



ICITAP'S CRITICAL INCIDENT AND EMERGENCY MANAGEMENT EXPERTISE LAW ENFORCEMENT DEVELOPMENT PROGRAMS FACT SHEET

A nation's civilian police force—with its large numbers and countrywide distribution of personnel—is a critical resource in an emergency. In most cases, police are the first responders, and how they execute their response can affect the number of lives lost and the level of damage.

ICITAP is building the capacity of foreign police forces to effectively manage the police response to critical incidents and disasters, and to improve the delivery of humanitarian aid to victims. In this, as in all other contexts, ICITAP emphasizes respect for human rights and dignity as an essential component of the police response.

Critical incidents and emergencies are large-scale disruptions including natural disasters (e.g., earthquakes, tsunamis, or floods), major accidents (e.g., hazardous material spills, collapsed infrastructure, ship and plane crashes), attacks (e.g., bombings), and civil disorder and conflict with the potential for mass casualties.

With proper policies, procedures, and training in critical incident and emergency response management—and the exercise of sound leadership—a civilian police force can mitigate the impact of these events.

Program Outcomes

ICITAP development programs in critical incident and emergency management build the capacity of host country police to

1. Develop interagency emergency response partnerships and mutual aid agreements
2. Develop and execute operational plans for various types of disasters
3. Train those in leadership positions how to manage assets in the time of crisis
4. Develop a unified command structure to coordinate the response and delivery of services by the various partners
5. Use a customized approach to deal with a wide variety of incidents ranging from civil disturbances to planned events to unexpected natural disasters
6. Implement practice rehearsals and disaster drills to prepare an effective response to critical incidents
7. Conduct crowd control/civil disturbance operations with respect for human rights and dignity

Scalable, Tailored, and Sustainable Approach

ICITAP's development approach is to work with the host country to develop a model of critical incident and emergency response management that fits the on-the-ground reality.

Scalable means that the ICITAP response management system and operational planning process is adaptable to a wide range of host country environments and means. Assistance is based on an assessment of the existing assets and capabilities of the host country and addresses the specific disaster threats or civil disorder challenges of the host country.

Tailored means that ICITAP designs the development program in concert with representatives from local organizations who will need to use the new system. Together, the working group adapts the model to the local culture, and to the structure and capacity of the local agencies. ICITAP's training plans and curriculum are also developed with local input.

Sustainable means that when ICITAP's program is completed, the host country has in place the institutional anchors—leadership practices, policies, plans, procedures—

as well as lesson plans and training capabilities, to maintain the organizational development processes.

Sustainability is achieved through the long-term in-country deployment of ICITAP's subject matter experts to develop one-on-one mentoring relationships with the host country's organizational leadership. ICITAP advisors work side-by-side with local officials, modeling effective management practices, developing new policies and directives, and promoting cooperation with other key organizations.

ICITAP also uses a train-the-trainer model, in which local instructors are trained on modern methods of instruction and principles of adult learning, and on how to deliver a specific course. This development model has the benefit of getting large forces trained quickly, in addition to improving chances of sustainability. With a cadre of trained and practiced local instructors, the host country has the capacity to integrate the training into its regular academy training. This model has been implemented with success in many of ICITAP's programs.

Disaster Response in Indonesia

In recent decades, catastrophic natural disasters have destroyed population centers and taken a devastating toll on human life. In natural disaster-prone Indonesia, ICITAP assisted the government in implementing the Standard Emergency Management System (SEMS).

SEMS is a proven model that can be used in all types of incidents. At its core are procedures for forming a temporary management hierarchy that enables a few people to oversee thousands of personnel. It helps managers move from being reactive to proactive—rapidly mobilizing resources, initiating the information flow, and coordinating with and integrating other groups.

In 2006, ICITAP introduced SEMS to the Indonesian National Police (INP) and together they began a nationwide training program. ICITAP trained a cadre of *master instructors* in each of the regions. Each class consisted of police and representatives from other entities that the police would need to interact with during an emergency.

In September 2009, the Indonesian government was able to activate SEMS in response to the 7.6 magnitude earthquake that struck off the west coast of Sumatra, severely damaging the city of Padang and costing more than a thousand lives. Within 24 hours, the INP had fully activated SEMS, set up an emergency operations center, and initiated disaster victim identification.

The Indonesian police also used the SEMS model to plan for a major holiday event that in the past had been associated with accidents and fatalities. Using the model, the event was managed without any major problems.

The SEMS model has been expanded for use in other Indonesian ministries,

including those responsible for pandemic crisis management. With ICITAP's help, the Indonesian government developed comprehensive policies and regulations on disaster management, incorporating all the principles of SEMS. It was signed into law in January 2010.

Major Events and Civil Disorder

ICITAP promotes the use of critical incident management techniques to plan for and manage major events, such as those involving large crowds or with potential for civil disorder. In civil disorder management, as in emergency response, the principles of command and control, operational planning, communications, human rights, and appropriate uses of force are fundamental.

ICITAP has provided assistance in civil disorder management in countries preparing for upcoming elections; countries with civil unrest; and countries transitioning from an authoritarian to a democratic form of government in which police must adopt a new role.

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.