



# ICITAP MANAGEMENT ACCOUNTABILITY

U. S. Department of Justice  
Criminal Division  
*International Criminal Investigative  
Training Assistance Program*

ICITAP is committed to achieving the highest standards of professionalism and integrity in three critical areas: program management, strategic management, and business management.

## PROGRAM MANAGEMENT

### **Program plans and interagency agreements founded on clear objectives**

As the foundation for successful program development, ICITAP seeks to establish a clear understanding of the law enforcement development needs of each host country. Before designing a program plan and submitting a funding proposal and budget, ICITAP conducts (whenever possible) an in-country survey to identify the host country's capacity gaps. Then, the organization works with its funders to secure a transparent interagency agreement (IAA) that specifies the program's objectives and the amount of funding to be allocated for implementation.

### **Progress driven by well-formulated implementation plans**

ICITAP coordinates with its funders to develop program implementation plans that detail planned training and technical assistance activities and identify appropriate performance indicators.

### **Program accountability enhanced through regular reports and statistics**

ICITAP provides narrative reports on program activities and accomplishments, in compliance with a schedule specified in the IAA, or as such information is requested. ICITAP has also developed a body of statistical information about its programs and has implemented processes to enhance the validity of this information. For example, ICITAP programs use standardized tools to record training and partnership activity data that are, ultimately, reviewed during quarterly performance

management meetings between the director and his senior staff.

### **Accountable program management supported by financial tools and reports**

ICITAP uses a program budgeting tool to standardize and streamline the budget development process. Standard templates and processes for ordering contractual services enable the accurate tracking of expenditures. ICITAP also relies on a dedicated group of professionals to prepare monthly financial reports and support its programs throughout the funding lifecycle. As part of the package of reports to program funders, the Criminal Division submits quarterly financial reports that detail obligations and expenditures of program dollars.

### **Quality improved through program reviews**

ICITAP has developed a system for conducting management reviews of program offices in the field and at headquarters. The reviews, which are selectively applied, help to monitor adherence to financial management policies and procedures, evaluate current controls, identify best practices, and make recommendations for improvement. When possible, ICITAP also conducts reviews to assess and document the impact of training and development activities on host countries, and identify future program priorities.

## STRATEGIC MANAGEMENT

### **Strategic focus enabled by organizational structure**

The goals of strategic management are to ensure that ICITAP's work has maximum public value, and that ICITAP's organizational capacity is sufficient to accomplish its mission and meet the challenges of the future. To support strategic management within the organization, the Strategic Services Unit was established in 2006.

**Accountability to the American taxpayer ensured through internal procedures**

ICITAP follows Criminal Division procedures to comply with the Government Performance and Results Act of 1993, the Performance Assessment Rating Tool, and the Presidential Management Agenda. ICITAP submits performance measures to the Criminal Division for inclusion in the *Quarterly Management Report*, and two of these measures are represented in the President's budget that goes to Congress.

**Knowledge and information used and maintained strategically**

ICITAP continually develops and maintains up-to-date, effective information about its programs and activities. ICITAP also employs available information technology resources to enhance information sharing and knowledge management. As part of this initiative, ICITAP's external website was recently updated to reflect best practices in Web-based communication and to share information about ICITAP with its partners and the public.

**BUSINESS MANAGEMENT**

**Diligent oversight exercised in ICITAP's contract and procurement practices**

A dedicated, full-time Justice Management Division contracting officer is located at ICITAP headquarters to facilitate the close oversight of contracts and procurements. ICITAP's professional staff also conducts comprehensive reviews of contractor invoices on a monthly basis, and the organization maintains, through the exploration of a variety of procurement strategies, a solid record of responsible spending.

**Maximum efficiency achieved through enterprise-wide financial management**

ICITAP uses a specially designed financial analysis tool to assess its program management units as stand-alone organizations. The tool compares program funding against labor costs and other expenses, thereby enabling ICITAP to make more informed decisions on a number of budgetary considerations,

including the allocation of existing resources, the need for new resources, and the affordability of program activities.

**Compliance with policies and regulations supported by progressive measures**

ICITAP has issued more than 130 standard operating procedures and authored a comprehensive financial management policies and procedures manual. ICITAP also issues detailed orientation handbooks to its headquarters and field staff.

**Rigorous and proactive security screening facilitated by ICITAP security staff**

ICITAP ensures that its employees and contractors are suitably qualified according to federal security requirements, and are approved by Criminal Division security staff prior to participating in any program activity. With the favorable adjudication of thorough background screenings, ICITAP's federal employees and contractor personnel receive National Security approvals and Public Trust Waivers, respectively.