterterrorism Communications aims to reduce radicalisation and extremist violence online by identifying in a timely manner extremist propaganda on the Internet and responding swiftly with counter-narratives. It has put in place diagnostic, Internet-based tools to support it in monitoring its effectiveness.

Social-media platforms can be used to disseminate counter-narratives to violent extremist beliefs online either through engaging in debate, sharing pictures and videos, or simply forming online communities opposed to violent extremism.¹⁶ Use of such platforms presents those evaluating projects with potential tools to record Internet traffic or understand impact through measures such as ‘retweets’.

The work carried out by researchers at the UK-based International Centre for the Study of Radicalisation and Political Violence is a further example of the use of social-media analysis to measure influence and impact.¹⁷ Specific methodologies include the monitoring and analysis of Twitter accounts and postings through:

- Examining links and ‘hashtags’ tweeted by users.
- Analysing the followers of anarchist accounts.

16. See, for example, the work of the Demos Centre for the Analysis of Social Media, <<http://www.demos.co.uk/projects/casm>>, accessed 22 May 2014.

17. See, for example, J M Berger and Bill Strathearn, ‘Who Matters Online: Measuring Influence, Evaluating Content and Countering Violent Extremism in Online Social Networks’, International Centre for the Study of Radicalisation and Political Violence, King’s College London, March 2013.

- Conducting a ‘gross impressions’ analysis, which counts the number of times tweets from a user have appeared in other users’ timelines.¹⁸

Lessons from the Front Line: Using Facebook ‘Likes’

Other examples where online social media has been used in this way include EXIT-Deutschland’s use of the Internet to spread information about the success of the Trojan T-shirt campaign. The CVE group disseminated T-shirts at a neo-Nazi convention bearing a far-right slogan that washed off to reveal the slogan ‘If your T-shirt can do it, so can you’. The use of YouTube, Twitter and Facebook to share the impact of the event not only increased the number of voluntary participants joining the CVE programme, but also spread awareness of the growing far-right movement in Germany. CVE programmes and police authorities can use social media to inform the public and gain support, ‘followers’ or ‘likes’ for activities similar to EXIT-Deutschland’s ideas around branding.

3.3.1 Advancing Data Collection

Other uses of technology to aid CVE efforts include the use of software to monitor and respond to potential violent acts being planned online.¹⁹ Advances in computer technology

18. See, for example, Alexander Meleagrou-Hitchens, Shiraz Maher and James Sheehan, ‘Lights, Camera, Jihad: Al-Shabaab’s Western Media Strategy’, International Centre for the Study of Radicalisation and Political Violence, King’s College London, 2012.

19. Todd C Helmus, Erin York and Peter Chalk, *Promoting Online Voices for Countering Violent Extremism* (Cambridge: RAND Corporation, 2013), <<https://www.counterextremism.org/resources/details/id/245/promoting-online-voices-for-countering-violent-extremism>>, accessed 22 May 2014.

have created the opportunity to store vast quantities of data previously unimaginable to earlier computer models. Also, advances in software and analytical capabilities have created new opportunities to input and process criminal data. Areas for application include geo-mapping of crime trends, monitoring online media, facial recognition technology used to analyse individual movements, and test-simulations of group behaviour.

Another area of advance in data collection is the use of data to identify crime hotspots, before cross-referencing the results with those of similar regions in order to test best practice. Some of these practices are in early stages of progress and require further development. New technology also enables the capacity to 'data mine' (for example, information gathered from online chat rooms) simultaneously across a broader spectrum of social-media platforms, crime databases and historical reports, and then to analyse all data rapidly. Gathering the right amount of data is crucial for sampling and conducting effective analysis.

3.3.2 CVE in the Local Community

Online technology has created a window of opportunity to improve the relationship between members of the public and law enforcement and help to build trust.²⁰ For example, many police forces and local authorities use Twitter to describe local issues, to outline initiatives to counter extremism, and to build up a relationship with community residents. Such use of media establishes trust and improves public confidence.

Online surveys can provide an efficient way of collecting information from different stakeholder groups, anonymously if

20. United Nations, *The Use of the Internet for Terrorist Purposes* (New York, NY: United Nations Office on Drugs and Crime, 2012), <http://www.unodc.org/documents/frontpage/Use_of_Internet_for_Terrorist_Purposes.pdf>, accessed 22 May 2014.

necessary. Best results are achieved if the evaluators and those implementing the online survey collaborate in developing the survey from an early stage. Online surveys:

- Can be used to target specific stakeholder groups.
- Are widely used in the public and private sectors, and local communities may therefore feel 'comfortable' with them.
- Need to be carefully designed through a partnership between the researchers and web-survey implementers.

Defining Online Surveys

Online tools have become an extremely cost-effective method of conducting fieldwork for scientific and policy research and evaluation. Tools include web-surveys, opinion surveys, stated-preference surveys, online exercises and more open-ended forms of e-consultations.²¹

In the consumer area, these tools are frequently used by market-research companies to study likely markets for certain products and services through opinion surveys or general omnibus studies. Although it is difficult to characterise from a theoretical point of view, various types of stakeholder may be considered as relevant targets for this form of evidence gathering. For example:

- Civil servants and members of administrative departments.
- Members of local communities.
- Experts.
- Academics.
- Civil society stakeholders.

When to Use Online Surveys

In the policy-evaluation context, online survey tools are especially useful for gathering the honest views of experts, implementers

21. Ling and Villalba van Dijk (eds), 'Performance Audit Handbook'.

and programme participants, as respondents may feel that they are talking to a computer rather than a person. The successful use of online data-gathering techniques is a compromise among a number of factors, as are many methodologies.

The main consideration is that of understanding the implications of more complex instruments, given the specificities of using more traditional forms of data collection. Online surveys are particularly suitable in the following circumstances:

- **When the boundaries and characteristics of a topic or subject can be easily determined in advance:** it should be easier for those developing the survey instrument to identify questions with clear alternative answers, such as 'important/not important' or 'agree/disagree', thereby permitting extensive question sets. This method is particularly useful when trying to simplify questions that could be answered qualitatively (for example, 'What do you think about...?') so that they are presented quantitatively (for instance, 'Please indicate the extent to which you agree/disagree with the following...').
- **When there is a large or unbounded sample:** online survey tools may be appropriate when considerations of robustness of sample size to population are of lesser importance.
- **When fast turnaround is necessary:** surveys can be developed extremely quickly, especially when an existing survey platform is established. Furthermore, some tools permit automated data extraction.
- **When budget is limited:** online tools may be a cost-effective alternative to more expensive forms of data collection (such as via telephone surveys), as they are relatively cheap to implement.

Chapter III: Key Points

- Formative evaluations strengthen or improve the object being evaluated; summative evaluations examine the effects or outcomes of the object.
- The choice of evaluation approach should be based on the policy's underlying theory or logic, the stated objectives, and a consideration of how the policy is supposed to have an effect.
- It is important to provide programme teams with training and a toolkit on how to monitor and evaluate their activities.
- Each evaluation tool has advantages and disadvantages, and should be chosen on the basis of the purpose of the evaluation.
- Online technologies can increase the reach of CVE programmes into local communities, and make a significant contribution to M&E through advanced data collection and online surveys.

IV. LEARNING FROM OTHER FIELDS

Overview: This chapter addresses what can be learned about evaluation from other social-policy fields: crime prevention, gang prevention, overseas development and peace-building.

CVE is not the only policy area that encounters challenges in policy and programme evaluation. In this chapter, we examine evaluation practices in the criminal-justice and overseas-development sectors. While these fields are very different from CVE, their evaluation systems are more mature and elements of their programmes can help to inform the approaches and methodologies used in CVE evaluation. The aim is to identify instances of good practice and lessons that can be applied to future CVE programmes.

4.1 The Criminal-Justice Sector

4.1.1 *Crime Prevention*

One of the most useful areas to examine for comparative purposes in CVE evaluation is crime prevention. CVE programmes can look to crime-prevention programmes as a key source of experience and best practice as the two fields face similar challenges. There is already a broad body of literature on the M&E of crime-prevention programmes (or lack thereof) and the challenges in

carrying out M&E in this field. These programmes are generally community-based; while this is not always the case for CVE, there are countries that incorporate a strong community presence in carrying out CVE activities.

As with crime-prevention evaluation models, effective models of evaluation for CVE need to be able to address the following issues:

- The causal links between a programme's assumptions and the outcomes desired: are CVE programmes based on a sound theoretical underpinning? Do community-based programmes reduce the incidence of radicalisation? Do they have other unintended impacts?
- The effectiveness of the processes involved in implementing the programmes: who should be funded? How and to what level? Who should drive the programmes? How can agencies best work together? Understanding what happens and why in a programme can determine why particular objectives were or were not achieved.¹
- The effectiveness of individual initiatives: how successful are different approaches? Which are most successful? Why? What long-term effects do they have on prevention? How appropriate are they to different contexts?
- The contribution of initiatives to wider community goals: health and wellbeing of the community and the government policy objectives of a 'safer community'.
- The cost-benefit of individual community-based initiatives and an overall assessment of a programme's multiple initiatives.²

-
1. John M Owen and Patricia J Rogers, *Program Evaluation: Forms and Approaches* (St Leonards, Australia: Sage, 1999).
 2. Anona Armstrong and Ronald Francis, 'Difficulties in Evaluating Crime Prevention Programmes: What Are Some Lessons for Evaluators and

Overarching Lessons Learned in Crime Prevention

In order to develop models of evaluation that take into account longer-term results:

- Evaluations should not be limited to measuring outputs or even outcomes, but examine the underlying assumptions on which programmes are based.
- Evaluations should not be undertaken on an ad hoc basis once every few years, because there is no basis for comparative evaluation of the value of alternatives.
- The most useful evaluations are those that are planned and receive support from all involved.
- M&E should be built into the planning phase of each programme, not added on at the end.
- Indicators to measure outcomes should be agreed on by the stakeholders, as should be commitment to data-gathering.
- The evaluation designs need to take account of milestones and steps that signify progress towards achievement of goals and objectives.
- The designs also need to be flexible – should progress evaluations indicate a need for change, so too should the target of the evaluation change.
- Evaluations need to be both internal and external.
- The internal evaluations should focus on monitoring the key indicators and maintaining the documentation that will give substance to an external evaluation.
- External evaluations should meet the need for summative and formative purposes, for the assessment of efficiency, effectiveness and quality.

It is noted that there is no 'one-size-fits-all' model of evaluation for crime-prevention programmes; instead, a typology of common models is used. Many evaluation models in crime prevention, as with CVE, fall prey to the need for government departments to assess the narrow questions that policy planners need to answer – the implementation of the programme and achievement of specified outputs. Few models attempt to achieve any kind of examination of long-term programme results (which are important when evaluating CVE).

NCPC Programmes: Evaluation Planning of Crime-Prevention Programmes

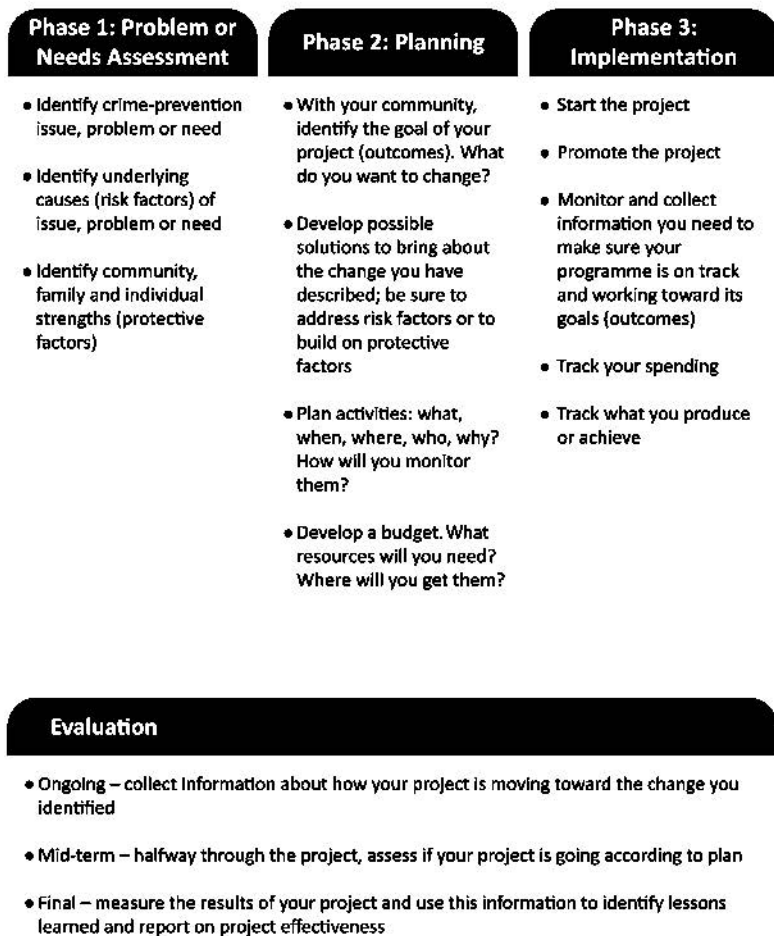
Canada's National Crime Prevention Centre (NCPC) provides national leadership on effective and cost-effective ways to prevent and reduce crime by intervening on the risk factors before crime happens.³

The NCPC views evaluation as contributing in a variety of ways, including providing accountability and strategic structure, benchmarking, supporting results, and feeding into best practice and effective interventions in crime prevention. Evaluating crime-prevention programmes requires setting realistic outcomes to measure. The impact of a programme may not be visible for several years, therefore setting short- and medium-term outcomes to measure is important to determine whether the programme is on track to achieve its goals.⁴

Community-Based Programs', paper presented at the Evaluation in Crime and Justice: Trends and Methods conference, Canberra, 24–25 March 2003, <http://www.aic.gov.au/media_library/conferences/evaluation/francis.pdf>, accessed 22 May 2014.

3. Public Safety Canada, 'Project Planning and Evaluation', <http://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/tls-rsrcs/prjct-plnng-eng.aspx>, accessed 22 May 2014.
4. *Ibid.*

Figure 12: Project Lifecycle.



Source: Public Safety Canada, 'Project Planning and Evaluation', <<http://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/tls-rsrcs/prjct-plnng-eng.aspx>>, accessed 22 May 2014.

4.1.2 Gang Prevention: Evaluation in Practice

The NCPC funded the Gang Prevention Strategy (GPS) between April 2007 and March 2011. The programme was implemented by Living Rock Ministries (a non-profit Christian organisation) in the Hamilton area, near Toronto; it targeted people aged between thirteen and twenty-five who were deemed either to be at risk of gang involvement or to be already involved in it. The programme aimed to:

- Increase awareness of the consequences of gang involvement.
- Encourage youths to adopt a less positive attitude toward gangs.
- Increase motivation to participate in pro-social behaviours.
- Decrease risk factors that contribute to interest in gang activity.
- Increase protective factors that contribute to youth's interest in pro-social activity.

The programme aimed to achieve these results by assigning each participant a coach with whom they have regular sessions, and participation in a range of programme activities. The programme recruited participants through outreach, financial incentives and word of mouth; they were then required to complete a quiz to determine eligibility. Of the group of applicants, 230 were considered eligible, but 10 per cent were not interested and 3 per cent did not provide consent. Ultimately, 201 carried on to participate in the programme.

There were high drop-out rates (43 per cent) for various reasons including moving location of residence, incarceration and full-time employment. Only eighty-six youths completed

the six-month programme. Similar issues can be expected in CVE programmes.⁵

Evaluation of GPS

Initially a quasi-experimental design⁶ was chosen to evaluate the GPS programme. 'Pre' and 'post' surveys were planned for the treatment and comparison groups but as a comparison group could not be established, the design was changed to a single group (repeated measure) design.

The methodology involved comparing pre-surveys with post-surveys, which were conducted six months after the end of treatment through the programme. Those participants who were still available received follow-up surveys every six months. Availability of participants after a programme is a major challenge that occurs in evaluating the impact of both crime prevention and CVE work.

The evaluation consisted of quantitative and qualitative data. Evaluators collected qualitative survey, quiz and interview responses, and quantitative data gathered through ongoing programme monitoring on case management, programme activities, youth-crime statistics and other hard numerical evidence. They then compared sample groups in order to understand the differences between subset groups in terms of risk levels and 'dosage' (hours spent with coaches and in programme activities, with 242 hours of case management

-
5. Public Safety Canada, *Gang Prevention Strategy: Building the Evidence – Evaluation Summaries*, 2012-ES-23 (Ottawa: Government of Canada, 2014), <<http://www.publicsafety.gc.ca/cnt/rsracs/pblctns/gng-prvntn-strtg/index-eng.aspx>>, accessed 22 May 2014.
 6. A 'quasi-experiment' can be defined as a study to estimate the causal impact of an intervention on its target population; unlike 'true' experiments, quasi-experimental design features a controlled, rather than a random, process of sampling.

deemed to be the threshold between ‘low’ and ‘high’ dosage). As is common, qualitative data was used to support and provide depth to quantitative results.⁷

Evaluation Findings

There were numerous implementation challenges that CVE programmes can and should learn from, including:

- Issues over inconsistent data entry.
- Data collection.
- Quality of training.

The programme was originally designed to target only those at risk of becoming involved in gangs. However, during the course of the programme some youths who were already involved in gangs began to participate, and coaches felt unprepared to deal with these higher-risk participants during the early stages. The possibility of similar situations occurring in a CVE programme is high, as a programme may be designed to target those at risk of radicalisation but attract those who are already radicalised. Preparing for these eventualities is important.

Developing accurate risk factors relevant to youth in the Hamilton area was a further challenge. That said, determining unique and individual risk factors is less important than determining whether the risk factor identified is evidence-based.⁸

Evaluation Limitations

Many of the limitations of evaluation are shared between CVE and crime and gang prevention. These include the lack of a control group, small sample size, inconsistencies of data and

7. Public Safety Canada, *Gang Prevention Strategy*.

8. *Ibid.*

reporting bias. In particular, the lack of a comparison group makes programme causality-attribution challenging and therefore positive results relating to gang involvement cannot definitively be attributed to the programme.

Relatively low numbers of participants are available to complete post-surveys, which limits quantitative insight and understanding into programme effectiveness. The recording and collection of data is always a challenge, and relationships between participants and programme officers are likely to result in interviewer bias. An awareness of these limitations is necessary, and a number of tests to deal with low participant numbers and to determine statistical significance can be found in the evaluation literature.⁹

4.2 Peace-Building and Overseas Development

4.2.1 *Evaluation in Peace-Building*

Evaluating peace-building and conflict-resolution programmes is similar to CVE evaluation in that there are very few formalised procedures or methods to refer to. Similarly, it is also difficult to ascertain which factors have contributed to the improvement or deterioration of a situation when evaluating. However, the Peace and Conflict Impact Assessment (PCIA) methodology¹⁰ from this area is a useful and relevant source for those engaging in CVE evaluation and monitoring.

-
9. For guidance on the principles of statistical significance, see Creative Research Systems, 'Significance in Statistics and Surveys', <<http://www.surveysystem.com/signif.htm>>, accessed 22 May 2014; StatPac, 'Statistical Significance', <<http://www.statpac.com/surveys/statistical-significance.htm>>, accessed 22 May 2014.
 10. Mark Hoffman, 'Peace and Conflict Impact Assessment Methodology', Berghof Research Center for Constructive Conflict Management, Berlin, 2004.

Evaluating peace-building initiatives in situations defined by conflict requires a flexible, case-by-case approach according to what the specific scenario allows for and restricts. The PCIA approach looks beyond questions of success or failure of the intended outputs, outcomes, goals and objectives, and considers a broader base for assessment.

For instance, when trying to determine the impact – negative and positive, direct or indirect, and intentional or not – of a particular peace-building or conflict-resolution project, the PCIA approach will analyse a wide spectrum of criteria to gauge project impact: the institutional capacity to manage or resolve violent conflict and to promote tolerance and build peace; military and human security; political structures and processes; economic structures and processes; and social reconstruction and empowerment.

When measuring the impact of CVE interventions, therefore, the PCIA approach teaches us to take into consideration broader social, political and economic factors that may have an influence on the planned programme or initiative.

4.2.2 Overseas Development

There are many lessons that evaluators of CVE can learn from overseas evaluation of development projects. The overseas development sector has developed tools to monitor complex interventions more effectively. Moreover, the OECD's Development Assistance Committee (DAC) standards have motivated those in the sector to reflect on the importance of evaluation and to ensure evaluations ask the right questions of the right people.

DAC guidelines also note that providing training to local partners on evaluation methodologies and techniques is a necessary part of ensuring accurate data. If the data-collection process is outsourced to local partners, evaluators need to have

confidence in the data collected; training therefore supports the accuracy of fieldwork and empowers local partners. Embedding evaluation into the project or programme from the beginning is also key to adjusting the programme, as lessons are learned and processes develop.¹¹

USAID's evaluation of CVE projects in East and West Africa provides a useful example of how to embed evaluation into projects from the outset, as outlined in the box below.¹²

USAID's Evaluation of a CVE Project in East and West Africa

USAID's work on CVE overseas provides an excellent case study to assess the use of evaluation methods and distil best practice. USAID developed CVE programmes in East and West Africa, which used a risk assessment for violent extremism to help identify key drivers, before then working with local partners to identify at-risk populations around which to focus their programme activities. The programme had a multilayered approach, promoting non-violence, training for community leaders and community engagement. USAID conducted mid-term evaluations of their CVE programmes in West Africa (in 2011) and East Africa (in 2013) using a mixed-method approach incorporating quantitative and qualitative methods.

The quantitative part of the evaluation involved the use of a fifteen-question survey looking at predetermined drivers of violent extremism. The survey was given to the treatment group and a comparison group in order to compare results. During analysis of the data, it was found that the programme had a more significant impact on correlated indicators such as civic engagement than

11. *Ibid.*

12. USAID, 'Evaluating USAID's CVE Projects in East and West Africa Methodologies and Best Practices June 2013.

priority indicators such as opposition to violence.

Lessons learned in carrying out the survey including the training of local partners and data collectors (as above) and the importance of local language skills. Of high importance was the identification of comparison clusters. In West Africa, the clusters were chosen where there had been 'minimum' programme activity – however, a result of the programme was regional radio outreach, and so therefore no cluster was completely untouched by programming. In East Africa, the evaluation identified three different groups. The first included training-programme graduates; the second, those who entered the programme but did not complete it fully; and the third, those who had no contact with USAID programmes at all. The distinction between those who completed the programme and those who did not is important to note when conducting an impact assessment based on an individual's experience.

The qualitative aspects of the evaluation included desk reviews, key-informant interviews and focus groups. The qualitative work was used to verify the findings of the survey and add credibility to the final results. The use of qualitative methods in combination with the survey also allowed for greater depth and understanding of survey responses.

For example, the focus groups uncovered drivers of conflict unrelated to violent extremism and demonstrated the influence that current news stories have on perceptions, which work to influence the survey responses of participants in this context. Taking into account external causal factors, considering demographics, and ensuring accurate knowledge of cultural and political norms within a community is essential when carrying out a study that should be controlled for; it and is also essential to fully understand results.

When evaluating CVE, we need to keep in mind what can be measured with any credible level of accuracy. For example, it is nearly impossible to measure how many individuals did not join or support a terrorist group solely as a result of a programme intervention, as the programme does not target those who are so far along the process of radicalisation that this could be identified. However, the individual or community perceptions of key drivers to violent extremism can be measured, such as community engagement and economic opportunities. Identifying the right indicators is one of the most important steps in developing a CVE programme and accurately evaluating its impact.

Chapter IV: Key Points

- Crime prevention is a more mature field where lessons can be learned and applied to CVE, particularly in relation to community-based programmes.
- Challenges relating to inconsistent data entry, data collection and quality of training have been identified from gang-prevention programmes that should be considered for CVE.
- Evaluating peace-building and conflict-resolution programmes is similar to CVE in that both require a flexible, case-by-case approach.
- Analysing the lessons of overseas-development evaluation can help CVE evaluators to learn lessons about providing training and embedding evaluation into programmes from the very beginning.

V. LEARNING FROM OTHER COUNTRIES

Overview: In this chapter, we briefly outline a number of different CVE programmes in a selection of GCTF states, in order to provide policy-makers and practitioners with a sense of the current state of play and a ready reference. While CVE initiatives within many of these countries are in their early stages, important lessons can be drawn from these examples.

As demonstrated by the evolution of CVE policies and strategies outlined in Chapter I, many countries are beginning to focus on CVE programming and initiatives. Many of these efforts are still in their early stages and attempts to evaluate them have been limited. Nonetheless, instances of good practice are identifiable in many countries' experiences and there are important early lessons that can be adapted for future programmes.

5.1 Canada

Canada's 2012 counter-terrorism strategy, *Building Resilience Against Terrorism*, was the country's first such strategy.¹ It focuses on four areas to deter the terrorist threat: preventing people from becoming involved in terrorism; detecting and investigating those involved in terrorist operations; denying

1. Government of Canada, *Building Resilience Against Terrorism*.

terrorists the means to pursue terrorist activities; and responding effectively to any attacks that occur. Canadian government efforts on CVE are multipronged and cut across the counter-terrorism strategy's framework. The government approach aims to address social aspects of radical violence and security aspects of violent extremism. Most initiatives to date have focused on the challenging area of prevention.

For example, public engagement activities led by the Canadian government aim to develop mutual trust and understanding with the numerous communities it serves in order to address local concerns. Specific programming related to building awareness and providing education to address the threat of radicalisation to violence is conducted in partnership with various influencers, including NGOs and community leaders.

Both programmes have an evaluative component with the RCMP, in partnership with the International Association of Chiefs of Police (IACP) and the Federal Bureau of Investigation, developing a model for determining a pathway of community engagement. The RCMP's review of its community-engagement strategy and its collaboration with the IACP on a set of core CVE community-engagement principles² signal Canada's focus on understanding how evaluation can be applied effectively. The RCMP's approach is simple (but rigorous), which can be helpful for practitioners on the ground to understand how successful they have been in their community-outreach efforts.

2. International Association of Chiefs of Police CVE Working Group, 'Community Outreach and Engagement Principles', August 2012, <http://www.theiacp.org/portals/0/pdfs/IACP-COT_CommPolicingPrinciples__FINALAug12.pdf>, accessed 22 May 2014.

5.2 Denmark

Denmark has a longstanding programme in CVE focused on supporting local governments and actors in preventing and acting on radicalisation and extremism through the following strands of activity: counselling; supplementary training – both intensive and short introductory presentations; tools and methods for practitioners; and information material (for example the Handbook Series in CVE³).

Evaluating Intervention Programmes in Denmark

Practitioners in Denmark have made significant effort to evaluate their CVE programming, particularly on interventions targeted at individuals who were deemed to be vulnerable to radicalisation. These are their key lessons:

- **Data validation:** ask the participants as well as the professionals in order to get a more complete picture.
- **Engage:** ask the participants as soon as possible after the intervention – try to integrate a concise questionnaire into the effort.
- **Repeated engagement:** continue evaluation after the effort, making this an iterated, repeatable process if possible.

Additionally, Denmark has sought to integrate an awareness and preventive effort in its general crime-prevention activities and social-welfare system, and considers CVE a preventive, social agenda, rather than a security agenda.

Evaluation experts in CVE from Denmark have highlighted to practitioners the importance of evaluation, using a ‘hierarchy of

3. See Danish Ministry of Children, Gender Equality, Integration and Social Affairs website, <<http://sm.dk/en/responsibilities/integration-and-democracy/preventing-extremism/the-booklet-series-2018preventing-extremism2019>>

evidence'. Usefully, this hierarchy not only noted what evidence is desirable, but also acknowledged the difficulties of obtaining such information.

5.3 Germany

The German government has funded a range of programmes for fighting and preventing right-wing extremism, including various de-radicalisation programmes. Principal among these is EXIT-Deutschland, an NGO undertaking CVE work.⁴ For each individual case, EXIT aims to identify the appropriate form of intervention.

EXIT is a good example of the importance of considering the proportionality required for an evaluation. The organisation has a 'networked' nature and little contact with its clients, so an overly systematic evaluation may not capture the positive outcomes that are being generated over an extended period.

For example, a mid-term evaluation of EXIT's activities by the German government suggested that although there are higher drop-out rates in EXIT-Deutschland (because its interventions are voluntary), there was a considerable rate of overall success in de-radicalising participants. EXIT was judged to be rigorous and effective.

EXIT feedback on the evaluation process was that evaluation in the NGO context (and in dealing with right-wing extremists) could be challenging for three reasons:

- NGOs have inadequate resources to support the evaluation process.
- Building trust between clients and EXIT staff takes time.
- The process of de-radicalisation is not linear.

4. See EXIT-Deutschland's website, <http://www.exit-deutschland.de/>,

5.4 Norway

CVE policy is undergoing significant change in Norway in the wake of the July 2011 terrorist attack by Anders Behring Breivik.⁵ The model of CVE activity has been established in many Norwegian municipalities drawing on existing, co-ordinated local services in crime-prevention activity.

Parental Network Groups in Norway

One example of an evaluation in Norway at the project level is a parental-network group, which has successfully intervened to help youth disengage from neo-Nazi and other racist groups. Between 1995 and mid-2000, some 130 parents of 100 youths participated in parental-network groups targeting disengagement. By the end of that period, 90 per cent of the youths were no longer involved in a right-wing group. An evaluation of the project found that 'parental involvement played a decisive role in many cases, although numerous other factors were also important in the decision to leave the group'.*

*. Hilgunn Olsen, 'Å være foreldre til en nynazist [To Be Parents of a Neo-Nazi]', Department of Criminology, Oslo, 2001. The original Norwegian version of the report is available at <<https://www.duo.uio.no/bitstream/handle/10852/22529/2983.pdf?sequence=1>>, accessed 22 May 2014.

Local authorities and local police management have established police councils for co-operation and co-ordination of local crime-prevention measures, a local-authority model that brings together those public authorities, professional groups and

5. On 22 July 2011, Breivik bombed government buildings in Oslo, killing eight people, before shooting sixty-nine people at a Workers' Youth League camp on the island of Utoya.

voluntary organisations working together. The model provides arenas for various parties to meet and exchange information and assessments – increasing knowledge on crime prevention and providing the opportunity to co-ordinate measures in different sectors that can positively strengthen each other. Knowledge-based crime prevention, early intervention, and strengthened and co-ordinated local crime prevention work are key elements in the Norwegian approach.⁶

5.5 Sweden

The Swedish CVE strategy emphasises involving all of society in efforts to prevent the types of radicalisation signalled by increased interest in terrorist activities or violent tendencies, especially measures that target and research ‘the breeding grounds of terrorism’.⁷ It includes initiatives to overcome exclusion (local causes of grievance) by promoting an integration policy and democracy. It espouses the wider use of dialogue as a means of creating more opportunities for representatives of civil society to give their views of threat pictures and possible measures.

The strategy highlights the need for closer study of possible ways to provide support to individuals who want to leave extremist, violence-promoting environments. The country has significant experience in dealing with white-power groups, and it is clear that the state recognises that similar (but bespoke)

6. See Politiet, ‘National Crime Prevention Policies’, <http://www.crime-prevention-intl.org/fileadmin/user_upload/Evenements/10th_ICPC_Colloquium/Proceedings/Ingvild_Hoel.pdf>, accessed 22 May 2014.

7. Qatar International Academy for Security Studies, ‘Countering Violent Extremism: Community Engagement in Programmes in Europe: Phase 2, Vol. I’, February 2012, p. 25, <<http://www.niacro.co.uk/filestore/documents/Countering%20Violent%20Extremism-%20QIASS-%202012.pdf>>, accessed 22 May 2014.

programmes may have merit in preventing or disrupting other types of terrorism.⁸

The Swedish authorities have endorsed (and funded) a number of community-based CVE programmes. These include the project Fryshuset and the group Swedish Muslims for Peace and Justice. Encouraged by state agencies, these organisations are attempting to counter narratives that might draw vulnerable individuals into violent extremism, and provide support to those trying to leave extremist organisations.

Sweden's EXIT programme was established in 1998 to offer a way out for members of white-supremacist groups. The Swedish programme rests on the notion that people do not become members of the groups through ideology, but because they feel socially excluded, lack acceptance, and have a strong desire to acquire power, status and identity. The programme has a strong psychological focus and is very therapy-oriented, including a range of cognitive and behavioural techniques in order to help integrate those who have severed ties with regular society.

Although the programme has not been officially evaluated, the high-profile nature of EXIT within Sweden has gained widespread recognition and increased public awareness, and is now seen as an important response to far-right extremism within Sweden.

The Swedish Ministry of Justice launched a pan-European, two-year project in 2013, which aims to enhance our understanding of what works in preventing and countering right-wing extremism. It is funded by the European Commission, and involves ten European countries pooling and sharing their knowledge and understanding of the extreme right-wing threat.⁹

8. *Ibid.*

9. For further details, see Institute for Strategic Dialogue, 'Preventing and Countering Far-Righ Extremism and Radicalisation: European Cooperation',

5.6 United Kingdom

In 2010–11, the UK government reviewed the Prevent policy.¹⁰ Although many of the efforts by the Home Office and Department for Communities and Local Government were judged to be valuable, the Prevent review suggested that the M&E of Prevent projects had not been sufficiently robust to justify the sums of public money spent on them.

The government said that evidence of effectiveness and value for money would be required for projects to maintain funding. Improvements in the evaluation architecture in the UK included situating evaluation specialists at the heart of the unit undertaking Prevent policy to provide on-the-spot advice and to help build an evaluation culture.

A senior lawyer, Lord Carlile of Berriew QC, was appointed to provide expert, independent oversight of the review. The objectives of the government's review of Prevent were as follows:

- Ensure Prevent is proportionate and focused.
- Look at the purpose and scope of the Prevent strategy, its overlap and links with other areas of government policy, and its delivery at local level.
- Examine the role of institutions – such as prisons, higher- and further-education institutions, schools and mosques – in the delivery of Prevent.
- Consider the role of other Prevent delivery partners, including the police and other statutory bodies.
- Consider how activity in the UK can be better co-ordinated with work overseas.

<<http://www.strategicdialogue.org/sweden-actionresearch/>>, accessed 22 May 2014.

10. HM Government, 'Prevent Review: Summary of Responses to the Consultation', London, June 2011.

- Examine M&E structures to ensure effectiveness and value for money.

While much of the review process is not in the public domain, the government stated that, as part of the review, a consultation process began on 10 November 2010 and ran for three months. A web-based questionnaire sought views on specific aspects of Prevent: over 400 responses were received. There were eleven consultation events held around the country, which attracted approximately 600 attendants. A series of focus groups were also held.

Channel Programme Development of 'Vulnerability' Indicators

The Channel programme benefits from an evaluation framework, which has recently been strengthened with the development of twenty-two 'vulnerability' indicators.* Channel assesses the vulnerability of an individual using a consistently applied assessment framework built around three dimensions: engagement with a group, cause or ideology; intent to cause harm; and capability to cause harm.

The dimensions are considered separately as experience has shown that it is possible to be engaged without intending to cause harm and that it is possible to intend to cause harm without being particularly engaged. Experience has also shown that it is possible to desist (to no longer intend to cause harm) without fully disengaging (remaining sympathetic to the cause); though losing sympathy with the cause (disengaging) will invariably result in desistance (loss of intent).

* The full list of vulnerability indicators is contained in HM Government, Channel: Vulnerability Assessment Framework (London: The Stationery Office, October 2012), https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118187/vul-assessment.pdf, accessed 22 May 2014.

5.7 United States

The Department of Homeland Security announced a CVE strategy in 2011 entitled 'Empowering Local Partners to Prevent Violent Extremism in the United States'. This was the first to have targeted domestic-grown terrorism in the US at the local level.

The strategy elaborates on the federal government's existing efforts and emphasises the need to work together with diverse communities to protect the civil rights and civil liberties of all individuals at local level – a key facet of the work undertaken by the Department of Homeland Security Office for Civil Rights and Civil Liberties since its inception. The three priority challenges that the strategy identified are:

- To enhance federal engagement with and support local communities that may be targeted by violent extremists.
- To build government and law-enforcement expertise in preventing violent extremism.
- To counter violent, extremist propaganda while promoting US ideals.

Domestically, the US uses a number of programme-evaluation frameworks and in recognition of the developmental nature of the CVE-evaluation field, the National Institute of Justice (part of the Department of Justice) has commissioned a number of research studies to identify promising practices of evaluation, having noted that very few studies have scientifically evaluated community-level efforts to prevent radicalisation.¹¹

Overseas, USAID has harnessed its significant experience and expertise in evaluation in the development domain and applied it

11. US Department of Justice Office of Justice Programs, 'Research and Evaluation on Radicalization to Violent Extremism in the United States – FY 2013, Notice for Tender 2013', CFDA No. 15.560, <<https://www.ncjrs.gov/pdffiles1/nij/sl001061.pdf>>, accessed 22 May 2014.

to its CVE programming, producing guidance and toolkits (this is explored further in Chapter IV).

Chapter V: Key Points

- Analysing case studies from overseas enables us to adopt best practice and lessons learned, which can then be used in choosing the optimal evaluation method for a particular context.
- The review of different countries' programmes demonstrates the increasing complexity and sophistication of CVE initiatives, frequently overlapping with other policy areas and incorporating a wide range of actors and stakeholders.
- Countries have little experience in this area and evaluation systems are immature, but many are increasing their evaluation efforts in order to justify the resources that are allocated to them.
- Cases of good evaluation practice show that evaluation needs to be integrated from the outset, as part of the planning stage of any CVE programme.

FINAL WORD

THIS HANDBOOK is one of a number of outputs contributing to the Government of Canada-led workstream, providing guidance on good practice and lessons learned for evaluating the effectiveness of CVE programming.

This initiative is being led under the auspices of the GCTF Working Group on CVE. The GCTF is an informal, multilateral platform focused on supporting the UN's Global Counter-Terrorism Strategy efforts. The GCTF has now become a key body in shaping CVE policy and practice internationally.

The GCTF has emphasised that CVE requires a multifaceted approach, as various factors can drive violent extremism. The prerequisite of an effective, results-oriented CVE policy is to comprehend the complexity of violent extremism; this requires a joint effort at local, national, regional and international levels and a focus on evaluation.

CVE is a growing and evolving realm of policy and practice. Stakeholders acknowledge that evaluation in CVE is still an emerging field and that part of this can be attributed to the lack of evaluation of projects and understanding of what constitutes a successful intervention. The latter is particularly challenging, as CVE is a field in which governments and practitioners are faced with measuring a 'negative' or a 'non-event'. It is important to be

able to assess whether and when a programme is 'successful' or 'effective'.

The continued endurance of CVE depends on it demonstrating that the projects conducted under its auspices deliver impact, insights and return on investment. Undertaking effective evaluation for accountability and learning purposes is crucial to ensuring that CVE can continue to be sustained as a viable policy approach.

Harnessing technology and learning from other fields are important in the development of CVE and in applying effective evaluation. Long-versed in the challenges of conflict prevention and violence reduction, areas such as peace-building and crime prevention – and their related methods and practices – can help to develop a more expansive understanding of violent extremism and its causes, as well as a more localised, measurable and sustainable approach to countering it.

BIBLIOGRAPHY

- Aldrich, Daniel P, 'Mightier than the Sword: Social Science and Development in Countering Violent Extremism', *USAID Frontiers in Development* (Washington, DC: USAID, 2012), pp. 46–50.
- Armstrong, Anona and Francis, Ronald, 'Difficulties in Evaluating Crime Prevention Programmes: What Are Some Lessons for Evaluators and Community-Based Programs', paper presented at the Evaluation in Crime and Justice: Trends and Methods conference, Canberra, 24–25 March 2003, <http://www.aic.gov.au/media_library/conferences/evaluation/francis.pdf>.
- Bjørge, Tore and Horgan, John (eds), *Leaving Terrorism Behind: Individual and Collective Disengagement* (New York, NY: Routledge, 2009).
- Christmann, Kris, 'Preventing Religious Radicalization and Violent Extremism: A Systematic Review of the Research Evidence', Youth Justice Board for England and Wales, 2012.
- Deardorff, Robert, 'Countering Violent Extremism: The Challenge and the Opportunity', Master's thesis, Naval Postgraduate School, Monterey, California, 2012.

Development Assistance Committee, 'Principles for the Evaluation of Development Assistance', Organisation for Economic Co-operation and Development, 1991, <<http://www.oecd.org/dac/evaluation/2755284.pdf>>.

Ellis, Anthony et al, 'Monitoring and Evaluation Tools for Counterterrorism Program Effectiveness', Center on Global Counterterrorism Cooperation Policy Brief, September 2011.

EXIT-Deutschland website, <<http://www.exit-deutschland.de/>>.

Ganor, Boaz, *The Counter-terrorism Puzzle: A Guide for Decision Makers* (New Brunswick, NJ: Transaction Publishers, 2007).

Global Counterterrorism Forum, 'Ankara Memorandum on Good Practices for a Multi-Sectoral Approach to Countering Violent Extremism', 2013, <http://www.thegctf.org/documents/10162/72352/13Sep19_Ankara+Memorandum.pdf>.

Global Counterterrorism Forum, 'Meeting Summary', report from Practical Seminar on Monitoring and Evaluation Techniques for CVE Communication Programs, Abu Dhabi, UAE, 10–11 February 2013, <http://www.thegctf.org/documents/10295/34757/13Mar22_Co-Chair+Summary+CVE+Comms+Seminar_Abu+Dhabi.pdf>, accessed 20 May 2014.

Government of Canada, *Building Resilience Against Terrorism: Canada's Counter-terrorism Strategy* (Ottawa: Government of Canada, 2013).

Government Social Research Unit, 'The Magenta Book: Guidance Notes for Policy Evaluation and Analysis', 2003, <http://www.civilservice.gov.uk/wp-content/uploads/2011/09/the_complete_magenta_book_2007_edition2.pdf>.

Haynes, Laura et al., 'Test, Learn, Adapt: Developing Public Policy with Randomised Controlled Trials', Cabinet Office Behavioural Insights Team, London, June 2012.

Helmus, Todd C, Erin York and Peter Chalk, *Promoting Online Voices for Countering Violent Extremism* (Cambridge: RAND Corporation, 2013).

Hirschfield, Alex et al., 'Process Evaluation of Preventing Violent Extremism Programmes for Young People', Youth Justice Board for England and Wales, 2012.

HM Government, *CONTEST: The United Kingdom's Strategy for Countering Terrorism* (London: The Stationery Office, 2011).

HM Treasury, *The Magenta Book: Guidance for Evaluation* (London: HM Treasury, 2011).

HM Government, 'Prevent Review: Summary of Responses to the Consultation', London, June 2011.

HM Government, *Prevent Strategy*, Cm 8092 (London: The Stationery Office, June 2011).

HM Government, 'Preventing Violent Extremism: A Strategy for Delivery', May 2008.

Home Office, Passport to Evaluation 2.0, London, May 2009, <http://webarchive.nationalarchives.gov.uk/20100413151441/crimereduction.homeoffice.gov.uk/learningzone/passport_to_evaluation.htm>.

Horgan, John, *The Psychology of Terrorism* (London: Routledge, 2005).

Horgan, John and Kurt Braddock, 'Rehabilitating the Terrorists?: Challenges in Assessing the Effectiveness of De-Radicalization Programs', *Terrorism and Political Violence* (Vol. 22, 2010) pp. 267–91.

Ling, Tom, 'Delivering Joined-Up Government in the UK: Dimensions, Issues and Problems', *Public Administration* (Vol. 80, No. 4, 2002).

Mayne, John, 'Contribution Analysis: An Approach to Exploring Cause and Effect', Institutional Learning and Change (ILAC) Brief 16, May 2008, <http://www.cgiar-ilac.org/files/publications/briefs/ILAC_Brief16_Contribution_Analysis.pdf>.

Morris, Madeline et al., 'Deradicalization: A Review of the Literature with Comparison to Findings in the Literatures on Degangging and Deprogramming', Institute for Homeland Security Solutions, 2010, <http://sites.duke.edu/ihs/files/2011/12/Morris_Research_Brief_Final.pdf>.

Nasser-Eddine, Minerva et al., 'Countering Violent Extremism (CVE) Literature Review', Counter Terrorism and Security Technology Centre, Defence Science and Technology Organisation, Edinburgh South Australia, March 2011.

National Coordinator for Security and Counterterrorism, 'Counterterrorism Measures in the Netherlands in the First Decade of the 21st Century: On the Cause, Application, Assessment, and Amendment of Counterterrorism Measures in the Netherlands 2001–2010', Ministry of Security and Justice (the Netherlands), <http://www.coe.int/t/dlapil/codexter/Source/Working_Documents/2011/CT_Measures_Netherlands.pdf>.

Neumann, Peter, 'The Trouble with Radicalization', *International Affairs* (Vol. 89, No. 4, July 2013).

OECD, 'Glossary of Evaluation and Results Based Management (RBM) Terms', 2000.

OECD, *Quality Standards for Development Evaluation*, Development Assistance Committee Guidelines and Reference Series (Paris: OECD, 2010), <<http://www.oecd.org/dac/evaluation/qualitystandards.pdf>>.

Pratchett, Leila et al., *Preventing Support for Violent Extremism through Community Interventions: A Review of the Evidence* (Leicester: Department for Communities and Local Government, De Montfort University, 2010).

Public Safety and Emergency Preparedness Canada, 'Evaluating Crime Prevention through Social Development Projects: Handbook for Community Groups', 2006.

Public Safety Canada, 'Project Planning and Evaluation', <<http://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/tls-rsrcs/prjct-plnng-eng.aspx>>.

Public Safety Canada, *Gang Prevention Strategy: Building the Evidence – Evaluation Summaries*, 2012-ES-23 (Ottawa: Government of Canada, 2014), <<http://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/gng-prvntn-strtg/index-eng.aspx>>.

Purdon, S, C Lessof, K Woodfield and C Bryson, *Research Methods for Policy Evaluation* (London: Department for Work and Pensions Research, 2011).

Qatar International Academy for Security Studies, 'Countering Violent Extremism: Community Engagement in Programmes in Europe: Phase 2, Vol. I', February 2012, p. 25, <<http://www.niacro.co.uk/filestore/documents/Countering%20Violent%20Extremism-%20QIASS-%202012.pdf>>.

Rabasa, Angel et al., *Deradicalizing Islamist Extremists* (Santa Monica, CA: RAND Corporation, 2011).

Romaniuk, Peter and Naureen Chowdhury Fink, *From Input to Impact: Evaluating Terrorism Prevention Programs*, Center on Global Counterterrorism Cooperation, 2012, <http://www.globalct.org/wp-content/uploads/2012/10/CGCC_EvaluatingTerrorismPrevention.pdf>.

Scottish Government, 'Safer Communities Programme: Evaluation: A Basic Guide to Evaluation', Community Safety Unit, Edinburgh, February 2010, <<http://www.scotland.gov.uk/Resource/Doc/254429/0095035.pdf>>.

Schmid, Alex P, 'Radicalisation, De-Radicalisation, Counter-Radicalisation: A Conceptual Discussion and Literature Review', International Centre for Counter-Terrorism, The Hague, March 2013, <http://www.icct.nl/download/file/ICCT-Schmid-Radicalization-De-Radicalization-Counter-Radicalization-March-2013_2.pdf>.

Schwandt, T A, 'The Relevance of Practical Knowledge Traditions to Evaluation Practice', in Smith, N L and Brandon, P R (eds), *Fundamental Issues in Evaluation* (New York, NY: Guilford Press, 2008).

Silber, Mitchell D and Arvin Bhatt 'Radicalization in the West: The Homegrown Threat', NYPD Intelligence Division, 2007.

Stame, Nicoletta, 'Theory-Based Evaluation and Types of Complexity', *Evaluation* (Vol. 10, No. 1, January 2004), pp. 58–76.

United Nations, *The Use of the Internet for Terrorist Purposes* (New York, NY: United Nations Office on Drugs and Crime, 2012).

US Department of Homeland Security, 'Empowering Local Partners to Prevent Violent Extremism in the United States', August 2011, <http://www.whitehouse.gov/sites/default/files/empowering_local_partners.pdf>

USAID, 'The Development Response to Violent Extremism and Insurgency: Putting Principles into Practice', September 2011, <http://pdf.usaid.gov/pdf_docs/pdacs400.pdf>.

Weiss, Carol H, 'Nothing as Practical as a Good Theory: Exploring Theory Based Evaluation for Comprehensive Community Initiatives for Children and Families', in Connell, James et al. (eds), *New Approaches to Evaluating Community Initiatives: Vol. 1 – Concepts, Methods and Contexts* (Washington, DC: Aspen Institute, 1995), pp. 66–67.

World Bank Operations Evaluation Department, 'Monitoring and Evaluation: Some Tools, Methods and Approaches', 2004x.

World Health Organization, *How to Develop and Implement a National Drug Policy*, 2nd ed. (Geneva: World Health Organization, 2001), <<http://apps.who.int/medicinedocs/en/d/Js2283e/4.2.4.html>>.

ABOUT THE AUTHORS

Laura Dawson is a Research Assistant in the National Security and Resilience Studies department at RUSI. Her research has focused on European foreign fighters in Syria, counter-terrorism and counter-violent extremism projects. She has a first-class honours degree in politics from the University of Otago, New Zealand and has also completed studies at the University of Virginia and the Sorbonne.

Charlie Edwards is Director of National Security and Resilience Studies. He has conducted research and consultancy on a range of policy areas, including: the evaluation and implementation of counter-violent extremism programmes in Europe and Africa, organised crime and illicit trade in the UK, and the role of the Internet in the process of radicalisation. He has undertaken fieldwork in Iraq, Somalia, and the wider Horn of Africa region.

Calum Jeffray is a Research Analyst in the National Security and Resilience Studies department at RUSI. His research interests include cyber-security, counter violent extremism, security sector reform in West Africa, and the nature and impact of organised crime in the UK. He holds an MPhil in International Relations from the University of Cambridge and a first-class MA in French from the University of St Andrews.

5 page document withheld under B5

Page 1 of 5

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 5

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 3 of 5

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 4 of 5

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 5 of 5

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

A Framework for Prevention and Intervention Strategies

**INCORPORATING VIOLENT EXTREMISM
INTO VIOLENCE PREVENTION EFFORTS**

**Developed by a collaborative of non-governmental and
governmental stakeholders from the Greater Boston region**

*A project marshalled by the United States Attorney's Office
for the District of Massachusetts*

February 2015

For more information about the framework, please contact:

United States Attorney's Office
District of Massachusetts
One Courthouse Way, Suite 9200
Boston, Massachusetts 02210
(617) 748-3100

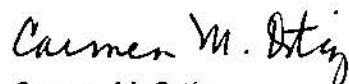
A MESSAGE FROM UNITED STATES ATTORNEY CARMEN M. ORTIZ

As U.S. Attorney, I was honored that the Greater Boston region was chosen by the White House to be one of only three pilot locations in the country to develop an approach to enhance our efforts at preventing violent extremism. Our resilience and longstanding history of successful collaborative efforts to combatting violence served as the genesis for this framework and the foundation on which we will build an effective strategy to combat violent extremism locally and enable communities across the country to do the same.

One of my highest priorities has always been reducing violence by promoting safe and healthy alternatives through prevention and intervention strategies. Throughout my tenure, I have worked with nontraditional partners, like schools, service providers and academia, to find ways to reduce gun and gang violence through non-law enforcement methods. I believe that these innovative strategies are not only effective, but necessary in order to develop a framework to counter violent extremism in the Greater Boston region. These innovative approaches are intended to complement, not replace, the traditional tools of law enforcement in protecting the public safety.

From the very day we were chosen as a pilot region, we have actively engaged community representatives, faith-based leaders, educators, mental health experts and local government officials, just to name a few. Known as the "Collaborative" I am most proud of these "local champions" for their commitment to this pilot initiative and their resolve to engage in meaningful dialogue which has resulted in a comprehensive and multidisciplinary solution-based framework.

Through the hard work of so many, and the tenacity of the community, I firmly believe that we are poised to launch a series of compelling and practical solutions to countering violent extremism in the Greater Boston region. I want to thank and commend all involved for their continued commitment to our efforts.



Carmen M. Ortiz
United States Attorney
District of Massachusetts

(Intentionally Left Blank)

CONTENTS

Introduction	1
Framework	4
Next Steps in Massachusetts	14
Greater Boston Regional Collaborative (Appendix A)	16
Acknowledgements (Appendix B)	18
Dissenting View (Appendix C)	20

(Intentionally Left Blank)

INTRODUCTION

BACKGROUND

In March 2014, the White House National Security Council (NSC) requested assistance from three regions with piloting the development of a comprehensive framework that promotes multi-disciplinary solutions to countering violent extremism. The Greater Boston region was selected because of its existing collaborative efforts and nationally recognized success with developing robust comprehensive violence prevention and intervention strategies. The United States Attorney's Office for the District of Massachusetts began marshalling the development of the framework in late May 2014.

A COLLABORATIVE PROCESS

The locally-driven framework has been developed by a collaborative of non-governmental, governmental and academic stakeholders from the Greater Boston region.¹ (See Appendix A) Contributions were made through in-person meetings, phone conversations, emails and other written correspondence. Working Group meetings were held on a regular basis to work through issues and craft an approach that can be customized based on the local needs.

WHO ARE VIOLENT EXTREMISTS

Violent extremists are individuals who support or commit either ideologically-motivated violence to further personal, political or social objectives, sometimes without direction from or influence by a foreign actor.² There are a number of violent extremist ideologies that are based in politics, religion or economics. The framework developed by the Collaborative in the Greater Boston region does not focus on any one form of violent extremism.

¹The Collaborative has included numerous City of Boston personnel who have provided guidance and expertise on best practices. The City of Boston has been implementing a great number of the solutions contained in the framework.

² Reference: Federal Bureau of Investigation, Countering Violent Extremism Office, Washington, D.C.

WHAT IS COUNTERING VIOLENT EXTREMISM

Countering Violent Extremism, also known as "CVE", at the very basic level, focuses on using prevention and intervention approaches³ as a way to minimize the risk of individuals being inspired by violent extremist ideologies or recruited by violent extremist groups. Countering Violent Extremism efforts do not contain an enforcement/suppression component, which is aimed at protecting national security and developed and implemented by law enforcement agencies.⁴ Enforcement and suppression strategies fall under counterterrorism efforts and are focused on activities once an individual has begun to prepare for or engage in ideologically-motivated violence to advance their cause. (This distinction is important to understand.)

Through the initiative, the Collaborative has been working to clarify the meaning of Countering Violent Extremism and to identify language and initiatives that promote resilience, respect and partnership. Both governmental and non-governmental collaborators have demonstrated a commitment to work through an inclusive process that will not polarize communities.

FRAMEWORK DEVELOPMENT

The framework is intended to serve as a foundation to assist various communities (locally, nationally and internationally) build resilience and capacity to prevent individuals, including young people, from being inspired and recruited by violent extremists. Having a foundation from which to start is an important step to developing any strategy, particularly one that involves a complex issue like countering violent extremism which, so far, has

³ These approaches involve both universal prevention and individualized interventions. Prevention involves increasing support, building skills and protective factors, and reducing risk factors or stressors. Providing individualized interventions at the earliest sign of concern is key.

⁴ One exception to this may be when programming is included as part of an offender's probation or supervised release plan which could involve a law enforcement aspect, particularly in instances of non-

been poorly defined and understood. Through the pilot initiative, the Collaborative has explored existing prevention and early intervention strategies that can be enhanced as well as new strategies that require resources for implementation. Although the Collaborative was created out of an initiative to counter violent extremism, the solutions are not entirely unique from other prevention related strategies that are currently being implemented (or can be implemented) through broader efforts by public health, mental health, non-profit organizations, private partnerships, government and others. Rather than create a program specifically labeled *Countering Violent Extremism*, a more effective approach might be to expand the capacity and resources of agencies and organizations to ensure that they are able to enhance the work that they are already doing as well as leverage existing successful programs to help address violent extremism.

HOW TO USE THE FRAMEWORK

The framework is designed to allow local communities the flexibility to define their problem areas, create achievable goals and objectives, and develop realistic implementation plans. The suggested solutions provide ample options so that organizations and agencies have a better understanding of the types of issues to be considered. Some may look to the framework as a starting point to help enhance existing comprehensive programs. Some may read the framework and better understand how their existing efforts can help to prevent individuals from being inspired and recruited by exploitive influences like violent extremists. Communities should not view the framework as a specific endorsement to create and/or brand separate programs labeled CVE which may have a certain stigma. Rather, those decisions are best made by organizations and agencies at the local level given the needs and dynamics within their respective communities.

DELIVERY OF SERVICES/WHO IS VULNERABLE OR AT RISK

Researchers across the globe have made it clear that the path to violent extremism is not linear and there are no valid or reliable indicators to “predict” who is more likely to engage in violent extremism.

Defining who is at risk or who is vulnerable to being inspired and recruited by violent extremist groups is challenging without local data to support where resources should be surged. Surging resources to specific communities, who have not directly asked for assistance, may actually stigmatize those communities. This is counterproductive and it may create further isolation, alienation and disenfranchised individuals. Without data and absent a direct request from communities to address issues of recruitment, a more effective approach might be to expand resources of relevant agencies and organizations⁵ to ensure that they are able to provide services to individuals vulnerable to isolation, alienation and becoming disenfranchised; and to empower those who may assist in shepherding individuals, about whom they are concerned, to appropriate service providers.

WHO PLAYS A ROLE

A number of stakeholders play a role in implementing and “receiving” the solutions in the framework. Some solutions are best implemented by non-government, while some may be better implemented by government or through joint partnerships. The solutions have been phrased in a way that provides a snapshot of who implements and who “receives” the solutions.

WHAT ARE THE FOCUS AREAS

The overall project goal identified by the Collaborative is to increase the capacity of community and government as a way to protect vulnerable individuals from engagement in and the nation from violent extremism. The Collaborative thoughtfully explored a variety of areas that have presented particular challenges with accomplishing the goal. The following areas were identified as problem areas:

PROBLEM ONE: Some young people may be at greater risk of feeling isolated and alienated, making them more vulnerable to recruitment by violent extremists.

⁵ Agencies and organizations can be non-governmental or governmental agencies that are offering programs and providing support and services to individuals.

PROBLEM TWO: Providing services to individuals before mobilization⁶ toward violent extremism is challenging when there is a lack of understanding regarding violent extremism and limited intervention programs.

PROBLEM THREE: Social media and other media platforms are being used to recruit individuals to join extremist groups and to encourage individuals to engage in violence.

PROBLEM FOUR: U.S. policy and events around the globe can frustrate, anger and, at times, influence some to think that there is no effective alternative other than to express grievances or solidarity through the use of violence.

PROBLEM FIVE: Distrust between government and non-government hinders collaboration and effective decision making and problem solving.

PROBLEM SIX: Lack of knowledge in mainstream society regarding religions, cultures and thought systems which are unfamiliar or are maligned in the media contributes to poor perceptions that fuel and mutually reinforce fear and estrangement.

PROBLEM SEVEN: Individuals convicted of hate crimes and terrorism offenses require specialized support and services before and after release from prison.

on solutions that will increase support, services and programs to young people which may make them more resilient and *prevent* them from being more vulnerable to recruitment. Similarly, if a government agency wishes to address this same problem, it may be more apt to implement solutions that will improve access to services in communities and organizations. Although this too may increase resiliency within the community, it may also improve the delivery of direct services to those already vulnerable.

Implementing agencies should not feel constrained by the structure of the framework. The sample goals and solutions are intended to help implementing agencies more ably and comprehensively address each of the problem areas, but the infrastructure and resources of the implementing organization or agency must be taken into consideration when tailoring a particular response.

WHAT ARE THE SOLUTIONS

In order to ensure that efforts are cohesive, the Collaborative recommends that a multi-disciplinary working group be considered when tailoring the approach to a particular jurisdiction. For each of the areas above, sample goals and solutions have been identified – some of which are broad-based prevention while some are more focused on direct interventions. The goals and solutions should be tailored by the implementing organization/agency so they more appropriately represent the mission of those organizations/agencies. For instance, if a non-profit organization wishes to assist with addressing Problem One, it may be more focused

⁶Mobilization is a process by which radicalized individuals take action to prepare for or engage in violence or material support for violence to advance their cause. *“Radicalization dynamics: A primer” National Counterterrorism Center, September 2010.*

(Intentionally Left Blank)

FRAMEWORK

OVERALL PROJECT GOAL

Increase the capacity of community and government as a way to protect vulnerable individuals from engagement in and the nation from violent extremism.

PROBLEM ONE

Some young people⁷ may be at greater risk of feeling isolated and alienated, making them more vulnerable to recruitment by violent extremists.

GOAL AREAS

- Reduce isolation by strengthening families and providing positive community connections.
- Provide appropriate support, services and programs to those young people who perceive themselves as being targeted by others or those who have wanted to be a part of a prosocial group, but have been turned away (“failed joiners”).
- Improve access to behavioral health services in communities and organizations.
- Improve systems and training that promote inclusiveness.
- Work collaboratively with current school and community service providers and organizations to increase communication and improve delivery of English Language Learning (ELL) services.
- Provide young people and parents with access to culturally sensitive, appropriate mental health, and substance use services.

SOLUTIONS TO CONSIDER

Skills Development Programs

- Utilize schools, community and faith-based programs and private providers to assist young people with fostering effective interpersonal and self-advocacy skills.⁸
- Utilize schools, community and faith-based programs and private providers to assist young people with developing critical thinking and conflict resolution skills.⁹
- Utilize schools, community and faith-based programs and private providers to offer opportunities to students who are interested in understanding and developing mediation, conflict resolution, bullying prevention and intervention skills and becoming peer leaders and advocates.
- Utilize a range of service providers to provide English Language Learning (ELL) opportunities to families.
- Utilize academics and other experts to develop interactive programs of civic engagement that encourage adolescents¹⁰ and young adults¹¹ to freely debate and constructively work on public issues that matter to them, thus helping them to gain skills, motivation, democratic values and a sense of belonging.

⁷ The World Health Organization defines a young person as someone between the ages of 10 and 24.

⁸ The structure of the programs may vary depending on the age group.

⁹ The structure of the programs may vary depending on the age group.

¹⁰ The World Health Organization defines an adolescent as those between the ages of 10 and 19.

¹¹ For purposes of this document, a young adult is between the age of 20 and 24.

- Utilize subject matter experts, which could include government personnel, to assist populations across the ages with developing and achieving competency with digital literacy skills.
- With the assistance of private businesses, vocational training schools and others, provide job development courses and apprenticeship programs to vulnerable adolescents and young adults.
- Provide young people with skills on how to cope with unwanted and aggressive behavior (e.g. bullying, harassment, intimidation) through programs offered by schools, community and faith-based organizations and private providers.

Awareness/Education /Training

- With the assistance of government, identify existing local mental health/social services, support networks and programs for young people, and educate communities about ways to access those resources, perhaps using resource guides in multiple languages.
- Provide focused workshops and professional development opportunities to parents and caregivers, school personnel, community and faith-based organizations, youth workers, mentors and law enforcement on how to assess and work with young people experiencing conflict, isolation and alienation.
- Ensure that organizations, faith-based groups, communities and schools are equipped to handle (or know how to access information) to become proficient in stress management and self-care skills in both children and families
- With the assistance of existing mental health networks, identify culturally diverse mental health and substance use service providers, and educate the community on how to access those services.
- With the assistance of public health networks, identify and utilize experts to provide technical assistance to communities and organizations on how to design and implement culturally sensitive programs that help young people develop specific social skills.
- With the assistance of public health networks, identify and utilize experts to provide technical assistance to communities and organizations on how to design and implement self-advocacy programs for young people.
- Identify and utilize experts to provide technical assistance to communities and non-governmental organizations on how to design and implement youth development programs that support one's culture.
- Utilize local experts to provide schools with training on best practices for working with immigrant children and children exposed to trauma, which include placement/testing, school climate and student acceptance.
- With the assistance of public health and mental health networks, provide trauma-informed care training to non-governmental organizations and families with a focus on resiliency factors which can lead to positive outcomes.
- Identify and utilize expert trainers to provide interactive cultural sensitivity and awareness training to a range of organizations and individuals, including those in government.
- Provide skills building and bridge building across agencies, educators and community interest groups.
- With the assistance of public health, provide "Building Youth Self-esteem" workshops for NGOs, caregivers, mentors (including peer mentors and immediate peer groups) and advocates (including peer advocates).
- Provide students, families and all school staff with on-going bullying prevention and intervention training as well as resources that are available both in and out of school.
- With the assistance of subject matter experts, including public safety staff, educate families, educators, service providers and organizations about targeted violence, including violent extremism, so they better understand vulnerabilities and how to protect young people from engaging or being recruited to engage in violence.

Engagement/Support

- As initiated by school staff, periodically review lists of students to determine which students appear not to be connected and offer those students and families support.
- Examine existing school systems that connect families and caregivers with forums like Parent Universities, Welcome Centers, community centers and schools, and increase access and utilization of those opportunities.
- Provide advocates (or mentors) through schools and community/faith-based organizations to individuals in need of positive peer development, care and support.
- Identify those who can provide vulnerable individuals with job skills and opportunities for employment, and connect those providers to individuals for follow up.
- Through partnerships, create cross-cultural engagement activities and heavily market those activities within and across communities as a way to enhance understanding.
- With the use of mentors or youth workers, teachers and others, conduct check-ins and engage in dialogues with adolescents and young adults who are disconnected or experiencing conflict to determine interests, hobbies, etc. for further engagement.
- Through collaboration between mental health, community and faith-based organizations, engage in dialogues to identify mental health and social services most needed and develop methods of reducing the stigma of seeking services.
- With government and private support, increase staffing for those organizations and agencies that can provide programming and mental health services to individuals in need of care and support.¹²
- Encourage engagement between the U.S. Attorney's Office, the Attorney General's Office and schools to enhance understanding of federal and state civil rights protections.
- With government support, provide schools with no cost conflict resolution and violence prevention resources.

PROBLEM TWO

Providing services to individuals *before* mobilization¹³ toward violent extremism is challenging when there is a lack of understanding regarding violent extremism and limited intervention programs.

GOAL AREAS

- Improve the understanding regarding violent extremism through education and outreach by trained individuals.
- Improve understanding of concerning behavior across disciplines so that individuals know the threshold of when and how to refer/provide services and support and when behavior becomes a public safety concern.
- Increase awareness regarding existing resources, services and service providers.
- Increase general awareness within the public of who to contact for advice, referrals for care and public safety concerns.
- Increase coordination among existing service providers, organizations and agencies.
- Increase knowledge and skills regarding crisis intervention, trauma-informed care and psychological first aid.

¹² Some organizations may prefer to be funded by private funders or foundations.

¹³ Mobilization is a process by which radicalized individuals take action to prepare for or engage in violence or material support for violence to advance their cause. "Radicalization dynamics: A primer" National Counterterrorism Center, September 2010.

- Surge resources to fund service providers to provide case management, individualized service plans, educational assistance and transitional job opportunities to vulnerable individuals.

SOLUTIONS TO CONSIDER

Awareness/Education/Training

- Through collaborative partnerships between law enforcement and others, organize dialogues or trainings to a wide range of individuals¹⁴ on violent extremism, the difference between radicalization and mobilization to violent extremism, when/how to provide services and, when appropriate, when/how to report concerns to law enforcement.¹⁵
- Conduct a needs assessment of community non-profit and faith-based organizations who are interested in providing care and support to individuals before he or she “mobilizes” to violent extremism to determine infrastructure and support needed.¹⁶
- With the assistance of public health and subject-matter experts, provide or enhance training opportunities on crisis intervention and trauma-informed care to community and faith-based organizations that provide programming and services to vulnerable young people and families.
- With the assistance of public health and mental health providers, provide or enhance training to community and faith-based leaders on psychological first aid so they may provide support to communities in instances when individuals have engaged in violent extremism, domestically or abroad.
- Using subject-matter experts, develop a curriculum and/or protocol for service providers who are working with individuals who may be radicalizing toward violent extremism.
- In coordination with subject-matter experts and at the request of service providers, provide technical assistance and specialized training to existing service providers and emergency mental health providers that are already providing comprehensive wrap-around services¹⁷ to vulnerable individuals, both male and female, so they may enhance existing program models.
- As initiated by schools, enhance awareness within K-12 and higher education regarding behavior assessment and care protocols and how peers can connect individuals to assessment and care teams.
- Provide thorough training among key mental health providers and public safety officials on protocols for sharing information.
- Increase understanding within the community about threat assessment, who does it and how assessment information is maintained and stored.¹⁸

Engagement/Support

- Develop a statewide multidisciplinary team or committee¹⁹ that meets regularly to enhance communication.
- With the assistance of government, create a resource guide with information on who is trained to provide mental health and other specialized services, and how to refer someone for care before he or she “mobilizes” to violent extremism, and market that guide widely to the public.
- Create or enhance “service provider to service provider” dialogues to ensure they are communicating regarding service issues and resources.

¹⁴ A wide range of individuals includes organizations/service providers, government/non-government stakeholders, parents, peers, community leaders, faith-based leaders, educators, private clinicians, emergency mental health providers, multi-disciplinary assessment and care teams, youth/street workers, mentors, hotline operators, etc. It can include prison, probation, parole and community corrections staff.

¹⁵ These dialogues and trainings may cover a range of topics like violent extremism, gang violence, workplace violence, school violence, etc.

¹⁶ A needs assessment can be done independent from government or with the assistance of government.

¹⁷ Comprehensive wrap-around services include screening and assessment, case management, individualized service plans, educational assistance/referral/placement and transitional job opportunities.

¹⁸ Understanding on threat assessment can be increased through dialogue, outreach materials, and other methods.

¹⁹ This team should consider a range of issues as opposed to focusing solely on violent extremism. Federal, state and local government should be included on the team along with non-government representatives.

- Create or enhance a network system among community, non-government organizations, service providers, schools and law enforcement for referrals for services or, when necessary, reporting of public safety concerns.
- Establish (or enhance) local multidisciplinary behavior assessment teams that include schools, Department of Children and Families, crisis intervention staff, law enforcement, public health and others so that behavior may be more effectively assessed for follow-up care.²⁰
- With the assistance of subject-matter experts and with the cooperation of government, enhance dialogues with prison, parole, probation and community corrections staff to discuss ways to increase resiliency factors within prison or community corrections environments.
- Establish (or enhance) formal and informal lines of communications among law enforcement, mental health and social service agencies to improve relationship, communication and understanding.
- Utilize (or create or enhance) existing hotlines for concerned parents, caregivers, family members, peers and others to share concerns and receive assistance and feedback.

PROBLEM THREE

Social media and other media platforms are being used to recruit individuals to join extremist groups and to encourage individuals to engage in violence.

GOAL AREAS

- Educate communities about ways to protect their children from being recruited.
- Develop counter narratives and promote those narratives for wide reach.
- Provide platforms for young people to have answers to questions from reliable sources.

SOLUTIONS TO CONSIDER

Awareness/Education/Training

- Utilize subject matter experts, which could include government personnel, to assist populations across the ages with understanding Internet safety and achieving competency with digital literacy skills.
- With law enforcement assistance, educate community representatives in a controlled setting about existing messages, propaganda and recruitment efforts and the harm this can do their children.
- Initiated by non-government, increase awareness regarding the impact of hate speech and network with those working to counter hate speech.
- As developed and initiated by non-government, utilize scholars, community leaders and clergy to assist in public debates over ideological and socio-psychological underpinnings of contemporary violent extremism.
- As developed and initiated by non-government, conduct presentations by prominent academics to frame the issues and objectively explain the history of various movements and the drivers of their evolution.
- Utilize academics to advise on the serious danger presented by certain kinds of materials (e.g. different kinds of materials, sizes of collection).
- With the assistance of subject-matter experts, increase awareness of existing approaches to online dialogue and online organizing.

²⁰Many K-12 schools and universities have Multidisciplinary Behavior Assessment Teams which are also known as Threat Assessment Teams or Student Threat Assessment Teams (STAT). These Teams discuss all forms of concerning behavior.

Engagement/Support

- Develop relationships between non-government and communications experts who can provide education on the basics of media marketing strategies and contextual advertising; assist in creating, producing, editing and delivering a specific public message; and assist with the technical aspect of creating online traffic (i.e. domain names, tagging, search engine optimization/search engine marketing, etc.).
- As initiated by non-government, provide safe spaces within the community for young people to express and process frustrations, fears and concerns.
- Increase non-governmental efforts to promote non-violent religious perspectives, which can be geared specifically toward reaching adolescents and young adults.

PROBLEM FOUR

U.S. policy and events around the globe can frustrate, anger and, at times, influence some to think that there is no effective alternative other than to express grievances or solidarity through the use of violence.

GOAL AREAS

- Provide skills to individuals, with a primary focus on young people, to support conflict resolution and constructive advocacy.
- Provide education about effective approaches to activism and political/social impact.
- Provide support for youth engagement/empowerment/activism programs.
- Enhance communication and coordination between community and government.

SOLUTIONS TO CONSIDER

Skills Development Programs

- Utilize schools, universities, community and faith-based programs and private providers to assist young people with developing critical thinking and conflict resolution skills.
- Utilize schools, community and faith-based programs and private providers to assist young people with developing self-management/youth self-advocacy skills to young people.
- Utilize schools, community and faith-based programs and private providers to assist young people with developing anger management skills.
- Increase opportunities, with the assistance of schools, community and faith-based organizations, for young people to create their own narrative for peace and develop marketing strategies and skills to implement that narrative.

Awareness/Education/Training

- Provide workshops in the community and at schools on non-violent activism/civic engagement with the assistance of subject-matter experts.
- With the assistance of subject-matter experts, provide education to populations across the ages on how to be an advocate.
- With the assistance of public health and mental health providers, provide workshops for parents, NGOs, faith-based organizations, and teachers on helping young people handle anger and frustration.
- Utilize subject matter experts to teach people and communities how to advocate on and to make change in policy (e.g. local, U.S. and foreign policy) through non-violence.
- Provide training, with the assistance of subject-matter experts, to government/law enforcement on effective ways to interact with individuals who wish to engage in nonviolent activism.

- Increase awareness within communities about the mission and responsibilities of local, state and federal government agencies which will also better educate communities about the limitations of those local agencies.

Engagement/Support

- Through non-governmental organizations, provide safe spaces for young people to express and process frustrations, fears and concerns.
- Engage in regular dialogues and relationship building activities between government and non-government stakeholders.
- Develop or enhance youth empowerment and activism activities at schools and non-government organizations.
- Create internship programs across all government agencies for young people to understand how government works.
- Create opportunities for government and young people to engage in dialogues through recreational activities, youth advisory councils, presentations at schools and college classes, town halls, afterschool programs, youth academies and other formal or informal channels.
- Develop strategies to foster communication between government and non-government whereby the community can seek aid and assistance when concerns arise within the community or across the globe.

PROBLEM FIVE

Distrust between government and non-government hinders collaboration and effective decision making and problem solving.

GOAL AREAS

- Develop relationships between community and policy-makers to influence policy.
- Identify lessons learned/best practices of successful government/non-government relationships.
- Increase dialogue between government and non-government.
- Increase knowledge of laws, systems, policies and procedures and enhance systems when possible.
- Increase diversity of government workforce to more significantly reflect the community it serves.

SOLUTIONS TO CONSIDER

Awareness/Education/Training

- Create or enhance engagement among non-government, government and experts on federal and state privacy, civil rights and civil liberties protections.
- Through government-initiated engagement, educate the community about the differences among the various law enforcement agencies and clarify information on law enforcement policies that are poorly and/or inaccurately understood. (e.g. community policing, informant policy, undercover operations.)
- Through government-initiated engagement, increase understanding within the community about threat assessment, the range of those using it and how assessment information is maintained and stored.
- Utilize subject matter experts (which includes those in the community) to develop and provide interactive cultural sensitivity and awareness training to government.
- Initiated by government and with the assistance of non-government, provide training to law enforcement on the do's and don'ts and importance of community outreach.
- Initiated by government, increase law enforcement understanding using a victim-centered approach/people focused approach vs. an incident focused approach.

- Initiated by government and with assistance of subject-matter experts, provide or enhance conflict resolution training for government employees.

Engagement/Support

- Create or enhance private sector engagement with law enforcement to discuss ways to protect against becoming victims of violent extremism and how to respond if victimized.
- Initiated by law enforcement, enhance relationships with communities through community policing.²¹
- Create opportunities for non-government to inform government on decisions and policy (e.g. community advisory groups).
- Through partnerships between non-government and government, create opportunities for youth/government engagement through internships, recreation, advisory groups, etc.
- When possible, share unclassified emerging threat information from law enforcement to community representatives.
- Enhance outreach by government and other social services to immigrant and refugee communities as a way to enhance dialogues.
- Enhance engagement across disciplines through informal and formal dialogues.
- Encourage law enforcement and community attendance and participation at public housing and neighborhood watch meetings.
- Build connections and enhance communication between community leaders and local politicians/public officials.
- Create joint government and non-government strategies on how to deal with the media to prevent stakeholders from being used against one another.
- Hire culturally diverse individuals for government positions which may require a review of recruiting practices and may involve expanding agency outreach to younger generations.
- Show support to communities by ensuring that the prosecution office promptly engages with those communities who may suffer backlash from certain prosecutions.

PROBLEM SIX

Lack of knowledge in mainstream society regarding religions, cultures and thought systems which are unfamiliar or are maligned in the media, contributes to poor perceptions that fuel and mutually reinforce fear and estrangement.

GOAL AREAS

- Increase knowledge and understanding.
- Create a culture of respect, tolerance and inclusiveness.

SOLUTIONS TO CONSIDER

Engagement/Support

- Encourage partners to disseminate public statements/press releases to partner media lists.

²¹ Effective community policing that addresses *all* of the security concerns of various populations creates community resilience, authentic relationships between citizens and their police department, and forges/strengthens the bonds of trust between police and the community it serves. Police departments like the Boston Police Department have been engaged in community policing for many years. The purpose of community policing is not to gather intelligence from the community.

- Invite media to public debates initiated by the community.
- Create ongoing non-government-initiated counter narratives with assistance from experts and students at universities.
- Engage in dialogue between community and government speech writers and leaders to enhance perspective regarding language used to communicate with the public.
- Through partnerships, create cross-cultural engagement activities and heavily market those activities to the public as a way to enhance understanding.
- Engage in dialogues and relationship building activities between government and non-government stakeholders.
- Through partnerships between universities and subject matter experts, encourage free expression on campuses, but counter hate and bigotry.
- Create internship programs across all government agencies for young people to understand how government works.
- Hire culturally diverse individuals for government positions which may require a review of recruiting practices and may involve expanding agency outreach to younger generations.

Awareness/Education/Training

- Provide training, with the assistance of subject-matter experts, to non-governmental/faith-based organizations on strategies for working with the media.
- Utilize subject matter experts (which includes those in the community) to develop and provide interactive cultural sensitivity and awareness training to government.
- As developed and initiated by non-government, issue public statements, op-eds and other messaging that may clarify and enhance perspective within the public.
- As developed and initiated by non-government, utilize scholars, community leaders and clergy to assist in public debates over ideological and socio-psychological underpinnings of contemporary violent extremism.
- As developed and initiated by non-government, conduct presentations by prominent academics to frame the issues and objectively explain the history of various movements and the drivers of their evolution.²²
- Provide training that is initiated by schools and employers and with the assistance of subject matter experts on how to develop school and workplace cultures that promote tolerance and difference (e.g. anti-bullying, anti-hate, anti-bias programs, conflict resolution, cross-cultural conflict resolution).
- With the assistance of subject-matter experts, teach people in schools and within the community about how to counter hate speech in a non-violent way, both on and offline.

PROBLEM SEVEN

Individuals convicted of hate crimes and terrorism offenses require specialized support and services before and after release from prison.

GOAL AREAS

- Increase understanding regarding disengagement from violent extremism within the corrections setting
- Coordinate services between corrections and post-release service providers in an effort to reduce risk of return to violence through sustainable reintegration into the community.

²² This presentation would benefit from multi-party vetting.

SOLUTIONS TO CONSIDER

Awareness/Education/Training

- Utilize subject matter experts to educate corrections and community corrections personnel²³ regarding violent extremism and disengagement from violent extremism.
- Utilize subject matter experts to provide specialized training on disengagement from violent extremism to existing service providers who are providing intensive case management and diversion/reentry-related services.
- In cooperation and coordination with correctional institutions, expose those convicted of hate crimes and terrorist-related charges to former violent extremists (“formers”) or, if not feasible, to the stories of “formers” who can provide support and encouragement.

²³ Personnel may include correctional program staff, psychologists, investigators, probation and parole personnel and others.

NEXT STEPS IN MASSACHUSETTS

Considerable energy has been devoted to developing a consensus framework that can be customized and implemented broadly. The next immediate steps in the process will be to identify resources for implementation, establish a well-coordinated implementation plan and develop performance measurement tools. Over the coming months, the Collaborative will spend the next year focusing on the following, among other things:

- **Identification of Public Resources**
In coordination with local, state and federal government, existing public resources (including those dedicated toward violence prevention) will be more fully assessed to determine where resources can be leveraged.
- **City/Town/Regional Implementation**
Efforts will be made to select at least two specific jurisdictions (i.e. cities/towns/regions) in Massachusetts to customize and implement the framework.
- **Technical Assistance/Enhanced Assessment and Screening Protocols**
Subject-matter experts on violent extremism will be secured to provide technical assistance to existing service providers (across the state) who are providing comprehensive wrap-around services to high-risk and court-involved youth. These providers already have programs that include assessment tools, case management, individualized service plans, educational assistance/referral/placement and transitional job opportunities. However, they have not traditionally worked with individuals vulnerable to recruitment by violent extremists or those radicalizing to violent extremism. Technical assistance will be provided so they may enhance existing program models.
- **Improved Awareness of Violent Extremism**
There is a great need to properly educate a number of stakeholders about violent extremism. Trainers will be identified and properly trained by subject-matter experts. Non-government will also be included as trainers. Presentations will be customized depending on the format of the presentation (e.g. conference-style, roundtable dialogue) and audience (e.g. schools, community, peers, law enforcement). Priority will be given to training existing school and university assessment and care teams, crisis intervention and response teams and others (including non-government) who directly request the training. The training may not be limited to violent extremism, rather, it may be a presentation merged into a larger conference or event.
- **Controlled Exposure to Violent Extremist Propaganda (for community-initiated counter narrative development)**
Interested community representatives will be educated in a controlled setting about existing messages, propaganda and recruitment efforts and the harm this can do their children. They will be connected with experts who can provide greater understanding on the breadth, scope, and complexities of developing counter narratives. They will be exposed to local university representatives who are interested in assisting communities with developing counter narratives.
- **Expansion of Youth Dialogue and Civic Engagement Programs**
The U.S. Attorney's has already solicited interest from some organizations, schools and universities about developing activities that will engage young people in the discussion about how to prevent individuals from joining violent extremist groups. Subject-matter experts will be included in dialogues so they may assist adolescents and young adults with developing platforms for prevention. Additionally, civic engagement programs for young people will be expanded and offered to others.
- **Trauma-Informed Care and Crisis Intervention Training**
With the assistance of public health and mental health providers, training on trauma-

informed care and crisis intervention will be provided to non-government. Included in this training will be a networking opportunity with existing providers/organizations so they may determine the best process for referring individuals for specialized services using existing networks.

- **Development of Performance Measures**

In order to develop and maintain legitimacy as well as be competitive for grant funding, agencies and organizations must develop ways to measure the success of their efforts. Experts will be consulted to assist with the development of performance metrics for the sample solutions so that success can be measured.

- **Digital Literacy Presentations**

Existing digital literacy presentations will be enhanced and provided as requested, in partnership with government and non-government.

- **Specialized Training and Dialogues on Disengagement**

Dialogues with corrections, probation and parole will be coordinated to expand understanding of violent extremism and disengagement from violent extremism.

- **Technical Assistance on Limited English Proficiency (LEP) Planning**

Some cities with diverse populations struggle to work through the complexities of developing a Limited English Proficiency (LEP) plan that meets the needs of its community members. Subject-matter experts will be identified to train local and state government on how to conduct an LEP assessment so they may develop an effective plan.

- **Enhanced Communication among Law Enforcement /Mental Health/Social Service Agencies**

In coordination with others, existing methods of communications among law enforcement (local, state and federal), mental health and social service agencies will be assessed so that methods can be enhanced.

- **Cultural Awareness Training to Federal Government**

In cooperation with federal agencies, existing cultural awareness training to federal employees will be assessed to determine the trainers that have been used, the format of training, the frequency of training and improvements needed.

- **Development of a Resource Guide**

Individuals cannot access resources if they are unaware of them. After an assessment has been conducted of the programs and services provided by organizations and agencies, the information will be compiled into a user-friendly resource guide and made available to communities.

- **Public Awareness Regarding Roles of Government Agencies**

The public lacks awareness regarding the mission and responsibilities of the various government agencies, which can cause frustration when assistance is needed. In coordination with representatives from local, state and federal government, methods of enhancing awareness will be explored.

- **Increased Awareness Regarding Threat Assessment**

During the development of the framework, it was learned that non-government is unfamiliar with “threat assessment”, its purpose, who is doing it, how it is done and how information is maintained and stored. In coordination with other law enforcement, a plan will be established to increase understanding of this practice.

- **Enhanced Training on Community Outreach**

In collaboration with law enforcement and community leaders, a presentation will be developed for delivery to law enforcement on the “do’s and don’ts” and importance of community outreach. Once developed, the presentation will be marketed to law enforcement agencies.

APPENDIX A

Greater Boston Regional Collaborative

Non-Government

- Saida M. Abdi, LICSW, Director of Community Relations, Refugee Trauma and Resilience Center at Boston's Children's Hospital
- Imam Basheer Bilaal, Islamic Society of Greater Lowell
- Reverend Jeffrey Brown, Twelfth Baptist Church, Roxbury
- Melissa Garlick, Regional Counsel, Anti-Defamation League
- Andrea Hall, LICSW, Clinical Director, Boston Emergency Services Team, Cambridge Somerville ESP, Department of Psychiatry, Boston Medical Center
- Deeqo M. Jibril, Founder/Executive Director, Somali Community and Cultural Association
- Shahid Ahmed Khan, Pakistani Association
- Dr. Nabeel Khudairi, Islamic Council of New England
- Sulieman Muhammad, Islamic Council of New England
- Robert Trestan, New England Regional Director, Anti-Defamation League
- Abdirahman A. Yusuf, Executive Director, Somali Development Center

Government

- Dr. Lina Alathari, Supervisory Research Psychologist, DHS, U.S. Secret Service, National Threat Assessment Center
- Deputy Superintendent Paul Ames, Cambridge Police Department
- Jennifer Ball, Chief of Staff, Massachusetts Emergency Management Agency (MEMA)
- Alope Chakravarty, Assistant U.S. Attorney, U.S. Attorney's Office, District of Massachusetts
- Brandy Donini-Melanson, Law Enforcement Coordinator, U.S. Attorney's Office, District of Massachusetts
- Susan Durkin, Outreach Specialist, Federal Bureau of Investigation, Boston Field Division
- Jodie Elgee, Director, Counseling and Intervention Center, Boston Public Schools
- Superintendent Paul Fitzgerald, Boston Regional Intelligence Center, Boston Police Department
- David Fredette, Assistant District Attorney, Suffolk County District Attorney's Office
- Usra Ghazi, Public Policy Fellow, New Bostonians, City of Boston
- Anne Gilligan, MPH, Safe and Healthy Schools Coordinator, Massachusetts Department of Education
- Michelle Goldman, Policy Advisor, Homeland Security, Massachusetts Executive Office of Public Safety and Security (EOPSS)
- Commissioner Robert Haas, Cambridge Police Department
- Scott Hatch, Deputy Chief, Radicalization and Extremist Messages Group, National Counter Terrorism Center
- Captain Haseeb Hosein, Boston Police Department
- Eleanor Joseph, Advisor, City of Boston
- Lydia Khalil, Analyst, Boston Police Department
- Diane McLeod, Director, Massachusetts Human Rights Commission
- Steven Mazzie, Everett Police Chief/Former President, Massachusetts Major Cities Chiefs of Police Association

- Tracy Miller, Supervisory Intelligence Analyst, Federal Bureau of Investigation, CVE Office, Washington, D.C.
- Daniel Mulhern, Director of Public Safety, City of Boston
- Sergeant James O'Connor, Boston Police Department
- Superintendent Bernard O'Rourke, Chief, Bureau of Field Services, Boston Police Department
- Dr. Debra Pinals, Assistant Commissioner for Forensic Services, Massachusetts Department of Mental Health
- Kieran Ramsey, Assistant Special Agent in Charge, Federal Bureau of Investigation, Boston Field Division
- Captain Scott Range, Massachusetts State Police, Commonwealth Fusion Center
- Denis Rioridan, District Director, U.S. Citizenship and Immigration Services
- Alejandra St. Guillen, Director, New Bostonians, City of Boston
- Kurt Schwartz, Undersecretary, Homeland Security & Director, Massachusetts Emergency Management Agency, Executive Office of Public Safety and Security (EOPSS)
- Lt. Scott Sencabaugh, Wilmington Police Department/NEMLEC STARS Response Team Coordinator
- Sean Smith, Public Affairs/Border Community Liaison, DHS, Customs and Border Protection
- David Solet, General Counsel, Middlesex County District Attorney's Office
- Darwin Suelen, Supervisory Special Agent, Federal Bureau of Investigation, Boston Field Division
- Ehsan Zaffar, Senior Advisor, DHS, Office of Civil Rights and Civil Liberties, Washington, D.C.

Academic Advisors

- Dr. Heidi Ellis, Director, Refugee Trauma and Resilience Center at Boston's Children's Hospital
- Dr. Robert Fein, Forensic and National Security Psychologist
- Dr. John Horgan, Director, Center for Terrorism and Security Studies, UMass Lowell
- Dr. Peter Levine, Associate Dean for Research and Lincoln Filene, Professor of Citizenship and Public Affairs, Jonathan M. Tisch College of Citizenship and Public Service, Tufts University
- Dr. Eben Weitzman, Director, Graduate Programs in Conflict Resolution, Human Security and Global Governance, UMass Boston, John W. McCormack Graduate School of Policy and Global Studies
- Dr. Michael Williams, Postdoc, Center for Terrorism and Security Studies, UMass Lowell

APPENDIX B

Acknowledgements

- Brette Steele, Senior Counsel, Department of Justice, Deputy Attorney General's Office
- John Picarelli, Program Manager for Transnational Issues, Department of Justice, National Institute for Justice
- James Farmer, Assistant U.S. Attorney, U.S. Attorney's Office, District of Massachusetts
- Jennifer Maconochie, Director, Strategic Initiatives & Policies, Boston Police Department
- Kelly Nee, Deputy Superintendent, Boston Regional Intelligence Center, Boston Police Department
- Boston's National Forum for Youth Violence Prevention
- Yusufi Vali, Executive Director, Islamic Society of Boston Cultural Center (ISBCC) Muslim American Society – Boston Chapter
- Nichole Mossalam, Executive Director, Islamic Society of Boston –Cambridge
- BRIDGES partners
- Mary Ann Gapinski, Director of School Health, Massachusetts Department of Public Health
- Bradford S. Stewart, Domestic Representative, National Counterterrorism Center
- Stephen Marks, Assistant Special Agent Charge, U.S. Secret Service, Boston Field Office
- Brian Deck, Assistant Special Agent Charge, U.S. Secret Service, Boston Field Office
- Captain Chris Wright, Massachusetts Department of Corrections
- Matthew McCann, Deputy Federal Preparedness Coordinator, U.S. Department of Homeland Security, FEMA Region 1
- Sean Gallagher, Field Office Director, Boston Field Division, Department of Homeland Security, U.S. Immigration and Customs Enforcement, Enforcement and Removal
- Dan Cooler, Northeast Regional Director, Office of Intelligence and Analysis, Department of Homeland Security

APPENDIX C

Dissenting View – Islamic Society of Boston Cultural Center (ISBCC)

I want to begin by thanking U.S. Attorney Carmen Ortiz for her office's sincere efforts in working with the community on this initiative and incorporating many of the community's ideas that could lead to healthier and safe communities. Ultimately, however, I cannot sign on to this document due to the premise of "Countering Violent Extremism" mandated by the National Security Council and other federal actors, which guides this framework.

Many of the services suggested in this report are initiatives that ought to be implemented in any and all communities, particularly those that have been marginalized. Civic engagement is a vitally important tool towards empowering communities. There are Bostonians of all backgrounds, including the Boston Muslim community, that have serious resource needs and face emotional trauma. We have seen the power of responding to gang violence and bullying in schools with interventions and outreach driven by a common faith.

However, at their core, CVE programs are founded on the premise that your faith determines your propensity towards violence. It clearly appears that the CVE initiative is exclusively targeting the American-Muslim community, in spite of the best efforts of the local U.S. Attorney to re-define it expansively.

The data shows that violent extremism is an extremely rare phenomena. Furthermore, the working group concludes that religious and ethnic profiling, including the attendance of a mosque, cannot predict violent threats or extremist individuals. The everyday reality of nearly all American-Muslims is like that of any other American: we simply do not meet or experience individuals interested in violent ideologies. My experience as a leader of an Islamic center is emblematic. In my nearly two and a half years as Executive Director at the Islamic Society of Boston Cultural Center, my team and I have never personally come across any individual in our congregation seriously considering any fanatical ideology.

As a result, for the government to offer us services based on concerns of violent extremism in our community – as implied by this framework – seems to reinforce the same stereotype that society holds of American-Muslims: that they or Islam are inherently violent. This is unacceptable to our Boston-Muslim community.

A far more appropriate premise to the framework acceptable to the Boston-Muslim community would have been "countering violence". This term does not single out the American-Muslim community and could apply to a number of low-resourced and powerless communities, from immigration populations in the south to those living in poverty in Appalachia.

We at the ISBCC are aware that extremist groups and terrorist organizations seek to recruit susceptible members of our communities through a distorted and false vision of Islam. As we fortify our youth against repugnant ideologies that are not part of our faith, and as we amplify our voices to denounce extremism in all its forms, we believe a two-step methodology will help us achieve these goals.

First, improving outcomes for all marginalized communities, including segments of the Boston Muslim community, will make our congregants even more resilient in the face of repugnant ideologies. Serving marginalized segments of our community and addressing their needs is a core ethos of our religious institution and will continue to be a priority.

Second, we at the ISBCC teach and live a faith that is rooted in Islamic tradition, committed to American ideals, and empowered to serve the common good. This authentic Islam is rooted in the values of compassion, justice, community, and a commitment to America. Delivering on this vision of Islam in more robust, creative, and relevant ways to our young people - and thereby winning in the marketplace of ideas - allows us to be successful in (a) proactively improving the resilience of Boston as a whole and (b) fortifying our community against all harms and dangers, including radicalization. What we need is the support of our neighbors and community members so that we can achieve our mission.

Yusufi Vali, Executive Director
Islamic Society of Boston Cultural Center (ISBCC), Muslim American Society – Boston Chapter

For more information, please contact the:

**United States Attorney's Office
District of Massachusetts
One Courthouse Way, Suite 9200
Boston, Massachusetts 02210
(617) 748-3100**

48 page document withheld under B5

Page 01 of 48

Withheld pursuant to exemption
of the Freedom of Information and Privacy Act

Page 02 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 03 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 04 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 05 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 06 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 07 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 08 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 09 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 10 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 11 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 12 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 13 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 14 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 15 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 16 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 17 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 18 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 19 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 20 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 21 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 22 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 23 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 24 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 25 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 26 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 27 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 28 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 29 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 30 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 31 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 32 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 33 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 34 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 35 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 36 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 37 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 38 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 39 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 40 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 41 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 42 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 43 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 44 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 45 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 46 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 47 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 48 of 48

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

27 page document withheld under B5

Page 01 of 27

Withheld pursuant to exemption
of the Freedom of Information and Privacy Act

Page 02 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 03 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 04 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 05 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 06 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 07 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 08 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 09 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 10 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 11 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 12 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 13 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 14 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 15 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 16 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 17 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 18 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 19 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 20 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 21 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 22 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 23 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 24 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 25 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 26 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 27 of 27

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

5 page document withheld
under B5

Page 1 of 5

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 5

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 3 of 5

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 4 of 5

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 5 of 5

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Catalog of Best Practices for Community Engagement

National Engagement Task Force

Co-Chair Mel Johnson, DOJ-EOUSA Co-Chair David Gersten, DHS-CRCL

18 April 2013

Table of Contents

Introduction & Background2

DHS: Community Engagement as a Means to Counter Violent Extremism: Best Practices.....2

 Background2

 Specific Best Practices and Examples2

Excutive Summary of Best Practices for U.S. Attorney Engagement.....2

USAO: Community Engagement Coordinators in U.S. Attorneys’ Offices.....2

 United States Attorney Offices2

 Duties of CECs.....2

 Benefits of CEC Work2

 Role of Attorneys2

USAO: Interfaith Outreach Initiative of the Western District of Pennsylvania2

FBI: Community Outreach Programs/Best Practices.....2

 Best Practices2

HHS: Community Engagement Models: an HHS/ORR Perspective.....2

 ORR Background.....2

 Community Engagement through the Ethnic Community Self Help Program.....2

 Highlights of ORR’s Community Engagement2

 Conclusion2

NCTC: Community Examples of CVE Outreach Activities: A Toolkit.....2

 Background2

 Using the Toolkit2

NCTC: US Government Efforts to Ensure Accurate CVE Training2

 Background2

 Overarching Themes2

Introduction & Background

On behalf of the National Engagement Task Force (NETF), we are happy to provide you with the first edition of this *Catalog of Best Practices for Community Engagement*. The NETF includes representatives of federal agencies involved in the federal government's efforts to counter violent extremism. Part of that effort is the White House's *Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States*, often known as the SIP.

The SIP reflects the government's commitment to engagement with communities as an important part of law enforcement, including the effort to counter violent extremism. In our efforts to counter violent extremism, we will rely on existing partnerships that communities have forged with Federal, State, and local government agencies. In many instances, our partnerships and related activities were not created for national security purposes but nonetheless have an indirect impact on countering violent extremism (CVE).

Through engagement, we assure communities, by our words and deeds, we are aware of their concerns and committed to protecting their rights while improving trust and rapport. Members of communities thus become comfortable working with law enforcement and other government agencies to solve mutually recognized problems.

This catalog contains contributions from a number of participating federal agencies based on their experience and observations. They range from suggestions for training to general discussions of principles for engagement to descriptions of specific engagement programs. Some are more thorough while others simply describe what outreach programs certain agencies offer so you can use them as resources for your own engagement efforts.

These materials are not directives or official pronouncements of practices that you must follow. They are suggestions for engagement that we hope will be helpful. If you are just beginning to engage with communities in your jurisdiction, we hope these materials will help you get off to a good start. If you are involved in ongoing engagement, we hope that these materials will give you some ways to carry on successfully.

As implied by the SIP, our dissemination of best practices for engagement will be an ongoing process and we plan to periodically distribute catalogs like this one. You can help us with that in two ways. One is feedback on what we have provided to you. Any comments you can provide to us on what was helpful or not so helpful in these materials will help guide us in the future. Next, we certainly recognize that members of our task force do not know all there is to know about engagement. We would welcome any submissions you might make on best practices of your own for engagement that we might be able to include in future disseminations.

If you have feedback or suggested submissions, send them to: feedback-NETF@hq.dhs.gov.

David Gersten
Department of Homeland Security
Office for Civil Rights and Civil Liberties

Mel Johnson
Department of Justice
Executive Office for US Attorneys

Department of Homeland Security

DHS: Community Engagement as a Means to Counter Violent Extremism: Best Practices

Background

The causes of violent extremism are many and complex. There is currently only a partial understanding of the factors that determine which individuals will adopt ideologically motivated violence to further political or other goals. In its CVE efforts, DHS has created a spectrum of programs to better understand and address this issue. To counter violent extremism, DHS works with a broad range of internal and external partners, under the leadership of the Secretary and other senior Department officials. Central to the DHS strategy to counter violent extremism are public outreach and community engagement initiatives. These efforts are directed at addressing grievances, protecting civil rights, building trust with law enforcement agencies, and promoting integration and community resilience. Active engagement undermines key recruiting narratives used by violent extremist groups such as al-Qaida, al-Shabaab, and related affiliates.

Public engagement with diverse American communities whose civil rights may be affected by Department activities is a priority for DHS. DHS has engaged communities through multiple offices and components: Office for Civil Rights and Civil Liberties (CRCL), Federal Emergency Management Agency (FEMA), Homeland Security Advisory Council (HSAC), National Protection and Programs Directorate (NPPD), US Citizenship and Immigration Service (USCIS), Transportation and Security Administration (TSA), Customs and Border Protection (CBP), and Immigration and Customs Enforcement (ICE), among others.

Office for Civil Rights & Civil Liberties

Safeguarding civil rights and civil liberties is critical to DHS' work to protect the nation from the many threats we face. The Office for Civil Rights and Civil Liberties (CRCL) supports the Department's mission to secure the nation while preserving individual liberty, fairness and equality under the law.

CRCL responds to community concerns and provides information on Department programs, activities and issues. It does much of this work by leading or playing a significant role in regular roundtable meetings of community leaders and federal, state and local government officials in fourteen cities across the country.

In addition to consistent roundtable efforts, CRCL consults with communities on an as-needed basis. CRCL's Incident Communication Coordination Team (ICCT) facilitates rapid federal government official engagement with a variety of communities in the aftermath of a terrorist act or homeland security incident. CRCL also represents the Department in key intergovernmental groups facilitating civil rights work between the United States Government and various international partners. Lastly, CRCL works to improve the cultural competency and awareness of Department personnel, for instance by developing resources explaining

Examples of community concerns raised at CRCL events:

- *Ethnic, Religious profiling* – airport screening checkpoints, border enforcement.
- *Advanced Imaging Technology* – airport screening; invasion of privacy vs. lesser expectation of privacy, modesty concerns.
- *Watchlist* – absence of clear redress for misidentification with the watchlist.
- *Immigration Enforcement and Detention* – questioning, customer service, searches and religious questioning at U.S. ports of entry, detention conditions related to religious freedom, use of local law enforcement.
- *Training* – proliferation of law enforcement training that provides inaccurate and culturally offensive information.
- *Immigration Service* – delays in adjudication of immigration service due to FBI background checks, allegations of blackmailing community members with delays/denials.
- *Informants* – concerns over use of informants at mosques and use of alleged fake plots to arrest individuals.

Specific Best Practices and Examples

DHS's longstanding engagement efforts, especially through CRCL's engagement efforts begun in 2005, constitute some of the USG's finest examples of sustained, substantive and comprehensive engagement with diverse domestic communities. As a result of these and other efforts, DHS has developed sophisticated mechanisms for engagement including many best practices to ensure productive communication and dialogue both with the community and within the federal government. CVE best practices can be divided into six areas that inform each stage of community engagement:

- 1 **Purpose** – What is the purpose of this engagement effort? How does it meet the mission of the USG overall and my specific agency?

Do No Harm: In any homeland security/ law enforcement environment, the first rule should always be, "do no harm." Protect civil rights and civil liberties. Engagement efforts should not be used to gather intelligence; further criminal investigations; or as a platform to engage in racial, ethnic, or religious profiling. Law enforcement must work to strengthen partnerships and networks among local community stakeholders. This can only be accomplished through honest, transparent relationships.

Address rather than avoid tough subjects with participants: Addressing, or simply acknowledging, community concerns develops trust with the affected community.

Recognize the importance of sharing homeland security information with affected communities: Two-way security information is the best mechanism to ensure a communities' infrastructure is resilient and protected. Be a strategic and valued partner in security awareness, prevention, planning, operations, and response.

- 2 **Partnership** – Who will be my key partners, both governmental and nongovernmental?

Go Local: The community engagement model is predicated on the ability to engage at a grassroots/ organic level. Create

community partnerships; co-create initiatives at a local level to develop and amplify CVE narratives that resonate with the local community.

Engage early: “Make friends when you don’t need them.” Communities are wary of engagement initiatives begun in the aftermath of a homeland security incident.

Identify Key Nodes: Understand key nodes of a community may not always be found in an organizational form. Critical stakeholders may not have an established organization yet may provide to be invaluable partners. Attention should be paid to both key organizations and unaffiliated individuals.

Involve the Interagency: DHS endeavors to include the interagency in all of its roundtables and other meetings.

- Example: U.S. Attorneys participate meaningfully on a quarterly basis at many of CRCL roundtable cities. In November 2012, the U.S Attorney for the Southern District of Texas gave a presentation to community leaders on recognizing and assisting his office in taking action on hate crimes in Houston.
- Example: During recent incidents – Bulgaria bombing, Sikh Temple shooting, and Joplin, Missouri Mosque burning – the DHS Counter Terrorism Coordinator has worked in coordination with the Homeland Security Advisory Council (HSAC) and the Federal Bureau of Investigation (FBI), to pull together not only the impacted communities, but also the DHS Secretary’s Faith-based Security and Communications Advisory Committee, to provide accurate and timely information, protective measures communities can use, and resources available across the Interagency.
- Example: DHS Office for Strategic Engagement-Los Angeles participates in a monthly interagency meeting chaired by the LA Sheriff’s Department bringing together federal, state, and local law enforcement and government officials whose work is related to CVE.

3 **Preparation** – What advance preparations do I need to undertake?

Characteristics of the ideal CRCL partner – community participants should have most of these traits but absence of one or more is not a disqualifier.

- *Respected* – Is a civic community leader either official or unofficial? (Does not need to be an elected or religious leader).
- *Connected* – Is engaged personally or professionally with a wide range of community members, receives issues from the community and can bring other key community members and their issues to the dialogue.
- *Representative* – Reflects the diversity of the group with whom you are engaging.
- *Knowledgeable* – Has an accurate sense of the current community needs and concerns.
- *Effective* – Can speak effectively with both the community and appropriate government officials.
- *Trusted* – Has the implied trust of community leaders and government through experience
- *Available* – Is not so busy that s/he is unavailable to attend engagement sessions
- *Humble* – Is not out for personal gain or notoriety.

Focus on Policy *and* Operations: Though the USG distinguishes between operational and policy issues, the general public does not. Therefore DHS benefits from having both policy advisors and policymakers from Washington D.C. at its engagement events, alongside local field office leadership. In this way, both operational and policy issues can be addressed at one meeting (e.g. statements such as “This is not our issue, but one for Washington,” or “I’m not sure how this policy plays out in the field,” can be avoided). Moreover, this allows policymakers the unique ability to observe on the ground interactions and problems in several cities simultaneously and results in informed policy making.

- Example: CRCL engagement roundtables are managed by DC-based policy advisors who personally attend each quarterly session. In addition, DHS field office leadership from all relevant component offices such as CBP, TSA, ICE, USCIS and FEMA are in attendance to assist with operational or field office concerns.
- Example: The Secretary of Homeland Security created the Faith Based Security and Information Sharing Advisory Committee (FBAC) subcommittee, under the HSAC, so that she could receive findings and recommendations to improve upon two-way security communications with pertinent communities. For instance, certain communities are integrated into the National Terrorism Advisory System, in order to ensure communities remain engaged and informed about potential terrorist threats and acts.

Be There Physically: Human interaction is an invaluable engagement asset. Unlike a teleconference, a regular physical presence at an engagement location allows the official to develop solid professional relationships with the community. This in turn ensures a sophisticated understanding of the facts on the ground and also ensures that the right stakeholders are at each meeting.

- Example: CRCL’s roundtables are extremely diverse in terms of the communities and audiences represented (both from a demographic and interest-based perspective) partially because CRCL staff take an active interest in encouraging smaller, less-empowered and relatively unsophisticated communities to attend roundtable meetings.
 - Sustained funding for staff dedicated to outreach and engagement is a necessity to maintain this interaction and build upon those relationships; this is particularly required for disenfranchised and less-empowered communities with limited civic society resources and knowledgebase.
- Example: The DHS Federal Emergency Management Agency (FEMA) Center for Faith-based & Neighborhood Partnerships’ role is to maximize the appropriate participation of faith-based and community organizations (FBCOs) in Departmental policies, programs and practices. Following the Joplin, MO church burning, Chicago mosque vandalizing, and the Sikh Temple Oak Creek shooting incident, the Center’s Director traveled to these locations to meet with the impacted communities.

The CRCL roundtable survey includes both closed-ended and open-ended questions such as:

- *Closed-ended:* The Roundtable addressed important topics/issues in my community.
- *Closed-ended:* I had the opportunity to participate and share my opinions.
- *Closed-ended:* My questions were effectively answered.
- *Closed-ended:* I plan to attend another roundtable in the future.
- *Closed-ended:* The staff was helpful and accessible.
- *Open-ended:* What did you find most valuable about today's Roundtable?
- *Open-ended:* What could we do better in future Roundtables?
- *Open-ended:* Do you have any suggestions for future topics/issues?

- The DHS FEMA Center has on-the-ground presence in Los Angeles, California working in support of the City of Los Angeles, USC Center for Religion and Civic Culture, Los Angeles Emergency Preparedness Foundation and FEMA Region IX on the engagement of diverse faith groups and populations in the emergency management. This engagement includes support of faith-based capacity-building, preparedness, response, discussions on advance recovery planning and promoting participation in a rotational seat at the emergency management business operations center.

- Example: DHS partnered with the City of Los Angeles and Mayor Antonio Villaraigosa in November of 2011 to establish the DHS Office for Strategic Engagement. The office, which is physically housed in the Mayor's Office, reports directly to DHS leadership and focuses on strategic engagement. The director works to strengthen the department's relationships at the local level with state and local law enforcement, government officials, community groups, academic institutions, and the private sector.

Let the Community Set the Agenda: When the community determines what issues need to be addressed, it is more inclined to meaningfully participate in engagement efforts. Moreover, allowing the community to set the agenda allows for issues to be heard that may otherwise never make it into the policymaking process.

- Example: Though CRCL encourages and facilitates interagency participation at all roundtable meetings, it is the community that decides which agencies and what topics they would like to hear about. Thus, in some cases, certain agencies do not attend because the community stakeholders do not request their attendance.

- Example: Due to an escalation in threats against Israeli and Jewish facilities around the world, Office of Infrastructure Protection (IP) Protective Security Advisors (PSAs), DHS Intelligence Officers, the Federal Bureau of Investigation, and State/local law enforcement conducted outreach to more than fifty (50) pre-identified sites and facilities associated with the American Jewish Community and Israeli diplomatic community. This outreach effort highlighted potential threats and introduced stakeholders to appropriate protective measures, including applicable DHS products, services, and training. PSAs also discussed the "If You See Something, Say Something™" campaign and the National Suspicious Activity Reporting Initiative (NSI) to promote community awareness and enhance the security of both facilities and individuals.

- 4 **Measuring Success** – What are the expected outcomes or products of the engagement, both for the agency and our community partners?

Address Grievances & Vulnerabilities: To ensure consistent participation, the engagement must be mutually beneficial. This includes: information sharing, solving local civic problems, and addressing and preventing criminal and administrative violations.

- Example: Following the Sikh Temple shooting incident in Oak Creek, WI, IP provided the Council for American-Islamic Relations, the Sikh World Council, and American Hindu community leadership with information related to the DHS Active Shooter Program and a catalog of available training and resources. IP field personnel continue to work with the regional faith-based community in Los Angeles, CA, to coordinate a one day workshop and associated Webinar to provide stakeholders with information concerning this resource.

Actively Seek Feedback: Consistent and thoughtful feedback on the engagement process is critical if ongoing engagement is to remain relevant.

Other methods of engagement may include tools such as the Incident Community Coordination Team:

CRCL created the ICCT as a mechanism for senior U.S. Government officials to communicate with key leaders from the American Arab, Muslim, Sikh, Middle Eastern, Somali, and South Asian communities immediately after an incident of national significance, such as a terrorist attack or plot. The ICCT nationwide call is the only tool of its kind available for rapid-incident communication between the Federal government and these communities in the aftermath of any potential terrorist act or homeland security incident. The ICCT is initiated only in certain circumstances and is chaired by the DHS Officer for Civil Rights and Civil Liberties.

The ICCT is a mechanism to:

- Provide timely information from the U.S. Government to community leaders in the aftermath of an attack.
- Provide timely information from community leaders to the U.S. Government including: reports on allegations of hate crimes that must be investigated; reactions or concerns to policies or enforcement actions taken by the government; information about other concerns of these communities in the aftermath of an attack; and, possibly, information about how the government might be effective in investigating the terrorist act(s).
- Develop, to the extent possible, a common understanding about the messages that government and community leaders will be sending to these communities, the country and the world.

- Example: CRCL roundtable participants complete a comprehensive, multi-part, anonymous survey at the end of each roundtable. Completed four times a year in over fourteen cities per year, these surveys allow CRCL to tailor its processes accordingly.

5 Process – Are there particular processes I should be aware of as I conduct the engagement session?

Be Consistent: Engagement is useless without follow-up. When the community understands that DHS representatives from DC will be present on an ongoing and regular basis, it is able to ensure that its grievances will be heard. In this manner, communities use the roundtable process as a conduit for concerns rather than resorting to other methods for redress.

- Example: CRCL roundtables are held on a quarterly basis and most have been ongoing for several years.

Diversify Your Audience: Though stakeholder communities across the U.S. may be diverse, they often experience the same panoply of problems. It is efficient, inclusive, and effective to invite diverse and previously absent community partners to the table. Immigrant or minority youth are often passed over by USG engagement efforts and it is important to broaden the focus of engagement efforts to include these large, often disparately affected groups as well. Likewise, diversity of opinion is essential to avoid an echo chamber of similar sounding claims and proposals.

- Example: Civil rights leaders and government representatives from Germany who observed a recent DHS CRCL Chicago roundtable favorably noted the holistic approach of the roundtable (e.g. that Muslim representatives, civil rights lawyers, public advocacy representatives, law enforcement officials and immigration officials were all in attendance).
- Example: CRCL staff has organized several roundtables with Somali youth and also with Somali women's groups in Minneapolis. These roundtables were attended by senior USG leadership and elected U.S. congressional representatives.

6 Ingenuity: How can you keep the engagement from becoming stale? Are there novel methods of interaction that ensure a better collaboration and a wider audience?

Choose alternate locations: To build trust and increase participation, alternate engagement event locations between different government facilities and community host sites. Conduct occasional tours of places where government activities occur such as detention centers, fusion centers, and immigration offices where naturalization ceremonies may occur.

Employ multiple means of communication: Use social media to deliver information and solicit feedback.

Support additional infrastructure to share security information: For example, DHS created a secure portal to share information with vetted individuals on the Homeland Security Information Network (HSIN).

Centralize convening for consistency but decentralize solutions: Encourage local government partners to solve problems on the ground and cull from good outcomes to inform policy and encourage duplication elsewhere.

Diversifying engagement opportunities: Ensure engagement opportunities are not always focused on one issue or one way communication.

- Example: DHS Office for Strategic Engagement-LA engagement activities have included
 - Workshop on grants available to faith-based organizations
 - Presentations on securing places of worship
 - Careers in government workshop
 - DHS 101 presentation to middle school kids
 - Meeting with Imam on how to reach out to alienated youth

For more information, please contact communityengagement@hq.dhs.gov.

Department of Justice, U.S. Attorneys' Offices

Executive Summary of Best Practices for U.S. Attorney Engagement

*By US Attorney Amanda Marshall, District of Oregon and US Attorney Carter Stewart,
Southern District of Ohio*

"Departments and agencies have been conducting engagement activities based on their unique mandates. To better synchronize this work, U.S. Attorneys, who historically have engaged with communities in their districts, have begun leading Federal engagement efforts. This includes our efforts to engage with communities to (1) discuss issues such as civil rights, counterterrorism security measures, international events, foreign policy, and other community concerns; (2) raise awareness about the threat of violent extremism; and (3) facilitate partnerships to prevent radicalization to violence. The types of communities involved in engagement differ depending on the locations. United States Attorneys, in consultation with local and Federal partners, are best positioned to make local determinations about which communities they should engage. Appointed by the President and confirmed by the Senate, U.S. Attorneys are the senior law enforcement and executive branch officials in their districts, and are therefore well-placed to help shape and drive community engagement in the field."

- White House Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States, December 2011

Introduction

This memorandum is written as part of our participation on the National Task Force on Countering Violent Extremism. The Task Force was formed in response to the December 2011 "Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States" (SIP). While the SIP is meant to be applied to all violent extremism, it prioritizes preventing violent extremism and terrorism that is inspired by al-Qaeda and its affiliates and adherents, which have been identified as the primary security threats to our country. However, it is important to acknowledge that violent extremism can be found in many communities across the United States. Indeed, many districts face significant threats from white supremacists, anarchists and other domestic anti-government groups. It is also important to recognize that while outreach and engagement is an appropriate and effective way to empower communities to hold strong against those who would attempt to radicalize their young people to violence, the same may not be true for every violent extremist group. As stated in the first paragraph of the SIP:

"Law enforcement and government officials for decades have understood the critical importance of building relationships, based on trust, with the

communities they serve. Partnerships are vital to address a range of challenges and must have as their foundation a genuine commitment on the part of law enforcement and government to address community needs and concerns, including protecting rights and public safety. In our efforts to counter violent extremism, we will rely on existing partnerships that communities have forged with Federal, State, and local government agencies. This reliance, however, must not change the nature or purpose of existing relationships. In many instances, our partnerships and related activities were not created for national security purposes but nonetheless have an indirect impact on countering violent extremism."

Indeed the Department of Justice and U.S. Attorneys' Offices have prioritized engagement in many communities for reasons beyond countering violent extremism. Protection of civil rights and crime prevention are areas where community outreach is a key to achieving success. This paper is an attempt to pull together insights and experiences from U.S. Attorneys, government agencies, and others into a broad array of "best practices" specific to U.S. Attorney Offices (USAOs). When talking about Community Engagement of any kind, one thing is clear: a one size fits all approach does not work. We know that our districts vary in size, backgrounds, demographics, history, and types of communities. We need to be flexible and to match our approach to the unique demographics and challenges of our individual districts.

Getting Started

Everyone involved in engagement needs some level of cultural competency related to the specific ethnic and cultural groups represented in the district. It is important to understand cultural cues so as not to embarrass or offend community members. For example, when meeting with Muslim groups, keep in mind prayer schedules, dietary restrictions, and preferences for greeting (e.g. shaking hands or not). When visiting a place of worship one or more of the following expectations may apply: Removing shoes, dressing modestly, wearing a head covering, or observing segregated areas for men and women.

At the outset, it is critical to learn as much as you can about the communities in your district before you engage and tailor your engagement accordingly. Department of Justice's (DOJ's) Community Relations Service (CRS) is a good resource, they are eager to participate and have experience with outreach to community groups. CRS can also assist USAOs by conducting cultural competency trainings, moderating panels, and helping identify community partners.

The Federal Bureau of Investigation (FBI), Department of Homeland Security (DHS) and other governmental agencies may also be helpful. In most districts, FBI and DHS have been active with outreach, and in all cases they have made some contacts in the community. Many local law enforcement agencies are deeply engaged with various communities at the street level and are, therefore, a very good source of information, contacts and resources.

While coordination with the FBI and local law enforcement is important and their presence at some events is useful, it is important to develop an outreach strategy that is not solely reliant on the FBI or other law enforcement agencies. It can help to partner with “neutral” community leaders to take the “law enforcement” calculus out of the picture. Consider civil rights organizations, academics, student groups, and leaders in the interfaith community.

As the lead federal law enforcement and executive branch official in each district, U.S. Attorneys are in a unique position to understand the issues facing all of our communities, ways to facilitate outreach, as well as the range of threats that exist at any given time. Because of that, it is crucial for other federal components who engage in outreach coordinate their efforts through U.S. Attorneys’ Offices.

It can be effective to start engagement with small groups, if your demographics make that logistically practical. Coffee house meetings can be less formal, and thus, facilitate more candid discussions. Regular meetings and contacts are important to maintain relationships, but try to make contacts with a mix of individuals and groups. Recognize that within a larger community there may be several different communities, all with different leaders. Do not rely on one group as your “gate keeper.” Avoid appointing any particular community member as “chair” of any group or recurring meeting as that may create tension and distrust by elevating one leader over others. Pay attention to the equities underlying the process - do not leave key constituencies out. In larger events, be over inclusive. Generally, we recommend a “come one, come all” approach to outreach in order to encourage expansion of the partner relationships and to ensure maximum community participation.

Community Engagement can be done as a seamless part of broader civil rights outreach. The benefits of this approach include: (1) avoiding the potential of singling out any one group and raising questions about why outreach is only being targeted at them (even if that perception is not accurate); (2) helping to build bridges between groups, who might feel isolated, and the other groups in the district even beyond their relationship with the government; (3) promoting sustainability because it brings other individuals into the process who can assist in the outreach effort; and (4) allowing us to set up a structure that is nimble enough to respond to other law enforcement and outreach efforts as they might arise in the future without “reinventing the wheel.” One example of this type of outreach is to facilitate an interfaith dialogue. Of course, we must keep in mind that in some instances, targeted outreach is more effective.

Balancing Outreach and Law Enforcement

Engagement by government agencies with communities which are vulnerable to targeted recruitment by extremists can have at least two purposes. One is to assure communities that the government is sensitive to its concerns and committed to protecting its legal rights. The other is to foster trust and rapport so that community members will collaborate with the government in fulfilling our law enforcement responsibilities. There is an obvious

tension and potential for conflict between those purposes because engaging agencies are, in effect, saying, “We’re here to help you, but we want you to help us investigate and prosecute cases, which may include cases against members of your community.”

This potential for conflict need not make it impossible for engagement to be effective. The two purposes of engagement are not necessarily incompatible. If communities are assured that the government will protect their rights, it is likely that those communities will come to trust government institutions and will cooperate with government actions. Community members have repeatedly demonstrated a willingness to accept honest and diplomatic expressions of the understanding that the government tries to reach with all citizens.

While countering radicalization is an important goal, and hopefully will be a product of engagement, it is important not to single out any one community for special attention only because of national security concerns. The dialogue should include a focus on issues of concern to those communities, such as civil rights, mortgage fraud, gang activity, child exploitation, and other matters. While investigative information may be a product of engagement, our primary goal is to serve our communities. It is important to educate the public about the broad array of issues that our offices handle.

Developing communication channels with community leaders is an important aspect of crisis response planning. For example, in the aftermath of terrorist attacks, hate crimes, or high-profile arrests, it is helpful to contact leaders from impacted communities using talking points and press releases from The Office of Public Affairs (OPA) and the relevant District or Component in an effort to counter misinformation and suspicion that would undermine the outreach effort, particularly among a particular ethnic or religious group.

Identifying Issues of Interest

The nature of issues of concern to the community will vary from district to district depending on the community, but here are some examples:

- Issues relating to Transportation Security Administration (TSA) screening at airports
- Hate crimes and bullying
- Civil Rights including Fair Housing and Freedom of Religion
- No Fly List
- Sending money to charities overseas
- Issues related to immigration procedures
- Problems at border crossings
- Other questions and concerns with Federal agencies and their practices

Many districts have worked with CRS, Department of Education, schools, and others to focus on anti-bullying efforts. Several districts have had great success bringing other agencies, including DHS, TSA, National Counter Terrorism Center (NCTC), and FBI, to

community events. In most instances, it has worked well to begin outreach efforts in smaller meetings between community leaders and USAO personnel in order to develop an understanding of the issues of concern to those communities. Once we know what the issues are, we can draw in other agencies responsive to those concerns. Starting small gives us an opportunity to field questions from community members and develop experience to effectively respond to those issues.

Ask the communities directly to identify what they need from you. Listen to their answers with an understanding that effective engagement begins with good listening. Find resources to discuss concerns identified by the groups you are working with. Issues of concern will vary greatly from community to community. For example, recent immigrant groups may be experiencing conflict with local police, child protective services, or schools. We can help bring the right people from state and local government to the table in order to provide answers and facilitate discussion.

Making Outreach Efforts Self-Sustaining

Determine specific individuals within the office who will oversee outreach efforts. These assignments can take a variety of forms including: a dedicated Community Engagement Coordinator; a team of people who work on engagement; or, adding the responsibility of Community Engagement and Outreach to an existing position or positions. What is more important than the job titles of the participants in your community engagement effort is that the person/people selected are a good fit for the task and are committed to its success.

The U.S. Attorney should not be the primary person responsible for coordinating outreach events. The success of engagement depends on building *sustained* relationships and trust. That said, U.S. Attorney participation and leadership is extremely important. It sends a clear message of support that engagement is considered important at the highest level, engagement efforts need to include other staff in order to institutionalize the effort and sustain it as national and local administrations change.

Once you have determined who your Community Engagement contact(s) will be, make sure to get the word out by listing the contact(s) on your website, sending out information, electronically or otherwise, introducing the person/people who will be coordinating your districts efforts and explaining your office's commitment to community based outreach. Institutionalize the outreach process by scheduling regular in-house meetings to review past outreach efforts and plan future ones.

Contacts with community leaders should be maintained through a mix of calls, e-mails, meetings, and attendance at special events. Create an email list to disseminate announcements and information on a regular basis.

Organize an annual event and invite representatives from the relevant federal, state and local agencies, lawyers, community members, and others to address areas of mutual concern, such as hate crimes, civil rights, bullying, gangs, or other public safety issues.

Tips/Ideas

- Add a link on your website to a “Community Engagement” page that includes information about the people in your district, both from the USAO and other agencies, who are resources for community engagement. Post upcoming events on a calendar. Highlight press releases, articles and other information that may be of interest to the community.
- Invite students from diverse communities into your courthouse for a public service career day.
- Conduct a “civics training” event for students and community members from immigrant populations. Teach about the Constitution and the Bill of Rights, as well as other aspects of U.S. government. Encourage the participants to go back to their communities and educate others.
- Participate in religious and cultural events.
- Write an editorial, do a radio interview, or similar press event geared towards ethnic media to discuss the value of community education, cultural understanding and unity. Talking points from OPA can be helpful, particularly about the DOJ outreach effort itself. Partner with a community leader to make it a joint endeavor. Most communities are interested in publicly highlighting their own engagement with law enforcement.
- When dignitaries come to town, invite community leaders to attend their appearances or, if possible, to meet with them.
- Invitations to the FBI’s Citizens Academy can be effective outreach/relationship building tools.
- While large, regular meetings, i.e. monthly/quarterly, have a place, they can also be sometimes counter-productive.
- Uncomfortable topics can come up at public gatherings, such as complaints about particular agents, attorneys or details of specific cases. It is important to have a game plan as to how to handle such situations.
- Schedule events after work, during lunch, or on weekends to make it easier for community members to attend.

- Be aware that people may need to take breaks and have an area to pray at designated prayer times.
- Do not always hold meetings and events at your office. Take advantage of attending events planned by your communities and held on their turf.
- In addition to planning events yourself, consider participation in events that are thematically relevant to your distinct communities. Be sure to ask community members what they think is important, who they think we should hear from and how we can help them get their message out.
- Host an event where community leaders come together to design the program around what they think we (in law enforcement/justice/government) should know about communities in your district. Invite federal and local law enforcement agencies, prosecutors and others to attend.
- Include food whenever possible and appropriate. Nothing brings people together like sharing a meal. Be aware of religious dietary restrictions.

Resources

- The Community Engagement Online Resource Center (CE-ORC) is a U.S. Government website that provides the capability for domestic and international 'community engagement practitioners' as well as policymakers to collaborate and access a variety of resources. This website and its services seek to provide easy access to documents, videos, presentations, and best practices related to community engagement and countering violent extremism. Additionally, blog and chat feature provides a collaboration environment that will foster dialogue, encourage questions, and allow all users to provide quick answers to those questions. Only authorized government representatives may use the blog and chat capabilities to post relevant information that is viewable by all registered users. A 'community engagement practitioner' as used within the website is defined as any federal government official who engages directly with members of the public on a day-to-day basis.

The CE-ORC is a closed/limited access website. The website requires access to be granted to access and use the information and services within the website. The CE-ORC is intended to be a space for safe and secure collaboration and discussion. This website is owned, managed, and supported by the NCTC. All content is reviewed and approved by federal partners, including DHS, DOJ, and the NCTC. Contact Webmaster, Lee Wilkinson to request access to the Community Engagement Online Resource Center:

lee.wilkinson@communityengage.net

- National Strategy on Empowering Local Partners to Prevent Violent Extremism in the United States:
http://www.whitehouse.gov/sites/default/files/empowering_local_partners.pdf

Department of Justice, US Attorneys' Offices

USAO: Community Engagement Coordinators in U.S. Attorneys' Offices

United States Attorney Offices

A number of US Attorneys' Offices have begun to assign office personnel to organize and facilitate community engagement or outreach efforts. This brief article will try to summarize the use of this technique for consideration of other USAOs as a possible way to improve their engagement efforts. The information in this summary comes largely from Gwen Mason (W.D. Va.), Martha Wyatt (D. Ma.), Sean Tepfer (W.D. Wa.), and Sean Vassar (E.D. Ca.), all of whom work in this capacity and were gracious enough to share their thoughts and experiences. While the title applied to this position may vary, this summary will refer to Community Engagement Coordinators (CECs) for ease of reference.

The duties of a position like this are fulfilled in various ways, depending on the needs and resources of the district involved. Some districts have full-time CECs and some even have more than one, with each assigned to outreach with different groups. Other districts add outreach duties to other personnel such as Law Enforcement Coordinators (LECs) or Victim Witness Coordinators (VWCs). At least one uses a team of several individuals to cover engagement as well as public affairs, victim-witness support, and law enforcement coordination. Of course, budgetary constraints and the difficulty of piling more responsibilities on already busy personnel will affect how these engagement responsibilities can best be covered.

Some districts have taken steps to have CEC duties covered by contractors with appropriate backgrounds. That approach may help to cover this responsibility in a way that saves money and avoids a permanent commitment to any individual employee. However, for any CEC to be effective, that person will have to spend considerable time making meaningful connections to individuals and organizations in the community so any contractor's stay in this position should probably be lengthened by contracts longer than one year or by contract extensions. Sometimes non-governmental organizations (NGOs) will volunteer people from their organizations to fill this position but that may not be wise as a conflict or at least its appearance could be created. Questions may arise as to whether that person is speaking for the government or the NGO in dealing with community organizations, especially when the positions of the government and NGO diverge.

Regardless of how any office approaches this problem it can be suggested that outreach for any USAO is more a philosophy than a particular position. Traditionally, USAOs litigated cases and spent little time and effort on outreach to the community. However, in recent years, there has been a growing appreciation within the Department of Justice of the value of community engagement as a way to develop rapport and understanding with

communities that can lead to community cooperation, crime prevention, and more effective discharge of our duty to protect the citizens of our communities.

Duties of CECs

Just as the titles, funding, and ways to fulfill this responsibility vary, so do the exact duties. However, there is consensus that anyone filling this role will have plenty to do and that this could easily be a full-time assignment in most districts. All agree that effort and consistency in outreach efforts are key to establishing trust with community groups and leaders which will make outreach successful. Any USAO's ability to fill this job may be affected by budgetary constraints and personnel limitations but here is a list of the kinds of things that a CEC can do to enhance any USAO's engagement efforts:

- 1) The CEC must be able to identify and establish contact with relevant community groups and leaders, that are concerned with the issues and whose trust in our department can have the potential to form a partnership that will help us accomplish mutual goals.
- 2) The CEC will be called upon to schedule and organize whatever programs, meetings, and other outreach activities are deemed necessary to our outreach efforts. This is a time-consuming job best done by someone who does not have too many other duties which would stand in the way.
- 3) The CEC will communicate with the leaders of community organizations on behalf of the US Attorney and USAO. Quick communication methods can be used to disseminate accurate information about important developments and perhaps defuse volatile situations.
- 4) The CEC can play a major role in educating community groups about the procedures and limitations of the legal system and the role of the USAO, as well as rights and responsibilities under that system. This can be done through events, pamphlets, and press releases.
- 5) The CEC can assist crime prevention efforts of community groups, perhaps in a way that fosters public-private partnerships on issues of mutual concern.
- 6) The CEC can develop expertise that can be used to assist community organizations in obtaining resources, through grants or other means, to help them accomplish their goals. While CECs should not put themselves in the position of advocates for certain organizations competing for grants against others, CECs can make guidance regarding grants a key component of gaining the trust of these organizations.
- 7) Through contacts with other public agencies, the CEC can help to draw upon their resources when appropriate to obtain their assistance in cooperating with

community groups. Cooperation and communication with other governmental organizations is crucial to the work of any CEC. Without it, mixed messages, outright contradictions, and needless duplication of effort can easily arise.

Benefits of CEC Work

The benefits of using someone as CEC are considerable.

The CEC's efforts can be expected to open lines of communication with community groups and leaders that can help any USAO to do its job effectively with so many communities: school groups concerned with bullying, LGBT groups, Native-American tribes, Arab and other Muslim groups, and a variety of other racial, ethnic, and religious communities that want to look to USAOs for assistance. Lack of community trust and cooperation harms any effort to investigate and prosecute successfully. An effective CEC can help to gain that trust and cooperation.

Of course, it is easier to maintain that trust and cooperation once it is established than it is to gain it in the first place or recover it once lost. The CEC's actions can be instrumental in both obtaining and maintaining a relationship that can overcome the alienation between many communities and law enforcement.

The CEC can serve as an easily accessible point of contact for the USAO, one that is familiar with the needs and concerns of each community and one that is easier to reach because communication with these groups is a main component of the CEC's work.

US Attorneys are normally a major part of any USAO's engagement efforts and that is natural, considering the symbolic position of the US Attorney as chief federal law enforcement officer in any district. However, if the engagement is too personally associated with the US Attorney, that effort may have to start from scratch if the US Attorney changes. The prominent involvement of a CEC helps to sustain the engagement effort through administrations so it can remain a long-term initiative of the USAO.

Some engagement efforts are carried out by a variety of agencies, federal, state, and local. If not coordinated, that can lead to duplication of effort and a community perception of lack of sincerity when agencies reach out to communities just repeating what has been said and then do not follow through. A CEC can help to coordinate outreach efforts in a way that will avoid pointless duplication and promote consistent follow through because there is one person overseeing what is said and what is done.

Similarly, some outreach is done by "visiting" agencies or officials that come to town and publicly reach out to the community but then leave. The presence of a CEC leaves a continuing presence and consistency of federal communication and effort.

USAOs who have no one spending much time on outreach may delegate that responsibility onto support personnel such as LECs or VWCs or onto AUSAs. All of those people have other duties that are their primary responsibilities. To the extent that they are involved in engagement, those other primary duties suffer. The presence of a CEC helps to free them for their other duties, although they can still participate in outreach activities as appropriate.

Role of Attorneys

Attorneys are usually regarded as the key players in any USAO. The primary job of the office is litigation and that is conducted by the attorneys. Other personnel are referred to as Support Staff, supporting the efforts of the attorneys. However, in the context of community outreach, questions can be raised about whether attorneys are suited to be primary actors since they may not be suited by experience or training to organize engagement activities. The involvement of a CEC puts that person in a position to be primarily responsible for maintaining the relationships important to engagement and organizing engagement opportunities, freeing the attorneys from those responsibilities but allowing them to contribute in ways they are trained for and experienced in, talking to community groups about legal procedures and issues. In the experience of existing CECs, interested attorneys can be very helpful to successful engagement in that role.

Department of Justice, US Attorney's Office

USAO: Interfaith Outreach Initiative of the Western District of Pennsylvania

David Hickton, the United States Attorney for the Western District of Pennsylvania, and Tamara Collier of that office (USAO) have described the interfaith outreach initiative that they have worked on to address the problem of youth crime in Pittsburgh.

Their motivating belief was that it was crucial to engage the faith-based community in Pittsburgh to try to address youth crime. Faith-based organizations, of various religions, have deep connections throughout their respective communities and are deeply involved in all social problems affecting their people. Although those engaged in criminal activity may not be very religious themselves, members of their families often are. That is especially true in times of stress. Those more devout family members may well have more ability to influence the criminal behavior of their relatives than public officials or other leaders. So, if faith-based outreach to those family members can help them to find ways past the problems that lead to youth crime, they may be able to help their relatives break criminal cycles.

Pittsburgh had two other prominent faith-based organizations already but they did not seem suited to the purposes the USAO had in mind. One was not interfaith since its leadership was limited to one religion. The other was clearly political, advocating for positions on issues and seeking to extract promises from public officials in exchange for being able to participate in the group's activities.

So, a decision was made to form a new group. Clergy are participating from a wide variety of religions including the Catholic bishop, Jewish rabbis, Muslim imams, Hindu leaders, and ministers of several Protestant denominations. There have been meetings with this whole group along with joint observances of holidays of religions of various members. US Attorney Hickton has followed up by visiting individual congregations. This effort has been positively received and seems to have increased support in these communities for federal crime fighting efforts.

The group is not one that is set up to take specific actions. Instead, it is a group for discussion and exchange of information and ideas. They discuss issues relevant to these communities with attendees guiding the discussion through their questions and statements. The USAO is not trying to explicitly influence these religious communities. Likewise, it hopes to avoid the appearance that they exert any undue influence over the policies of the USAO. Also, there is no intention to replace or compete with the other faith-based organizations in Pittsburgh mentioned above. The USAO just wants to exchange information about the programs and concerns of these faith communities and find common ground between them.

An important focus for this group is to find ways for young people who might be drawn into anti-social behavior to take responsibility for their actions and recognize the significance of those actions, perhaps based in responsibility to some higher power or ideal. An impediment to accomplishing that is that many young people in trouble see themselves and their communities as having no future. In fact, many of these young people do not see themselves as living long so they see no point in living the kind of life which might benefit themselves and society over the long term. They see their lives as an old jalopy going down the street. Because it is old and in bad shape, they are not concerned with whether it gets damaged or dented in crashes. This interfaith group is trying to find ways to get these young people to see their lives as new cars they want to protect so they can be driven a long way to a happy destination.

An inspiration for this approach was the "Urban League Sunday" program run for years in Pittsburgh and other cities by the National Urban League.

There has been no criticism of the composition of this group. The USAO started by inviting certain religious leaders but the group does not seek to exclude anyone and others are welcome. The group communicates through a listserv which seeks to be inclusive. There has also been no controversy over association of a public office, the USAO, with religious leaders. The group seeks the exchange of ideas but does not seek to promote any particular religion or even the idea of religion itself. Any agnostic or atheist leaders who sought to attend and exchange ideas would be welcome.

Federal Bureau of Investigation

FBI: Community Outreach Programs/Best Practices

The better we know our communities, the better we can protect them

The Community Outreach Program plays an important role in the FBI's broader efforts to improve our understanding of the communities we serve and the threats they face. The primary purpose of the FBI's Community Outreach Program is simple: to enhance public trust and confidence in the FBI by fostering the FBI's relationship within various communities. The Community Outreach Program supports the FBI's mission by educating members of the public on how they can help protect themselves and their communities. Our engagement efforts are designed to build trust in communities that can assist in opening doors, facilitating the overall mission of the FBI in keeping communities and the homeland safe.

Best Practices

We have found the most effective best practices and programs instituted by the FBI are as follows:

Establishing a forum of diverse communities for collaborative interaction

- Post 9/11, Multi-Cultural Advisory Committees (former known as Community Engagement Councils) were developed in a number of FBI field offices. Each field office MCAC is typically comprised of up to 15-20 ethnic, religious, and minority community individuals/leaders who are committed to assisting the FBI to understand their particular cultures. Members serve to 1) discuss cultural heritage and experiences; 2) debunk myths; 3) reduce fear; 4) discuss hate/bias and provide feedback for solutions; and 5) develop ideas for sharing information with others, i.e., school, communities, and law enforcement. Each MCAC meets quarterly.

Establishing programs that incorporate community engagement

- Citizens Academy Program – a six-to-eight week program that brings together a select group of community leaders to learn about the FBI's mission, jurisdiction, policies and general operations. All field offices conduct at least one Citizens Academy per year, while some may conduct multiple sessions. At the conclusion of the program, participants receive a letter and certificate signed by the Director of the FBI congratulating them on their successful completion of the program and

thanking them for the willingness to continue to act as a liaison for the FBI in their respective communities.

This program allows participants to gain a better understanding of the bureau versus the perception they obtain from an external viewpoint.

- **Community Relations Executive Seminar Training (CREST)** – a shorter, more focused version of the Citizens Academy conducted in partnership with a community group at an offsite location. Participants learn about the mission, goals, history and internal workings of the FBI, but the sessions are customized to meet the needs of each organization. This program serves as a means to exchange information between the FBI and the participating communities. Two/three of the following topics are to be selected by the community and discussed during the training session:
 - Counterterrorism
 - Foreign Counterintelligence
 - Cyber Crime
 - Public Corruption
 - Major Thefts/Violent Crimes
 - White Collar Crime Program
 - Civil Rights
 - Recruitment & Hiring

This program allows communities to tailor their concerns or interests to the above topics, as opposed to the FBI engaging only as a messaging platform. It also affords the FBI to have visibility in communities, thereby not being viewed purely as a law enforcement action arm, but an entity engaged in assisting and supporting the communities themselves.

Other outreach programs/initiatives

- **Youth Academy** – Varying with each field office, this one-day program is conducted in partnership with a local Junior High/High school. Students learn about the mission, goals, history, internal workings of the FBI, and potential career options. This program serves as a means to exchange information between the FBI and the participating communities.
- **Junior Special Agent**– A multi -week program for elementary school children (5th-6th grade) which focuses on ‘What it means to be an FBI Agent.’ Students learn about the FBI’s mission, undergo a mock physical fitness test, and receive a Junior Special Agent badge and credentials upon graduating from this program.

- **Adopt-a-School** – A mentorship program lead by the field office COS or COC wherein Bureau employees volunteer personal time to assist students in grades 1-12 with various academic and/or personal issues.
- **Safe Online Surfing (FBI-SOS)** - A free Internet safety program designed to help students recognize potential dangers associated with using the Internet. The program delivers information October through May, during the school year, in a fun, competitive format to registered students in grades 3 through 8. Interested schools must register for participation. Students take web-based quizzes and learn important internet safety and cyber citizenship concepts.
- **Child ID App for Iphone and Android** - An electronic application, created by the FBI, which collects identifying information regarding your child, to include a current picture. The data/content is maintained on your own personal electronic/mobile device in the event your child goes missing. Given such an incident, the data/content can then be shared with the appropriate law enforcement entities, thereby allowing immediate action to be initiated.

External Messaging

- In January of 2011, the Community Relations Unit launched the FBI Community Relations Facebook page. The page is designed to highlight the bureau's engagement with community partners nationwide and invoke appreciation for the FBI's efforts to connect with local communities.

Department of Health and Human Services

HHIS: Community Engagement Models: an HHIS/ORR Perspective

The Office of Refugee Resettlement (ORR), within the Administration for Children and Families of the Department of Health and Human Services, is actively working to fulfill its mandate to provide benefits and services to newly-arriving populations, in support of the U.S. Refugee Resettlement Program. The resettlement of refugees from camps and urban settings overseas, however, is only part of ORR's role. Since many ethnic communities in the United States have significant refugee components, ORR can be a helpful and important partner in engagement with those communities.

ORR provides services to more than 100,000 refugees per year. ORR uses the term "refugee" collectively to include these populations who are eligible for ORR's benefits and services. Historically, while the U.S. refugee resettlement population would be mainly from one or two areas of the world, current refugee populations hail from approximately 70 countries, speaking more than 50 different languages.

ORR is committed to helping refugees transition into the U.S. by providing benefits and services that enable them to achieve self-sufficiency, and restore their safety and dignity as they become integrated members of American society. To that end, ORR engages with refugee communities in the U.S. on a number of levels, and through varied approaches.

"We believe in a generous America, in a compassionate America, in a tolerant America, open to the dreams of an immigrant's daughter who studies in our schools and pledges to our flag."

- President Barack Obama, November 7, 2012

This statement from the President's address to the nation following his re-election captures ORR's approach to serving refugees. ORR sees every refugee as an "American-in-waiting" from the moment of arrival: acknowledging the persecution each has faced, the courage and perseverance it took to start a new life, and the inherent contributions he or she will make to the culture and economy of the U.S. In this way, ORR's approach to community engagement is rooted in equity and equality, where refugee voices are actively promoted and viewed as an integral part of resettlement. It is a strengths-based model, viewing refugees as equal partners, and the key to any and all meaningful engagement.

ORR Background

The historic policy of the United States is to admit refugees of special humanitarian concern, reflecting America's core values and tradition of being a safe haven for the oppressed. Since 1975, the United States has admitted more than three million refugees

who were once persecuted in their home countries, with over 200,000 from Africa, over 600,000 from the former Soviet Union, and over 1.3 million from Asia.

The Refugee Act of 1980 conveyed Congress' intent that refugee resettlement should occur in close cooperation and consultation with state and local governments, and through public-private partnerships with nonprofit voluntary agencies. Based on this principle of community and private-sector engagement, ORR works with numerous stakeholders to resettle and support refugees. These partners, in turn, develop wider relationships with churches, temples, mosques, businesses, schools, and volunteers at the local level, thereby exponentially increasing the number of stakeholders engaged in refugee resettlement.

Additionally, every state in the U.S. (except Wyoming) has a refugee resettlement program administered by the state or a voluntary agency, with a State Refugee Coordinator who is charged with administering the program in that respective state. Over time, refugees also create their own organizations, namely ethnic community based organizations (ECBOs), which provide advocacy and support for their own communities while building linkages to the local community at large.

While ORR's direct engagement and services may be restricted to those who have been in the country for less than five years, ORR's outreach and collaboration with refugee populations extend far past their initial resettlement period, as well as post-naturalization, as refugees transition from being newly-arrived to established, and ultimately full participants in American communities from coast to coast.

Community Engagement through the Ethnic Community Self Help Program

One of the most concrete ways in which ORR engages with refugee communities is through its Ethnic Community Self Help Program. The objective of the program is to support ethnic community-based organizations (ECBOs) in providing refugee populations with critical services to assist them in becoming integrated members of American society. Since ORR's inception, it has historically supported ECBOs (formerly known as Mutual Assistance Associations) for all new and emerging populations.

Currently, 34 ECBOs are directly funded under the program to provide culturally and linguistically appropriate services to refugees of diverse ethnic and national origins. (Indirectly, ORR funds countless other ECBOs through state subcontracts and similar mechanisms.) Project activities typically include organizational capacity development; outreach to mainstream communities; cultural orientation and life skills education; financial literacy training; English as a Second Language (ESL) training; youth-targeted programs; referrals to care providers, and direct refugee service provision.

ECBOs are led mostly by immigrants and refugees who understand the challenges and needs of their compatriots. With insight into refugees' strengths, these organizations serve

to empower refugees and build capacity in the refugee community. ECBOs have in this way become invaluable cultural brokers/partners in refugee resettlement.

ORR's support of refugee populations through ECBOs is not purely financial; its engagement with and enhanced support to local refugee communities has been multi-pronged. ORR is actively engaged in reaching out to newly arrived refugee populations, including the Bhutanese, Somalis, and Iraqis. The ORR Director and ORR staff frequently meet in the office and during on-site visits with representatives from both grantee and non-grantee organizations. Refugee community leaders are urged to visit ORR and attend ORR-sponsored events, where they are given a platform to voice their concerns and to propose solutions to challenges faced by refugee communities.

Over the past three years, ORR has invited and even awarded stipends to some outstanding refugee representatives to participate in and advocate for themselves at ORR National Consultations. Refugee community leaders, male and female, have been vocal and visible ambassadors at plenary sessions, panel discussions, and listening sessions, where they have made their voices heard by senior officials at various federal agencies including the Departments of Labor, State, Agriculture, and Education.

It must be stressed that ORR does not limit its engagement only to grantees; in fact, most of the refugee ethnic organization representatives who visit ORR to discuss community concerns, outreach to the mainstream population, gaps in existing services, and funding opportunities, are not funded by this agency.

Through grants, conferences, initiatives and collaboration at the federal, state and local level, ORR works to build partnerships and to provide support to communities, based on mutual trust, respect, and understanding. While ORR stresses its primary aim of promoting and helping refugees attain economic self-sufficiency, ORR equally stresses the need for refugee communities to build bridges to their neighbors through service and engagement. Some notable ORR-funded projects are listed below.

Highlights of ORR's Community Engagement

From 2009-2011, ORR funded the Center for Preventing Hate's "New Migration Project", aimed at reducing anti-immigrant bias, providing capacity building training for refugee ECBOs and leaders in anti-bias strategies, and helping those individuals implement dialogue sessions in Boise, Frederick, Lewiston, and New Orleans. Another ORR grantee, the Association of Africans Living in Vermont's "Project Integration", focused on refugee empowerment through civic education and integration. Through collaboration with the Housing Resource Center, the Champlain Valley Office of Economic Opportunity and the Department of Children and Families, the grantee disseminated its key message of integration through civic and cultural education. It held workshops on topics such as parenting, health, female genital cutting, and nutrition, and promoted understanding and acceptance of refugee groups among the mainstream community.

ORR has promoted a message of embracing diversity that has been well-heeded by some of its grantees, such as the erstwhile Somali Bantu Community Association of New Hampshire, which renamed itself the Organization for Refugee and Immigrant Success in 2011, in recognition of the diverse ethnicities it now serves including Bhutanese, Somali Bantu, and Congolese refugees. Similarly the multi-ethnic Center for Refugees and Immigrants in Tennessee began as a Somali community-based organization. Another ORR grantee, Refugee Family Services, launched the Refugee Organizing in Action Collaborative (ROAC), a project that seeks to strengthen the civic engagement and direct service capacity of refugee-led community organizations. In working with a number of refugee community groups, ROAC issued a report outlining stakeholders' priorities and advocated with municipal authorities for public safety. Its website lists resources for civic engagement, crime and safety issues, employment, health and social services. Another ORR grantee was recently featured in a Nashville newspaper article that highlighted former refugees who are actively participating in U.S. politics by exercising their electoral rights.

One community that ORR has engaged with consistently is the Somali-American community. ORR has funded a pilot program encompassing character building, leadership development and civic engagement activities for Somali youth aged 12-19 years; it recently funded another youth-leadership project in the San Diego area. Additionally, ORR staff makes it a priority to attend project activities; for example, ORR's Director of the Division of Refugee Services attended a two-day orientation for the project, which was attended by the grantee agency's leadership and staff, and also a Somali-American policy advisor from the Office of Civil Rights and Civil Liberties at DHS.

Conclusion

As stated above, ORR's model of community engagement is to approach refugees as "Americans-in-waiting". However, it is critical that this approach includes sensitivity to refugees' prior experiences—especially for those refugees who have fled persecution perpetrated at government or systemic levels. Understandably, mistrust of law enforcement officials is a common challenge to overcome in many communities. With this in mind, ORR not only talks to refugees, but listens, and seeks to empower them.

ORR sees community engagement as a two-way street, built upon trust and understanding. For more than 30 years, ORR has successfully employed this approach to provide the culturally and linguistically appropriate support and services refugees need to make a successful transition to their new lives in the United States. ORR will continue to adapt to the changing needs of the people it serves, in support of the mutual obligations that this humanitarian program set forth, and which ORR is proud to uphold.

With its close and beneficial connections to refugee groups, ORR can be a uniquely helpful partner to agencies seeking to engage with communities from the same countries of origin

as those refugees. The assistance provided by ORR can go a long way toward developing trust in government by refugees and their ethnic communities.

To contact ORR, please contact Eskinder Negash, Director, HHS-ORR, (202) 401-9246

National Counterterrorism Center

NCTC: Community Examples of CVE Outreach Activities: A Toolkit

Background

The White House released its strategy to counter violent extremism in the United States in August 2011. The strategy focuses on reducing the threat of ideologically inspired violence in the Homeland.¹ The CVE strategy outlines a community-based approach to reduce the threat of extremism of all types, with a focus on Al Qa'ida-inspired violent extremism. In December 2011, the Whitehouse released its strategic implementation plan (SIP) for the CVE strategy.² The SIP details three key areas of Federal Government activity to implement the CVE strategy: 1) enhancing engagement with and support to local communities that may be targeted by violent extremists; 2) building government and law enforcement expertise for preventing violent extremism; and 3) countering violent extremist propaganda while promoting our ideals.³

The SIP provides “a blueprint for how we will build community resilience against violent extremism.”⁴ It outlines four core activities to address the objectives of the August 2011 CVE strategy: 1) whole-of-government coordination of efforts; 2) leveraging existing public safety, violence prevention, and resilience programming; 3) coordinating domestic and international efforts; and 4) addressing technology and virtual space.

Community-wide planning and buy-in from stakeholders are essential to an effective, sustainable CVE strategy. Each community is unique, with its own social and cultural context, and its own history of interagency and government relationships. This makes it difficult to pick ready-made program ideas off the shelf. Community stakeholders will need to tailor the program activities detailed in this Toolkit to their particular local context. CVE program planners can use the outreach program activities listed in this Toolkit as part of their CVE strategy.

Agreement on the goals of a community CVE strategy is a starting point for deciding which programs to implement. Stakeholders need to understand the threat, as well as ways that members of their community could be vulnerable to radicalization and mobilization. Appendix A contains a document, *Radicalization Dynamics: a Primer* that provides a context for CVE planning. This publication provides a framework for understanding the drivers of radicalization and how individuals and groups move from radical thought to violent action. It can help planners connect program activities to desired end states. The framework notes that there is no one path to radicalization and not all radicalized individuals act on their ideas. It defines personal, group, community, sociopolitical, and

¹ *Empowering Local Partners to Prevent Violent Extremism in the United States*, August 2011.

² *Strategic Implementation Plan for Empowering Local Partners to Prevent Violent extremism in the United States (SIP)*, December 2011.

³ SIP, p. 2.

⁴ SIP, p. 2.

ideological dimensions that interact during the radicalization process. Events, people, and situations can be catalysts that encourage violent action, or, conversely, can serve to inhibit action. Outreach programs offer alternative ways of satisfying needs and resolving grievances. In this way, CVE programs mitigate factors driving radicalization and can reduce the likelihood that susceptible individuals will progress to violent action.

Using the Toolkit

The December 2011 SIP provides a blueprint for building community resilience against violent extremism. This Toolkit is intended primarily for on-the-ground implementers of grassroots outreach programs to Muslim communities and for managers and community decision makers responsible for designing, supporting, and administering such programs. What follows is a summary of selected outreach activities that we assessed could be replicated by other communities. The practices we identified represent examples of activities that could be adopted by other communities and do not represent the entirety of what each of the highlighted communities is currently doing. While the program activities listed appear to be “stand alone” in some cases, the communities we visited incorporate these specific program activities into broader outreach, resiliency building, and community oriented policing strategies.

Community Services Coordinator (Portland, Maine)

The Community Services Coordinator (CSC) is a civilian city employee located in one of five Community Service Centers located throughout Portland. Outreach is community-wide, and seeks to include all populations. The CSCs serve as liaisons to Portland citizens and represent the Police Department to the community.

- The CSC works in the community and interacts on a daily basis with community members. The CSC is aware of community concerns and acts as liaison or ombudsperson between citizens and the City of Portland, including the Police Department, health Department, Schools and Social Services.
- The CSC works closely with police officers, middle managers, and administrators in the Police Department to address concerns raised by community members. This individual represents the Police Department on community task forces and organizations representing special needs, particular areas of the City, and attends neighborhood and committee meetings.
- The CSC educates the Police Department about non-police resources available in the community, and advises police middle managers and administrators on matters relating to community policing strategies to resolve problems and concerns raised by community members.

Senior Lead Officer (Portland Maine)

The Senior Lead Officer (SLO) is a sworn police officer who serves as a patrol officer, problem solver, mentor, community leader and neighborhood liaison in a specific geographical area of the city. Each SLO is assigned to a constituency or a neighborhood sector comprised of one or more patrol beats and works closely with the Community Services Coordinator (CSC) in his/her assigned area. This position includes the monitoring of neighborhood crime trends that lead to developing and participating in crime reduction and problem-solving strategies to address quality of life issues.

- One SLO position is assigned to work with and act as a liaison to the youth of the City of Portland, and serves as the Youth Programs Coordinator. This officer, in coordination with the CSCs and community groups such as sports leagues, serves as a point of contact for youth outreach activities.
- SLO's are a highly visible and effective point of contact between the police department and the community. The SLO is responsible for establishing a problem-solving process in his/her assigned area that enables the police department to respond to community concerns. The SLO will facilitate communication between the community and the police department and help identify and direct non-departmental resources to the community to address non-criminal quality of life issues.
- The SLO functions as a mentor within the police department by providing officer training in community policing methods. The SLO works in partnership with the Community Service Coordinators to address problem-solving and crime reduction efforts, and provides overall police leadership in his/her assigned area.

SEALS-FIT Program (Portland, Maine)

This is an intensive seven-week program that works with youth to develop leadership and life skills. The goals of the program is to instill a sense of accomplishment, self-discipline, self-image, and self respect in culturally diverse youth as well as a more positive image of law enforcement. The program has two major segments:

- A seven week, one session per week, values-based leadership and cross-cultural interactive seminar which explores personal values and the values of others, active listening and filters, stereo-types , nonverbal communications, intonations, points-of-view, leadership styles, stress management, collaborative problem solving, empathetic listening, non-violent communications, and mediation skills .This component is provided by The Phoenix Foundation and the Maine Leadership Institute.

- A seven week, two sessions per week, physical fitness program designed and led by former-Navy Seals and law enforcement officers. The program is designed with stretching exercises, many warm up drills, "light" core exercises, team events such as running and traditional, albeit lighter than in the military, "log PT". This portion of the program is highly interactive with SEAL instructors in conjunction with instructors from local law enforcement, with an emphasis on team building exercises and drills.

Community Resource Officers (Lewiston, Maine)

Community Resource Officers (CROs) regularly attend community meetings and meet with community leaders, including Imams and pastors. They engage in structured activities such as leading parenting classes and sports leagues and in extensive informal engagement by maintaining an active presence in the community. The Community Resource Officers focus on prevention and noted that a key to their effective trust building has been the freedom to spend time with community members building rapport, linking them with resources, and solving problems. The Community Resource Officers are well known to the community through the following types of activities:

- Open door policy in which community members can drop by the office whenever there are officers present.
- Bicycle and walking patrols in the neighborhood, with frequent informal interaction with business owners and community members.
- Coordination with School Resource Officers, Teachers, community non profits, mosques and churches, and other City Departments to help community members get answers and solve personal and family issues.
- Ongoing contact that maintains a sense of caring and continuity for community members. Community Resource Officers are well known in the community and individuals regularly stop them for informal chats, information, and requests for help.

Parenting Classes (Lewiston, Maine)

A Community Resource Officer conducts parenting classes, primarily for new Somali immigrants, at a local educational facility. The class is intended as a follow-on to the orientation provided by local non-profits during the resettlement process. Topics include discipline, US laws about family violence, and child abuse, how police, education, health and other systems work, and why certain rules exist. The goal is to help parents understand their rights and responsibilities in a new culture and to help them learn how to access public service systems that may be unfamiliar to them.

- By providing information about the law, and how things work in the US, the CRO can help parents with limited English to develop strategies for managing youth who have better English skills and are better acculturated. For instance, on CRO noted that he was able to help some parents by clarifying for them that obtaining a cell phone is not a right. By offering information about how child abuse laws in the US function, he was also able to help parents respond to youth who were threatening to call the police when parents tried to discipline them.
- The CRO helps parents understand the limits of police authority and teaches them how to get things done in a new culture. For instance, the CRO described the difficulty many Somali parents have in understanding why the police officer cannot force the teachers to place their children in mainstream rather than English-as-a-Second-Language classes. The police officer helps parents understand and work within the school system by clarifying that while he cannot force the teachers to act in a certain way, he can help the parent meet with the teacher and principal, and in that way empower the parent to help their child succeed in the school system.

Community Multi-Cultural Center (San Diego, California)

The San Diego Police Department Multi-Cultural Community Relations Office provides community outreach to the Southeast Asian and East African populations living in the area. On staff are Police Service Officers from the ethnic communities served. These individuals provide translation and work through cultural differences so that community members feel that their concerns are being met. Staff works with community members to understand their concerns and build a community where members feel included and safe.

- A Somali Police Service Officer is stationed at the center. This individual meets regularly with parents, youth, and community leader and provides education about public safety issues and current police issues in the neighborhood. The Somali Police Service Officer provides translation, and uses his cultural familiarity to help community members understand safety issues and police procedures.
- The Somali Police Service Officer serves as an initial point of contact for victims of crime and is available to families when a member is arrested or otherwise involved with the criminal justice system. He serves as a conduit for information from the community to the police, and vice versa.
- The Somali Police Service Officer provides outreach to the community, particularly to youth, through activities such as a youth soccer league. Additionally, he is available to community members for translation and as a conduit of information about City programs and systems. He builds and promotes trust by helping families with day to day problem solving and reaching out to work on problems identified by the community.

Family Justice Center (San Diego, California)

The San Diego Family Justice Center is a multi-agency center managed by the San Diego Police Department where many services are co-located to provide help to victims of family violence from diverse cultural backgrounds. Services include legal help, counseling, food, clothing, spiritual support, medical assistance, job assistance, help with court appearances, youth mentoring and sports programs. Collaborative grassroots efforts such as this are intended to include all community members and provide a basis for building resilience and promoting trust between community members, police, and community service resources.

- The Family Justice Center provides culturally sensitive one stop shopping for adult and child victims of family violence. The San Diego Police Department includes the rent and maintenance of the facility in its annual budget. Over 15 non profits and government departments are co-located in the facility and work collaboratively to provide victims with a comprehensive array of services.
- Case management and oversight is overseen by a San Diego Police Detective assigned to manage the Center. Several units of the San Diego Police are housed in the Family Resource Center, along with services that provide shelter, support for court appearances, legal advice, and those providing psychological and social support.
- This program provides an excellent example of interagency collaboration that could be applied to many CVE efforts. Co-located organizations work together to identify a family's needs and pull together the resources to meet those needs. By offering one-stop shopping, with all of the needed services in one location, many of the gaps that increase risk and promote grievances are reduced.

Children Services (Columbus, Ohio)

Public County Child Welfare Services, including prevention, placement, foster care, family support, parent education, and programs to assist youth transitioning into adulthood are provided in a culturally competent manner to assure that members of the Somali community understand them and that their concerns can be addressed. Information is available in the Somali language, and trained social work staff work with families and communities to assure that services are provided in a culturally appropriate manner. This grassroots partner agency provides a bridge for Somali families that builds trust and helps the families become acculturated.

- Information about services, procedures and what parents can expect from child welfare services are printed in the Somali language, and translators are available to help families understand how the child welfare system operates.
- Non-stigmatizing services are provided to help parents with child development and discipline problems. Services included parenting classes, in home visits, mentoring for youth, youth development programs, infant bonding programs, as well as traditional child protection services such as foster placement.

- Child welfare staff works with law enforcement to provide emergency mental health services, respond to individuals suffering from PTSD and other trauma, and reduce violence in the community through work with parents and the educational system.
- By focusing on family well being and parent-child relationships, programs such as those offered by Children Services can be key to building individual and family resiliency. Such programs assist with building resilience by improving acculturation, building parenting skills, and helping families improve with coping skills and anger management.

Public Health (Columbus, Ohio)

The Columbus Public Health Department identifies health priorities, addresses health emergencies, and provides respectful, culturally appropriate services to prevent diseases and improve the quality of life for all community members. Services such as dental care, inoculations, health screenings, and improved access to health care are offered in a culturally sensitive manner, building a sense of trust and safety among community members. Such efforts build community resilience by helping families care for their members in a way that is inclusive and supportive.

- The Public Health Department plays a key role in developing individual, family, and community resilience by providing services, such as health screening and immunizations that reduce the risks of illness, and responding to health and public safety crises by providing mental health and crisis management support.
- Neighborhood Health Centers provide one stop shopping and education to help assure that health concerns are addressed in a timely and appropriate way. By reducing fear and uncertainty and offering non-stigmatizing services to all community members, community resilience and a sense of trust in public systems is enhanced.
- A public health liaison position at the Fusion Center assures preparedness for health emergencies resulting from disasters or acts of terrorism, and provides a way to work with communities on trust building and resiliency.

Communities and Points of Contact

- Portland Maine: Lt. Janine L. Roberts (207) 874-8927, jrob@portlandmaine.gov
- Lewiston Maine: Sgt. Robert Ulrich (207) 513-3001, rulrich@lewistonmaine.gov
- San Diego, California: Det. Sylvia Vella, VellaS@pd.sandiego.gov
- Columbus, Ohio: Patrick Friscione, US Department of Homeland Security, (614)301-4654, patrick.friscone@hq.dhs.gov

National Counterterrorism Center

NCTC: US Government Efforts to Ensure Accurate CVE Training

Background

- A comprehensive countering violent extremism (CVE) training should be focused on providing a given audience with information on preventing terrorist recruitment by building stronger and more resilient communities. Any of the following training topics may have, in some instances, a nexus to CVE: counterterrorism, counter-radicalization, antiterrorism, cultural awareness, community policing, and community engagement.
- Training needs to be academically and professionally rigorous and should accurately describe the threats facing our country.
- Over the past several years, a small amount of counterterrorism and CVE training organized or created by federal government agencies has included inaccurate information when referring to threat indicators and religious and cultural issues, specifically related to Islam and Muslims.
- The vast majority of USG-organized or created CVE training has been accurate, but some mistakes have been made.
- The USG has taken these problems seriously, has created guidelines and standards to ensure academically and professionally rigorous training, and has updated and created new training according to these standards to fill the demand for accurate CVE training.
- Possible Users of these materials:
 - CVE Practitioners
 - Community Engagement Offices
 - Civil Rights Offices
 - Counterterrorism Offices
 - Law Enforcement Officials
 - U.S. Attorneys' Offices
 - FBI Field Offices
 - DHS Officials
 - U.S. Embassies
- Possible Audiences
 - Community roundtables and engagement events
 - Law enforcement officials (domestic & overseas)

- Overseas community engagement
- Law enforcement conferences and events
- Countering violent extremism and counterterrorism conferences and events

Overarching Themes

Theme 1: Senior U.S. officials have taken the training issue seriously. The importance of accurate training has been recognized at the federal, state, and local levels.

- Senior USG officials have taken seriously the concerns expressed about training programs that promote inaccurate information about culture, communities, or indicators and behaviors associated with violent extremism.
- Chairman of the Joint Chiefs General Dempsey, Director Mueller of the FBI, and Attorney General Holder have all spoken publicly about this issue. They have spoken about how inappropriate and inaccurate training is detrimental and undermines our missions and our national values.
- It is important to emphasize that these officials have stated that their primary concern is that their workforces receive training that meets the highest standards of academic and professional rigor.
- The issue is so significant that the White House has emphasized the importance of accurate training in a national strategy (“Empowering Local Partners to Prevent Violent Extremism in the United States,” August 2011) and its correlative strategic implementation plan (“Strategic Implementation Plan to Empower Local Partners to Prevent Violent Extremism in the United States,” December 2012).
- Senior state and local law enforcement officials have also recognized this as a significant issue. The Major Cities Chiefs Association passed two motions on this subject this year – one condemning poorly designed training and upholding training standards to avoid biased and inaccurate training and one endorsing a national curriculum created by DHS, LAPD, and the National Consortium of Advanced Policing. The International Association of Chiefs of Police also passed a motion to ensure that CVE related training is appropriate and accurate.ⁱ
- An Interagency Working Group on CVE Training has been operating since November 2010 to improve credible CVE training and to help federal agencies ensure quality control.

Theme 2: Existing training has been comprehensively reviewed and new training standards have been created. A small percentage of training materials which did not meet rigorous academic and professional standards has been removed.

- Four agencies have undertaken reviews of training (DHS, DOJ, FBI and DOD). Hundreds of thousands of documents have been reviewed.
- It is important to understand the scope of the issue. The reviews did not identify rampant problems, but the reviews did identify a few discrete courses that were not properly vetted according to professional standards.
- Training materials that did not meet standards have been removed and/or improved.
- It is also important to note that leadership, like Attorney General Holder and FBI Director Mueller, have emphasized in congressional testimony that accurate CVE training is not about being politically correct, but instead about giving correct information to law enforcement officials.
- DHS⁵, DOJ⁶, and FBI⁷ have all issued similar guidance which is available to the public on their websites.
- The guidance is meant to ensure that training adheres to constitutional and USG values; trainers are recognized as experts and well-regarded in their professional fields; materials reflect the current understanding of both threats and opportunities; and objectives of training courses are appropriately tailored and focused.

Theme 3: New training programs that meet the highest standards in the field have been developed.

- One way to decrease the use of poor training is to provide credible alternatives. Federal agencies are responding to this challenge.
- New training courses that call upon the best minds in government, law enforcement, academia, and community organizations have been developed and are being delivered.
- In partnership with state and local organizations, DHS is developing CVE Training curricula specialized for (1) state and local law enforcement; (2) federal law enforcement; and (3) correctional facility officers.
- NCTC also has a program to educate front-line officers on the basics of the radicalization process and the indicators of mobilization. These training programs are coordinated with DOJ, FBI and DHS.

⁵ www.theiaacp.org/portals/0/pdfs/2012ResolutionsDraft.pdf

⁶ www.dhs.gov/xlibrary/assets/cve-training-guidance.pdf

⁷ www.fbi.gov/about-us/training/guiding-principles

For state and local law enforcement

- DHS developed CVE training and training resources for federal, state, local, tribal, territorial, and correctional facility officers to help distinguish the differences among indicators of violent extremist activity, indicators of potential criminal activity, and constitutionally protected activities that may be related to religious or cultural practices.*
- DHS, Los Angeles Police Department (LAPD), and the Major City Chiefs (MCC) collaborated to produce 24 hours of continuing education academy training for state and local law enforcement, designed for front-line and executive-level state and local law enforcement.
- In 2012, the DHS/LAPD/MCC continuing education programs were piloted in San Diego and Minneapolis. DHS also held a train-the-trainer session for state and local law enforcement training officials and created an online CVE training portal to collect and distribute CVE training materials among federal partners and state and local law enforcement.
- International Association of Chiefs of Police will develop an Internet-based CVE curriculum for state police academies.

For federal officials

- DHS is also building CVE training into existing coursework at the Federal Law Enforcement Training Center.
- Federal agencies led two national workshops for federal officials and state and local law enforcement in Columbus, OH (August 2011) and Washington, DC (July 2012).
- FBI is also reviewing and updating their counterterrorism training program for agents and adding updated information about countering violent extremism.

For officers in correctional facilities

- A CVE training designed for correctional personnel was co-created by the Interagency Threat Assessment Coordination Group, the National Joint Terrorism Task Force, and the DOJ Bureau of Prisons, with input from other agencies.
- FEMA developed additional training for correctional personnel in rural areas.

Official Statements

Senator Joseph Lieberman: “There is no room in America for the lies, propagated by al-Qaida, that the U.S. is at war with Islam, or the lie propagated by others that all Muslims support terrorism.”

“Proper training about violent Islamist extremism is absolutely essential for our law enforcement personnel in order to empower them to identify and understand this grave threat, and then protect the American people from it.”⁸

Chairman of the Joint Chiefs of Staff, General Martin Dempsey: “It was totally objectionable, against our values, and not academically sound.”⁹

Attorney General Eric Holder: “Those views do not reflect the views of the Justice Department. It’s regrettable... [and] can really undermine the really substantial outreach efforts we have made.”¹⁰

FBI Director Robert Mueller: “We have undertaken a review from top to bottom for counterterrorism training. I think these are isolated incidents. In the course of that review we have had outreach to academicians and others to assist us in reviewing the materials and ensuring that that offensive content is not – does not appear.”

“We have an obligation to try to identify future threats to the United States, and it should not be based on religion, it should not be based on religious characteristics, but nonetheless we have an obligation to identify those particular characteristics that might give us a warning as to a person who will undertake an attack against the United States. ... We want do it in such a way that is consistent with our values.

⁸ www.fbi.gov/about-us/training/guiding-principles

⁹ Spencer Ackerman, “Senators Blast FBI Terror-Training ‘Lies,’” *Wired*, September 15, 2011, www.wired.com/dangerroom/2011/09/senators-fbi-lies/.

¹⁰ Eric Holder, “Oversight over the U.S. Department of Justice,” Hearing before the U.S. Senate Committee on the Judiciary, Nov 8, 2011.

**Hearing before the House Committee on Homeland Security
“Countering Violent Islamist Extremism: The Urgent Threat of Foreign Fighters and
Homegrown Terror”
February 11, 2015**

**Nicholas J. Rasmussen
Director
National Counterterrorism Center**

Thank you Chairman McCaul, Ranking Member Thompson, and members of the Committee. I appreciate this opportunity to be here today to discuss the threat posed by foreign fighters and homegrown terror, and our efforts to counter it. I'm pleased to join my colleagues and close partners from the Department of Homeland Security, Department of State, and Federal Bureau of Investigation.

Foreign Fighters

One of the most pressing concerns for the Intelligence Community is the ongoing flow of foreign fighters to Syria and the threat they could pose upon their return to their home countries. The battlefields in Iraq and Syria provide foreign fighters with combat experience, weapons and explosives training, and access to terrorist networks that may be planning attacks which target the West.

This shared threat has prompted even closer cooperation across US federal agencies and with our international partners, particularly in Europe. We are seeing increased international focus on this problem which is resulting in stricter counterterrorism laws overseas, increased border security efforts, and more willingness to share threat information among partner nations.

The United States and our allies are increasingly concerned with the more than 19,000 foreign fighters who have traveled to Syria from over 90 different countries. We assess at least 3,400 of these fighters are from Western countries including over 150 U.S. persons who have either traveled to the conflict zone, or attempted to do so. It's very difficult to put any sort of precision to the numbers. But the trend lines are clear and concerning. The rate of foreign fighter travel to Syria is unprecedented. It exceeds the rate of travelers who went to Afghanistan and Pakistan, Iraq, Yemen, or Somalia at any point in the last 20 years.

The numbers of those seeking to go to Syria and Iraq are going up, and the majority of those who end up getting there right now are fighting for ISIL on the battlefield in Syria and Iraq.

Individuals drawn to fight in foreign conflict zones do not fit any one stereotype. Recruits come from various backgrounds, highlighting the need for comprehensive messaging and early engagement with communities to dissuade vulnerable individuals from traveling. Social media is attracting a diverse set of aspiring foreign fighters and serving as a platform for relaying travel

advice, including facilitation information, meeting locations, and even regional hotel accommodations.

ISIL's Use of Social Media

ISIL's media capabilities remain robust and effective and that their ability to generate timely new propaganda continues to grow. Since January 1 of this year, more than 250 official ISIL products have been published online. The group has shown the capacity to use these products to speak to the full array of potential audiences: local Sunni Arab populations who they are trying to co-opt and exercise dominion, Coalition countries and populations around the world, and yes, English speaking audiences here and across the globe.

As you would expect, ISIL uses the most popular social media platforms to disseminate this messaging—YouTube, Facebook and Twitter. And they know how to ensure that once their media releases are posted, that they reach wide and far almost instantaneously, with re-posting and generation of follow on links and translations into additional languages.

In terms of content, we've all seen that it includes those horrible images in which hostages have been murdered or ISIL's adversaries on the battlefield have been executed.

But we've also seen the social media images of a bucolic, family friendly, welcoming life under ISIL's rule in their self-declared caliphate, as ISIL tries to paint a picture to entice disenfranchised Muslims seeking religious and personal fulfillment, not just a battlefield or martyrdom experience.

ISIL also generates releases that cater to a younger population more familiar with popular culture. These releases often reference Western brands—including popular video games—to appeal to thrill seekers and youth looking for fulfillment. They have also coined pithy "memes" such as, "YODO: You Only Die Once. Why not make it martyrdom?"

ISIL supporters have also enhanced the group's presence on the internet, expressing their alliance in various languages—in countries from Belgium to the Philippines—in their "We are ISIL" campaign.

In short, ISIL has proven far more adept than core al-Qa'ida -- or any of al-Qa'ida's affiliates -- at using media tools to reach a broader audience.

Foreign Fighter Travel

How do we disrupt travel by foreign fighters to conflict zones, Syria in particular? The volume and diversity of recruits flowing to and from the conflict areas make disruption especially challenging. There is no single pipeline for foreign fighter travel into and out of Syria and extremists take different routes, including by air, overland, and by sea, although most routes involve transit through Turkey because of its geographic proximity to the Syrian border areas where extremist groups operate. Turkey has signed visa-free travel agreements with more than 69 governments, which limit the requirement for traveler screening. No visas are required for

most EU citizens, some of whom are also able to travel on identity cards. Many would-be fighters simply take direct or indirect commercial flights to Turkish airports. Some European fighters also travel overland via the Balkans, while extremists from the Caucasus transit Iran, Russia, or Georgia in route to Turkey. Other extremists, including those from Europe or North Africa, use maritime routes by boarding cruise ships or ferries to Turkey before crossing into Syria.

Recently, Turkey has stepped up its efforts to deny entry to potential foreign fighters based on information provided by the fighters' countries of origin. The "Turkish Banned from Entry List" now reportedly includes 10,000 individuals.

In response to the recent attacks in Paris and arrests in several European countries of extremists planning terrorist attacks, we see an increased political willingness among our foreign partners to review and enhance border controls and institute stronger watchlisting and information sharing arrangements. In fact, tomorrow, the EU is holding a summit on foreign fighter issues, and we hope to see additional border security and information sharing initiatives as a result of this meeting. Additionally, the summit will most likely address counterterrorism legal mechanisms in the EU and a discussion of terrorist use of the internet, all worthwhile and meaningful steps to greater cooperation in Europe.

Our partners in North Africa and Asia are also passing new counterterrorism laws and identifying other means to identify, interdict, and prosecute foreign fighters and those who support them. Egypt, Jordan, Saudi Arabia, Qatar, Turkey, and the UAE have all recently enacted legislation or regulations to address the foreign fighter issue.

While good efforts are underway, significant work remains, particularly in ensuring that our foreign partners are able and willing to identify and stop foreign fighters at their borders—both to prevent fighters from entering and stopping fighters from leaving their home countries to travel abroad. These efforts must include a range of measures, including screening visa applicants; using Passenger Name Records or other data to identify potential foreign fighters; applying increased screening measures at points of departure; and willingness to share information through INTERPOL, the UN, and bilateral relationships.

NCTC Efforts to Address Foreign Fighter Threat

NCTC is undertaking a broad Center-wide effort to track foreign fighters traveling to Syria, working closely with our Intelligence Community partners. We work to resolve the identities of potential fighters to uncover possible derogatory information in NCTC holdings. Additionally, the US Government continues to work closely with foreign partners to combat threats emanating from Syria.

As part of this effort, NCTC aggregates information on known or suspected terrorists traveling to Syria in the Terrorist Identities Datamart Environment (TIDE). This effort has created a valuable forum for identifying, tracking, and sharing information with law enforcement, counterterrorism, screening, and watchlisting communities on known or suspected terrorists.

Our metrics-based tracking and assessment of these terrorist identities has directly helped to resolve inconclusive identities, enhance TIDE records, and upgrade watchlist statuses on several hundred known or suspected terrorists.

NCTC's Pursuit Group, whose mission is to identify non-obvious terrorism connections and develop leads for other agencies to investigate, is working to fully identify foreign fighters entering Syria who have potential access or connections to the Homeland, so they can be watchlisted. This analysis leverages NCTC's unique access to a wider range of IC and law enforcement information than any other agency, both within NCTC's counterterrorism data holdings as well as natively through embedded officers from ten other agencies.

Homegrown Violent Extremism

The threat we face is not just from foreign fighters, or directed terrorist groups including ISIL and al-Qa`ida. Individuals inspired by those and other groups, or simply by violent extremist propaganda, can be motivated to action, with little to no warning. Many of these so-called homegrown violent extremists (HVEs) are lone actors, who can potentially operate undetected and plan and execute a simple attack.

We are closely monitoring extremists in the US for signs that last year's attacks in Canada and New York may embolden other HVEs to conduct additional attacks. ISIL's rhetoric may have played a role in those attacks, particularly in target selection.

More broadly, we believe the HVE threat will remain at its current level resulting in fewer than 10 uncoordinated and unsophisticated plots annually from a pool of up to a few hundred individuals, most of whom are known to the IC and law enforcement.

Countering Violent Extremism (CVE)

The growing number of individuals going abroad as foreign terrorist fighters to Syria only emphasizes the importance of prevention. Any hope of enduring security against terrorism or defeating organizations like ISIL rests in our ability to diminish the appeal of terrorism and dissuade young people from joining them in the first place.

To this end, we continue to refine and expand the preventive side of counterterrorism. We have seen a steady proliferation of more proactive, engaged, community awareness efforts across the United States, with the goal of giving communities the information and the tools they need to see extremism in their midst and do something about it before it manifests itself in violence. NCTC has led the creation of CVE tools to build community resilience across the country.

Working with the Justice Department (DOJ), the Department of Homeland Security (DHS), and with FBI, NCTC is engaged in this work all across the country, and I will point to just one example.

You will recall the case last year in which three young teenage girls allegedly attempted to travel from Denver to Syria by way of Frankfurt, Germany, where their travel disrupted.

In the aftermath of that incident, we, in concert with DOJ, DHS, and FBI, sent our officers on multiple occasions to meet with the greater Denver community and to raise awareness among community and law enforcement audiences about the terrorist recruitment threat. Our briefing is now tailored to address the specific issue of foreign fighter recruitment in Syria and Iraq. And we've received a strong demand signal for more such outreach.

This isn't a law enforcement-oriented effort that might be perceived as heavy handed or intimidating. Rather, it's an effort to share information about how members of our communities are being targeted and recruited to join terrorists overseas. Seen in that light, we've had a remarkably positive reaction from the communities with whom we have engaged.

We continue to expand our CVE tools. With our DHS colleagues, we have created and deliver regularly the Community Resilience Exercise program, a table top exercise that brings together local law enforcement with community leadership in a city to run through a hypothetical scenario featuring a possible violent extremist or foreign fighter. We were pleased that House Homeland staff was able to attend a recent exercise in Minneapolis and we would welcome additional interactions so your committee can get a first-hand view of our CVE efforts.

We realize we cannot institutionalize a prevention approach without scaling up these efforts. Our agency is creating programs to train the trainer on our CVE tools to ensure that communities across the country are able to lead on CVE approaches locally. This approach syncs with White House efforts to institutionalize CVE frameworks in cities across the country.

Conclusion

Confronting the threat of foreign fighters and working with resolve to prevent another terrorist attack remains the counterterrorism community's overriding mission. NCTC recently celebrated its 10th year in service to the nation, and we remain focused on continuing to enhance our ability to counter the terrorist threat in the years ahead.

Chairman McCaul, Ranking Member Thompson, and members of the Committee, thank you for the opportunity to testify before you this morning. I look forward to answering your questions.

3 page document referred to
DOJ

Page 1 of 3

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 2 of 3

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 3 of 3

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 1 of 2

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 2 of 2

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

Page 1 of 1

Withheld pursuant to exemption
Referred to Another Agency/Component
of the Freedom of Information and Privacy Act

3 page document withheld under B5

Page 1 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 3 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

3 page document withheld under B5

Page 1 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 3 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

2 page document withheld under B5

Page 1 of 2

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 2

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

3 page document withheld under B5

Page 1 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 3 of 3

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

2 page document withheld under B5

Page 1 of 2

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 2

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

2 page document withheld under B5

Page 1 of 2

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 2

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Department of Homeland Security

Departmental Management and Operations

Office of the Secretary and Executive Management



Fiscal Year 2014
Congressional Justification

Table of Contents

Page No.

I. Appropriation Overview	1
II. Summary of FY 2014 Budget Estimates by Program/Project Activity (PPA)	7
III. Current Services Program Description by PPA	8
IV. Program Justification Changes	312
V. Exhibits and Other Supporting Material	38
A. Justification of Proposed Legislative Language.....	38
B. FY 2012 to FY 2014 Budget Change	39
C. Summary of Requirements	40
D. Summary of Reimbursable Resources.....	41
E. Summary of Requirements By Object Class.....	42
F. Permanent Positions by Grade	43
G. Capital Investment and Construction Initiative Listing.....	44
H. PPA Budget Justifications	45
I. Changes In Full Time Employment	86
J. FY 2014 Schedule of Working Capital Fund by Program/Project Activity	87
K. DHS Balanced Workforce Strategy.....	88

BUDGET REQUEST AND SUPPORTING INFORMATION

Departmental Management and Operations Office of the Secretary and Executive Management

I. Appropriation Overview

A. Mission Statement:

The Department of Homeland Security (DHS) Office of the Secretary and Executive Management (OSEM) provides leadership, direction, and management to the Department and all of its Components. OSEM establishes and implements policy and provides various support functions and oversight to all entities within the Department. OSEM oversees the Department's ongoing efforts to integrate and consolidate its resources and operations to create a seamless organization that shares services, information, and best practices across previously stove-piped organizations.

B. Budget Activities:

OSEM is a separate appropriation within Departmental Management and Operations (DMO) that provides resources for 15 separate Programs, Projects and Activities (PPAs) including: Immediate Office of the Secretary, Immediate Office of the Deputy Secretary, Chief of Staff, Office of the Executive Secretary (ESEC), Intergovernmental Affairs (IGA), Office of Policy, Office of Public Affairs (OPA), Office of Legislative Affairs (OLA), Office of the General Counsel (OGC), Office for Civil Rights and Civil Liberties (CRCL), Office of the Citizenship and Immigration Ombudsman (CISOMB), Privacy Office, the Private Sector Office (PSO), the Office for State and Local Law Enforcement (OSLLE), and the Office of International Affairs (OIA). As in the 2013 Budget, the Department proposes establishing the Private Sector Office, the Office for State and Local Law Enforcement, and the Office of International Affairs as new PPAs. Below are brief descriptive summaries of the PPAs.

Immediate Office of the Secretary: The Office of the Secretary's role is to provide executive leadership, management, direction, and oversight for the Department's Components. The Secretary represents the Department of Homeland Security (DHS) to the President, Congress, State, local, tribal and territorial partners, and the general public.

Immediate Office of the Deputy Secretary: The Office of the Deputy Secretary supports the Secretary by providing leadership to the Department, especially regarding internal management and direction.

Chief of Staff: The Chief of Staff is responsible for coordinating policy initiatives and other actions of the Department's Components, directorates, and offices.

Office of the Executive Secretary: ESEC supports the Offices of the Secretary and Deputy Secretary with management of their correspondence, decision documents, and other written communications, including briefing books, Congressional questions for the record, and testimony for all Departmental

hearings. ESEC is charged with ensuring that all materials presented to the Secretary and Deputy Secretary for signature has been thoroughly cleared with all relevant Components.

Office of the General Counsel: The General Counsel is the chief legal officer for DHS and oversees and integrates more than 1,800 attorneys throughout the Department. OGC is responsible for ensuring that Departmental activities comply with applicable legal requirements, as well as establishing that the Department's efforts to secure the Nation are consistent with the civil rights and civil liberties of the public and observe the rule of law. OGC provides legal advice on areas such as national security, immigration, litigation, international law, maritime safety and security, transportation security, border security law, cyber security, fiscal and appropriations law, environmental law, and many others. OGC also provides legal services in several areas where the law intersects with the achievement of mission goals, such as the coordination of the Department's rulemaking activities, managing interdepartmental clearance of proposed legislation, and providing legal training for law enforcement officers. OGC provides legal counsel for all DHS offices (except those specifically excluded by statute).

Office for Civil Rights and Civil Liberties: CRCL supports the Department as it secures the Nation while preserving individual liberty, fairness, and equality under the law. CRCL performs four key functions to integrate civil rights and civil liberties into Departmental activities:

- Advising Department leadership, personnel, and partners about civil rights and civil liberties issues; ensuring respect for civil rights and civil liberties in policy decisions and in the implementation of those decisions.
- Communicating with individuals and communities whose civil rights and civil liberties may be affected by DHS activities, informing them about policies and avenues of redress, and promoting appropriate attention within the Department to their experiences and concerns.
- Investigating and resolving civil rights and civil liberties complaints filed by the public.
- Leading the Department's equal employment opportunity programs and promoting personnel diversity and merit system principles.

Office of Public Affairs: OPA is responsible for managing external and internal communications. The office responds to national media inquiries, maintains and updates the Department's website, writes speeches for senior department officials, and coordinates speaking events for Department officials. OPA fosters strategic communication throughout the Department and with external stakeholders through development and coordination of major DHS announcements and rollouts as well as setting common goals to promote "One DHS" objectives. OPA manages the expansion of the "If You See Something, Say Something"™ campaign, which is a simple and effective program to engage the public and key frontline law enforcement personnel to identify and report indicators of terrorism and terrorism-related crime to the proper transportation and law enforcement authorities. The office manages the Department's organizational identity program, which includes usage of the DHS seal and related guidelines. Also, the office oversees the Department's employee communication activities, which include coordinating communications for Department-wide initiatives, town hall meetings between management and employees, and the operation and management of an intranet site. Per Presidential directive, OPA's incident communications program guides overall Federal incident communication activity and coordinates with State, local, and international partners to ensure accurate and timely information is provided to the public during a crisis.

Office of Legislative Affairs: OLA serves as the Department's primary liaison to Congress. OLA advocates for the policy interests of the Administration and the Secretary. OLA also ensures that all DHS Components are actively engaged with Congress in their specific areas of responsibility. OLA articulates views on behalf of DHS Components and their legislative initiatives. OLA responds to requests and inquiries from congressional committees, individual Members of Congress, and their staffs. OLA also participates in the Senate confirmation process for all DHS Presidential nominees.

Privacy Office: The Privacy Office protects the collection, use, and disclosure of Personally Identifiable Information (PII) and Departmental information. It ensures that appropriate access to information is consistent with the vision, strategic mission, and core values of the Department; and implements the policies of the Department to defend and protect individual rights, liberties, and information interests of the public. The Privacy Office has oversight of all privacy and disclosure policy matters, including compliance with the *Privacy Act of 1974*, the *Freedom of Information Act*, and the completion of privacy impact statements on all new programs and systems, as required by the *E-Government Act of 2002* and Section 222 of the *Homeland Security Act*. The DHS Privacy Office is the first statutorily-mandated Privacy Office within the Federal Government.

Citizenship and Immigration Services Ombudsman: CISOMB assists individuals and employers in resolving problems connected with pending United States Citizenship and Immigration Services (USCIS) cases. In addition, as required by statute, CISOMB identifies common problems experienced by individuals and employers when seeking USCIS services, and proposes changes to mitigate such problems and improve the delivery of immigration services. In accomplishing each of these missions, the CISOMB works impartially, soliciting information and feedback from USCIS, other government agencies, immigration benefits applicants, and the immigration stakeholder community.

Office of Policy: The Office of Policy (PLCY) serves as a central resource to the Secretary and other Department leaders for policy development and review, strategic planning and analysis, and facilitation of decision-making on the full breadth of issues that may arise across the dynamic homeland security enterprise.

PLCY is responsible for strengthening our Nation's homeland security by developing DHS-wide policies, programs, and planning to promote and ensure the highest level of performance, quality, consistency, and integration in the execution of all homeland security missions. PLCY represents and coordinates the consolidated DHS position at White House interagency committee meetings. The Office develops and articulates the long-term strategic view of the Department and translates the Secretary's strategic priorities into the Quadrennial Homeland Security Review, DHS Strategic Plan, and other planning products that drive increased operational effectiveness through integration, prioritization, and resource allocation. The Department proposes establishing independent offices for the Office for State and Local Law Enforcement, the Office of International Affairs (OIA), and Private Sector Office. While OIA will coordinate the Department's international operations and engagement, the Office of Policy will continue to work with OIA to coordinate and develop international policy.

Office of International Affairs: The Office of International Affairs (OIA) leads, coordinates, and integrates the Department's interaction with its international partners, while developing and overseeing the implementation of the Department's international engagement strategy. The Office of International

Affairs provides oversight on visa waiver negotiations through its Visa Waiver Program Office. The Department proposes to establish OIA as an independent office and PPA in FY 2014.

Private Sector Office: The Private Sector Office (PSO) fosters strategic communications with businesses, trade associations, and other non-governmental organizations to build stronger relationships between them and the Department. The office advises Departmental leadership on prospective policies and regulations, informs the Secretary about the economic impact of DHS policies, promote public-private partnerships and best practices to improve the Nation's homeland security, and serve as the primary point of entry for the private sector into DHS. The Department proposes to establish PSO as an independent office and PPA in FY 2014.

Office for State and Local Law Enforcement: The Office for State and Local Law Enforcement (OSLLE) is the Department's principal liaison with non-Federal law enforcement partners. OSLLE formulates and coordinates national-level policy relating to law enforcement's role in preventing acts of terrorism, and serves as the primary Department liaison with State, local, and tribal law enforcement agencies. The Department proposes to establish OSLLE as an independent office and PPA in FY 2014.

Office of Intergovernmental Affairs: IGA is responsible for communicating and coordinating State, local, tribal, and territorial (SLTT) government interactions throughout and across the Department. IGA promotes an integrated national approach to homeland security by coordinating and advancing Federal interaction with SLTT governments. IGA is responsible for continuing the homeland security dialogue with our SLTT partners, along with the national associations that represent them. IGA serves as the Secretary's primary point of contact for SLTT elected and appointed officials and their associations to ensure there are open lines of communications between the Department and its homeland security partners.

In FY 2014, OSEM is requesting the break out of the Office of International Affairs, the Private Sector Office, and the Office for State and Local Law Enforcement from the Office of Policy. The creation of these standalone offices will provide greater visibility for international, private sector, and state and local law enforcement stakeholders. Strategic communication and coordination with international partners, businesses, trade associations, other non-governmental organizations, and state and local law enforcement enables the Department to strengthen its efforts toward achieving its mission.

C. Budget Request Summary:

The Office of the Secretary and Executive Management requests 628 positions, 628 FTE, and \$126,554,000 for FY 2014. This includes the transfer of 10 positions, 10 FTE, and \$2,990,000 from National Protection and Programs Directorate (NPPD) in FY 2012 for Risk Management and Analysis (RMA) and the termination of the Office of Counternarcotics Enforcement (CNE), per Public Law 112-74. The FY 2014 request results in a net decrease of 62 positions, 60 FTE, and \$7,856,000 from the FY 2012 base. Total base adjustments of (\$12,318,000) include:

- Transfer of RMA from NPPD (\$2,990,000, 10 positions, 10 FTE)
- Transfer of 4 positions from OCIO to OPA for Web Communications, to provide oversight and operations and maintenance support for www.dhs.gov (\$545,000, 4 positions, 4 FTE)

- Transfer from OCRSO for Shared Services items transferred to the Working Capital Fund (\$388,000)
- Increase – Pay Raise (\$894,000)
- Increase – Annualization of prior year funding for 287(g) and Secure Communities (\$373,000, 2.5 FTE)
- Decrease – Right-Sizing of Personnel (40 Positions, 40 FTE)
- Decrease – Efficiencies described in Section D. – (\$15,708,000, 41 Positions, 41 FTE)
- Decrease – Termination of CNE – (\$1,800,000)
- Net zero change – Realignment from Office of Policy for OIA, PSO, and OSLL
 - Increase – Office of International Affairs (\$7,988,000, 44 Positions, 44 FTE)
 - Increase – Private Sector Office (\$1,761,000, 11 Positions, 11 FTE)
 - Increase – Office for State and Local Law Enforcement (\$891,000, 5 Positions, 5 FTE)
 - Decrease – Office of Policy – (\$10,640,000, 60 positions, 60 FTE)

The Office for Civil Rights and Civil Liberties has two program changes that include 1 position, 0.5 FTE, and \$135,000 to support the Department’s role in countering domestic violent extremism, and \$1,327,000 in oversight support of ICE’s 287(g)/Secure Communities programs. The Office of Public Affairs includes one program change that includes \$3,000,000 for the continuation and expansion of the “If You See Something, Say Something TM” campaign. These changes are described in greater detail in Section IV.

D. Efficiencies: **\$15.708 million**

Mission Support and Personnel Efficiencies **\$7.348 million**

Mission Support Staffing (\$7.348 million) – This request includes a savings of \$7.348 million, which will be realized by reducing mission support activities by 41 FTE.

Printing Efficiencies **\$0.302 million**

Print Shop services (\$0.302 million) – This request reflects a \$0.302 million savings for the elimination of printing services for discretionary products which are not required by law or are not considered mission critical.

Supplies and Materials Efficiencies **\$0.161 million**

Supplies and Materials (\$0.161 million)–This request reflects a \$0.161 million savings due to a reduction in ordering supplies and materials. With a reduction of 41 FTE, less supplies and materials will be needed.

Travel Efficiencies **\$1.77 million**

Travel (\$1.77 million) – This request reflects a savings of \$1.77 million which will be realized by reducing travel for conferences and non-local training, combining site visits, and increasing the use of technology such as video teleconferencing.

Advisory and Assistance Contracts Efficiencies **\$4.238 million**

Advisory and Assistance Contracts (\$4.238 million) – This request reflects a savings of \$4.238 million which will be realized by the use of strategic sourcing and reducing the scope of contracts.

Other Services Efficiencies **\$0.208 million**

Other Services (\$0.208 million) – This request reflects a savings of \$0.208 million which will be realized by reducing the operations and maintenance of facilities and equipment.

Rent Efficiencies **\$1.681 million**

Rent (\$1.681 million) – This request reflects a savings of \$1.681 million which will be realized by reducing space requirements.

II. Summary of FY 2014 Budget Estimates by Program/Project Activity (PPA)

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
 Summary of FY 2014 Budget Estimates by Program Project Activity

FY 2014 Request
 (Dollars in Thousands)

Program Project Activity	FY 2012			FY 2013			FY 2014			Increase(+) or Decrease(-) for FY 2014 from FY 2012								
	Revised Enacted			Annualized CR			Request			Total Changes			Program Changes			Adjustments-to-Base		
	POS	FTE	Amount	POS	FTE	Amount	POS	FTE	Amount	POS	FTE	Amount	POS	FTE	Amount	POS	FTE	Amount
Immediate Office of the Secretary	6	6	4,605	12	12	5,031	6	6	4,128	-	-	-477	-	-	-	-	-	-477
Immediate Office of the Deputy Secretary	7	7	2,110	8	8	1,930	5	5	1,822	-2	-2	-288	-	-	-	-2	-2	-288
Chief of Staff	14	14	2,397	18	18	2,314	13	13	2,200	-1	-1	-197	-	-	-	-1	-1	-197
Executive Secretary	64	64	8,748	58	58	8,150	55	55	7,603	-9	-9	-1,145	-	-	-	-9	-9	-1,145
Office of General Counsel	131	131	22,370	131	131	22,537	108	108	21,000	-23	-23	-1,370	-	-	-	-23	-23	-1,370
Office for Civil Rights and Civil Liberties	101	99	22,011	113	111	22,638	97	97	21,678	-4	-2	-333	1	0.5	1,462	-5	-2.5	-1,795
Office of Public Affairs	29	29	6,288	32	32	5,835	26	26	8,661	-3	-3	2,373	-	-	3,000	-3	-3	-627
Office of Legislative Affairs	32	32	5,925	35	35	6,037	28	28	5,498	-4	-4	-427	-	-	-	-4	-4	-427
Privacy Officer	43	43	8,328	45	45	8,543	45	45	8,143	2	2	-185	-	-	-	2	2	-185
Citizenship and Immigration Services Ombudsman	30	30	6,160	35	35	6,238	30	30	5,344	0	0	-816	-	-	-	-	-	-816
Office of Policy	218	218	41,666	194	194	40,245	146	146	27,815	-72	-72	-13,851	-	-	-	-72	-72	-13,851
Office of International Affairs	-	-	-	-	-	-	41	41	7,626	41	41	7,626	-	-	-	41	41	7,626
Private Sector Office	-	-	-	-	-	-	10	10	1,666	10	10	1,666	-	-	-	10	10	1,666
Office of State and Local Law Enforcement	-	-	-	-	-	-	4	4	852	4	4	852	-	-	-	4	4	852
Office of Intergovernmental Affairs	15	15	2,625	20	20	2,666	14	14	2,518	-1	-1	-107	-	-	-	-1	-1	-107
Office of Counternarcotics Enforcement	-	-	1,177	-	-	1,811	-	-	-	-	-	-1,177	-	-	-	-	-	-1,177
Subtotal, Discretionary	690	688	134,410	701	699	133,975	628	628	126,554	-62	-60	-7,856	1	0.5	4,462	-63	-60.5	-12,318
Total, Office of the Secretary and Executive Management (OSEM):	690	688	134,410	701	699	133,975	628	628	126,554	-62	-60	-7,856	1	0.5	4,462	-63	-60.5	-12,318
Subtotal, Enacted Appropriations and Budget Estimates	690	688	134,410	701	699	133,975	628	628	126,554	-62	-60	-7,856	1	0.5	4,462	-63	-60.5	-12,318
Less: Adjustments for Other Funding Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net, Enacted Appropriations and Budget	690	688	134,410	701	699	133,975	628	628	126,554	-62	-60	-7,856	1	0.5	4,462	-63	-60.5	-12,318

III. Current Services Program Description by PPA

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Immediate Office of the Secretary
Program Performance Justification
 (Dollars in Thousands)

PPA: Immediate Office of the Secretary

	<u>Perm. Pos</u>	<u>FTE</u>	<u>Amount</u>
2012 Revised Enacted	6	6	4,605
2014 Adjustments-to-Base	-	-	(477)
2014 Current Services	6	6	4,128
2014 Total Request	6	6	4,128
Total Change 2012 to 2014	-	-	(477)

OSEM requests 6 positions, 6 FTE, and \$4,128,000 in FY 2014 for the Immediate Office of the Secretary. Base adjustments include:

- Increase – Transfer from OCRSO for Shared Services (\$67,000)
- Increase – Pay Raise (\$17,000)
- Increase – Realignment between offices (\$395,000)
- Decrease – Efficiencies (\$956,000)
 - Decrease – Travel (\$922,000)
 - Decrease – Supplies and materials (\$34,000)

CURRENT SERVICES PROGRAM DESCRIPTION:

The Secretary is appointed by the President and confirmed by the Senate to lead DHS and act as the principal adviser to the President on homeland security matters. The Secretary ensures a coordinated national effort for the accomplishment of all DHS mission requirements, which include but are not limited to the prevention of terrorist attacks in the United States, the reduction of vulnerability to and minimization of impacts from catastrophic events, and the recovery from damage that may occur. The Secretary is a member of the Homeland Security Council, and serves as the principal spokesperson on homeland security issues for the Administration when testifying before the House Homeland Security Committee, the Senate Homeland Security and Government Affairs Committee, and the House and Senate Appropriations Committees.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Immediate Office of the Deputy Secretary
 Program Performance Justification**
 (Dollars in Thousands)

PPA: Immediate Office of the Deputy Secretary

	Perm. Pos	FTE	Amount
2012 Revised Enacted	7	7	2,110
2014 Adjustments-to-Base	(2)	(2)	(288)
2014 Current Services	5	5	1,822
2014 Total Request	5	5	1,822
Total Change 2012 to 2014	(2)	(2)	(288)

OSEM requests 5 positions, 5 FTE, and \$1,822,000 in FY 2014 for the Immediate Office of the Deputy Secretary. Base adjustments include:

- Increase – Transfer from OCRSO for Shared Services (\$10,000)
- Increase – Pay Raise (\$13,000)
- Decrease – Realignment between offices (\$192,000)
- Decrease – Right-Sizing Personnel (2 Positions, 2 FTE)
- Decrease – Efficiencies (\$119,000)
 - Decrease – Travel (\$119,000)

CURRENT SERVICES PROGRAM DESCRIPTION:

The Immediate Office of the Deputy Secretary supports the Secretary by providing leadership with a focus on the internal management and direction of the Department to ensure its efficient and effective operation. The Deputy Secretary’s role is to provide internal oversight of all Departmental operations, which allows the Secretary to focus on external matters concerning homeland security and DHS.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Chief of Staff
 Program Performance Justification
 (Dollars in Thousands)**

PPA: Chief of Staff

	Perm. Pos	FTE	Amount
2012 Revised Enacted	14	14	2,397
2014 Adjustments-to-Base	(1)	(1)	(197)
2014 Current Services	13	13	2,200
2014 Total Request	13	13	2,200
Total Change 2012 to 2014	(1)	(1)	(197)

OSEM requests 13 positions, 13 FTE, and \$2,200,000 in FY 2014 for the Chief of Staff. Base adjustments include:

- Increase – Transfer from OCRSO for Shared Services (\$9,000)
- Increase – Pay Raise (\$16,000)
- Decrease – Realignment between offices (\$97,000)
- Decrease – Efficiencies (\$125,000, 1 position, 1 FTE)
 - Decrease – Mission support staffing (\$125,000, 1 position, 1 FTE)

CURRENT SERVICES PROGRAM DESCRIPTION:

The Chief of Staff oversees DHS activities, assists the Deputy in managing DHS operations, and supports the Secretary. The Office of the Chief of Staff has direct oversight of all administrative functions that relate to the Immediate Office of the Secretary, and assists the Secretary by coordinating continuity of operations activities for Department Headquarters, directing the Department’s resources, and in the Department’s goal to Mature and Strengthen the Homeland Security Enterprise.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Executive Secretary
 Program Performance Justification
 (Dollars in Thousands)**

PPA: Executive Secretary

	Perm. Pos	FTE	Amount
2012 Revised Enacted	64	64	8,748
2014 Adjustments-to-Base	(9)	(9)	(1,145)
2014 Current Services	55	55	7,603
2014 Total Request	55	55	7,603
Total Change 2012 to 2014	(9)	(9)	(1,145)

OSEM requests 55 positions, 55 FTE, and \$7,603,000 in FY 2014 for the Office of the Executive Secretary. Base adjustments include:

- Increase – Transfer from OCRSO for Shared Services (\$25,000)
- Increase – Pay Raise (\$62,000)
- Decrease – Realignment between offices (\$648,000)
- Decrease – Right-Sizing Personnel (6 Positions, 6 FTE)
- Decrease – Efficiencies (\$584,000, 3 Positions, 3 FTE)
 - Decrease – Mission support staffing (\$577,000, 3 position, 3 FTE)
 - Decrease – Supplies and materials (\$7,000)

CURRENT SERVICES PROGRAM DESCRIPTION:

ESEC establishes effective and efficient protocols for processing all internal communications, decision management briefings, Congressional questions for the record and reports, and Department-wide testimony. ESEC is the principal liaison between the Department and its Components, and coordinates all external correspondence for the Immediate Office of the Secretary and all directorates. ESEC establishes and maintains budget and personnel activities for the Office of the Secretary, Deputy Secretary, the Chief of Staff, as well as the Executive Secretariat.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Office of General Counsel
 Program Performance Justification
 (Dollars in Thousands)**

PPA: Office of General Counsel

	Perm. Pos	FTE	Amount
2012 Revised Enacted	131	131	22,370
2014 Adjustments-to-Base	(23)	(23)	(1,370)
2014 Current Services	108	108	21,000
2014 Total Request	108	108	21,000
Total Change 2012 to 2014	(23)	(23)	(1,370)

OSEM requests 108 positions, 108 FTE, and \$21,000,000 in FY 2014 for the Office of General Counsel. Base adjustments include:

- Increase – Transfer from OCRSO for Shared Services (\$52,000)
- Increase – Pay Raise (\$159,000)
- Increase – Realignment between offices (\$30,000)
- Decrease – Right-Sizing Personnel (17 Positions, 17 FTE)
- Decrease – Efficiencies (\$1,611,000, 6 Positions, 6 FTE)
 - Decrease – Mission support staffing (\$1,095,000, 6 Positions, 6 FTE)
 - Decrease – Printing and reproduction (\$5,000)
 - Decrease – Supplies and materials (\$28,000)
 - Decrease – Travel (\$91,000)
 - Decrease – Advisory and assistance contracts (\$310,000)
 - Decrease – Other services (\$82,000)

CURRENT SERVICES PROGRAM DESCRIPTION:

OGC provides legal counsel for all DHS offices except those specifically excluded by statute. OGC’s legal services cover several areas including national security, immigration, litigation, international law; maritime safety and security, transportation security, border security law; cyber security, fiscal and appropriations law; environmental law; labor and employment, intellectual property law; emergency rescue, recovery and response authorities; civil, criminal and administrative law; civil rights and civil liberties, privacy, legislative and regulatory actions, intelligence; information sharing, safeguarding, and disclosure; Congressional response; procurement; and the regulation of infrastructure security.

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Office for Civil Rights and Civil Liberties
Program Performance Justification
(Dollars in Thousands)

PPA: Office for Civil Rights and Civil Liberties

	Perm. Pos	FTE	Amount
2012 Revised Enacted	101	99	22,011
2014 Adjustments-to-Base	(5)	(2.5)	(1,795)
2014 Current Services	96	96.5	20,216
2014 Program Change	1	0.5	1,462
2014 Total Request	97	97	21,678
Total Change 2013 to 2014	(4)	(2)	(333)

OSEM requests 97 positions, 97 FTE, and \$21,678,000 in FY 2014 for the Office for Civil Rights and Civil Liberties. Base adjustments include:

- Increase – Transfer from OCRSO for Shared Services (\$35,000)
- Increase – Pay Raise (\$154,000)
- Increase – Annualization of prior year funding for 287(g) and Secure Communities (\$373,000, 2.5 FTE)
- Increase – Realignment between offices (\$489,000)
- Decrease – Right-Sizing Personnel (5 Positions, 5 FTE)
- Decrease – Efficiencies (\$2,846,000)
 - Decrease – Printing and reproduction (\$100,000)
 - Decrease – Supplies and materials (\$46,000)
 - Decrease – Travel (\$65,000)
 - Decrease – Advisory and assistance contracts (\$2,635,000)

Program changes include:

- Increase – Oversight of 287(g) and Secure Communities (\$1,327,000)
- Increase – Countering Domestic Violent Extremism (\$135,000, 1 Position, 0.5 FTE)

CURRENT SERVICES PROGRAM DESCRIPTION:

CRCL provides DHS with advice on the full range of civil rights and civil liberties issues, investigates complaints by the public about civil rights and civil liberties violations, and offers recommendations to solve problems uncovered by those investigations. CRCL provides training and technical assistance to DHS personnel and SLTT partners; and conducts outreach and engagement with communities whose civil rights and civil liberties are affected by DHS activities. CRCL is specifically involved in the oversight of ICE's 287(g) and Secure Communities programs by providing policy advice, investigations, and training to SLTT partners. CRCL also works on countering domestic violent extremism through community engagement initiatives and training for SLTT partners. The Office acts as the DHS-designated single point of contact for human rights treaties and complaints. CRCL also facilitates U.S. Government-wide communication to community leaders after a security or other incident, through its Incident Community Coordination Teams. CRCL makes information available to the public on the responsibilities and functions of, and how to contact, the Officer for Civil Rights and Civil Liberties, including how to file civil rights and civil liberties complaints. It conducts administrative adjudication of disability discrimination claims under Section 504 of the Rehabilitation Act of 1973. CRCL leads the Department's Equal Employment Opportunity (EEO) and diversity programs and is responsible for DHS-wide policies, training, and complaint adjudication processes to promote EEO and diversity for all employees and applicants.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Office of Public Affairs
 Program Performance Justification
 (Dollars in Thousands)**

PPA: Office of Public Affairs

	Perm. Pos	FTE	Amount
2012 Revised Enacted	29	29	6,288
2014 Adjustments-to-Base	(3)	(3)	(627)
2014 Current Services	26	26	5,661
2014 Program Change	-	-	3,000
2014 Total Request	26	26	8,661
Total Change 2012 to 2014	(3)	(3)	2,373

OSEM requests 26 positions, 26 FTE, and \$8,661,000 in FY 2014 for the Office of Public Affairs. Base adjustments include:

- Transfer of 4 positions from OCIO to OPA for Web Communications, to provide oversight and operations and maintenance support of www.dhs.gov (\$545,000, 4 Positions, 4 FTE)
- Increase – Transfer from OCRSO for Shared Services (\$16,000)
- Increase – Pay Raise (\$36,000)
- Decrease – Realignment between offices (\$488,000)
- Decrease – Right-Sizing Personnel (2 Positions, 2 FTE)
- Decrease – Efficiencies (\$736,000, 5 Positions, 5 FTE)
 - Decrease – Mission support staffing (\$648,000, 5 Positions, 5 FTE)
 - Decrease – Supplies and materials (\$25,000)
 - Decrease – Travel (\$33,000)
 - Decrease – Other services (\$30,000)

Program changes include:

- Increase – “If You See Something, Say Something TM” Campaign (\$3,000,000)

CURRENT SERVICES PROGRAM DESCRIPTION:

The Office of Public Affairs (OPA) is responsible for oversight and management of all external and internal communications. On a daily basis, OPA responds to national media inquiries, maintains and updates the Department's website, writes speeches for principals and reviews and coordinates speaking events for Department officials. OPA fosters strategic communication throughout DHS and with external stakeholders. For the "If You See Something, Say Something™" campaign, OPA works with a variety of cities, states, and private sector partners, including universities, major sports leagues and entertainment venues to raise public awareness on indicators of terrorism and terrorism-related crimes, and to emphasize the importance of reporting suspicious activity to the proper state and local law enforcement authorities. OPA manages the DHS Organizational Identity Program, which provides guidelines for the proper use of the DHS seal and related identities. OPA oversees DHS employee communication activities which include Connect, and town hall meetings between management and employees. The Incident Communications Team coordinates incident communications with the White House, Federal departments and agencies, and state, local and international partners to ensure accurate and timely information is provided to the public during an incident. Communicating emergency public information is mandated by Homeland Security Presidential Directive (HSPD) 5 to ensure that potentially life-saving information is provided to the public in a timely manner.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Office of Legislative Affairs
 Program Performance Justification
 (Dollars in Thousands)**

PPA: Office of Legislative Affairs

	Perm. Pos	FTE	Amount
2012 Revised Enacted	32	32	5,925
2014 Adjustments-to-Base	(4)	(4)	(427)
2014 Current Services	28	28	5,498
2014 Total Request	28	28	5,498
Total Change 2012 to 2014	(4)	(4)	(427)

OSEM requests 28 positions, 28 FTE, and \$5,498,000 in FY 2014 for the Office of Legislative Affairs. Base adjustments include:

- Increase – Transfer from OCRSO for Shared Services (\$36,000)
- Increase – Pay Raise (\$48,000)
- Increase – Realignment between offices (\$75,000)
- Decrease – Efficiencies (\$586,000, 4 Positions, 4 FTE)
 - Decrease – Mission support staffing (\$533,000, 4 Positions, 4 FTE)
 - Decrease – Travel (\$13,000)
 - Decrease – Advisory and assistance contracts (\$24,000)
 - Decrease – Other services (\$16,000)

CURRENT SERVICES PROGRAM DESCRIPTION:

OLA serves as the Department’s primary liaison to Congress and advocates for the policy interests of the Administration and the Secretary. OLA ensures that all DHS Components are actively engaged with Congress in their specific areas of responsibility.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Privacy Officer
 Program Performance Justification
 (Dollars in Thousands)**

PPA: Privacy Officer

	Perm. Pos	FTE	Amount
2012 Revised Enacted	43	43	8,328
2014 Adjustments-to-Base	2	2	(185)
2014 Current Services	45	45	8,143
2014 Total Request	45	45	8,143
Total Change 2012 to 2014	2	2	(185)

OSEM requests 45 positions, 45 FTE, and \$8,143,000 in FY 2014 for the Privacy Office. Base adjustments include:

- Increase – Transfer from OCRSO for Shared Services (\$28,000)
- Increase – Pay Raise (\$61,000)
- Increase – Realignment between offices (\$163,000)
- Increase – Right-Sizing Personnel (2 Positions, 2 FTE)
- Decrease – Efficiencies (\$437,000)
 - Decrease – Travel (\$48,000)
 - Decrease – Advisory and assistance contracts (\$365,000)
 - Decrease – Other services (\$24,000)

CURRENT SERVICES PROGRAM DESCRIPTION:

The Privacy Officer is responsible for protecting the Department’s collection, use, and disclosure of Personally Identifiable Information (PII) and other departmental information. These responsibilities include coordinating and implementing policy development and compliance Department-wide for the Freedom of Information Act (FOIA) and for the Privacy Act. The office adjudicates all appeals from denials by any Department Component of access to information under these two Acts. The Office has oversight of all privacy and disclosure policy matters, including the completion of privacy impact statements on all new programs and systems, as required by the E-Government Act of 2002 and Section 222 of the Homeland Security Act.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Citizenship and Immigration Services Ombudsman
 Program Performance Justification**
 (Dollars in Thousands)

PPA: Citizenship and Immigration Services Ombudsman

	Perm. Pos	FTE	Amount
2012 Revised Enacted	30	30	6,160
2014 Adjustments-to-Base	-	-	(816)
2014 Current Services	30	30	5,344
2014 Total Request	30	30	5,344
Total Change 2012 to 2014	-	-	(816)

OSEM requests 30 positions, 30 FTE, and \$5,344,000 in FY 2014 for the Citizenship and Immigration Services Ombudsman. Base adjustments include:

- Increase – Transfer from OCRSO for Shared Services (\$18,000)
- Increase – Pay Raise (\$41,000)
- Increase – Realignment between offices (\$40,000)
- Increase – Right-Sizing Personnel (2 Positions, 2 FTE)
- Decrease – Efficiencies (\$915,000, 2 Positions, 2 FTE)
 - Decrease – Mission support staffing (\$338,000, 2 Positions, 2 FTE)
 - Decrease – Printing and reproduction (\$12,000)
 - Decrease – Supplies and materials (\$20,000)
 - Decrease – Travel (\$78,000)
 - Decrease – Advisory and assistance contracts (\$467,000)

CURRENT SERVICES PROGRAM DESCRIPTION:

The statutory mission of CISOMB is to assist individuals and employers in resolving immigration benefits problems, propose changes in its practices to improve customer service, and directly provide Congress and the Department with substantive analysis on the quality of immigration services. CISOMB accomplishes this mission through individual case assistance, public outreach geared toward unrepresented and underrepresented immigrant communities; the diligent study of important issues across the spectrum of immigration benefits and services; identifying best practices and forward-looking business models that will meet future challenges for DHS; proposing impartial, operationally

sound, and credible solutions to customer-service barriers; and working cooperatively with government partners to benefit the public. Throughout the year, CISOMB publishes recommendations, updates, and other advisories focused on improving the receipt, processing, review, and adjudication of immigration benefits. CISOMB provides Congress with a comprehensive annual report analyzing serious and pervasive problems affecting the delivery of immigration services.

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Office of Policy
Program Performance Justification
(Dollars in Thousands)

PPA: Office of Policy

	Perm. Pos	FTE	Amount
2012 Revised Enacted	218	218	41,666
2014 Adjustments-to-Base	(72)	(72)	(13,851)
2014 Current Services	146	146	27,815
2014 Total Request	146	146	27,815
Total Change 2012 to 2014	(72)	(72)	(13,851)

OSEM requests 146 positions, 146 FTE, and \$27,815,000 in FY 2014 for the Office of Policy. Base adjustments include:

- Transfer of RMA from NPPD (\$2,990,000, 10 positions, 10 FTE)
- Increase – Transfer from OCRSO for Shared Services (\$84,000)
- Increase – Pay Raise (\$200,000)
- Realignment (decrease) – Office of International Affairs (\$7,988,000, 44 positions, 44 FTE)
- Realignment (decrease) – Private Sector Office (\$1,761,000, 11 positions, 11 FTE)
- Realignment (decrease) – Office of State and Local Law Enforcement (\$891,000, 5 positions, 5 FTE)
- Decrease – Realignment between offices (\$415,000)
- Decrease – Right Size Personnel (6 positions, 6 FTE)
- Decrease – Efficiencies (\$6,070,000, 16 Position, 16 FTE)
 - Decrease – Mission support staffing (\$3,411,000, 16 Positions, 16 FTE)
 - Decrease – Printing and reproduction (\$185,000)
 - Decrease – Travel (\$309,000)
 - Decrease – Advisory and assistance contracts (\$428,000)
 - Decrease – Other services (\$56,000)
 - Decrease – Rent (\$1,681,000)

CURRENT SERVICES PROGRAM DESCRIPTION:

The Office of Policy serves as the Department's principal source of thought leadership, policy development, and decision analysis for DHS senior leadership, Secretarial initiatives, and for other critical matters that may arise in a dynamic threat environment. This office leads the coordination, integration, and development of DHS-wide policies, programs, strategies, and plans across the Department's mission portfolios, including: counterterrorism; chemical, biological, radiological and nuclear (CBRN); transborder security; immigration; resilience; and screening. Further, the office facilitates decision-making by providing timely advice and analysis to the Secretary and other Departmental leaders.

PLCY also represents the Department at White House interagency policy committee meetings on the areas in the mission portfolios and also represents DHS on strategic planning efforts and major interagency strategy reviews. The office develops long-term strategic priorities to increase operational effectiveness and mission execution. Furthermore, PLCY is charged with and provides the Department with an integrated and DHS-wide capability for strategy development, strategic planning, long-term assessment, and decision analysis, including statistical and economic analysis and risk assessment and modeling.

The office also leads the charge on several Congressionally mandated and authorized programs and responsibilities to include: the development and execution of the Quadrennial Homeland Security Review (QHSR); work with states to move forward on the security standards of the REAL ID Act; work and interagency review concerning cases brought before the Committee on Foreign Investments in the United States; and the delivery of several reporting requirements on immigration and certain border security statistics.

The 2010 QHSR set a vision for and definition of homeland security, and set the mission structure that has since driven DHS strategy, management, and performance planning and activities. The second QHSR, due for delivery in FY2014, will preserve the existing vision statement and the five homeland security missions. The final report of the second QHSR will describe and communicate: (1) changes in the overall security environment that have occurred since the 2010 QHSR; (2) updates to certain goals within the five missions to reflect those changes; and (3) the specific *strategic shifts* necessary in certain key areas to address the changing security environment.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Office of International Affairs
 Program Performance Justification**
 (Dollars in Thousands)

PPA: Office of International Affairs

	Perm. Pos	FTE	Amount
2012 Revised Enacted	-	-	-
2013 Base	-	-	-
2014 Adjustments-to-Base	41	41	7,626
2014 Current Services	41	41	7,626
2014 Total Request	41	41	7,626
Total Change 2013 to 2014	41	41	7,626

OSEM requests 41 positions, 41 FTE, and \$7,626,000 in FY 2014 for the Office of International Affairs. Base adjustments include:

- Realignment (increase) – From the Office of Policy (\$7,988,000, 44 positions, 44 FTE)
- Increase – Pay Raise (\$47,000)
- Decrease – Right-Sizing Personnel (1 Position, 1 FTE)
- Decrease – Efficiencies (\$409,000, 2 Positions, 2 FTE)
 - Decrease – Mission support staffing (\$409,000, 2 Position, 2 FTE)

CURRENT SERVICES PROGRAM DESCRIPTION:

The Office of International Affairs (OIA) leads, coordinates, and integrates the Department’s interaction with its international partners, while developing and overseeing the implementation of the Department’s international engagement strategy. Serving as the principal liaison with foreign governments, international stakeholders, and the interagency community in matters concerning DHS engagement, OIA also reviews international agreements and manages the DHS Attachés. OIA also provides oversight and recommendations on visa waiver negotiations through its Visa Waiver Program Office.

OIA was established in the 2002 Homeland Security Act (Public Law 107–296) as an office within the Office of the Secretary (Sec. 879). In 2005, however, then-Secretary Chertoff consolidated OIA into the Office of Policy as part of the Second Stage Review. In 2008, the DHS Inspector General recommended that DHS “Clearly define the Office of International Affairs’ purview and provide it

with some authorities vis-à-vis DHS component international programs and offices...”¹. In 2010, addressing another recommendation of the Inspector General, OIA wrote the first DHS International Strategy. In 2011, Secretary Napolitano directed that OIA undertake a series of reforms to address problems and challenges in DHS’s international engagement, which also addressed all remaining Inspector General recommendations. Those reforms, all of which OIA carried out, included the first DHS global footprint review, the issuing of an International Affairs Management Directive concerning the coordination of DHS’s international engagement, the establishment of the first DHS-wide international pre-deployment training program, and the naming of DHS Attachés in more than 50 U.S. Missions around the world. As an independent office, OIA will be able to carry out its new responsibilities and prioritize resources in order to more effectively and efficiently achieve its mission. Reporting to the Secretary, OIA can provide decision-making, coordination, review, and dissemination of international information Department-wide more efficiently. Furthermore, the position of OIA within the Department would be more akin to that of other cabinet level agencies.

The creation of OIA as an independent office would not result in increased costs. Dedicated resources for finance, acquisitions, and human capital are already in place that currently support OIA as a division within the Office of Policy. As an independent office, OIA’s business support resources will be able to more effectively focus on the challenging, specialized processes and procedures of working in the international realm. Below is an object class breakout to depict prior year funding levels for OIA.

Office of International Affairs
Summary of Requirements by Object Class
(Dollars in Thousands)

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits				
11.1 Total FTE & personnel compensation	2,612	2,900	2,949	337
11.3 Other than full-time permanent	337	374	0	(337)
11.5 Other personnel compensation	53	59	0	(53)
12.1 Benefits	1,101	1,222	1,241	140
Total, Personnel and Compensation Benefits	4,103	4,555	4,190	87
				-
Other Object Classes				
				-
21.0 Travel	430	315	451	21
22.0 Transportation of Things	207	90	0	(207)
23.1 GSA rent	461	461	520	59
25.1 Advisory and Assistance Services	0	60	585	585
25.2 Other Services	79	23	0	(79)
25.3 Purchases from Gov't accts.	1,892	2,510	1,751	(141)
25.4 Operation and maintenance of facilities	13	0	10	(3)
25.6 Medical Care	0	0	4	4
26.0 Supplies and materials	10	20	80	70
31.0 Equipment	0	16	35	35
Total, Other Object Classes	3,092	3,495	3,436	344
				-
				-
Total Requirements	7,195	8,050	7,626	431
Full Time Equivalents	32	44	41	9

Note 1: FY2012 does not include the Visa Waiver Program, but it is included in FY2013 and FY2014.

¹ Recommendation #5, “Management of Department of Homeland Security International Activities and Interests”

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Private Sector Office
 Program Performance Justification
 (Dollars in Thousands)**

PPA: Private Sector Office

	<u>Perm. Pos</u>	<u>FTE</u>	<u>Amount</u>
2012 Revised Enacted	-	-	-
2013 Base	-	-	-
2014 Adjustments-to-Base	10	10	1,666
2014 Current Services	10	10	1,666
2014 Total Request	10	10	1,666
Total Change 2013 to 2014	10	10	1,666

OSEM requests 10 positions, 10 FTE, and \$1,666,000 in FY 2014 for the Private Sector Office. Base adjustments include:

- Realignment (increase) – From the Office of Policy (\$1,761,000, 11 positions, 11 FTE)
- Increase – Pay Raise (\$13,000)
- Decrease – Efficiencies (\$108,000, 1 Position, 1 FTE)
 - Decrease – Mission support staffing (\$88,000, 1 Position, 1 FTE)
 - Decrease – Travel (\$20,000)

CURRENT SERVICES PROGRAM DESCRIPTION:

The mission of the Private Sector Office (PSO) is to foster strategic communications with leaders of businesses, trade associations, and other non-governmental organizations to create stronger relationships with DHS. As a direct report to the Secretary, PSO will be the lead office and point of contact for advising the Secretary, Deputy Secretary, and Component heads on prospective programs, initiatives, and regulations which relate to the private sector. PSO informs the senior DHS leadership on the economic impact to the private sector from DHS activities across all five QHSR mission areas. In addition, PSO leads DHS in the promotion of public-private partnerships and best practices to improve the Nation’s homeland security and aid in both economic and national security.

PSO coordinates active engagement between DHS and the private sector to build strong partnerships, shape policy, and enhance internal and external dialog. In times of heightened threat/crisis and emergency response, the Private Sector Office serves as an advisor as well as a resource for the

Secretary, Deputy Secretary and Component Heads with key strategic links to the private sector community.

In FY 2014, the Department proposes establishing PSO as an independent office as directed in the original Homeland Security Act of 2002. The current organizational structure of PSO has misrepresented the office as a policy office and not an outreach office. By identifying PSO as an outreach and external engagement organization, the office can better achieve its role as identified by the Homeland Security Act of 2002.

Reporting to the Secretary, PSO can provide more efficient and effective decision-making, coordination, and communication with both internal and external stakeholders. PSO has the required support infrastructure (financial, acquisition and human capital resources) within its current office to operate as an independent office. As such, there will be no additional costs or personnel required to support this new office.

Private Sector Office
Summary of Requirements by Object Class
(Dollars in Thousands)

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits				
11.1 Total FTE & personnel compensation	1,087	1,066	1,010	(77)
11.5 Other personnel compensation	36	35	33	(3)
12.1 Benefits	175	168	161	(14)
Total, Personnel and Compensation Benefits	1,298	1,269	1,204	(94)
Other Object Classes	-	-	-	-
21.0 Travel	82	110	37	(45)
23.1 GSA rent	141	141	179	38
25.3 Purchases from Gov't accts.	334	237	236	(98)
26.0 Supplies and materials	6	10	10	4
31.0 Equipment	5	5	-	(5)
Total, Other Object Classes	568	503	462	(106)
Adjustments				
Unobligated Balance, start of year		-	-	-
Unobligated Balance, end of year		-	-	-
Recoveries of Prior Year Obligations		-	-	-
Total Requirements	1,866	1,772	1,666	(200)
Full Time Equivalents	11	11	10	(1)

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Office of State and Local Law Enforcement
 Program Performance Justification**
 (Dollars in Thousands)

PPA: Office of State and Local Law Enforcement

	Perm. Pos	FTE	Amount
2012 Revised Enacted	-	-	-
2013 Base	-	-	-
2014 Adjustments-to-Base	4	4	852
2014 Current Services	4	4	852
2014 Total Request	4	4	852
Total Change 2013 to 2014	4	4	852

OSEM requests 4 positions, 4 FTE, and \$852,000 in FY 2014 for the Office of State and Local Law Enforcement. Base adjustments include:

- Realignment (increase) – From the Office of Policy (\$891,000, 5 positions, 5 FTE)
- Increase – Pay Raise (\$7,000)
- Decrease – Right-Sizing Personnel (1 Position, 1 FTE)
- Decrease – Efficiencies (\$46,000)
 - Decrease – Supplies and materials (\$2,000)
 - Decrease – Travel (\$35,000)
 - Decrease – Advisory and assistance contracts (\$9,000)

CURRENT SERVICES PROGRAM DESCRIPTION:

The Office for State and Local Law Enforcement (OSLLE) is the Department’s principal liaison to the non-Federal law enforcement community. As such, OSLLE is responsible for coordinating national-level policies related to non-Federal law enforcement’s role in preventing, preparing for, protecting against, and responding to natural disasters, acts of terrorism, and other hazards within the United States.

In the FY 2014, the Department proposes to establish OSLLE as an independent office. OSLLE responsibilities are similar to other DHS stand-alone offices that have primary liaison responsibilities with external stakeholders. State, local, and tribal law enforcement are vital partners in the Department’s efforts to keep our communities safe, secure, and resilient. Therefore, a clearly identified and highly visible point-of-contact within the Department is essential to ensure that the

homeland security and terrorism prevention needs of State, local, and tribal law enforcement are being addressed during policy development, grant allocation, and strategy formation.

As a standalone office, the OSLE would be better positioned to coordinate activities with and between other DHS offices and Components to ensure that intelligence and information sharing requirements of non-Federal law enforcement agencies are being addressed, as well as to ensure that law enforcement and terrorism-focused grants to state, local, and tribal government agencies are appropriately focused on terrorism prevention activities.

Below is an object class breakout to reflect prior year funding levels for OSLE.

**Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Office for State and Local Law Enforcement
Summary of Requirements by Object Class
(Dollars in Thousands)**

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	273	460	464	191
11.5 Other personnel compensation	-	-	-	-
12.1 Benefits	134	198	199	65
Total, Personnel and Compensation Benefits	407	658	663	256
Other Object Classes	-	-	-	-
21.0 Travel	79	72	52	(27)
23.1 GSA rent	25	25	33	8
25.1 Advisory and Assistance Services	41	79	55	14
25.2 Other Services	8	3	0	(8)
25.3 Purchases from Gov't accts.	49	49	43	(6)
25.4 Operation and maintenance of facilities	1	1	-	(1)
25.6 Medical Care	1	2	2	1
26.0 Supplies and materials	5	8	4	(1)
31.0 Equipment	-	-	-	-
Total, Other Object Classes	209	239	189	(20)
Adjustments		-	-	-
Unobligated Balance, start of year		-	-	-
Unobligated Balance, end of year		-	-	-
Recoveries of Prior Year Obligations		-	-	-
Total Requirements	616	897	852	236
Full Time Equivalents	5	5	4	(1)

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Office of Intergovernmental Affairs
 Program Performance Justification
 (Dollars in Thousands)**

PPA: Office of Intergovernmental Affairs

	Perm. Pos	FTE	Amount
2012 Revised Enacted	15	15	2,625
2014 Adjustments-to-Base	(1)	(1)	(107)
2014 Current Services	14	14	2,518
2014 Total Request	14	14	2,518
Total Change 2012 to 2014	(1)	(1)	(107)

OSEM requests 14 positions, 14 FTE, and \$2,518,000 in FY 2014 for the Office of Intergovernmental Affairs. Base adjustments include:

- Increase – Transfer from OCRSO for Shared Services (\$8,000)
- Increase – Pay Raise (\$20,000)
- Increase – Realignment between offices (\$25,000)
- Decrease – Efficiencies (\$160,000, 1 Position, 1 FTE)
 - Decrease – Mission support staffing (\$123,000, 1 Position, 1 FTE)
 - Decrease – Travel (\$37,000)

CURRENT SERVICES PROGRAM DESCRIPTION:

IGA serves as the voice and advocate for the State, Local, Tribal, and Territorial (SLTT) elected and appointed officials within the Department as well as the primary liaison between those officials and DHS leadership and senior officials.

IGA’s stakeholder community consists of the Nation’s more than 500,000 elected and appointed officials. These officials include governors, state homeland security advisors (HSAs), mayors, county executives, city and county appointed officials, leadership of the 566 federally recognized Native American and Native Alaskan tribes, emergency managers, and the various national associations that represent these officials. On a daily basis, IGA coordinates and consults with the Department’s stakeholders in the homeland security enterprise as they develop and implement policy and budget decisions that impact SLTT homeland security efforts as well as the Department and our operations.

IGA manages communications with SLTT officials and coordinates outreach activities across the spectrum of Departmental issues, initiatives, and programs confronting all agencies and Components of the Department. IGA also coordinates with counterpart Intergovernmental Affairs Offices within other Executive Branch agencies and the White House. IGA strives to ensure that elected and appointed government officials across the nation at the state, local, tribal and territorial levels are informed of DHS policies programs, and priorities. IGA coordinates messaging and activities with the other DHS stakeholder offices—including Private Sector Office, State and Local Law Enforcement, Public Affairs, and Legislative Affairs—to ensure that the full spectrum of our partners are engaged in the homeland security process.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Office of Counternarcotics Enforcement
 Program Performance Justification
 (Dollars in Thousands)**

PPA: Office of Counternarcotics Enforcement

	<u>Perm. Pos</u>	<u>FTE</u>	<u>Amount</u>
2012 Revised Enacted	-	-	1,177
2014 Adjustments-to-Base	-	-	(1,177)
2014 Current Services	-	-	-
2014 Total Request	-	-	-
Total Change 2012 to 2014	-	-	(1,177)

OSEM requests 0 positions, 0 FTE, and \$0 in FY 2014 for the Office of Counternarcotics Enforcement. Base adjustments include:

- Increase –Realignment between offices (\$623,000)
- Decrease – Termination of one-time costs (\$1,800,000)

CURRENT SERVICES PROGRAM DESCRIPTION:

The Office of Counternarcotics Enforcement (CNE) was terminated in Fiscal Year 2012 per Public Law 112-74. The FY 2012 funding remaining after CNE was terminated was transferred to the Office of Policy, which assumed policy development and coordination responsibilities previously assigned to CNE.

IV. Program Justification Changes

**Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Justification of Program Changes
(Dollars in Thousands)**

Program Increase 1: CRCL- Oversight of 287(g) and Secure Communities
PPA: Office for Civil Rights and Civil Liberties
Program Increase: Positions 0, FTE 0, Dollars \$1,327

Funding Profile

	FY 2012 Revised Enacted			FY 2013 Annualized CR			FY 2014 Request		
	Pos	FTE	Dollars (\$000)	Pos	FTE	Dollars (\$000)	Pos	FTE	Dollars (\$000)
Current Services Level							5	5	1,067
Program Increase							-	-	1,327
Total Request	-	-	-	5	2.5	694	5	5	2,394

Description of Item

The Office for Civil Rights and Civil Liberties (CRCL) requests a program increase of \$1.327 million to ensure that the Department's immigration efforts comply with all applicable civil rights statutes and constitutional requirements. In FY 2012, CRCL received a program increase of 5 positions, 2.5 FTE, and \$694K. The remaining 2.5 FTE are included as an adjustment-to-base in FY 2014 at \$373K.

The program increase of \$1.327 million will enable CRCL to further provide policy advice, investigations, and training relating to Immigration and Customs Enforcement's (ICE) Secure Communities and 287(g) programs. CRCL will continue to participate in ICE's 287(g) advisory committee, improve ICE's site audits of 287(g) jail model programs, conduct sole and joint investigations, improve data-based and statistical oversight, review policies and procedures to ensure respect for civil rights and civil liberties, and provide training and awareness briefing materials and roll call videos for State and local law enforcement.

Justification

Secure Communities has grown rapidly since the program first began in 2009. It reached nationwide activation in FY 2013. As such, CRCL's oversight is needed to ensure that the program complies with all applicable civil rights statutes and constitutional requirements.

CRCL is statutorily responsible for providing civil rights oversight for the Secure Communities and 287(g) programs, but as Secure Communities has rapidly expanded across the country, additional funding is required. In particular, funding will assist CRCL in establishing a robust ability to perform the following activities:

- Investigate broad civil rights complaints against such programs;
- Work with 287(g) jail model programs on systematic reporting and other compliance with Title VI of the Civil Rights Act of 1964 (which bans race and national origin discrimination);
- Support Secure Communities program training to assist compliance with civil rights requirements while identifying, detaining and processing individuals who have been identified as potentially removable immigration offenders, or to engage with affected communities to educate them about the program;
- Conduct outreach to ensure that local communities are aware of civil rights complaint procedures.

Moreover, funds will enable CRCL to:

- Conduct statistical analysis of Secure Communities to produce quarterly reports that will be made public and guide oversight analysis and investigation;
- Provide assistance to ICE on its 287(g) Office of Professional Responsibility (OPR) audit process;
- Work with ICE on training for 287(g) officers working in the jail model program; and
- Prepare a series of awareness briefings for front-line state and local law enforcement personnel on civil rights issues related to Secure Communities.

CRCL staff will conduct investigations involving systematic or consistent discriminatory practices, augment training (both live and web-based) provided to state and local law enforcement personnel that participate in the programs, conduct sophisticated special and routine statistical analysis, provide civil rights and civil liberties policy advice, and engage with affected communities. CRCL will also be able to increase collaboration efforts with both ICE and the U.S. Department of Justice (DOJ). ICE collaboration will include assistance in program development and evolution of policies, procedures, and activities to ensure appropriate protection for civil rights and civil liberties, to assist ICE's OPR in its audits of 287(g) jurisdictions both through on-site participation and recommendations for better incorporation of civil rights and civil liberties issues into its standardized audit procedures, and to provide civil rights and civil liberties training to ICE OPR auditors and to ICE 287(g) program managers. CRCL will also further collaboration with ICE's Law Enforcement Support Center (LESC) to better survey and monitor the exercise of immigration authority by state and local law enforcement.

Impact on Performance (Relationship of Increase to Strategic Goals)

The performance of this program will directly support DHS's mission of Enforcing and Administering Our Immigration Laws, which is enhanced by the Secure Communities and 287(g) jail model programs. It is crucial that these programs proceed with sufficient regard for civil rights requirements.

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Justification of Program Changes
(Dollars in Thousands)

Program Increase 2: CRCL- Countering Domestic Violent Extremism
PPA: Office for Civil Rights and Civil Liberties
Program Increase: Positions 1, FTE 0.5, Dollars \$135

Funding Profile

	FY 2012 Revised Enacted			FY 2013 Annualized CR			FY 2014 Request		
	Pos	FTE	Dollars (\$000)	Pos	FTE	Dollars (\$000)	Pos	FTE	Dollars (\$000)
Current Services Level							-	-	-
Program Increase							1	0.5	135
Total Request	-	-	-	-	-	-	1	0.5	135

Description of Item

The Office for Civil Rights and Civil Liberties (CRCL) requests 1 positions, 0.5 FTE, and \$135,000 to ensure the continuation of the CRCL “Counter Violent Extremism (CVE) through Community Partnerships” community engagement initiative and training program for state, local, and federal law enforcement. CRCL supports the implementation of the White House’s *National Strategy on Empowering Local Partners to Prevent Violent Extremism in the United States* and the DHS CVE strategy through enhanced community engagement initiatives, as well as comprehensive CVE training programs for law enforcement stakeholders. CRCL conducts community engagement workshops, in partnership with FBI, NCTC, and local law enforcement officials, to educate and inform community members of issues related to countering violent extremism. Additionally, CRCL’s CVE program trains thousands of law enforcement personnel annually to effectively use community partnerships to counter violent extremism. The CRCL CVE training curriculum includes three components of on-site instruction: understanding radicalization to violence; cultural awareness; and community engagement. Participants receive a how-to guide for community interaction and effective policing without the use of ethnic profiling. The course orients law enforcement personnel to key cultural issues involving the American Arab, Muslim, Sikh, Somali, and South Asian communities. Since October 2010, DHS CRCL trained over 3,500 law enforcement officials on CVE and cultural awareness at over 60 separate events.

Justification

With the requested funding, CRCL will be able to appoint a fully dedicated employee to provide continuous program support of CRCL’s CVE strategy. CRCL’s continuation of the enhanced community engagement and the CVE training program is necessary to conduct several of the activities designated under the White House’s *Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States* (SIP), released on December 8, 2011. The SIP is the

blueprint for how the U.S. Government will implement the Domestic Strategy on Countering Violent Extremism, its first strategy to address violent extremism in the Homeland. The SIP lists the current and future actions the U.S. Government will take in support of a locally-focused, community-based approach, in three broad areas: (1) enhancing engagement with and support to local communities; (2) building government and law enforcement expertise; and (3) countering violent extremist propaganda while promoting our ideals. This is the first U.S. Government strategy and implementation plan to address ideologically-inspired violent extremism in the homeland.

CRCL's CVE engagement and training project is listed as one of the key initiatives in the DHS role in the implementation for the White House Strategy.

CRCL served as a critical resource for the development of the DHS-FLETC effort in furtherance of the SIP to develop a CVE curriculum to be integrated into existing training programs for federal law enforcement. The curriculum gives federal law enforcement a better understanding of CVE and how to more effectively leverage existing local partnerships.

In addition, DHS, in partnership with the Los Angeles Police Department and the National Consortium for Advanced Policing, developed a CVE curriculum that includes a 16-hour continuing education module for executive and front line officers.

CRCL has been instrumental in empowering community based efforts to counter violent extremism. CRCL is working closely with Somali American communities, in Minneapolis, Minnesota and Columbus, Ohio, among others, to develop grassroots CVE efforts. Examples include: Day long community retreats with law enforcement, summit meetings with Somali youth on CVE strategies, and training programs to encourage community oriented policing.

In 2013, CRCL is working to integrate its training efforts into the Department's overall CVE training effort to support federal, state, and local law enforcement by making more resources available on the DHS/FBI CVE Training Resources Web portal that is hosted on the Homeland Security Information Network (HSIN). Further CRCL also co-chairs the NSS Sub-IPC the National Engagement Taskforce (NETF) with DOJ. The NETF has been tasked by NSS and the SIP to support federal, state, and local partners with best practices and resources regarding engagement and how best to partner with communities to prevent violent crime and violent crime that may be ideologically motivated.

Impact on Performance (Relationship of Increase to Strategic Goals)

The performance of the CVE project will directly support DHS's mission of *Preventing Terrorism and Enhancing Security*. CRCL will be able to dedicate full time support to continue to:

Meet the current and future DHS planned participation in the White House SIP implementation;

- Enhance community engagement initiatives to develop and promote grassroots efforts to counter violent extremism; and
- Improve the development of and use of standardized training based on the latest intelligence and academic research, which conveys information about violent extremism; improves cultural competency; and imparts best practices and lessons learned for effective community engagement and partnerships.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Justification of Program Changes**
 (Dollars in Thousands)

Program Increase 3: OPA- See Something, Say Something- Mass Casualty Shooting
 PPA: Office of Public Affairs
 Program Increase: Positions 0, FTE 0, Dollars \$3,000

Funding Profile

	FY 2012 Revised Enacted			FY 2013 Annualized CR			FY 2014 Request		
	Pos	FTE	Dollars ² (\$000)	Pos	FTE	Dollars (\$000)	Pos	FTE	Dollars (\$000)
Current Services Level							-	-	-
Program Increase							-	-	3,000
Total Request	-	-	40	-	-	-	-	-	3,000

Description of Item

The Office of Public Affairs requests \$3 million to support the expansion of the “If You See Something, Say Something TM” public awareness campaign. Originally implemented by New York’s Metropolitan Transportation Authority (MTA), and later licensed to the U.S. Department of Homeland Security, “If You See Something, Say Something TM” is a simple and effective program to engage the public and key frontline employees to identify and report indicators of terrorism and terrorism-related crime to the proper transportation and law enforcement authorities. Although the campaign has primarily focused on anti-terrorism efforts, it will continue to expand to include the prevention, preparation, mitigation, and response to violent incidents such as active shooter and mass casualty scenarios. This work will be done in coordination with the Department of Justice, the Federal Bureau of Investigation, and our State, local, and private sector partners. The funding will allow DHS to expand this campaign to additional cities, states, law enforcement partners, the private sector and the academic community and create educational materials, videos and other training tools. The funding will also facilitate the production and distribution of public service announcements (PSAs), advertisements, printing and translation of educational/informational material, and travel to briefings/trainings that are critical to increasing the reach of this successful campaign.

² The “If You See Something, Say Something TM” campaign is a Department-wide initiative receiving contributions from other DHS components for total obligations of \$3 million in FY 2012.

Justification

The Department launched the “If You See Something, Say Something™” campaign in conjunction with the Department of Justice’s Nationwide Suspicious Activity Reporting Initiative—an Administration effort to train state and local law enforcement to recognize behaviors and indicators related to terrorism and terrorism-related crime; standardize how those observations are documented and analyzed; and ensure the sharing of those reports with the Federal Bureau of Investigation-led Joint Terrorism Task Forces for further investigation and fusion centers for analysis. The campaign underscores the Department’s message that homeland security begins with hometown security, in which an alert public plays a critical role in keeping our nation safe.

Since its launch in July 2010, “If You See Something, Say Something™” has expanded to include more than 215 partnerships with cities, states and the private sector, including universities, sports leagues and the transportation industry. Through these collaborations, DHS provides employees, volunteers and the general public with tailored DHS suspicious activity reporting materials including information on behaviors and indicators of terrorism and terrorism related crime, and how to report suspicious activities. The Department creates unique materials for each partnership, such as posters, digital materials for video boards or jumbotrons, tri-folds, and online assets among others, at no placement cost to the Department. Promotional materials and PSAs shown at past events—including the past three NFL Super Bowls, past two MLB World Series, the last three NBA All-Star Game and Jam Sessions and last three U.S. Opens— have been displayed at no cost to DHS.

As part of the Administration’s comprehensive efforts to prevent gun violence, DHS will continue to work with Federal and State and local law enforcement on expanding nationwide public awareness efforts such as the “If You See Something, Say Something™” campaign. The funding would enable DHS to better work with law enforcement and support new partnerships for educational and public awareness efforts, in order to further the Department’s ongoing efforts to prevent mass casualty shootings, as well as other acts of terrorism. With this funding, the Department will be able to proactively develop and provide materials to schools and local law enforcement, in order to better educate the public on active shooter activities.

The request funds advertisements for 15 to 20 cities, 10 Public Service Announcements geared towards colleges/universities, religious organizations and private sector groups, 7 to 10 in-person briefings/trainings and printing and translation of materials (posters, brochures, tri-folds, paystub inserts, etc.).

Impact on Performance (Relationship of Increase to Strategic Goals)

The “If You See Something, Say Something™” program is a top priority for the Department, aligning to its mission of *Preventing Terrorism and Enhancing Security*. Citizens play an active role in their communities in reporting suspicious activity to law enforcement and have helped foil numerous plots including a planned attack against a Martin Luther King Jr. Day parade route in Washington State in 2011. Separately in 2011, a gun store owner contacted authorities when a customer made unusual inquiries and a large ammunition purchase, helping to prevent a likely attack in Killeen, Texas. More recently, an alert construction worker helped to prevent the 2012 shooting in front of the Empire State Building from becoming an even worse tragedy by quickly finding police officers, who then acted to take down the shooter.

V. Exhibits and Other Supporting Material

A. Justification of Proposed Legislative Language

For necessary expenses of the Office of the Secretary of Homeland Security, as authorized by section 102 of the Homeland Security Act of 2002 (6 U.S.C. 112), and executive management of the Department of Homeland Security, as authorized by law, [\$134,150,000] \$126,554,000: Provided, That not to exceed \$51,000 shall be for official reception and representation expenses, of which \$17,000 shall be made available to the Office of International Affairs for Visa Waiver Program negotiations in Washington, DC, and for other international activities: Provided further, That all official costs associated with the use of government aircraft by Department of Homeland Security personnel to support official travel of the Secretary and the Deputy Secretary shall be paid from amounts made available for the Immediate Office of the Secretary and the Immediate Office of the Deputy Secretary.

Language Provision	Explanation
1 ... [\$134,150,000] \$126,554,000 ...	Dollar change only. No substantial change proposed.

B. FY 2012 to FY 2014 Budget Change

**Department of Homeland Security
Office of the Secretary and Executive Management
FY 2012 to FY 2014 Budget Change
(Dollars in Thousands)**

	Pos.	FTE	Amount
FY 2012 Revised Enacted	690	688	134,410
Adjustments-to-Base			
Transfers to and from other accounts:			
NPPD/RMA to Office of Policy	10	10	2,990
OCIO to Office of Public Affairs	4	4	545
USM CRSO for Shared Services	-	-	388
Total Transfers	14	14	3,923
Increases			
Realignment between offices	-	-	1,840
2014 Pay Raise	-	-	894
Annualization of Prior Year Part Year Funding for CRCL	-	2.5	373
Creation of Stand-alone Offices for OIA, PSO, OSLLI in from Policy	60	60	10,640
Right Size FTE	4	4	-
Total, Increases	64	66.5	13,747
Decreases			
Realignment between offices	-	-	(1,840)
Creation of Stand-alone Offices for OIA, PSO, OSLLI out of Policy	(60)	(60)	(10,640)
Efficiencies and Reductions	(41)	(41)	(15,708)
Non recur: CNE	-	-	(1,800)
Right Sizing FTE	(40)	(40)	-
Total, Decreases	(141)	(141)	(29,988)
Total Other Adjustments	(71)	(68.5)	(16,241)
Total Adjustments-to-Base	(63)	(60.5)	(12,318)
2014 Current Services	627	627.5	122,092
Program Changes			
Increases			
CRCL- Oversight of 287(g) and Secure Communities	-	-	1,327
CRCL- Countering Domestic Violent Extremism	1	0.5	135
OPA- See Something, Say Something- Mass Casualty Shooting	-	-	3,000
Total, Increases	1	0.5	4,462
Total Program Changes	1	0.5	4,462
2014 Request	628	628	126,554
2012 to 2014 Change	(62)	(60)	(7,856)

C. Summary of Requirements

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Summary of Requirements
 (Dollars in Thousands)**

	Pos.	FTE	Amount
FY 2012 Revised Enacted	690	688	134,410
FY 2013 Annualized CR	701	699	133,975
Adjustments-to-Base	-	-	-
Transfers	14	14	3,923
Increases	64	66.5	13,747
Decreases	(141)	(141)	(29,988)
Total, Adjustments-to-Base	(63)	(60.5)	(12,318)
FY 2014 Current Services	627	627.5	122,092
Program Changes	-	-	-
Increases	1	0.5	4,462
Total, Program Changes	1	0.5	4,462
FY 2014 Request	628	628	126,554
FY 2012 to FY 2014 Total Change	(62)	(60)	(7,856)

Estimates by Program Project Activity	FY 2012			FY 2014			FY 2014			FY 2014			FY 2012 to FY 2014		
	Revised Enacted			Adjustments-to-Base			Program Change			Request			Total Change		
	Pos	FTE	Amount	Pos	FTE	Amount	Pos	FTE	Amount	Pos	FTE	Amount	Pos	FTE	Amount
Immediate Office of the Secretary	6	6	4,605	-	-	(477)	-	-	-	6	6	4,128	-	-	(477)
Immediate Office of the Deputy Secretary	7	7	2,110	(2)	(2)	(288)	-	-	-	5	5	1,822	(2)	(2)	(288)
Chief of Staff	14	14	2,397	(1)	(1)	(197)	-	-	-	13	13	2,200	(1)	(1)	(197)
Executive Secretary	64	64	8,748	(9)	(9)	(1,145)	-	-	-	55	55	7,603	(9)	(9)	(1,145)
Office of General Counsel	131	131	22,370	(23)	(23)	(1,370)	-	-	-	108	108	21,000	(23)	(23)	(1,370)
Office for Civil Rights and Civil Liberties	101	99	22,011	(5)	(2.5)	(1,795)	1	0.5	1,462	97	97	21,678	(4)	(2)	(333)
Office of Public Affairs	29	29	6,288	(3)	(3)	(627)	-	-	3,000	26	26	8,661	(3)	(3)	2,373
Office of Legislative Affairs	32	32	5,925	(4)	(4)	(427)	-	-	-	28	28	5,498	(4)	(4)	(427)
Privacy Officer	43	43	8,328	2	2	(185)	-	-	-	45	45	8,143	2	2	(185)
Citizenship and Immigration Services Ombudsman	30	30	6,160	-	-	(816)	-	-	-	30	30	5,344	-	-	(816)
Office of Policy	218	218	41,666	(72)	(72)	(13,851)	-	-	-	146	146	27,815	(72)	(72)	(13,851)
Office of International Affairs	0	0	-	41	41	7,626	-	-	-	41	41	7,626	41	41	7,626
Private Sector Office	0	0	-	10	10	1,666	-	-	-	10	10	1,666	10	10	1,666
Office of State and Local Law Enforcement	0	0	-	4	4	852	-	-	-	4	4	852	4	4	852
Office of Intergovernmental Affairs	15	15	2,625	(1)	(1)	(107)	-	-	-	14	14	2,518	(1)	(1)	(107)
Office of Counternarcotics Enforcement	0	0	1,177	-	-	(1,177)	-	-	-	-	-	-	-	-	(1,177)
Total	690	688	134,410	(63)	(60.5)	(12,318)	1	0.5	4,462	628	628	126,554	(62)	(60)	(7,856)

D. Summary of Reimbursable Resources

Department of Homeland Security
Office of the Secretary and Executive Management
Summary of Reimbursable Resources
(Dollars in Thousands)

Collections by Source:	FY 2012 Revised Enacted			FY 2013 Annualized CR			FY 2014 Request			Increase/Decrease		
	Pos	FTE	Amount	Pos	FTE	Amount	Pos	FTE	Amount	Pos	FTE	Amount
Department of Justice	-	-	-	1	1	\$156	-	-	-	-1	-1	-\$156
Office of Director of National Intelligence	1	1	\$111	1	1	103	-	-	-	-1	-1	-103
Intelligence and Analysis	4	4	686	6	6	1,030	6	6	\$1,110	-	-	80
Operations Coordination	2	2	356	2	2	310	2	2	400	-	-	90
United States Coast Guard	1	-	66	2	1	100	1	-	50	-1	-1	-50
National Protection and Programs Directorate	20	20	3,234	20	20	3,350	23	23	4,911	3	3	1,561
FEMA	1	-	45	2	1	110	1	-	50	-1	-1	-60
Immigration & Customs Enforcement	6	5	786	30	15	1,411	6	3	525	-24	-12	-886
Other	1	1	119	-	-	-	-	-	-	-	-	-
Department of Defense	1	1	222	-	-	-	1	1	222	1	1	222
Federal Law Enforcement Training Center	-	-	134	-	-	-	-	-	134	-	-	134
US VISIT	1	1	207	-	-	-	-	-	-	-	-	-
Customs and Border Protection	2	2	97	4	2	200	5	3	465	1	1	265
FPS	1	-	125	-	-	-	1	-	125	1	-	125
Transportation Security Administration	2	2	254	2	1	100	3	2	365	1	1	265
United States Secret Service	1	-	69	2	-	120	-	-	-	-2	-1	-120
United States Citizenship and Immigration Services	-	-	6	-	-	-	2	1	100	2	1	100
Science and Technology	5	5	541	6	6	907	6	6	1,172	-	-	265
Domestic Nuclear Detection Office	1	1	197	1	1	175	1	1	225	-	-	50
Office of Health Affairs	2	2	374	2	2	330	3	3	600	1	1	270
Department of State	2	2	905	2	2	1,937	40	30	31,249	38	28	29,312
Department of Treasury	1	1	25	1	-	17	-	-	-	-1	-	-17
Total Budgetary Resources	55	50	8,559	84	62	10,356	101	81	41,703	17	19	31,347

Obligations by Program/Project Activity:	FY 2012 Revised Enacted			FY 2013 Annualized CR			FY 2014 Request			Increase/Decrease		
	Pos	FTE	Amount	Pos	FTE	Amount	Pos	FTE	Amount	Pos	FTE	Amount
Executive Secretary	1	1	161	1	1	167	1	1	172	-	-	5
Office of Policy	3	3	1,010	3	3	2,092	44	34	32,157	41	31	30,065
Office of General Counsel	43	39	5,943	56	46	6,796	54	45	8,810	-2	-1	2,014
Citizenship and Immigration Services Ombudsman	1	1	118	-	-	-	-	-	-	-	-	-
Office of Civil Rights and Liberties	7	6	1,327	24	12	1,301	2	1	564	-22	-11	-737
Total Obligations	55	50	8,559	84	62	10,356	101	81	41,703	17	19	31,347

E. Summary of Requirements By Object Class

Department of Homeland Security
Office of the Secretary and Executive Management
 Summary of Requirements by Object Class
 (Dollars in Thousands)

Object Classes	2012 Revised Enacted	2013 Annualized CR	2014 Request	FY 2012 to FY 2014 Change
Personnel and Other Compensation Benefits				
11.1 Total PTF & personnel compensation	\$60,480	\$62,399	\$56,433	(4,047)
11.3 Other than full-time permanent	6,657	6,371	6,596	(61)
11.5 Other personnel compensation	2,022	1,710	1,851	(171)
11.6 Pay Diff (Sun/Night)	-	-	-	-
11.7 Military personnel/Awards	-	-	-	-
11.8 Special Service Pay	346	437	348	2
12.1 Benefits	19,430	19,301	18,580	(850)
12.4 Allowances	-	-	-	-
12.6 Temp Quarters	-	-	-	-
12.6 Temporary Quarters	-	-	-	-
13.0 Unemployment Compensation	-	-	-	-
Total, Personnel and Other Compensation Benefits	88,935	90,218	83,808	(5,127)
Other Object Classes				
21.0 Travel	5,336	5,190	3,561	(1,775)
22.0 Transportation of things	90	43	95	5
23.1 GSA rent	10,932	10,932	9,836	(1,096)
23.2 Other rent	58	58	58	-
23.3 Communications, utilities, and misc. charges	1	15	1	-
24.0 Printing	783	861	304	(479)
25.0 Other services	-	-	-	-
25.1 Advisory and assistance services	3,763	3,310	6,273	2,510
25.2 Other services	1,779	1,668	951	(828)
25.3 Purchases from Gov't accts.	20,762	19,845	19,910	(852)
25.4 O&M of facilities	478	442	455	(23)
25.5 R&D of contracts	-	2	-	-
25.6 Medical care	50	41	56	6
25.7 Operation and maintenance of equipment	349	349	293	(56)
25.8 Subsistence & Support of persons	-	-	-	-
26.0 Supplies and materials	807	805	707	(100)
31.0 Equipment	276	196	234	(42)
32.0 Land & structures	12	-	12	-
Total, Other Object Classes	45,475	43,757	42,746	(2,730)
Total, Direct Obligations	134,410	133,975	126,554	(7,856)
Adjustments				
Net Offsetting Collections	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Offsetting Collections	-	-	-	-
Total Requirements	134,410	133,975	126,554	(7,856)
Full Time Equivalents	688	699	628	(60)

F. Permanent Positions by Grade

Department of Homeland Security
Office of the Secretary and Executive Management
 Permanent Positions by Grade

Grades and Salary Range	FY 2012	FY 2013	FY 2014	FY 2012 to
	Revised Enacted	Annualized CR	Request	FY 2014 Change
	Pos.	Pos.	Pos.	Total
Total SES	59	60	57	(2)
GS-15	187	191	173	(14)
GS-14	156	158	132	(24)
GS-13	94	95	88	(6)
GS-12	73	74	63	(10)
GS-11	56	57	51	(5)
GS-9	29	30	31	2
GS-8	10	10	6	(4)
GS-7	17	17	19	2
GS-5	1	1	1	-
GS-4	8	8	7	(1)
Total Permanent Positions	690	701	628	(62)
Unfilled Positions EOY	57	66	-	(57)
Total Permanent Employment EOY	633	635	628	(5)
Full Time Equivalents	688	699	628	(60)
Average ES Salary	160,989	160,989	161,794	805
Average GS Salary	103,443	103,443	103,960	517
Average Grade	13	13	13	-

G. Capital Investment and Construction Initiative Listing
N/A

H. PPA Budget Justifications

**Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Immediate Office of the Secretary
Summary of Requirements by Object Class
(Dollars in Thousands)**

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	623	662	630	7
11.3 Other than full-time permanent	342	509	347	5
11.5 Other personnel compensation	10	14	12	2
11.8 Special Service Pay	-	246	-	-
12.1 Benefits	225	274	228	3
Total, Personnel and Compensation Benefits	1,200	1,705	1,217	17
Other Object Classes	-	-	-	-
21.0 Travel	2,427	2,568	1,515	(912)
23.1 GSA rent	328	328	371	43
24.0 Printing	7	7	7	-
25.1 Advisory and assistance services	1	1	1	-
25.2 Other services	236	38	202	(34)
25.3 Purchases from Gov't accts.	292	292	735	443
25.4 O&M of facilities	22	-	22	-
25.6 Medical care	3	3	3	-
26.0 Supplies and materials	78	78	44	(34)
31.0 Equipment	11	11	11	-
Total, Other Object Classes	3,405	3,326	2,911	(494)
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	4,605	5,031	4,128	(477)
Full Time Equivalents	6	12	6	-

Immediate Office of the Secretary Mission Statement

The Office of the Secretary provides central leadership, management and direction for the entire Department of Homeland Security. This office provides oversight for all offices within the Departmental Operations function as well as all other entities of the Department. It is the Secretary's role to serve as the top representative of Homeland Security to the President, Congress and the general public.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	623	662	630	7
11.3 Other than full-time permanent	342	509	347	5
11.5 Other personnel compensation	10	14	12	2
11.8 Special Service Pay	-	246	-	-
12.1 Benefits	225	274	228	3
Total, Salaries & Benefits	1,200	1,705	1,217	17

Salaries and Benefits fund compensation directly related to duties performed by Federal civilian employees. The FY 2014 request reflects a 1% pay inflation increase of \$17,000.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	\$2,427	\$2,568	\$1,515	-\$912

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request reflects an increase of \$395,000 for a realignment of funds between OSEM offices, a decrease of \$385,000 to offset an increase to the Working Capital Fund, and a decrease of \$922,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	\$328	\$328	\$371	\$43

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request includes an increase of \$43,000 due to an increase in GSA rent funded through the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.2 Other services	\$236	\$38	\$202	-\$34

Other services include contractual services with non-Federal sources that are not otherwise classified under object class 25. The FY 2014 request reflects a decrease of \$34,000 to offset increases to the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	\$292	\$292	\$735	\$443

Purchases from government accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from DHS WCF, DHS Shared Services, and other government agencies including interagency service requirements. The FY 2014 request includes an increase of \$376,000 for a realignment to the Working Capital Fund, and an increase of \$67,000 for the Shared Services transfer from OCRSO.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
26.0 Supplies and materials	\$78	\$78	\$44	-\$34

Supplies and materials are defined as commodities that are (a) ordinarily consumed or expended within one year after they are put into use, (b) converted in the process of construction or manufacture, (c) used to form a minor part of equipment or property, or other property of little monetary value that does not meet any of the three criteria listed above, at the option of the agency. The FY 2014 request reflects a decrease of \$34,000 in efficiencies.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Immediate Office of the Deputy Secretary
 Summary of Requirements by Object Class
 (Dollars in Thousands)**

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	489	489	302	(187)
11.3 Other than full-time permanent	426	380	430	4
11.5 Other personnel compensation	75	75	76	1
12.1 Benefits	253	253	256	3
Total, Personnel and Compensation Benefits	1,243	1,197	1,064	(179)
Other Object Classes	-	-	-	-
21.0 Travel	518	384	339	(179)
23.1 GSA rent	112	112	127	15
25.1 Advisory and assistance services	26	26	26	-
25.3 Purchases from Gov't accts.	168	168	223	55
25.4 O&M of facilities	6	6	6	-
25.6 Medical care	1	1	1	-
26.0 Supplies and materials	33	33	33	-
31.0 Equipment	3	3	3	-
Total, Other Object Classes	867	733	758	(109)
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	2,110	1,930	1,822	(288)
Full Time Equivalents	7	8	5	(2)

Immediate Office of the Deputy Secretary Mission Statement

The Office of the Deputy Secretary directly supports the Office of the Secretary by providing leadership to the Department. This focuses on internal management and direction, which ensures that the Department will continue to operate efficiently and effectively in carrying out its mission. It is the Deputy Secretary's role to provide internal oversight to all Departmental Operations, which allows the Secretary to focus more on external matters concerning DHS.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	489	489	302	(187)
11.3 Other than full-time permanent	426	380	430	4
11.5 Other personnel compensation	75	75	76	1
12.1 Benefits	253	253	256	3
Total, Salaries & Benefits	1,243	1,197	1,064	(179)

Salaries and Benefits fund compensation directly related to duties performed by Federal civilian employees. The FY 2014 request reflects an increase of \$13,000 for a pay inflation of 1% and a decrease of \$192,000 for a realignment of funds between OSEM offices.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	\$518	\$384	\$339	-\$179

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request reflects a decrease of \$60,000 to offset an increase to the Working Capital Fund, and an efficiency decrease of \$119,000.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	\$112	\$112	\$127	\$15

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request includes an increase of \$15,000 due to an increase in GSA rent funded through the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	\$168	\$168	\$223	\$55

Purchases from government accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from DHS WCF, DHS Shared Services, and other government agencies including interagency service requirements. The FY 2014 request includes a total increase of \$55,000 due to an increase of \$45,000 for a realignment to the Working Capital Fund and an increase of \$10,000 for the Shared Services transfer from OCRSO.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Chief of Staff
 Summary of Requirements by Object Class
 (Dollars in Thousands)**

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	
11.1 Total FTE & personnel compensation	411	411	415	4
11.3 Other than full-time permanent	791	791	674	(117)
11.5 Other personnel compensation	20	20	20	-
12.1 Benefits	420	420	424	4
Total, Personnel and Compensation Benefits	1,642	1,642	1,533	(109)
Other Object Classes	-	-	-	
21.0 Travel	339	258	226	(113)
23.1 GSA rent	73	73	82	9
25.2 Other services	21	19	17	(4)
25.3 Purchases from Gov't accts.	301	301	321	20
25.4 O&M of facilities	1	1	1	-
25.6 Medical care	1	1	1	-
26.0 Supplies and materials	17	17	17	-
31.0 Equipment	2	2	2	-
Total, Other Object Classes	755	672	667	(88)
Adjustments	-	-	-	
Unobligated Balance, start of year	-	-	-	
Unobligated Balance, end of year	-	-	-	
Recoveries of Prior Year Obligations	-	-	-	
Total Requirements	2,397	2,314	2,200	(197)
Full Time Equivalents	14	18	13	(1)

Chief of Staff Mission Statement

The Office of the Chief of Staff promotes the coordination of the agencies and directorates that have been consolidated into the Department of Homeland Security. The Office of the Chief of Staff is responsible for all operational functions that relate to the Immediate Office of the Secretary (budget, information technology, and personnel), and coordinates activities with the Department Headquarters continuity of operations. With the inherent challenges of a concurrent creation of a new department, reorganization, consolidation, and several new offices, the Office of the Chief of Staff seeks to streamline, coordinate, and deliver highly effective initiatives and policies that will ensure our safety, response capacity, and our freedoms.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	411	411	415	4
11.3 Other than full-time permanent	791	791	674	(117)
11.5 Other personnel compensation	20	20	20	-
12.1 Benefits	420	420	424	4
Total, Salaries & Benefits	1,642	1,642	1,533	(109)

Salaries and Benefits funds compensation directly related to duties performed by Federal civilian employees. The FY 2014 request includes a net decrease of \$109,000 which includes an increase of \$16,000 for 1% pay inflation and a decrease of \$125,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	\$339	\$258	\$226	-\$113

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request reflects a decrease of \$16,000 to offset increases to the Working Capital Fund and a decrease of \$97,000 for a realignment of funds between OSEM offices.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	\$73	\$73	\$82	\$9

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request includes an increase of \$9,000 due to an increase in GSA rent funded through the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.2 Other services	\$21	\$19	\$17	-\$4

Other services include contractual services with non-Federal sources that are not otherwise classified under object class 25. The FY 2014 request includes a decrease of \$4,000 to offset an increase to the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	\$301	\$301	\$321	\$20

Purchases from government accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from DHS WCF, DHS Shared Services, and other government agencies including interagency service requirements. The FY 2014 request includes an increase of \$20,000 for a realignment to the Working Capital Fund.

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Executive Secretary
Summary of Requirements by Object Class
(Dollars in Thousands)

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	4,499	4,044	3,398	(1,101)
11.3 Other than full-time permanent	140	140	141	1
11.5 Other personnel compensation	206	206	30	(176)
11.8 Special Service Pay	191	191	193	2
12.1 Benefits	1,353	1,295	1,319	(34)
Total, Personnel and Compensation Benefits	6,389	5,876	5,081	(1,308)
Other Object Classes	-	-	-	-
21.0 Travel	2	2	2	-
23.1 GSA rent	596	596	673	77
24.0 Printing	14	-	14	-
25.1 Advisory and assistance services	25	-	25	-
25.2 Other services	67	67	67	-
25.3 Purchases from Gov't accts.	1,437	1,437	1,530	93
25.4 O&M of facilities	67	67	67	-
25.6 Medical care	5	5	5	-
26.0 Supplies and materials	103	100	96	(7)
31.0 Equipment	43	-	43	-
Total, Other Object Classes	2,359	2,274	2,522	163
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	8,748	8,150	7,603	(1,145)
Full Time Equivalents	64	58	55	(9)

Executive Secretary Mission Statement

The mission of the Office of the Executive Secretary is to establish effective and proficient protocols in the processing of all internal communication, decision management, briefings, liaison activity between the Department and its components, and external correspondence for the Immediate Office of the Secretary and all directorates.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	4,499	4,044	3,398	(1,101)
11.3 Other than full-time permanent	140	140	141	1
11.5 Other personnel compensation	206	206	30	(176)
11.8 Special Service Pay	191	191	193	2
12.1 Benefits	1,353	1,295	1,319	(34)
Total, Salaries & Benefits	6,389	5,876	5,081	(1,308)

Salaries and Benefits funds compensation directly related to duties performed by Federal civilian employees. The FY 2014 request reflects a net decrease of \$1,173,000 which includes an increase of \$62,000 for 1% pay inflation, a decrease of \$145,000 to offset an increase to the Working Capital Fund, a decrease of \$648,000 for a realignment of funds between OSEM offices, and an efficiency decrease of \$577,000.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	\$596	\$596	\$673	\$77

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request includes an increase of \$77,000 due to an increase in GSA rent funded through the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	\$1,437	\$1,437	\$1,530	\$93

Purchases from government accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from DHS WCF, DHS Shared Services, and other government agencies including interagency service requirements. The FY 2014 request includes a net increase of \$93,000, which includes an increase of \$68,000 for a realignment to the Working Capital Fund and an increase of \$25,000 for the Shared Services transfer from OCRSO.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
26.0 Supplies and materials	\$103	\$100	\$96	-\$7

Supplies and materials are defined as commodities that are (a) ordinarily consumed or expended within one year after they are put into use, (b) converted in the process of construction or manufacture, (c) used to form a minor part of equipment or property, or other property of little monetary value that does not meet any of the three criteria listed above, at the option of the agency. The FY 2014 request includes a decrease of \$7,000 due to efficiencies.

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Office of General Counsel
Summary of Requirements by Object Class
(Dollars in Thousands)

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	12,163	12,163	10,805	(1,358)
11.3 Other than full-time permanent	735	735	742	7
11.5 Other personnel compensation	317	317	319	2
12.1 Benefits	3,304	3,304	2,846	(458)
Total, Personnel and Compensation Benefits	16,519	16,519	14,712	(1,807)
Other Object Classes	-	-	-	-
21.0 Travel	183	183	92	(91)
23.1 GSA rent	1,660	1,660	2,125	465
24.0 Printing	13	13	8	(5)
25.1 Advisory and assistance services	320	643	164	(156)
25.2 Other services	125	125	58	(70)
25.3 Purchases from Gov't accts.	3,343	3,187	3,757	414
25.6 Medical care	7	7	7	-
26.0 Supplies and materials	100	100	62	(38)
31.0 Equipment	100	100	18	(82)
Total, Other Object Classes	5,851	6,018	6,288	437
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	22,370	22,537	21,000	(1,370)
Full Time Equivalents	131	131	108	(23)

Office of General Counsel Mission Statement

The Office of the General Counsel (OGC) provides legal counsel for all DHS offices (except those specifically excluded by regulation or directive), determines the Department's position in order to provide effective legal services dealing with claims, with protests, with litigation, and with alternative dispute resolution, and represents the Department in all legal forums.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	12,163	12,163	10,775	(1,388)
11.3 Other than full-time permanent	735	735	742	7
11.5 Other personnel compensation	317	317	319	2
12.1 Benefits	3,304	3,304	2,846	(458)
Total, Salaries & Benefits	16,519	16,519	14,682	(1,807)

Salaries and Benefits fund compensation directly related to duties performed for the Office of General Counsel by Federal civilian employees. The FY 2014 request includes a net decrease of \$1,807,000 which includes an increase of \$159,000 for 1% pay

inflation, an increase of \$30,000 for a realignment of funds between OSEM offices, a decrease of \$901,000 to offset the increase to the Working Capital Fund, and \$1,095,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	\$183	\$183	\$92	-\$91

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request includes a decrease of \$91,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	\$1,660	\$1,660	\$2,125	\$465

GSA Rent includes all payments to General Services Administration (GSA) for rental space and rent related services. The FY 2014 request reflects an increase of \$465,000 due to an increase in GSA rent funded through the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
24.0 Printing	\$13	\$13	\$8	-\$5

Printing includes all costs for printing and reproduction obtained from the private sector or from other Federal entities. The FY 2014 request reflects a decrease of \$5,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.1 Advisory and assistance services	\$320	\$643	\$164	-\$156

Advisory and assistance services include services acquired by contract from non-Federal sources (that is the private sector, foreign governments, State and local governments, tribes, etc.) as well as from other units within the Federal Government. The FY 2014 request reflects a decrease of \$142,000 in efficiencies, and a decrease of \$14,000 due to a realignment to the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.2 Other services	\$125	\$125	\$55	-\$70

Other services include contractual services with non-Federal sources that are not otherwise classified under Object Class 25. The FY 2014 request includes a decrease of \$70,000 for efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	\$3,343	\$3,187	\$3,757	\$414

Purchases from Government Accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from the DHS WCF. The FY 2014 request reflects a net increase of \$414,000 due to an increase of \$460,000 due to the realignment of the Working Capital Fund, an increase of \$52,000 for the Shared Services transfer from OCRSO, and a decrease of \$98,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
26.0 Supplies and materials	\$100	\$100	\$62	-\$38

Supplies and materials are defined as commodities that are (a) ordinarily consumed or expended within one year after they are put into use, (b) converted in the process of construction or manufacture, (c) used to form a minor part of equipment or property, or (d) other property of little monetary value that does not meet any of the three criteria listed above, at the option of the agency. The FY 2014 includes a decrease of \$28,000 in efficiencies and a decrease of \$10,000 to offset an increase to the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
31.0 Equipment	\$100	\$100	\$18	-\$82

Equipment includes all costs for the purchases of personal property of a durable nature or the initial installation of equipment when performed under contract. The FY 2014 request includes a decrease of \$82,000 in efficiencies.

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Office for Civil Rights and Civil Liberties
Summary of Requirements by Object Class
(Dollars in Thousands)

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	11,498	11,498	12,105	607
11.3 Other than full-time permanent	71	71	72	1
11.5 Other personnel compensation	297	297	300	3
12.1 Benefits	3,346	3,346	3,381	35
Total, Personnel and Compensation Benefits	15,212	15,212	15,858	646
Other Object Classes	-	-	-	-
21.0 Travel	362	362	297	(65)
23.1 GSA rent	2,449	2,449	2,529	80
23.2 Other rent	35	35	35	-
24.0 Printing	157	203	57	(100)
25.1 Advisory and assistance services	75	75	75	-
25.2 Other services	173	173	173	-
25.3 Purchases from Gov't accts.	3,277	3,758	2,394	(883)
25.4 O&M of facilities	94	144	129	35
25.6 Medical care	7	7	7	-
26.0 Supplies and materials	152	202	106	(46)
31.0 Equipment	18	18	18	-
Total, Other Object Classes	6,799	7,426	5,820	(979)
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	22,011	22,638	21,678	(333)
Full Time Equivalents	99	111	97	(2)

Office for Civil Rights and Civil Liberties Mission Statement

The mission of the Office for Civil Rights and Civil Liberties (CRCL) is to protect civil rights and civil liberties, to support DHS by providing policy advice on the full range of civil rights and civil liberties issues, and to serve as an information and communication channel with the public regarding all aspects of these issues. Section 705 of the Homeland Security Act provides that the Officer for Civil Rights and Civil Liberties shall: Review and assess information alleging abuses of civil rights, civil liberties, and racial and ethnic profiling by employees and officials of the Department; and make public through the internet, radio, television, or newspaper advertisements information on the responsibility and function of, and how to contact, the Officer. Submit to the President of the Senate, the Speaker of the House of Representatives, and the appropriate committees and subcommittees of Congress through the Secretary on an annual basis a report on the implementation of this section, including the use of funds appropriated to carry out this section, and allegations of abuses described under subsection (a)(1) and any actions taken by the Department in response to such allegations.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	11,498	11,498	12,105	607
11.3 Other than full-time permanent	71	71	72	1
11.5 Other personnel compensation	297	297	300	3
12.1 Benefits	3,346	3,346	3,381	35
Total, Salaries & Benefits	15,212	15,212	15,858	646

Salaries and Benefits fund compensation directly related to duties performed for the Office for Civil Rights and Civil Liberties by Federal civilian employees. The FY 2014 request includes an increase of \$154,000 for pay inflation of 1%, an increase of \$489,000 for a realignment of funds between OSEM offices, a pay annualization of \$373,000 for 2.5 FTE for Secure Communities and 287(g) programs, and a program increase of \$135,000 for 1 FTP for Countering Domestic Violent Extremism. There is a decrease of \$505,000 to offset increases in the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	\$362	\$362	\$297	-\$65

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request includes a decrease of \$65,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	\$2,449	\$2,449	\$2,529	\$80

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request reflects an increase of \$80,000 due to an increase in GSA rent funded through the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
24.0 Printing	\$157	\$203	\$57	-\$100

Printing includes all costs for printing and reproduction obtained from the private sector or from other Federal entities. The FY 2014 request reflects a decrease of \$100,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	\$3,277	\$3,758	\$2,394	-\$883

Purchases from Government Accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from the DHS WCF. The FY 2014 request includes an increase of \$425,000 for a realignment to the WCF, a decrease of \$2,635,000 in efficiencies, and an increase of \$1,327,000 for the Secure Communities and 287(g) programs.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.4 O&M of facilities	\$94	\$144	\$129	\$35

Operation and maintenance of facilities include all payments for the operation and maintenance of facilities when done by contract with the private sector or another Federal Government account. FY 2014 includes an increase of \$35,000 for the shared services transfer from OCRSO.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
26.0 Supplies and materials	\$152	\$202	\$106	-\$46

Supplies and materials are defined as commodities that are (a) ordinarily consumed or expended within one year after they are put into use, (b) converted in the process of construction or manufacture, (c) used to form a minor part of equipment or property, or (c) other property of little monetary value that does not meet any of the three criteria listed above, at the option of the agency. FY 2014 includes a decrease of \$46,000 for efficiencies.

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Office of Public Affairs
Summary of Requirements by Object Class
(Dollars in Thousands)

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	2,236	1,917	1,875	(361)
11.3 Other than full-time permanent	821	821	829	8
11.5 Other personnel compensation	52	52	53	1
12.1 Benefits	857	764	832	(25)
Total, Personnel and Compensation Benefits	3,966	3,554	3,589	(377)
Other Object Classes	-	-	-	-
21.0 Travel	80	95	222	142
23.1 GSA rent	735	735	830	95
25.1 Advisory and assistance services	346	358	3,171	2,825
25.2 Other services	3	-	3	-
25.3 Purchases from Gov't accts.	1,058	986	801	(257)
25.4 O&M of facilities	50	46	20	(30)
25.5 R&D of contracts	-	2	-	-
25.6 Medical care	2	4	2	-
26.0 Supplies and materials	40	55	15	(25)
31.0 Equipment	8	-	8	-
Total, Other Object Classes	2,322	2,281	5,072	2,750
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	6,288	5,835	8,661	2,373
Full Time Equivalents	29	32	26	(3)

Office of Public Affairs Mission Statement

The Assistant Secretary for Public Affairs oversees all external and internal communications for Homeland Security. On a daily basis, the Office of Public Affairs (OPA) responds to national media inquiries, maintains and updates the Department's web site, and coordinates speaking events for Department officials across the country. OPA also develops and manages various public education programs. The Office of Public Liaison, within OPA, fosters strategic communication with the Department's external stakeholders. The Department's organizational identity, including the Homeland Security seal and word mark, was designed and implemented by the Office of Public Affairs. OPA directs the Department's Incident Communications program that guides overall Federal incident communication activity and coordinates with state, local, and international partners to ensure accuracy and timely information to the public during a crisis.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	2,236	1,917	1,876	(361)
11.3 Other than full-time permanent	821	821	829	8
11.5 Other personnel compensation	52	52	53	1
12.1 Benefits	857	764	831	(25)
Total, Salaries & Benefits	3,966	3,554	3,589	(377)

Salaries and Benefits compensation directly related to duties performed by Federal civilian employees. The FY 2014 request reflects a net decrease of \$377,000 which includes an increase of \$36,000 for a pay inflation of 1%, a decrease of \$648,000 for efficiencies, a decrease of \$101,000 to offset an increase in the Working Capital Fund, a decrease of \$225,000 for a realignment of funds between OSEM offices, an increase for the transfer in of 4 FTE from CIO for \$545,000, and \$16,000 for the Shared Services transfer from OCRSO.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	\$80	\$95	\$230	\$142

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request includes an increase of \$175,000 for travel related to the "If You See Something, Say SomethingTM" Campaign and a decrease of \$33,000 for efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	\$735	\$735	\$830	\$95

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request reflects an increase of \$95,000 due to an increase in GSA rent funded through the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.1 Advisory and assistance services	\$346	\$358	\$3,171	\$2,825

Advisory and assistance services include services acquired by contract from non-Federal sources (that is the private sector, foreign governments, State and local governments, tribes, etc.) as well as from other units within the Federal Government. The FY 2014 request includes an increase of \$2,825,000 to fund advertisement buys, Public Service Announces (PSAs), printing, and translation services through the "If You See Something, Say SomethingTM" contract.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	\$1,058	\$986	\$801	-\$257

Purchases from Government Accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from the DHS WCF and DHS Shared Services. The FY 2014 request reflects an increase of \$6,000 for realignment to the Working Capital Fund and a decrease of \$263,000 for a realignment of funds between OSEM offices.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.4 O&M of facilities	\$50	\$46	\$20	-\$30

Operation and maintenance of facilities include all payments for the operation and maintenance of facilities when performed by contract with the private sector or another Federal Government account. The FY 2014 request reflects a decrease of \$30,000 for efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
26.0 Supplies and materials	\$40	\$55	\$15	-\$25

Supplies and materials are defined as commodities that are (a) ordinarily consumed or expended within one year after they are put into use, (b) converted in the process of construction or manufacture, (c) used to form a minor part of equipment or property, or (c) other property of little monetary value that does not meet any of the three criteria listed above, at the option of the agency. The FY 2014 request reflects a decrease of \$25,000 for efficiencies.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Office of Legislative Affairs
 Summary of Requirements by Object Class
 (Dollars in Thousands)**

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	2,959	3,074	2,556	(403)
11.3 Other than full-time permanent	472	472	477	5
11.5 Other personnel compensation	68	68	69	1
12.1 Benefits	1,040	1,040	1,050	10
Total, Personnel and Compensation Benefits	4,539	4,654	4,152	(387)
Other Object Classes	-	-	-	-
21.0 Travel	15	15	2	(13)
23.1 GSA rent	416	416	444	28
23.2 Other rent	3	3	3	-
25.1 Advisory and assistance services	4	4	4	-
25.2 Other services	187	187	39	(148)
25.3 Purchases from Gov't accts.	710	710	840	130
25.4 O&M of facilities	35	32	8	(27)
25.6 Medical care	4	4	4	-
26.0 Supplies and materials	12	12	2	(10)
Total, Other Object Classes	1,386	1,383	1,346	(40)
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	5,925	6,037	5,498	(427)
Full Time Equivalents	32	35	28	(4)

Office of Legislative Affairs Mission Statement

The Office of Legislative Affairs (OLA) is responsible for the development and advancement of the Department's legislative agenda. This includes the establishment and maintenance of constructive congressional relations, the development of Departmental protocols for interaction with Congress and contributing to the distribution and communication of the Department's strategic message.

Summary Justification and Explanation of Changes

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	2,959	3,074	2,556	(403)
11.3 Other than full-time permanent	472	472	477	5
11.5 Other personnel compensation	68	68	69	1
12.1 Benefits	1,040	1,040	1,050	10
Total, Salaries & Benefits	4,539	4,654	4,152	(387)

Salaries and Benefits fund compensation directly related to duties performed for the Office of Legislative Affairs by Federal civilian employees. The FY 2014 request includes a net decrease of \$387,000 which includes an increase of \$48,000 for pay inflation of 1%, an increase of \$75,000 for a realignment of funds between OSEM offices, an increase of \$23,000 for realignment to the Working Capital Fund, and \$533,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	\$15	\$15	\$2	-\$13

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request includes a \$13,000 decrease in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	\$416	\$416	\$444	\$28

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request reflects an increase of \$28,000 due to an increase in GSA rent funded through the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.2 Other services	\$187	\$187	\$39	-\$148

Other services include contractual services with non-Federal sources that are not otherwise classified under Object Class 25. The FY 2014 request includes a decrease of \$124,000 to offset an increase to the Working Capital Fund and a decrease of \$24,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	\$710	\$710	\$840	\$130

Purchases from Government Accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from the DHS WCF. The FY 2014 request reflects an increase of \$130,000 for realignment to the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.4 O&M of facilities	\$35	\$32	\$8	-\$27

Operation and maintenance of facilities include all payments for the operation and maintenance of facilities when performed by contract with the private sector of another Federal Government account. The FY 2014 request reflects a realignment of \$11,000 to the Working Capital Fund and a decrease of \$16,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
26.0 Supplies and materials	\$12	\$12	\$2	-\$10

Supplies and materials are defined as commodities that are (a) ordinarily consumed or expended within one year after they are put into use, (b) converted in the process of construction or manufacture, (c) used to form a minor part of equipment or property, or (d) other property of little monetary value that does not meet any of the three criteria listed above, at the option of the agency. FY 2014 request reflects a realignment of \$10,000 to the Working Capital Fund.

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Privacy Officer
Summary of Requirements by Object Class
(Dollars in Thousands)

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	4,108	4,231	4,296	188
11.3 Other than full-time permanent	227	227	230	3
11.5 Other personnel compensation	151	151	152	1
12.1 Benefits	1,346	1,346	1,359	13
Total, Personnel and Compensation Benefits	5,832	5,995	6,037	205
Other Object Classes	-	-	-	-
21.0 Travel	97	96	49	(48)
23.1 GSA rent	1,009	1,009	593	(416)
24.0 Printing	13	13	13	-
25.2 Other services	323	376	236	(87)
25.3 Purchases from Gov't accts.	908	948	1,073	165
25.4 O&M of facilities	48	48	48	-
25.6 Medical care	4	4	4	-
26.0 Supplies and materials	37	37	48	11
31.0 Equipment	57	57	42	(15)
Total, Other Object Classes	2,496	2,588	2,106	(390)
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	8,328	8,543	8,143	(185)
Full Time Equivalents	43	45	45	2

Privacy Officer Mission Statement

The Department of Homeland Security's Privacy Office protects the collection, use, and disclosure of personal and Departmental information. The Privacy Office ensures that appropriate access to information is consistent with the vision, mission, and core values of DHS, and implements the policies of the Department to defend and to protect the individual rights, liberties, and information interests of our citizens. Through internal education outreach and the establishment of internal clearance procedures and milestones for program development, the Privacy Office is helping DHS components to consider privacy whenever developing new programs or revising existing ones. The Privacy Office is evaluating the use of new technologies to ensure that privacy protections are given primary consideration in the development and implementation of these new systems. In this process, DHS professionals have become educated about the need to consider and the framework for considering the privacy impact of their technology decisions. The Chief Privacy Officer and the staff review Privacy Act system notices before they are sent forward and ensure that they collect only those records that are necessary to support DHS mission. The Privacy Office also guides DHS agencies in developing appropriate privacy policies for their programs and serves as a resource for any questions that may arise concerning privacy, information collection or disclosure.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	4,108	4,231	4,296	188
11.3 Other than full-time permanent	227	227	230	3
11.5 Other personnel compensation	151	151	152	1
12.1 Benefits	1,346	1,346	1,359	13
Total, Salaries & Benefits	5,832	5,995	6,037	205

Salaries and Benefits fund compensation directly related to duties performed for the Privacy Officer by Federal civilian employees. The net increase of \$205,000 is due to an increase of \$61,000 for pay inflation of 1%, an increase of \$44,000 due to a Working Capital Fund adjustment, and an increase of \$100,000 for a realignment of funds between OSEM offices.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	\$97	\$96	\$49	-\$48

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request reflects a decrease of \$48,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	\$1,009	\$1,009	\$593	-\$416

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request reflects a decrease of \$416,000 due to a decrease in GSA rent funded through the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.2 Other services	\$323	\$376	\$236	-\$87

Other Services include contractual services with non-Federal sources that are not otherwise classified under Object Class 25. The FY 2014 request includes an increase of \$60,000 for a realignment to the Working Capital Fund, an increase of \$53,000 for a realignment of funds between OSEM offices, and \$200,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	\$908	\$948	\$1,073	\$165

Purchases from Government Accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from DHS WCF. The FY 2014 request reflects an increase of \$292,000 for the Working Capital Fund, an increase of \$28,000 for the transfer from CRSO, an increase of \$10,000 for a realignment of funds between OSEM offices, and \$165,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
26.0 Supplies and materials	\$37	\$37	\$48	\$11

Supplies and materials are defined as commodities that are (a) ordinarily consumed or expended within one year after they are put into use, (b) converted in the process of construction or manufacture, (c) used to form a minor part of equipment or property, or (d) other property of little monetary value that does not meet any of the three criteria listed above, at the option of the agency. FY 2014 request reflects a realignment of \$11,000 to the WCF account.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
31.0 Equipment	\$57	\$57	\$42	-\$15

Equipment includes all costs for the purchases of personal property of a durable nature or the initial installation of equipment when performed under contract. The FY 2014 request includes an increase of \$10,000 for realignment to the Working Capital Fund and a \$25,000 decrease for efficiencies.

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Citizenship and Immigration Services Ombudsman
Summary of Requirements by Object Class
(Dollars in Thousands)

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	2,794	3,083	2,529	(265)
11.3 Other than full-time permanent	11	15	11	-
11.5 Other personnel compensation	112	115	113	1
12.1 Benefits	877	900	784	(93)
Total, Personnel and Compensation Benefits	3,794	4,113	3,437	(357)
Other Object Classes	-	-	-	-
21.0 Travel	175	150	115	(60)
23.1 GSA rent	432	432	450	18
23.2 Other rent	8	8	8	-
23.3 Communications, utilities, and misc. charges	-	15	-	-
24.0 Printing	24	31	12	(12)
25.1 Advisory and assistance services	32	-	32	-
25.2 Other services	140	110	140	-
25.3 Purchases from Gov't accts.	1,404	1,210	1,019	(385)
25.4 O&M of facilities	51	86	51	-
25.6 Medical care	-	3	-	-
26.0 Supplies and materials	100	80	80	(20)
Total, Other Object Classes	2,366	2,125	1,907	(459)
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	6,160	6,238	5,344	(816)
Full Time Equivalents	30	35	30	-

Citizenship and Immigration Services Ombudsman Mission Statement

The mission of the Citizenship and Immigration Service Ombudsman (CISOMB) is to assist individuals and employers in resolving problems with the United States Citizenship and Immigration Service (USCIS). Section 452 of the Homeland Security Act of 2002 requires that CISOMB assist individuals and employers in resolving problems with the Bureau of Citizenship and Immigrations Service, identify areas in which individuals and employers have problems in dealing with USCIS, and to the extent possible, propose changes in the administrative practices of the USCIS to mitigate problems.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	2,794	3,083	2,529	(265)
11.3 Other than full-time permanent	11	15	11	-
11.5 Other personnel compensation	112	115	113	1
12.1 Benefits	877	900	784	(93)
Total, Salaries & Benefits	3,794	4,113	3,437	(357)

Salaries and Benefits funds compensation directly related to duties performed for the Office of Citizenship & Immigration Ombudsman by Federal civilian employees. The FY 2014 request reflects a net decrease of \$357,000 which includes an increase of \$41,000 for pay inflation of 1%, an increase of \$40,000 for a realignment of funds between OSEM offices, a decrease of \$338,000 due to efficiencies, and a decrease of \$100,000 to offset an increase in the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	\$175	\$150	\$115	-\$60

Travel includes all costs for transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request reflects a decrease of \$78,000 due to efficiencies and an increase of \$18,000 for the Shared Services transfer from OCRSO.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	\$432	\$432	\$450	\$18

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request reflects an increase of \$18,000 due to an increase in GSA rent funded through the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
24.0 Printing	\$24	\$31	\$12	-\$12

Printing includes all costs for printing and reproduction obtained from the private sector or from other Federal entities. The FY 2014 request reflects a decrease of \$12,000 for efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	\$1,404	\$1,210	\$1,019	-\$385

Purchases from Government Accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from the DHS WCF and DHS Shared Services. The FY 2014 request reflects an increase of \$82,000 for realignment to the Working Capital Fund and a decrease of \$467,000 for efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
26.0 Supplies and materials	\$100	\$80	\$80	-\$20

Supplies and materials are defined as commodities that are (a) ordinarily consumed or expended within one year after they are put into use, (b) converted in the process of construction or manufacture, (c) used to form a minor part of equipment or property, or (c) other property of little monetary value that does not meet any of the three criteria listed above, at the option of the agency. The FY 2014 request reflects a decrease of \$20,000 for efficiencies.

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Office of Policy
Summary of Requirements by Object Class
(Dollars in Thousands)

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	17,147	18,546	12,350	(4,797)
11.3 Other than full-time permanent	2,335	1,935	2,354	19
11.5 Other personnel compensation	655	338	625	(30)
11.8 Special Service Pay	155	-	155	-
12.1 Benefits	5,684	5,650	3,660	(2,024)
Total, Personnel and Compensation Benefits	25,976	26,469	19,144	(6,832)
Other Object Classes	-	-	-	-
21.0 Travel	995	920	233	(762)
22.0 Transportation of things	90	43	95	5
23.1 GSA rent	2,755	2,755	698	(2,057)
23.2 Other rent	12	12	12	-
24.0 Printing	548	587	193	(355)
25.1 Advisory and assistance services	2,934	2,203	1,960	(974)
25.2 Other services	442	501	-	(442)
25.3 Purchases from Gov't aucts.	7,359	6,341	4,999	(2,360)
25.4 O&M of facilities	76	-	76	-
25.6 Medical care	14	-	-	(14)
25.7 Operation and maintenance of equipment	349	349	293	(56)
26.0 Supplies and materials	75	65	46	(29)
31.0 Equipment	29	-	54	25
32.0 Land & structures	12	-	12	-
Total, Other Object Classes	15,690	13,776	8,671	(7,019)
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	41,666	40,245	27,815	(13,851)
Full Time Equivalents	218	194	146	(72)

Office of Policy Mission Statement

The Office of Policy is the primary coordinator of Department-wide policies, programs, and planning to ensure consistency and integration of missions throughout the entire Department. It provides the Department with a central office to develop and communicate policies across multiple components of the homeland security network and strengthens the Department's ability to maintain policy and operational readiness needed to protect the homeland. It also provides the foundation and direction for Department-wide strategic planning and budget priorities. A central DHS policy office that bridges Headquarters, Components, and operating agencies improves communication among DHS entities, eliminates duplication of effort, and translates policies into timely action. The Office of Policy also serves as a single point of contact for internal and external stakeholders that will allow for streamlined policy management across the Department.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	17,147	18,546	12,350	(4,797)
11.3 Other than full-time permanent	2,335	1,935	2,354	19
11.5 Other personnel compensation	655	338	625	(30)
11.8 Special Service Pay	155	-	155	-
12.1 Benefits	5,684	5,650	3,660	(2,024)
Total, Salaries & Benefits	25,976	26,469	19,144	(6,832)

Salaries and Benefits fund compensation directly related to duties performed for the Office of Policy by Federal civilian employees. The FY 2014 request reflects a net decrease of \$6,832,000 which includes an increase of \$200,000 for 1% pay inflation, a decrease of \$125,000 to offset an increase in the Working Capital Fund, a decrease of \$6,486,000 due to the realignment of 60 FTE to the Private Sector Office (PSO), the Office for State and Local Law Enforcement, and the Office of International Affairs out of the Office of Policy, a transfer in of \$2,990,000 for RMA, and a decrease of \$3,411,000 for efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	\$995	\$920	\$233	-\$762

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request includes a total decrease of \$594,000 due to the realignment of the Office of International Affairs, Private Sector Office, and the Office for State and Local Law Enforcement, an increase of \$87,000 for realignment to the Working Capital Fund, an increase of \$54,000 for the Shared Services transfer from OCRSO, and a decrease of \$309,000 for efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
22.0 Transportation of things	\$90	\$43	\$95	\$5

Transportation of things includes all costs of the care of such things while in process of being transported, and other services incident to the transportation of things. Funding primarily supports the shipment of furniture and other household goods. The FY 2014 request reflects an increase of \$5,000 for realignment to the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	\$2,755	\$2,755	\$698	-\$2,057

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request reflects a decrease of \$732,000 for the realignment of the Office of International Affairs, Private Sector Office, and Office for State and Local Law Enforcement, an increase of \$356,000 due to an increase in GSA rent funded through the Working Capital Fund, and \$1,681,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
24.0 Printing	\$586	\$587	\$193	-\$355

Printing includes all costs for printing and reproduction obtained from the private sector or from other Federal entities. The FY 2014 realigns \$355,000 for GSA Rent and the realignment of the Office of International Affairs, Private Sector Office, and Office for State and Local Law Enforcement.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.1 Advisory and assistance services	\$2,934	\$2,203	\$1,960	-\$974

Advisory and assistance services include services acquired by contract from non-Federal sources (that is the private sector, foreign governments, State and local governments, tribes, etc.) as well as from other units within the Federal Government. The FY 2014 request includes a decrease of \$640,000 in to transfer for the Office of International Affairs, Private Sector Office, and Office of State and Local Law Enforcement, a decrease of \$364,000 due to an increase in the Working Capital Fund, and an increase of \$30,000 for Shared Services transfer from OCRSO.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.2 Other services	\$442	\$501	\$0	-\$442

Other services include contractual services with non-Federal sources that are not otherwise classified under Object Class 25. The FY 2014 request reflects a decrease of \$4,000 due to an increase in the Working Capital Fund, a \$10,000 realignment, and a decrease of \$428,000 for efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	\$7,359	\$6,341	\$4,999	-\$2,360

Purchases from Government Accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from the DHS WCF, DHS Shared Services, and other government agencies including intra-agency service requirements. The FY 2014 request reflects an increase of \$85,000 for realignment to the Working Capital Fund, a decrease of \$415,000 for a realignment of funds between OSEM offices, and a decrease of \$2,030,000 in a transfer for the Office of International Affairs, Private Sector Office, and Office of State and Local Law Enforcement.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.7 Operation and maintenance of equipment	\$349	\$349	\$293	-\$56

Operation and maintenance of equipment includes costs for operation, maintenance, repair, and storage of equipment, when performed by contract with the private sector or another Federal Government account. The FY 2014 request reflects a decrease of \$56,000 to offset increases to the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
26.0 Supplies and materials	\$75	\$65	\$46	-\$29

Supplies and materials are defined as commodities that are (a) ordinarily consumed or expended within one year after they are put into use, (b) converted in the process of construction or manufacture, (c) used to form a minor part of equipment or property, or (d) other property of little monetary value that does not meet any of the three criteria listed above, at the option of the agency. The FY 2014 request reflects a decrease of \$29,000 as a result of the transfer out of OIA, PSO, and OSLE.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
31.0 Equipment	\$29	0	\$54	\$25

Equipment includes all costs for the purchases of personal property of a durable nature or the initial installation of equipment when performed under contract. The FY 2014 request includes an increase of \$25,000.

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Office of International Affairs
Summary of Requirements by Object Class
(Dollars in Thousands)

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	-	-	2,949	2,949
12.1 Benefits	-	-	1,241	1,241
Total, Personnel and Compensation Benefits	-	-	4,190	4,190
Other Object Classes	-	-	-	-
21.0 Travel	-	-	451	451
23.1 GSA rent	-	-	520	520
25.1 Advisory and assistance services	-	-	585	585
25.3 Purchases from Gov't accts.	-	-	1,751	1,751
25.4 O&M of facilities	-	-	10	10
25.6 Medical care	-	-	4	4
26.0 Supplies and materials	-	-	80	80
31.0 Equipment	-	-	35	35
Total, Other Object Classes	-	-	3,436	3,436
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	-	-	7,626	7,626
Full Time Equivalents	-	-	41	41

Office of International Affairs Mission Statement

The Office of International Affairs (OIA) will report directly to the Secretary and will lead, coordinate, and integrate the Department's interaction with its international partners, and develop and oversee implementation of the Department's international engagement strategy. In FY 2014, OIA will be established as an independent office in order to improve visibility into ongoing international negotiations and other activities for the Secretary and the various other U.S Government departments, and to ensure immediate access by the international security community. The Office of International Affairs will be the Department's primary representative to the National Security Staff's regionally focused Interagency Planning Committees (IPC) and will oversee visa waiver negotiations via the Visa Waiver Program Office.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	-	-	2,949	2,949
12.1 Benefits	-	-	1,241	1,241
Total, Salaries & Benefits	-	-	4,190	4,190

Salaries and Benefits fund compensation directly related to duties performed for the Office of International Affairs by Federal civilian employees. The FY2014 request reflects a net increase of \$4,190,000 which includes a realignment of \$4,552,000 from the

Office of Policy to establish the Office of International Affairs as a standalone office, an increase of \$47,000 for pay inflation of 1%, and a decrease of \$409,000 for efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	0	0	\$451	\$451

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request reflects a realignment of \$451,000 from the Office of Policy to cover travel expenses.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	0	0	\$520	\$520

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request reflects a realignment of \$520,000 from the Office of Policy.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.1 Advisory and assistance services	0	0	\$585	\$585

Advisory and assistance services include services acquired by contract from non-Federal sources (that is the private sector, foreign governments, State and local governments, tribes, etc.) as well as from other units within the Federal Government. The FY2014 request reflects a realignment of \$585,000 from the Office of Policy for advisory and assistance services.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	0	0	\$1,751	\$1,751

Purchases from Government Accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from the DHS WCF and other government agencies including intra-agency service requirements. The FY2014 request reflects a realignment of \$1,751,000 from the Office of Policy for these services.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.4 O&M of facilities	0	0	\$10	\$10

Operation and maintenance of facilities include all payments for the operation and maintenance of facilities when performed by contract with the private sector of another Federal Government account. The FY2014 request reflects a realignment of \$10,000 from the Office of Policy for these services.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.6 Medical care	0	0	\$4	\$4

Medical care includes payments to contracts for medical services, but excludes contracts with individuals who are reportable under OPM regulations as federal employees or payments to compensate casual workers and patient help. The FY2014 request reflects a realignment of \$4,000 from the Office of Policy for these services.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
26.0 Supplies and materials	0	0	\$80	\$80

Supplies and materials are defined as commodities that are (a) ordinarily consumed or expended within one year after they are put into use, (b) converted in the process of construction or manufacture, (c) used to form a minor part of equipment or property, or other property of little monetary value that does not meet any of the three criteria listed above, at the option of the agency. The FY2014 request reflects a realignment of \$80,000 from the Office of Policy for supplies and materials.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
31.0 Equipment	0	0	\$35	\$35

Equipment includes all costs for the purchases of personal property of a durable nature or the initial installation of equipment when performed under contract. The FY2014 request reflects a realignment of \$35,000 from the Office of Policy for equipment purchases.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Private Sector Office
 Summary of Requirements by Object Class
 (Dollars in Thousands)**

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	-	-	1,010	1,010
11.5 Other personnel compensation	-	-	33	33
12.1 Benefits	-	-	161	161
Total, Personnel and Compensation Benefits	-	-	1,204	1,204
Other Object Classes	-	-	-	-
21.0 Travel	-	-	37	37
23.1 GSA rent	-	-	179	179
25.3 Purchases from Gov't accts.	-	-	236	236
26.0 Supplies and materials	-	-	10	10
Total, Other Object Classes	-	-	462	462
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	-	-	1,666	1,666
Full Time Equivalents	-	-	10	10

Private Sector Office Mission Statement

The Private Sector Office (PSO) is charged with providing America's private sector with a direct line of communication to the Department. PSO works directly with individual businesses and through trade associations and other non-governmental organizations to foster dialogue between the private sector and DHS. PSO functions include: advising the Secretary on the impact of DHS policies, regulations, processes, and actions on the private sector and promoting public private partnerships to address homeland security challenges. In FY 2014, PSO will be established as an independent office.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	-	-	1,010	1,010
11.5 Other personnel compensation	-	-	33	33
12.1 Benefits	-	-	161	161
Total, Salaries & Benefits	-	-	1,204	1,204

Salaries and Benefits fund compensation directly related to duties performed for the Private Sector Office by Federal civilian employees. The FY 2014 request reflects a net increase of \$1,204,000 which includes a realignment of \$1,279,000 from the Office of Policy to establish the Private Sector Office as a standalone office, an increase of \$13,000 due to a 1% pay inflation, and a decrease of \$88,000 for efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	0	0	\$37	\$37

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request reflects an increase of \$37,000 that includes a realignment of \$57,000 from the Office of Policy and a decrease of \$20,000 for efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	0	0	\$179	\$179

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request reflects a realignment of \$179,000 from the Office of Policy for rental payments to GSA.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	0	0	\$236	\$236

Purchases from Government Accounts include costs from purchases from other Federal Government agencies or accounts that are not otherwise classified. The FY 2014 request reflects a realignment of \$236,000 from the Office of Policy for these services.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
26.0 Supplies and materials	0	0	\$10	\$10

Supplies and materials are defined as commodities that are (a) ordinarily consumed or expended within one year after they are put into use, (b) converted in the process of construction or manufacture, (c) used to form a minor part of equipment or property, or (c) other property of little monetary value that does not meet any of the three criteria listed above, at the option of the agency. The FY 2014 request reflects a realignment of \$10,000 from the Office of Policy for supplies and materials.

**Department of Homeland Security
 Departmental Management and Operations
 Office of the Secretary and Executive Management
 Office of State and Local Law Enforcement
 Summary of Requirements by Object Class
 (Dollars in Thousands)**

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	-	-	464	464
12.1 Benefits	-	-	199	199
Total, Personnel and Compensation Benefits	-	-	663	663
Other Object Classes	-	-	-	-
21.0 Travel	-	-	52	52
23.1 GSA rent	-	-	33	33
25.1 Advisory and assistance services	-	-	55	55
25.3 Purchases from Gov't accts.	-	-	43	43
25.6 Medical care	-	-	2	2
26.0 Supplies and materials	-	-	4	4
Total, Other Object Classes	-	-	189	189
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	-	-	852	852
Full Time Equivalents	-	-	4	4

Office of State and Local Law Enforcement Mission Statement

The mission of OSLE, on an all-crimes/all-hazards approach, is to formulate and coordinate national-level policy relating to law enforcement's role in preventing acts of terrorism, and serve as the primary Department liaison with state, local, and tribal law enforcement agencies. FY 2014, OSLE will be established as an independent office.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	-	-	464	464
12.1 Benefits	-	-	199	199
Total, Salaries & Benefits	-	-	663	663

Salaries and Benefits fund compensation directly related to duties performed for the Private Sector Office by Federal civilian employees. The FY 2014 request reflects a realignment of \$655,000 from the Office of Policy to establish the Office for State and Local Law Enforcement as a standalone office, and \$7,000 for pay inflation of 1%, and a \$1,000 adjustment increase.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	0	0	\$52	\$52

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request reflects a realignment of \$87,000 from the Office of Policy to cover travel expenses and a decrease of \$35,000 in efficiencies.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	0	0	\$33	\$33

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request reflects a realignment of \$33,000 from the Office of Policy for rental payments to GSA.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.1 Advisory and assistance services	0	0	\$55	\$55

Advisory and assistance services include services acquired by contract from non-Federal sources (that is the private sector, foreign governments, State and local governments, tribes, etc.) as well as from other units within the Federal Government. The FY 2014 request reflects a realignment of \$55,000 from the Office of Policy for advisory and assistance services.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	0	0	\$43	\$43

Purchases from Government Accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from the DHS WCF, DHS Shared Services, and other government agencies including intra-agency service requirements. The FY 2014 request reflects a realignment of \$43,000 from the Office of Policy for these services.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.6 Medical care	0	0	\$2	\$2

Medical care includes payments to contracts for medical services, but excludes contracts with individuals who are reportable under OPM regulations as federal employees or payments to compensate casual workers and patient help. The FY 2014 request reflects a realignment of \$2,000 from the Office of Policy for these services.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
26.0 Supplies and materials	0	0	\$4	\$4

Supplies and materials are defined as commodities that are (a) ordinarily consumed or expended within one year after they are put into use, (b) converted in the process of construction or manufacture, (c) used to form a minor part of equipment or property, or (c) other property of little monetary value that does not meet any of the three criteria listed above, at the option of the agency. The FY 2014 request reflects a realignment of \$6,000 and a decrease of \$2,000 in efficiencies.

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Office of Intergovernmental Affairs
Summary of Requirements by Object Class
(Dollars in Thousands)

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	1,141	1,296	1,163	22
11.3 Other than full-time permanent	286	275	289	3
11.5 Other personnel compensation	49	47	49	0
12.1 Benefits	451	435	428	(23)
Total, Personnel and Compensation Benefits	1,927	2,053	1,929	2
Other Object Classes	-	-	-	-
21.0 Travel	108	65	118	10
23.1 GSA rent	161	161	182	21
23.3 Communications, utilities, and misc. charges	1	-	1	0
25.2 Other services	19	19	19	0
25.3 Purchases from Gov't accts.	340	338	187	(153)
25.4 O&M of facilities	17	12	17	0
25.6 Medical care	2	2	2	0
26.0 Supplies and materials	50	16	63	13
Total, Other Object Classes	698	613	589	(109)
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	2,625	2,666	2,518	(107)
Full Time Equivalents	15	20	14	(1)

Office of Intergovernmental Affairs Mission Statement

The mission of the office of Intergovernmental Affairs (IGA) is to act as an advocate for the State, local, tribal and territorial officials within DHS and to operate as the primary liaison between those officials and the secretary and senior DHS leadership. IGA facilitates an integrated national approach to homeland security across a broad spectrum of issues confronting DHS by ensuring, coordinating and advancing Federal interaction with State, local, tribal and territorial governments.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	1,141	1,296	1,163	22
11.3 Other than full-time permanent	286	275	289	3
11.5 Other personnel compensation	49	47	49	0
12.1 Benefits	451	435	428	(23)
Total, Salaries & Benefits	1,927	2,053	1,929	2

Salaries and Benefits fund compensation directly related to duties performed for the Office of Intergovernmental Affairs (IGA) by Federal civilian employees. The FY 2014 request reflects a net decrease of \$2,000 which includes an increase of \$20,000 for pay inflation of 1%, an increase of \$24,000 for a realignment of funds between OSEM offices, an increase of \$72,000 for realignment to the Working Capital Fund, a decrease of \$122,000 for efficiencies, and an increase of \$8,000 for the Shared Services transfer from OCRSO.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	\$108	\$65	\$118	\$10

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. The FY 2014 request reflects an increase of \$10,000.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	\$161	\$161	\$182	\$21

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent related services. The FY 2014 request reflects an increase of \$21,000 due to an increase in GSA rent funded through the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	\$340	\$338	\$187	-\$153

Purchases from government accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. Specifically, funds support the purchase of goods and services from DHS WCF, DHS Shared Services, and other government agencies including interagency service requirements. The FY 2014 request reflects a decrease of \$153,000 to offset an increase to the Working Capital Fund.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
26.0 Supplies and materials	\$50	\$16	\$63	\$13

Supplies and materials are defined as commodities that are (a) ordinarily consumed or expended within one year after they are put into use, (b) converted in the process of construction or manufacture, (c) used to form a minor part of equipment or property, or (d) other property of little monetary value that does not meet any of the three criteria listed above, at the option of the agency. The FY 2014 includes an increase of \$13,000 for realignment to the Working Capital Fund.

Department of Homeland Security
Departmental Management and Operations
Office of the Secretary and Executive Management
Office of Counternarcotics Enforcement
Summary of Requirements by Object Class
(Dollars in Thousands)

Object Classes	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	412	996	-	(412)
11.3 Other than full-time permanent	10	-	-	(10)
11.5 Other personnel compensation	-	10	-	-
12.1 Benefits	35	274	-	(35)
Total, Personnel and Compensation Benefits	696	1,280	-	(696)
Other Object Classes	-	-	-	-
21.0 Travel	35	81	-	(35)
23.1 GSA rent	206	206	-	(206)
23.3 Communications, utilities, and misc. charges	7	-	-	(7)
24.0 Printing	-	7	-	-
25.2 Other services	43	53	-	(43)
25.3 Purchases from Gov't accts.	165	169	-	(165)
25.4 O&M of facilities	11	-	-	(11)
25.6 Medical care	10	-	-	(10)
26.0 Supplies and materials	-	10	-	-
31.0 Equipment	5	5	-	(5)
Total, Other Object Classes	481	531	-	(481)
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	1,177	1,811	-	(1,177)
Full Time Equivalents	-	-	-	-

Office of Counternarcotics Enforcement Mission Statement

In FY2012, The Office of Counternarcotics Enforcement (CNE) was terminated, per P.L. 112-74.

Summary Justification and Explanation of Changes

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
11.1 Total FTE & personnel compensation	412	996	-	(412)
11.3 Other than full-time permanent	10	-	-	(10)
11.5 Other personnel compensation	-	10	-	-
12.1 Benefits	35	274	-	(35)
Total, Salaries & Benefits	696	1,280	-	(696)

In FY 2012 the Office of Counternarcotics Enforcement was terminated.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
21.0 Travel	\$35	\$81	0	-\$35

In FY 2012 the Office of Counternarcotics Enforcement was terminated.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
23.1 GSA rent	\$206	\$206	0	-\$206

In FY 2012 the Office of Counternarcotics Enforcement was terminated.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.2 Other services	\$43	\$53	0	-\$43

In FY 2012 the Office of Counternarcotics Enforcement was terminated.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
25.3 Purchases from Gov't accts.	\$165	\$169	0	-\$165

In FY 2012 the Office of Counternarcotics Enforcement was terminated.

	FY 2012 Revised Enacted	FY 2013 Annualized CR	FY 2014 Request	FY 2012 to FY 2014 Change
31.0 Equipment	\$5	\$5	0	-\$5

In FY 2012 the Office of Counternarcotics Enforcement was terminated.

I. Changes In Full Time Employment

	FY 2012	FY 2013	FY 2014
BASE: Year End Actual from Prior Year	706	699	699
Increases			
Office of the Secretary	-	6	-
Office for State and Local Law Enforcement	-	-	4
Privacy Officer	9	2	-
Civil Rights and Civil Liberties	-	12	-
Executive Secretary	6	-	-
Chief of Staff	-	4	-
Office of Legislative Affairs	1	3	-
Citizenship and Immigration Ombudsman	-	5	-
Office of the Deputy Secretary	1	1	-
Private Sector Office	-	-	10
Office of Public Affairs	-	3	-
Office of Policy	14	-	-
Intergovernmental Affairs	-	-	-
Office of International Affairs	-	5	41
Subtotal, Increases	31	41	25
Decreases			
Intergovernmental Affairs	(12)	-	(6)
Chief of Staff	(4)	-	(5)
Office of the Secretary	(2)	-	(6)
Executive Secretary	-	(6)	(3)
Citizenship and Immigration Ombudsman	(6)	-	(5)
Civil Rights and Civil Liberties	(1)	-	(14)
Counter-narcotics Enforcement	(15)	-	-
Office of Legislative Affairs	-	-	(7)
Office of Public Affairs	(9)	-	(6)
Office of the General Counsel	-	-	(23)
Office of Policy	-	(24)	(48)
Office of the Deputy Secretary	-	-	(3)
Subtotal, Decreases	(49)	30	(126)
Year End Actuals/Estimated FTEs:	688	699	628
Net Change from prior year base to Budget Year Estimate:	-18	0	71

J. FY 2014 Schedule of Working Capital Fund by Program/Project Activity

FY 2014 Schedule of Working Capital Fund by Program/Project Activity
(Dollars in Thousands)

Program/Project/Activity	FY 2012 Revised Enacted Amount	FY 2013 Annualized CR	FY 2014 Request Amount	Increase/Decrease for FY 2014 Amount
Chief of Staff	374	\$374	\$394	\$20
Citizenship and Immigration Services Ombudsman	1,075	1,075	1,176	101
Executive Secretary	2,033	2,033	2,178	145
Immediate Office of the Deputy Secretary	280	280	339	59
Immediate Office of the Secretary	620	620	1,039	419
Office for Civil Rights and Civil Liberties	4,556	4,556	5,061	505
Office of Counternarcotics Enforcement	371	371	0	-371
Office of General Counsel	4,684	4,684	5,661	977
Office of Intergovernmental Affairs	501	501	550	49
Office of International Affairs	0	0	1,480	1,480
Office of Legislative Affairs	1,126	1,126	1,285	159
Office of State and Local Law Enforcement	0	0	144	144
Office of Policy	6,769	6,769	3,591	-3,178
Office of Public Affairs	1,530	1,530	1,631	101
Privacy Officer	1,817	1,817	1,682	-135
Private Sector Office	0	0	361	361
Total Working Capital Fund	\$25,736	\$25,736	\$26,572	\$836

K. DHS Balanced Workforce Strategy

N/A

2 page document withheld under B5

Page 1 of 2

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 2

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

2 page document withheld under B5

Page 1 of 2

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 2

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

9 page document withheld under B5

Page 1 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 2 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 3 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 4 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 5 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 6 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 7 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 8 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

Page 9 of 9

Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act