



ICITAP'S STRATEGIC PARTNERSHIPS AND TRAINING

SPTU—Promoting ICITAP Innovation Through Creative Solutions

ICITAP's Strategic Partnerships and Training Unit (SPTU) was established at ICITAP headquarters in June 2013¹ and 1) develops and facilitates strategic partnerships with academia, USG entities, and NGOs to advance ICITAP's objectives; 2) creates and updates cutting-edge curricula tailored to legislative and cultural contexts of countries where ICITAP works; 3) institutes a standardized and uniform project design and monitoring system, which will be used across all ICITAP missions; and 4) preserves and promotes ICITAP's institutional memory through good program evaluations and published articles.

Curriculum Standards and Templates

SPTU has established standards for all course material and is constantly creating new and updating old curricula to meet these standards. The material must be up-to-date and reflect best practices in modern, democratic policing. Further, instructors are encouraged to always be mindful of realities on the ground, and to tailor curricula to the host nation's laws and culture. Through regular outreach to ICITAP

programs in the field, SPTU has uploaded significant curricula created in host country languages into its online curriculum library.

Given that these curricula are sent out to various stakeholders, other country programs within ICITAP, and host-country partners, it is important to ensure that the overall quality, uniformity and completeness of curricula shared by ICITAP meets the highest levels of professional standards.

Public-Private Partnerships

SPTU has worked collaboratively with nine universities through Capstone projects and other initiatives. Collaborations have included: conducting research on timely topics such as terrorism and violent extremism; developing law enforcement curricula; working on strategic initiatives for ICITAP; and writing articles about ICITAP projects, which are e-published by the Department of Justice's Office of Community Oriented Policing Services (COPS). All the final Capstone project materials are available on the Online Curriculum Library.

USG Partnerships

SPTU has a thriving

partnership with DOJ's COPS Office, which has e-published two documents for SPTU and is in the process of preparing four more ICITAP documents for e-publication.

SPTU's partnership with the National Institute of Justice (NIJ) has been vital in developing a standardized, uniform project design model for ICITAP.

Online Curriculum Library

In May 2015, ICITAP put into operation an Adobe Connect-based online curriculum library that allows access to ICITAP's curriculum via the internet. ICITAP currently has 10 licensing agreements for Adobe Connect, which provides our field offices access to the ICITAP curriculum library, video conferencing capability, and the ability to conduct e-training via a cloud-based framework. For those within ICITAP who do not have Adobe Connect licenses, and for those outside of ICITAP, SPTU provides hyperlinks to courses in the curriculum library that will allow people to download the entire courses.

Training

SPTU also provides training support to the field. In 2017,

¹ Prior to April 2020, SPTU was known as the Curriculum Development and Training Unit (CDTU), with a more limited scope.

ICITAP's curriculum development specialist traveled to Macedonia, where he presented the SPTU-developed First Responder to Computer Crime course to the Special Prosecutors Office and to Serbia where he presented Ethics Training to the Serbian Traffic Police. In 2019, SPTU developed a unique scenario based anti-terrorism course, which was taught in Cote d'Ivoire, with instructors from partner agencies. The course involved students investigating a mock terrorist attack using simulated physical evidence and role-playing exercises. Also in 2019, SPTU worked closely with U.S. Customs and Border Protection (CBP) to develop a training course, which simulated CBP's Global Automated Targeting System (ATS-G) for use with training foreign partner agencies.

In 2019, ICITAP's senior coordinator for strategic partnerships and training taught an instructor development course on using micro-training to combat violent extremism to 11 Bangladesh police instructors in Dhaka.

Training Catalog

In July 2014, SPTU developed the first edition of a comprehensive DOJ Security Sector Assistance Training Catalog. In addition to ICITAP course materials, the first edition of the catalog included course offerings from the FBI, DEA, ATF, and USMS. This is meant to be a resource to the field and a living document which will be reviewed and updated at least once a year.

In December 2019, ICITAP issued the 14th edition of the

catalog that now contains 227 full courses, 262 technical manuals, model policies and research studies, 31 opportunities for free online training from partner agencies, four program development overviews, and 45 instructional and informational videos including a number of iTED talks by ICITAP country attachés and their staffs.

Publications

In February 2018, the COPS office e-published a document entitled, "[ICITAP's Approach to Promoting Sustainable Institutional Law Enforcement Development \(SILED\)](#)." The paper is divided into three sections: the first fleshes out the SILED analytical framework; the second analyzes seven ICITAP projects where SILED was successfully promoted; and the third suggests ways to improve monitoring and evaluation in law enforcement development programs.

In April 2020, the COPS Office e-published an article titled, "A Review of the USAID-ICITAP Election Security Program in Sierra Leone for the 2012 Presidential, Parliamentary, Municipal, and Local Elections." In this publication, the authors, five graduate students from American university, analyze this innovative program that emphasized 15-20 minute micro-training (MT) modules that Sierra Leone Police master instructors developed with ICITAP and then used to train other police instructors and civil society leaders throughout the country. This approach improved police-community engagement and promoted good governance by

educating the public about what police should be doing.

Project Design Model

DOJ's National Institute of Justice (NIJ) has worked with ICITAP from 2018 to the present time to develop a uniform, standardized project design model that can be used by all ICITAP programs and headquarters personnel. This model places a premium on developing good outcomes and outcome measures that demonstrate progress toward achieving the objectives of projects rather than just outputs and performance measures that indicate the results of project activities. NIJ developed eight training modules for ICITAP personnel to learn how the project design process should work, including how to create logic models for projects.

Monitoring and Evaluation

In January 2019, ICITAP signed into force a Monitoring and Evaluation policy, which lays out in specific detail how ICITAP proactively seeks to identify third-party police professionals and university professors to conduct evaluations of ICITAP projects. ICITAP is in the process of negotiating with the INL and CT Bureaus at DOS to set aside a percentage of the budget when a new IAA is negotiated, to be used to conduct project evaluations.

Future Initiatives

SPTU is working on a second edition of the SILED publication, which will take a more practical, practitioners' approach to conducting crime threat, job task, institutional development, and training needs analyses. SPTU is also

working with operations to develop a pilot micro-training project to combat CVE in Nigeria and a coordinated justice pilot project in Kenya to combat CVE. ICITAP has contacted the NGO Search for Common Ground (SFCG) about forming a partnership in Nigeria and Kenya in terms of developing and implementing effective police-community engagement. SFCG expressed interest in this partnership and SPTU is discussing the idea with the CT Bureau. The CT Bureau has expressed interest in funding both these projects.

SPTU's curriculum developer wrote a toolkit for combating terrorism and countering violent extremism that uses a standardized incident management system (SIMS) as an organizing framework with police-community engagement and community focused policing as implementing principles in a Prevention-Response-Recovery model. COPS is currently making final edits to the document.

SPTU is working closely with the U.S. Department of Defense's Strategic Operations Commands for Africa and for the Pacific to develop possible National Defense Authorization Act (NDAA) Section 333-funded pilot project collaborations, which will benefit both ICITAP and DoD. SPTU is also reaching out to potential partners at the Pentagon and is working to develop a relationship with the U.S. Military Academy for both capstone projects and other types of research initiatives.

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 State Department, USAID, the Defense Department, and the Department of Homeland Security.