

ICITAP

STRATEGIC PLAN

FISCAL YEARS 2018–2022



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Panama – Crime Scene Investigation Training

“In this time of ever increasing threats from transnational criminal organizations and terrorism, the importance of ICITAP’s mission has never been greater.”

— Brian A. Benczkowski
Assistant Attorney General, Criminal Division
U.S. Department of Justice



Philippines – Special Boat Unit Training

“When DOJ leads international law enforcement assistance efforts— through ICITAP or another DOJ entity— U.S. national security is strengthened.”

Foreword from the Assistant Attorney General

It is a privilege for me to introduce the FY 2018–2022 strategic plan for the Criminal Division’s International Criminal Investigative Training Assistance Program (ICITAP). ICITAP’s mission to strengthen national security by advancing U.S. law enforcement operations abroad is a core element of the Criminal Division’s efforts to protect the homeland and preserve the rule of law. In this time of ever-increasing threats from transnational criminal organizations (TCO) and terrorism, the importance of ICITAP’s mission has never been greater.

This strategic plan is grounded in the fundamental principle that foreign assistance funding for law enforcement capacity building must be targeted to achieve tangible operational outcomes that protect Americans. Perhaps the best way to ensure that taxpayer funds are spent most effectively to achieve that goal is for the U.S. Department of Justice to continue its leadership role in working directly with our counterpart agencies around the globe.

President Trump’s February 2017 Executive Order on Enforcing Federal Law with Respect to Transnational Criminal Organizations and Preventing International Trafficking¹ emphasizes that protecting the homeland from violent crime involves more than domestic crime fighting. Instead, the Executive Order reinforces the importance of the Criminal Division’s ongoing work with our foreign law enforcement partners to fight transnational crime at its source, before it reaches our borders. Through its successful work over many years, ICITAP has proven that properly targeted security sector assistance can ensure the safety of the American people here at home.

This strategic plan ensures that ICITAP will continue to build foreign law enforcement capacity to fight TCOs and terrorist networks in two ways: (1) by providing foreign law enforcement with the means to investigate and prosecute transnational crime before it reaches our borders and (2) by developing effective foreign law enforcement partners on whom we can rely to help address transnational criminal activity that does reach the United States.

1. Exec. Order No. 13,773, 82 Fed. Reg. 29 (Feb. 14, 2017), www.govinfo.gov/content/pkg/FR-2017-02-14/pdf/2017-03113.pdf.

I am very proud to lead the men and women of ICITAP, many of whom operate in complex, challenging, and often dangerous environments around the globe. Because of their unwavering efforts in the last 33 years, ICITAP has become the U.S. government's leader and premier institution for the design and delivery of law enforcement capacity building around the world. The United States is safer because of ICITAP, and I am honored to support its mission.

Respectfully,

A handwritten signature in blue ink, appearing to read "Brian A. Benczkowski".

Brian A. Benczkowski
Assistant Attorney General, Criminal Division

Message from the Office of the Director

It is a unique privilege to lead the hundreds of dedicated women and men who work tirelessly around the world to further ICITAP's mission to strengthen our national security by advancing U.S. law enforcement operations abroad.

As Assistant Attorney General Benczkowski references in his foreword, in the last 33 years the impact of ICITAP's mission has grown profoundly and has become an invaluable component of the U.S. Department of Justice's (DOJ) law enforcement strategy to combat complex crime, including TCOs and terrorism around the globe.

DOJ has long recognized that the peace and security of the United States is strengthened by the development of professional foreign law enforcement partners that practice the most modern law enforcement techniques and respect and uphold the rule of law. This principle is prominently reflected in DOJ's strategic plan, which identifies international law enforcement capacity building as an essential strategy necessary to achieve DOJ's top strategic goals of combating complex crime and terrorism.

ICITAP approaches its partnerships within DOJ, the U.S. interagency, and the international community with energetic collaboration and a dedication to common goals. Within DOJ, ICITAP coordinates closely with DOJ law enforcement as well as with key prosecutorial sections to ensure that its design and delivery of law enforcement assistance directly supports their strategic objectives.

ICITAP's strategic plan focuses on the core mission of developing foreign law enforcement that respects human rights and human dignity; that possesses the basic capacity to support a fair and effective criminal justice system; and that is organized, trained, and equipped to combat transnational organized crime, terrorism, and corruption. ICITAP also seeks to improve collaboration and information sharing between U.S. and host country law enforcement on crime and security issues of mutual concern, as well as to ensure that the U.S. foreign assistance planning and budgeting process reflects DOJ's law enforcement priorities.

As the singular, dedicated international law enforcement capacity-building agency, ICITAP plays a key role in support of U.S. foreign policy and national security strategies. In support of U.S. foreign policy, ICITAP's role is to advance peace and security and good governance abroad. ICITAP is funded by and works collaboratively with the U.S. Department of State (DOS), the U.S. Department of Defense (DoD), and the U.S. Agency for International Development (USAID). ICITAP takes particular pride in our partnership with the Bureau of International Narcotics and Law Enforcement Affairs (INL) and the Bureau of Counterterrorism (CT).

This strategic plan informs and guides ICITAP's commitment to working as an effective vehicle—both within DOJ and throughout the interagency for the design, delivery, and coordination of law enforcement development missions around the world that advance U.S. national security and foreign policy objectives and protect the homeland.

Sincerely,



Gregory E. Ducot
Acting Director

Mission, Vision, and Goals

ICITAP's mission is to strengthen national security by advancing U.S. law enforcement operations abroad.

The International Criminal Investigative Training Assistance Program (ICITAP) carries out its mission by working with foreign governments to develop effective, professional, and transparent law enforcement capacity that protects human rights, combats corruption, and reduces the threat of transnational crime and terrorism in support of U.S. law enforcement and national security objectives. Within the U.S. government, ICITAP has become the recognized leader and expert in international law enforcement capacity building and security sector assistance.

ICITAP's vision is to have our engagement with foreign law enforcement be recognized and resourced as a necessary tool within DOJ's strategic arsenal—a capability that is essential to strengthening national security, advancing U.S. law enforcement operations abroad, and protecting the homeland.

ICITAP works with foreign police, criminal and anticorruption investigative entities, and border and maritime security forces, as well as forensic, cyber, and correctional agencies to build capacity in a comprehensive array of law enforcement subject matter areas. ICITAP's engagement with foreign law enforcement is an essential tool within the U.S. Department of Justice's (DOJ) strategic arsenal—a capability that is prominently reflected in DOJ's 2018–2022 strategic plan, which “places a stronger emphasis on *protecting* America's national security by countering the threat of terrorism, (and) disrupting and dismantling Transnational Criminal Organizations. . . .”²

As detailed in DOJ's 2018–2022 strategic plan,

The Department is committed to vigorous enforcement efforts against violent transnational criminal organizations and gangs . . . , using all of the tools at the Department's disposal, including extraditions and building the capacity of our foreign partners to investigate and to prosecute those criminal networks before they can reach our borders.³

2. *Department of Justice Strategic Plan for 2018–2022* U.S. Department of Justice, last modified March 26, 2019, 1, www.justice.gov/doj/budget-and-performance/.

3. *Department of Justice Strategic Plan*, 17 (see note 2).

ICITAP's goals, objectives, and strategies are directly aligned with DOJ's strategic priorities and are informed and guided by U.S. foreign policy and national security strategies.

Strategic Goal 1. Provide key foreign countries and regions with the means to investigate and interdict terrorism and transnational crime before these security threats reach U.S. borders.

Strategic Goal 2. Create capacity for operational interoperability by providing U.S. law enforcement with effective foreign partners with whom they can address terrorism and complex crimes that impact the United States.

Strategic Goal 3. Protect the homeland by advancing global peace, security, and good governance through the development of fair and effective foreign criminal justice systems that serve and protect all citizens, adhere to the rule of law, and are recognized and respected partners in the international community.

Mission Scope

Since its creation in 1986, ICITAP has operated in more than 100 countries and has become an internationally recognized leader in all types of law enforcement development and training worldwide. ICITAP's experience and expertise uniquely position the organization to successfully manage the size and complexities of the U.S. government's three primary law enforcement capacity building mission sets:

1. Professionalizing the institutional capabilities of existing law enforcement institutions in emerging democracies
2. Advancing key allies' capacities to combat terrorism and TCOs
3. Establishing or reconstituting law enforcement institutions in the context of post-conflict reconstruction or international peacekeeping operations. (ICITAP engagements include Afghanistan, Bosnia and Herzegovina, East Timor, El Salvador, Guatemala, Haiti, Iraq, Kosovo, North Macedonia, Panama, and Somalia.)

ICITAP's history of unparalleled experience and expertise, especially in the most challenging and dangerous environments, continues to be recognized within the interagency as well as by independent congressionally mandated agencies. A lessons-learned report issued by the Special Inspector General for Afghanistan Reconstruction (SIGAR) in September 2017 recommended to Congress that ICITAP be considered and funded as the lead agency for all future U.S. police assistance activities.⁴ The SIGAR's recommendations were also highlighted in testimony before the House Oversight and Government Reform Committee.⁵

4. *Reconstructing the Afghan National Defense and Security Forces: Lessons from the U.S. Experience in Afghanistan* (Arlington, VA: Special Inspector General for Afghanistan Reconstruction, 2017), www.sigar.mil/pdf/lessonslearned/SIGAR-17-62-LL.pdf.

5. John F. Sopko, *Actions Needed to Improve U.S. Security-Sector Assistance Efforts in Afghanistan*, statement of Special Inspector General for Afghanistan Reconstruction before the Subcommittee on National Security, Committee on Oversight and Government Reform, U.S. House of Representatives, November 1, 2017, www.sigar.mil/pdf/testimony/SIGAR-18-11-TY.pdf.



Bosnia & Herzegovina – Public Order Management Training

“In support of U.S. foreign policy, ICITAP’s role is to advance peace and security and good governance abroad.”

ICITAP in the U.S. Department of Justice

ICITAP is situated organizationally within the Criminal Division. Since the mid-1980s, ICITAP has become the U.S. government's recognized leader in law enforcement development and training. ICITAP's engagement with foreign law enforcement is, now more than ever, an essential tool within DOJ's strategic arsenal—a capability that strengthens national security and advances U.S. law enforcement operations abroad. ICITAP leads DOJ's efforts to build the capacity of foreign law enforcement partners to combat corruption, TCOs, and terrorist networks.

DOJ's efforts to protect the United States necessitate the development of effective and invested international law enforcement partnerships. Through ICITAP, DOJ seeks to create opportunities for interoperability and information exchange with our foreign counterparts, which serves to strengthen the U.S. security posture abroad and contributes to regional stability and the furtherance of the rule of law. As DOJ's lead for these international engagements, ICITAP ensures that DOJ's law enforcement priorities are represented in the foreign assistance planning process.

When DOJ leads international law enforcement assistance efforts—through ICITAP or another DOJ entity—U.S. national security is strengthened. DOJ possesses the knowledge of U.S. law enforcement priorities and policies critical to achieving national security objectives. DOJ has the awareness of and responsibility for the sensitive bilateral and multilateral law enforcement relationships that are vital to our security. As DOJ's lead for foreign law enforcement development, ICITAP benefits from a vast array of professional law enforcement networks through which it is able to identify and employ the most highly skilled and highly experienced federal, state, and local experts to design, manage, and deliver strategic rule of law assistance programs worldwide.

Whenever possible, ICITAP and its sister agency—the Office of Overseas Prosecutorial Development, Assistance, and Training (OPDAT)—integrate their programs and work with other federal law enforcement agencies to develop all three pillars of the criminal justice system: (1) police, (2) courts, and (3) corrections. ICITAP and the OPDAT serve as vehicles through which DOJ brings to bear its entire expertise in the development

of foreign law enforcement capacity. ICITAP draws upon and works closely with DOJ's law enforcement components—including the Federal Bureau of Investigation (FBI); the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF); the Drug Enforcement Administration (DEA), the U.S. Marshals Service (USMS); the Office of Community Oriented Policing Services (COPS Office); and the Federal Bureau of Prisons (BOP). In addition, ICITAP draws upon experts from other divisions within DOJ including the National Security Division, the Civil Rights Division, and the Environment and Natural Resources Division.

ICITAP in the U.S. Interagency

While ICITAP is situated within DOJ, its development and training operations are funded by DOS, DoD, and USAID. This construct is due in part to ICITAP's distinctive mission, which not only furthers DOJ's key law enforcement goals but is also uniquely positioned to assimilate and advance both the national security and foreign policy objectives of the United States.

ICITAP works within the U.S. interagency planning process to develop effective, professional, and transparent foreign law enforcement institutions that counter instability, transnational crime, terrorism, and violence that threaten U.S. interests. ICITAP not only is a key partner in interagency stateside planning but also deploys federal law enforcement attachés to key U.S. embassies abroad. ICITAP attachés are typically members of U.S. embassy country teams and law enforcement working groups as they bring in-depth operational expertise combined with decades of law enforcement development experience.

As ICITAP develops and implements its programs, it coordinates closely with regional and functional bureaus within DOS as well as with DoD agencies and combatant commands to ensure consistency with U.S. security and diplomatic objectives. In addition, ICITAP focuses attention on the "seams" where the interagency's geographic areas of responsibility do not align, helping ensure that ICITAP's partners have visibility and continuity throughout the world.

ICITAP approaches its partnerships within the U.S. government and the international community with energetic collaboration and dedication to common goals. ICITAP actively works with its interagency funders and partners to plan and implement projects that advance U.S. government policy and strategic objectives around the world. ICITAP recognizes that the organization's success depends in large measure on its ability to develop, engage, and integrate a vast network of partners.



Nigeria – Bike Patrol Training

“ICITAP is committed to achieving unity of effort and purpose both within DOJ and with DOS, DoD, USAID, and other U.S. stakeholders in all aspects of overseas law enforcement reform and capacity building.”

Core Values

ICITAP's core values are consistent with the core values of DOJ, and they guide our work, our individual conduct, and our aspirations as an organization.

- **Respect for the worth and dignity of each human being** informs our individual conduct and our organizational ethos and permeates all aspects of our program design and delivery. With compassion and respect for the differences in people and ideas, we work to instill this value in the professionalization of law enforcement institutions abroad.
- **Equal justice under the law** reinforces all of ICITAP's work in developing fair and effective criminal justice systems overseas.
- **Honesty and integrity** ensures that we adhere to the highest standards of ethical behavior and reminds us that our motives and actions must be beyond reproach.
- **Commitment to excellence** means being effective and responsible stewards of the taxpayers' dollars while providing the highest levels of service to our funders, U.S. embassies, and foreign counterpart agencies.
- **Leadership** encourages us to seize opportunities to advance DOJ's national security and law enforcement mission—to be strategic, innovative, and collaborative partners both inside and outside DOJ.
- **Partnership** means teaming with others who possess valuable skills, knowledge, and authority to multiply the impact of U.S. assistance.
- **Collegiality** is the cultivation of a mutually respectful and productive work community by acting professionally and being courteous.
- **Learning** challenges us to expand knowledge and practice within our professional field, actively seek out alternative solutions to challenges, explore and discuss independent views, and nurture creativity in all aspects of our work.



Mali – Automated Human Resources System

“ICITAP approaches its partnerships within the U.S. government and the international community with energetic collaboration and dedication to common goals.”

Cross-Cutting Principles

The following principles underpin all of ICITAP's work. These principles keep the organization aligned with the priority goals in DOJ's Strategic Plan (FY 2018–2022),⁶ the U.S. Nation's Security Strategy (issued December 2017),⁷ DOS and USAID's Joint Strategic Plan (FY 2018–2022),⁸ and the National Defense Strategy (2018)⁹ as well as the National Strategy for Counterterrorism (2018).¹⁰

Unity of effort and purpose

Building the capacity of overseas law enforcement partners to combat transnational crime and terrorism—and building relationships with those partners—advances the security of both the United States and our partner countries. Protecting the United States from the multiple threats stemming from international terrorism and transnational crime is a matter of national security that concerns many U.S. departments and agencies. ICITAP is committed to achieving unity of effort and purpose both within DOJ and with DOS, DoD, USAID, and other U.S. stakeholders in all aspects of overseas law enforcement reform and capacity building.

Fusion of law enforcement expertise

ICITAP possesses a comprehensive array of law enforcement expertise that equips the organization to respond quickly and with precision to any type of mission. ICITAP recruits and employs federal law enforcement attachés who bring in-depth operational expertise and decades of law enforcement development experience. ICITAP also uses carefully selected senior level state and local law enforcement advisors and trainers and regularly enlists the professional assistance of numerous federal partners, including experts from the ATF, BOP, DEA, FBI, U.S. Department of Homeland Security (DHS), U.S. Department of the Treasury, and USMS. (Refer to appendix C for complete list of ICITAP's law enforcement partners).

6. *Department of Justice Strategic Plan* (see note 2).

7. *National Security Strategy of the United States of America* (Washington, DC: The White House, 2017), www.whitehouse.gov/wp-content/uploads/2017/12/NSS-Final-12-18-2017-0905.pdf.

8. U.S. Department of State, *Joint Strategic Plan FY 2018–2022* (Washington, DC: U.S. Agency for International Development, 2018), www.usaid.gov/sites/default/files/documents/1870/JSP_FY_2018_-_2022_FINAL.pdf.

9. *Summary of the 2018 National Defense Strategy of the United States of America* (Washington, DC: U.S. Department of Defense, n.d.), <https://dod.defense.gov/Portals/1/Documents/pubs/2018-National-Defense-Strategy-Summary.pdf>.

10. *National Strategy for Counterterrorism of the United States of America* (Washington, DC: The White House, 2018), www.whitehouse.gov/wp-content/uploads/2018/10/NSCT.pdf.

Comprehensive justice sector reform

ICITAP frequently joins forces with the OPDAT, whose mission is to facilitate legislative and justice sector reform and improve the skills of foreign prosecutors, investigators, and judges. ICITAP also collaborates with the USMS as well as with the BOP to develop mechanisms for securing the judicial process. The goal of these strategic partnerships is to employ a coordinated, holistic approach that enhances the integration of justice sector institutions, prevents systemic gaps and programmatic silos, and improves cooperation between citizens¹¹ and government. ICITAP leads a collaborative, integrated approach to rule-of-law assistance that helps host countries develop a culture of integrity, professionalism, and accountability in such critical areas of the criminal justice system as police, prosecutors, courts, corrections, and forensics.

Champion American values

ICITAP supports democratic reform in host countries through law enforcement capacity-building programs and reconstruction and stabilization missions that promote due process, rule of law, and respect for human rights, including freedom from torture and degrading treatment and freedom from arbitrary arrest and detention. ICITAP advances democratic principles beginning in the classroom. ICITAP's performance-based training methodology is highly participatory and seeks to institutionalize the tactics, techniques, and best practices of democratic policing, evidence-based criminal justice, securing the judicial process, and modern prison management.

Sustainable development

Sustainability is achieved when improvements to the host country's systems and capabilities endure after the program ends. ICITAP fosters sustainable development by designing all training and development programs in cooperation with host country institutions. ICITAP tailors and sequences assistance program elements based on the unique requirements of the host country, taking into account the country's resources and readiness for reform. ICITAP further advances sustainability by ensuring a systemic foundation for the professional growth of the foreign law enforcement workforce by

11. This publication uses *citizen* to refer to all individuals in a jurisdiction, who are not sworn law enforcement officers or government officials. It should not be understood to refer only to persons holding citizenship in a particular country.

building training institutions, providing train-the-trainer programs, and ensuring an organizational investment in a dedicated instructor corps with an integrated career path. ICITAP works side by side with host country officials over a period of months or years to introduce and institutionalize modern law enforcement and democratic policing policies and practices that establish a foundation and a sustainable roadmap for success.

International norms and professional standards

Internationally recognized norms and accepted professional standards guide ICITAP's development efforts. Adherence to these norms and standards improves the ability of foreign law enforcement to cooperate with other governments on crime and security issues of mutual concern. ICITAP's ability to help foreign forensic laboratories institutionalize established international standards enhances data and information-sharing opportunities. In the investigative process, evidence that has been handled according to international standards increases the possibility that it will be admissible in the United States as well as other foreign or international courts of law. Achieving this level of professionalization is critical for the successful investigation and prosecution of complex transnational organized crime and terrorism cases.

Responsiveness and accountability

Flexible and scalable programs allow ICITAP to respond to changes in foreign policy and national security strategies. ICITAP enables thorough oversight and evaluation by developing detailed plans with clear program objectives that allow for measurable operational progress and financial responsibility. By exercising its own diligent oversight of contracts and procurements, ICITAP practices responsible spending and provides high-value programs. ICITAP models the principles of transparency and accountability that it seeks to imbue in host country institutions.



Ukraine – National Police Development Program

“As DOJ leads these international engagements, ICITAP ensures that DOJ’s law enforcement priorities are represented in the foreign assistance planning process.”

Goals, Objectives, and Strategies

Strategic Goal 1. Provide key foreign countries and regions with the means to investigate and interdict terrorism and transnational crime before these security threats reach U.S. borders.

Objective 1.1. *Foreign law enforcement is organized, trained, and equipped to dismantle TCOs, disrupt and defeat terrorism, and root out related corruption.*

Strategy 1. Work with host country ministries and law enforcement agencies to review and improve organizational structures and policies, legal and legislative authorities, infrastructure limiters, operational tools and systems, training requirements, and equipment that are necessary for combating TCOs, terrorism, and corruption.

Strategy 2. Assess forensics capacity and focus assistance programs on advancing International Organization for Standardization (ISO) accreditation, which will allow foreign forensic laboratories to effectively process and share reliable biometric data that supports national, regional, and global complex investigations.

Strategy 3. Spearhead the transformation of paper-driven systems into digital networks that enable the gathering, processing, sharing, and real-time analysis of more complete and dynamic information that supports effective investigations strategies to improve border security, especially relating to TCOs and terrorist activities.

Strategy 4. Work with foreign partners' correctional institutions to develop high-risk prison management procedures in particular for the supervision of and information gathering from incarcerated terrorists as well as tailoring management strategies designed to counter the recruitment and radicalization of nonterrorist prisoners.

Strategy 5. Develop the capacity of foreign law enforcement counterparts to conduct complex investigations, including crimes linked to terrorist financing such as trafficking and money laundering, by developing necessary legal tools, policies and procedures, special investigative units, and technical skills to investigate these types of crimes.

Strategy 6. Develop the capacity of foreign law enforcement to deter and disrupt all manner of cybercrime and intellectual property crime, which is essential to safeguarding the homeland and protecting U.S. innovation and national security.

Objective 1.2. *Develop a public safety approach to combating terrorism and TCOs by creating communication systems and investigative processes that link community members, police, prosecutors, border security, corrections, and forensic capabilities.*

Strategy 1. Work with foreign partners to develop and tailor principles of intelligence-led policing (ILP), which promote community engagement strategies designed to help foreign partners address complex crimes and combat violent extremism.

Strategy 2. Ensure that the professionalization of corrections and prison institutions incorporates a holistic approach to justice sector reform such that corrections institutions work seamlessly within the system of the administration of justice, counter extremism through prevention and rehabilitation, and operate in adherence with local laws with a focus on human rights and dignity.

Strategy 3. Promote public education campaigns to restore public confidence in police and government; assist in establishing units and training personnel to handle citizen complaints and develop programs for police to help the public recognize and report corruption without fear.

Strategy 4. Prioritize efforts to encourage the recruitment and promotion of women and minorities into all strata of law enforcement including senior leadership positions, which will help foster increased public engagement from all populations.

Strategy 5. Develop security and law enforcement functions related to border control and marine capabilities to thwart illegal immigration, smuggling of contraband, trafficking of people and illicit goods, and other criminal activities.

Strategy 6. Design forensics assistance programs that support the broader justice sector reform goals and are integrated into existing justice sector development programs—most specifically the investigative continuum.

Objective 1.3. *Develop adaptive regional law enforcement capabilities and security platforms that provide for interoperability and information sharing across borders and with U.S. law enforcement.*

Strategy 1. Promote use of international law enforcement academies (ILEA) as well as developing new regional training and exchange platforms designed to improve cooperation, communication, and collaboration necessary to combat transnational crime and terrorism through cross border investigations.

Strategy 2. Professionalize forensic laboratories at the country level and across regions adhering to internationally accepted formats like the standards issued by the ISO, which ensures the reliability of forensic evidence and its usefulness in sharing evidence across borders and in prosecuting cases both regionally and with law enforcement in the United States.

Strategy 3. Spearhead the development of interconnected law enforcement information technology databases and platforms that provide access to and cross-border exchange of crime reporting, vehicle travel, labor and immigration, biometric, and criminal intelligence data, including linkages with the International Criminal Police Organization (INTERPOL).

Strategy 4. Promote land border and maritime assistance and training that increase cross border tactical and investigative capacity to combat human trafficking; the smuggling of migrants, drugs, weapons, stolen vehicles, and other contraband; and the radicalization and recruitment of “foreign fighters.”

Strategic Goal 2. Create capacity for operational interoperability by providing U.S. law enforcement with effective foreign partners with whom they can address terrorism and complex crimes that impact the United States.

Objective 2.1. *Investigative collaboration and information sharing are strengthened between U.S. and foreign law enforcement on complex crimes and security issues of mutual concern.*

Strategy 1. Leverage ongoing collaboration with foreign partners to advance operational relationships with U.S. law enforcement, including attachés in U.S. embassies.

Strategy 2. Ensure all engagement and development efforts are grounded in the fundamental importance and promotion of U.S. and host country law enforcement cooperation and interoperability as essential for the prevention, investigation, and prosecutions of TCOs and terrorism that threaten the national security of both countries.

Strategy 3. Engage broad spectrum of U.S. law enforcement and security agencies (most importantly from DOJ law enforcement agencies) in the design and delivery of targeted capacity-building programs that further U.S. operational outcomes and create opportunities for the development of professional relationships.

Strategy 4. Develop comprehensive information technology platforms and forensic systems that allow for the exchange of information between U.S. and foreign law enforcement—including the establishment of fingerprint, DNA, and ballistics databases that are compatible with internationally accepted formats.

Strategy 5. Promote and facilitate host country law enforcements participation in U.S.-based training, internships and information sharing opportunities to include attendance at the FBI National Academy.

Objective 2.2. *U.S. foreign assistance planning and budgeting processes integrate the law enforcement priorities and responsibilities of DOJ and the Criminal Division.*

Strategy 1. Liaise and coordinate with DOJ working groups and international affairs committee and the interagency community (DOS, DoD, DHS, and USAID) on law enforcement and security assistance planning and budgeting.

Strategy 2. Participate on U.S. mission country teams and, when appropriate, lead relevant embassy working groups.

Strategy 3. Contribute to headquarters- and field-based law enforcement working groups to ensure that U.S. law enforcement assistance and training efforts support U.S. government operational activities.

Strategy 4. Focus on organizational development as the lead U.S. agency on long-term sustainable law enforcement capacity building, thereby ensuring reliable and professional counterparts for U.S. government operational entities.

Strategy 5. Collaborate with funding partners to conduct qualitative and quantitative monitoring and evaluation of ICITAP law enforcement assistance projects to prescribe adjustments as required for optimal operational impact and ensure best value for U.S. taxpayers.

Strategic Goal 3. Protect the homeland by advancing global peace, security, and good governance through the development of fair and effective foreign criminal justice systems that serve and protect all community members, adhere to the rule of law, and are recognized and respected partners in the international community.

Objective 3.1. *Foreign law enforcement practices are consistent with international standards for human rights and dignity.*

Strategy 1. Strengthen systems within host country law enforcement that promotes organizational and individual accountability. Create environment necessary for sustainable organizational change; develop organizational and training strategies that establish professional standards policies, procedures, and practices; and prioritize the establishment of fair and transparent recruiting, hiring, promotion, and performance evaluation processes.

Strategy 2. Promote and facilitate the adoption of use of force policies that meet international standards for the protection of human rights and provide appropriate training in legitimate uses of force, including applications and techniques.

Strategy 3. Assist in the development of safe and secure detention facilities and prisons that meet international standards and practice the humane care, custody, and treatment of all incarcerated persons.

Strategy 4. When engaging with foreign law enforcement colleagues in all capacities, all agency personnel will model and promote respectful professional standards and practices.

Strategy 5. Facilitate foreign participation and membership in key U.S. law enforcement associations that promote adherence to the highest standards and norms of policing in a free society.

Objective 3.2. *Foreign law enforcement possesses the basic capacity to support a fair and effective criminal justice system that ensures equal access to justice and is focused on public safety.*

Strategy 1. Build host country capacity to support reforms that ensure civilian law enforcement is demilitarized and functions to support the rights of citizenry and is not an instrument of the state.

Strategy 2. Focus efforts holistically on the professionalization of laws and policies that govern law enforcement’s mission, functions, roles, and responsibilities, with a special focus on their leadership practices.

Strategy 3. Build capacity to support an evidence-based criminal justice system, addressing all aspects of the investigative continuum from first responder duties to forensics to witness testimony.

Strategy 4. Integrate the principles of community engagement into programs to facilitate information sharing and focused law enforcement operations through the promotion of positive relationships between and among police, community members, private and public organizations, and civil society.

Strategy 5. Look for opportunities to assimilate law enforcement organizational development and training efforts across the greater rule of law spectrum by advancing communication and operational effectiveness between and among all civilian law enforcement capabilities, forensics agencies, prosecution services, and corrections.

Strategy 6. Professionalize or reform human resources systems to ensure the promotion of fairness in practices related to recruitment and selection, retention and promotion, rewards and discipline, and compensation and benefits.

Management Goals

ICITAP is recognized for exemplary leadership, management, and accountability practices.

Organizational ethos

Nurture a culture of integrity and decency that promotes transparency, inclusiveness, and diversity.

Performance management

Develop and implement systems, tools, and methods to assess actual versus planned performance and invest resources to optimize performance.

Personnel management

Recruit, develop, retain, and strategically manage a diverse world-class workforce. Use targeted development and training to close skill gaps and use the full range of incentives and employment flexibilities to attract and retain a diverse talent pool.

Financial management

Ensure financial management systems and operations are transparent and produce, in a timely manner, accurate and useful financial information.

Knowledge management

Develop methods to capture, share, and use internal knowledge and lessons learned. Make available to field offices and headquarters a knowledge management system.

Strategic communications

Execute a communications and public outreach strategy that helps the organization achieve its vision.



Mexico – Forensic Laboratory Accreditation

“DOJ has long recognized that the peace and security of the United States is strengthened by the development of professional foreign law enforcement partners that practice the most modern law enforcement techniques and respect and uphold the rule of law.”

Appendix A. ICITAP's Strategic Framework

ICITAP's strategic plan for fiscal years 2018–2022 is directly aligned with the following:

- U.S. Department of Justice Strategic Plan for FY 2018–2022
- Department of State and Agency for International Development Joint Strategic Plan for FY 2018–2022
- National Security Strategy of the United States of America, December 2017
- National Defense Strategy of the United States of America, 2018
- National Strategy for Counterterrorism of the United States of America, October 2018

ICITAP is guided by and aligns with the following goals, objectives, and strategies of DOJ's Strategic Plan for FY 2018–2022.

Strategic Goal 1. Enhance national security and counter the threat of terrorism.

Objective 1.1. Disrupt and defeat terrorist operations.

Strategic Goal 3. Reduce violent crime and promote public safety.

Objective 3.1. Combat violent crime, promote safe communities, and uphold the rights of victims of crime.

Strategic Goal 4. Promote rule of law, integrity, and good government.

Objective 4.1. Uphold the rule of law and integrity in the proper administration of justice.



Kosovo – Women in Police

“ICITAP’s strategic plan focuses on the core mission of developing foreign law enforcement that respects human rights and human dignity; that possesses the basic capacity to support a fair and effective criminal justice system; and that is organized, trained, and equipped to combat transnational organized crime, terrorism, and corruption.”

Appendix B. ICITAP's Historical Milestones

ICITAP was established in 1986. The following milestones in ICITAP's work reflect world events and U.S. foreign policy priorities.

- 1986** ICITAP begins building criminal investigative capacities of police forces in **Latin America**.
- 1990** In the wake of Operation Just Cause in **Panama**, ICITAP develops and implements a plan to transition the former military security force into civilian-led police forces. This full-scale in-country police development program effectively changes ICITAP from a training organization to a full-service international law enforcement development organization.
- 1991** ICITAP begins assistance in what is now its longest standing country of operations: **Colombia**. In 2002, ICITAP becomes a partner in the Plan Colombia Justice Sector Reform Program and assists the country in its transition to an adversarial system of justice.
- 1992** After United Nations–mediated peace accords end **El Salvador's** civil war, ICITAP helps build El Salvador's National Civilian Police and establish the National Public Security Academy.
- 1994** After assessing **Somalia's** police force in 1993, ICITAP deploys to Somalia to implement a police assistance project; instability and fighting terminate the project three months later.

ICITAP arrives in **Haiti** two days after U.S. troops and implements a five-year plan to develop a new civilian police force in Haiti; success heightens ICITAP's recognition as a principal resource in establishing security and law enforcement in emerging democracies.

- 1996** After the Dayton Peace Accords are signed, ICITAP supports United Nations efforts to stand up a police force in **Bosnia and Herzegovina**. ICITAP's developmental work—particularly its technical assistance in implementing modern information management systems—becomes critical to combating terrorism and organized crime threats in the region.

After peace accords between the government of **Guatemala** and rebel guerilla forces are signed, ICITAP assists in reforming the civilian police force.

- 1997** ICITAP begins providing assistance to the Newly Independent States **Kazakhstan**, **Kyrgyzstan**, **Tajikistan**, **Turkmenistan**, and **Uzbekistan**, and also, in the following year, to **Moldova** and **Ukraine**.
- 1999** Working with the Organization for Security and Cooperation in Europe, ICITAP leads the building of a police academy in **Kosovo** and begins training the new Kosovo Police Service.
- 2000** ICITAP spearheads the police assistance program for the Indonesian National Police after its separation from the Indonesian Armed Forces; the program expands over the years to focus on building **Indonesia's** capability to combat transnational crime.
- 2001** ICITAP launches its first program in **East Timor**, supporting the creation and training of a national police force.
- After participating in an assessment of **Pakistan's** border security and control capabilities, ICITAP launches a program to build criminal investigations capacity, improve police management and leadership, and improve law enforcement academy curriculum and training.
- In **North Macedonia**, ICITAP provides assistance in developing the Ohrid Framework agreement after the cessation of major hostilities and launches both the U.S. government's and the Organization for Security Cooperation in Europe's law enforcement reform missions.
- 2002** ICITAP leads an international advance team into **Afghanistan** and assists in reestablishing the Afghan National Police.
- 2003** ICITAP is the first civilian law enforcement development and training organization on the ground after the U.S.-led invasion of **Iraq**; coordinating with coalition partners, ICITAP helps pen the original police assessment with recommendations, deploys hundreds of professional advisors to Iraq, and trains tens of thousands of Iraqis.

2006 ICITAP partners with the **Philippine** National Police to support implementation of its Integrated Transformation Plan, a 10-year strategy to professionalize the organization and enhance the capabilities of the police to fight serious crime.

ICITAP launches its first partnership with the Millennium Challenge Corporation in **Malawi** on a program to combat fraud and corruption. ICITAP's partnership with MCC grows to include programs in **Indonesia, Kyrgyzstan, Moldova, Paraguay, Peru, Rwanda, Tanzania, Uganda, and Ukraine.**

2007 Following political upheaval that prompts a call for elections in **Nepal**, ICITAP begins an election security training program and continues assistance in the area of police reform.

ICITAP begins projects to combat gender-based violence in **Benin, Kenya, South Africa, and Zambia** as part of the Women's Justice Empowerment Initiative.

2010 As part of the U.S. government's Mérida Initiative—launched in response to rising drug-related violence in **Mexico**—ICITAP establishes a field office in Mexico and begins coordinating forensics assistance to the federal laboratories.

In **Algeria**, ICITAP launches its first counterterrorism program fully funded by the State Department's Office of the Coordinator for Counterterrorism.

2011 After developing the **Iraq** Corrections Service from scratch over an eight-year period, ICITAP facilitated the transfer of thousands of detainees from U.S. facilities to Iraqi custody. Success in the first overseas corrections development effort of its kind established ICITAP as a leader in building the capacity of civilian institutions and helping to establish the rule of law in Iraq.

2012 ICITAP deploys to assist **South Sudan**, the world's newest nation, in the creation and training of a new national police force.

2013 ICITAP plays a key planning role in the wake of the Arab Spring—supporting interagency assessments, offering recommendations, and providing limited assistance in **Egypt, Libya, and Syria.**

On April 5, 2013, the president signs Presidential Policy Directive 23 (PPD-23) on Security Sector Assistance (SSA), which codifies what DOJ has been doing for years to develop the capacity of and interoperability with foreign law enforcement agencies, to build overseas partnerships to fight transnational crime, and—ultimately—to make the United States safer. PPD-23 identifies DOJ as a presumptive implementer in working with its counterpart agencies abroad.

DOJ and DHS enter into an unprecedented interagency memorandum of understanding (MOU) to coordinate the design and delivery of SSA in support of PPD-23. Specifically, the MOU formalizes a framework for cooperation and personnel exchange between ICITAP and the Federal Law Enforcement Training Centers (FLETC) as their respective departments' lead agencies for SSA.

- 2014** DOJ establishes the Departmental Implementation Plan for PPD-23 on SSA, in which the Criminal Division is assigned responsibility for coordinating all SSA activities for DOJ—effectively leveraging ICITAP's experience and expertise.

ICITAP is the first organization in the U.S. government to receive funding from the joint DOS and DoD Global Security Contingency Fund (GSCF). The GSCF was enacted by Congress to assist countries with urgent security and stabilization needs. ICITAP receives congressional approval to expand its maritime and terrestrial security program in the southern **Philippines**.

- 2015** ICITAP launches a global effort to assist key countries throughout **Africa**, **Asia**, and the **Balkans** in countering violent extremism (CVE) in jails, detention facilities, and prisons—adhering to the Global Counterterrorism Forum's Rome Memorandum on Good Practices for Rehabilitation and Reintegration of Violent Extremist Offenders.
- 2016** ICITAP celebrates 30 years as the U.S. government's most experienced and innovative capability in the formulation and implementation of global security sector assistance programs that further U.S. national security interests.
- 2017** A September 2017 report issued by the SIGAR recommends to Congress that ICITAP be considered and funded as the lead agency for all future U.S. government police assistance activities. The SIGAR's recommendations were reiterated in testimony before the House Oversight and Government Reform Committee.
- 2018** At the request of DOS, ICITAP entered into a partnership agreement with the **Kingdom of Saudi Arabia (KSA)** to deliver a combination of technical assistance, training, and mentoring to create a new police service within the KSA's Ministry of Interior.

Appendix C. Program Delivery Partners

ICITAP works with a vast array of partners, domestic and international, governmental and non-governmental. Under its programmatic supervision, ICITAP enlists the professional services of numerous federal partners, including the following:¹²

U.S. Department of Justice

- Antitrust Division
- Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF)
- Criminal Division
 - Child Exploitation and Obscenity Section (CEOS)
 - Computer Crime and Intellectual Property Section (CCIPS)
 - Human Rights and Special Prosecutions Section (HRSP)
 - Money Laundering and Asset Recovery (MLARS)
 - Office of International Affairs (OIA)
 - Offices of Overseas Prosecutorial Development, Assistance and Training (OPDAT)
 - Public Integrity Section (PIN)
- Drug Enforcement Administration (DEA)
- Environment and Natural Resources Division (ENRD)
- Federal Bureau of Investigation (FBI)
 - Criminal Justice Information Services/Global Initiative Unit (CJIS)
 - Global Training Unit (GTU)
 - Terrorist Explosives Device Analytical Center (TEDAC)
 - Terrorist Screening Center (TSC)

12. While this list is extensive, it may not reflect the absolute totality of ICITAP's partners over time.

- Federal Bureau of Prisons (BOP)
- INTERPOL Washington, U.S. National Central Bureau (INTERPOL-NCB)
- Office of Justice Programs (OJP)
 - Bureau of Justice Assistance (BJA)
 - National Institute of Justice (NIJ)
- National Security Division (NSD)
- Office of Community Oriented Policing Services (COPS Office)
- Office of United States Attorneys (USAO)
- United States Marshals Service (USMS)

U.S. Department of State

- Antiterrorism Assistance Program (ATA)
- Bureau of European and Eurasian Affairs (EUR)
- Bureau of Counterterrorism (CT)
- Bureau of International Narcotics and Law Enforcement Affairs (INL)
- Bureau of International Security and Nonproliferation (ISN)
 - Export Control and Related Border Security (EXBS)
- Bureau of Near Eastern Affairs (NEA)
- Diplomatic Security Service (DSS)
- International Law Enforcement Academies (ILEA)

U.S. Department of the Treasury

- Internal Revenue Service (IRS)
- Office of Technical Assistance (OTA)

U.S. Department of Defense

- Africa Command (AFRICOM)
- Armed Forces DNA Identification Laboratory (AFDIL)
- Army Corps of Engineers (ACE)
- Army Criminal Investigation Command (CID)
- Central Command (CENTCOM)
- Defense Criminal Investigative Service (DCIS)
- Defense Forensic Science Center (DFSC)
- Defense POW/MIA Accounting Agency (JPAC/CIL)
- Defense Security Cooperation Agency (DSCA)
- Defense Threat Reduction Agency (DTRA)
- European Command (EUCOM)
- Indo-Pacific Command (INDO-PACOM)
- Joint Interagency Task Force West (JIATF-W)
- Joint Special Operations Task Force—Philippines (JSOTF-P)
- National Guard
 - California National Guard
 - Hawaii National Guard
 - Iowa National Guard
 - Maryland National Guard
 - Montana National Guard
 - New Jersey National Guard

- Ohio National Guard
- Oregon National Guard
- Vermont National Guard
- Hawaii National Guard
- Naval Criminal Investigative Service (NCIS)
- Northern Command (NORTHCOM)
- Office of Defense Cooperation (ODC)
- Office of the Armed Forces Medical Examiner
- Southern Command (SOUTHCOM)
- Special Operations Command (SOCOM)

U.S. Department of the Interior

- U.S. Fish and Wildlife Service

U.S. Department of Agriculture

- U.S. Forest Service

U.S. Department of Commerce

- National Institute of Standards and Technology (NIST)
- Patent and Trademark Office

U.S. Department of Homeland Security

- Customs and Border Protection (CBP)
- Federal Air Marshal Service (FAMS)
- Federal Emergency Management Agency (FEMA)
- Federal Law Enforcement Training Centers (FLETC)
- Immigration and Customs Enforcement (ICE)
 - Homeland Security Investigations (HSI)

- Office of International Engagement (OIE)
- Office of Strategy, Policy, and Plans
- Transportation Security Administration (TSA)
- U.S. Coast Guard (USCG)
- U.S. Secret Service (USSS)

U.S. Agency for International Development (USAID)

International partners

- AgriTeam Canada
- Association of Southeast Asian Nations (ASEAN)
- Council of Europe (CoE)
- European Union (EU)
 - EU Rule of Law Mission in Kosovo (EULEX)
 - EU Advisory Mission—Ukraine (EUAM)
 - EU Border Assistance Mission in Moldova and Ukraine (EUBAM)
 - EU Capacity Building Mission in Mali (EUCAP Sahel Mali)
 - EU (EU-GARSI-Sahel)
- EUROPOL
- French Gendarmerie National
- International Commission on Missing Persons (ICMP)
- International Organization for Migration (IOM)
- INTERPOL
- North Atlantic Treaty Organization (NATO)

- Office for Security and Cooperation in Europe (OSCE)
 - Mission in Albania
 - Mission in Kosovo
 - Mission in Montenegro
 - Mission in Serbia
 - Mission to Skopje
 - Mission in Ukraine
 - Strategic Police Matters Unit (SPMU)
- Police Training Assistance Project Canada (PTAP)
- Royal Canadian Mounted Police (RCMP)
- United Nations (UN)
 - UN Development Program (UNDP)
 - UN Mission in Kosovo (UNMIK)
 - UN Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)
 - UN Office of Drugs and Crime (UNODC)
 - UN United Nations Interregional Crime and Justice Research Institute (UNICRI)

Appendix D. List of ICITAP Foreign Partner Countries

Afghanistan	East Timor (Timor-Leste)	Liberia
Albania	Ecuador	Libya
Algeria	Egypt	Lithuania
Antigua and Barbuda	El Salvador	Madagascar
Armenia	Ethiopia	Malawi
Azerbaijan	Gabon	Malaysia
Bahrain	The Gambia	Maldives
Bangladesh	Georgia	Mali
Barbados	Germany	Mauritania
Belize	Ghana	Mexico
Benin	Grenada	Moldova
Bolivia	Guatemala	Montenegro
Bosnia and Herzegovina	Guyana	Morocco
Botswana	Haiti	Mozambique
Brazil	Honduras	Namibia
Bulgaria	Hungary	Nepal
Cambodia	Indonesia	Nicaragua
Cameroon	Iraq	Niger
Chad	Italy	Nigeria
Colombia	Jamaica	North Macedonia
Costa Rica	Jordan	Pakistan
Côte d'Ivoire	Kazakhstan	Panama
Croatia	Kenya	Paraguay
Dominica	Kosovo	Peru
Dominican Republic	Kyrgyz Republic	Philippines

Poland	Serbia	Trinidad and Tobago
Qatar	Sierra Leone	Tunisia
Romania	Somalia	Turkey
Russia	South Africa	Turkmenistan
Rwanda	Sri Lanka	Uganda
Saint Kitts and Nevis	Sudan, South	Ukraine
Saint Lucia	Tajikistan	Uzbekistan
Saint Vincent and the Grenadines	Tanzania	Vietnam
Saudi Arabia	Thailand	Yemen
Senegal	Togo	Zambia



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