



ICITAP'S ANTICORRUPTION EXPERTISE LAW ENFORCEMENT DEVELOPMENT PROGRAMS FACT SHEET

ICITAP helps foreign governments build capacity to combat corruption. By reducing impunity of corrupt officials, recovering government assets, and institutionalizing fair practices within law enforcement institutions, foreign governments increase public trust and establish the foundation for a thriving democracy.

ICITAP's anticorruption efforts focus on building the capacity of law enforcement institutions and other government entities to investigate misconduct and corruption and to implement internal controls that encourage professional conduct among government employees.

ICITAP's work supports the efforts of the international community to implement the United Nations Convention against Corruption—the first comprehensive, near global treaty against corruption. It was successfully negotiated by the Department of Justice, the Department of State, and other U.S. partners.

Legal Framework

The first step in ICITAP's approach is to review and help update the host country's administrative, civil, and criminal laws that define corruption, ethical behavior, and sanctions, and provide for whistle blower and victim/witness protection. ICITAP coordinates this activity with its sister organization, the Office of

Overseas Prosecutorial Development, Assistance and Training (OPDAT).

In Peru, for example, ICITAP assisted the Congress with the revision of an outdated police conduct law. The new law incorporates civil and criminal penalties against corrupt and unethical behavior; standards for the investigation and discipline of police misconduct; and requirements for the annual evaluations of officers.

Anticorruption Entities

A range of government or independent entities can have a role in combating corruption. ICITAP has worked with all types of entities to build institutional and investigative capacity.

Within a law enforcement institution, ICITAP helps develop specialized units that conduct internal investigations and identify and reduce opportunities for corruption. Such units include:

- Citizen complaints (staff telephone hotline and preliminary investigations)
- Internal affairs (investigate misconduct and public trust violations)
- Force investigation (investigate excessive use of force incidents)
- Professional standards (conduct inspections and quality assurance audits)

“Corruption erodes trust in government and ... breeds contempt for the rule of law.”

- Attorney General
Eric Holder,
Ministerial Global
Forum on Fighting
Corruption,
11/7/2009

- Background investigations (investigate personal history to support hiring or recertification decisions)

External to law enforcement, ICITAP assists in developing the investigative capacity of the following types of entities:

- Inspectors general and/or prosecutorial bodies, such as the attorney general's office
- Autonomous government commissions whose primary mission is to investigate high-level corruption
- Civilian complaint review boards—an independent body with the authority to investigate citizen complaints of government employees

For example, ICITAP established the investigative directorate of the Iraq Commission of Integrity, which

has conducted successful investigations of high-level officials using sophisticated undercover techniques taught by ICITAP.

Institutional Reforms

Building effective anticorruption investigative capacity depends on institutions having sound management practices and human resource systems. ICITAP helps host country law enforcement institutions improve their ability to direct and train employees to follow new laws and procedures, to recruit and retain qualified personnel, and to manage them effectively through leadership, discipline, and merit-based incentives.

In the area of **management practices**, ICITAP provides training and technical assistance to strengthen managers' leadership skills and institutions' personnel accountability systems. ICITAP also helps review and revise directives, standard operating procedures, and manuals that guide the conduct of employees.

In the area of **human resources systems**, ICITAP helps promote fairness in practices related to recruitment and selection; retention and promotion; rewards and discipline; and compensation and benefits. ICITAP also assists with background investigation systems, performance evaluation systems, personnel recordkeeping systems, and medical and counseling services for at-risk employees.

Institutional change requires persistent effort over many years. As an example, ICITAP

worked with the Albanian State Police to help change their system, which favored political rather than merit-based promotions. After three years of assistance, the police promoted the first cadre of operational officers to management via a merit-based process.

Investigative Techniques

ICITAP provides training in a range of investigative methods and skills—some of them highly specialized—that are necessary to build a successful anticorruption case. Many of these tools are also used to vet personnel for the anticorruption investigation unit itself.

- Polygraph exams
- Undercover operations
- Interception of wire communication
- Witness protection
- Financial crimes/fraud investigations
- Money laundering investigations

In Iraq, ICITAP mentored the new Internal Affairs Unit in the Ministry of Interior on the investigation of 1,650 corruption cases and 800 human rights cases, resulting in 120 convictions and a mass-firing of more than 1,200 officers from the ministry.

Public Outreach

Teaching the public how to recognize corruption, making it easy and safe for citizens to report corruption, and then acting on those reports helps to prevent and combat corruption—and restores public confidence in government. ICITAP promotes public education campaigns and transparency, and assists in setting up units

and training personnel to handle citizen complaints in a professional manner. Transparency includes public reporting of statistics and other information about complaints and their dispositions, as well as the outcomes of major corruption investigations.

Training Capacity

For anticorruption reforms to take hold, it is essential for all members of the force to be familiar with anticorruption laws and sanctions, performance standards, and inspections and accountability procedures. ICITAP works with the host country to design and implement training programs for recruits and existing officers at all levels, using methods from classroom, to roll-call, to on-the-job training.

ICITAP also builds capacity at local academies to provide effective, ongoing training. The emphasis is on modernizing and standardizing curricula while building a cadre of local trainers skilled in teaching methods for adult learners. ICITAP promotes the adoption of modern training practices and curriculum products.

About ICITAP

ICITAP works with foreign governments to develop professional and transparent law enforcement institutions that protect human rights, combat corruption, and reduce the threat of transnational crime and terrorism. ICITAP supports both national security and foreign policy objectives.

ICITAP is funded by and works in partnership with the Department of State, USAID, and Department of Defense.