

I C I T A P

STRATEGIC PLAN

FISCAL YEARS 2009-2013



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FISCAL YEARS 2009-2013

INTERNATIONAL CRIMINAL INVESTIGATIVE
TRAINING ASSISTANCE PROGRAM



Table of Contents

Message from the Director	1
Mission and Vision.....	5
ICITAP in the U.S. Department of Justice	7
Core Values	9
Cross-Cutting Principles	11
Goals and Strategies	15
Outcome Goal 1: Host country law enforcement practices are consistent with international standards for human rights and dignity	15
Outcome Goal 2: Host country law enforcement possesses the basic capacity to support a fair and effective criminal justice system	16
Outcome Goal 3: Host country law enforcement is organized, trained, and equipped to combat transnational organized crime, terrorism, and corruption	17
Outcome Goal 4: Collaboration and information sharing are strengthened between U.S. and host country law enforcement on crime and security issues of mutual concern	19
Outcome Goal 5: U.S. foreign assistance planning and budgeting process reflects U.S. Department of Justice and Criminal Division perspective and law enforcement priorities	20



Outcome Goal 6:
The U.S. Department of Justice’s law enforcement response
is effectively coordinated with the State Department’s
Office of the Coordinator for Reconstruction and Stabilization21

Management Goal:
ICITAP is recognized for exemplary management and accountability
practices23

Appendices25

 A. ICITAP’s Strategic Framework 25

 B. ICITAP’s Historical Milestones 29



Message from the Director

I am proud to present the International Criminal Investigative Training Assistance Program *Strategic Plan for Fiscal Years 2009–2013*.

The International Criminal Investigative Training Assistance Program, known as ICITAP, is a section of the Criminal Division within the U.S. Department of Justice. ICITAP's mission is to work 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. ICITAP's work, which is in partnership with and funded by the U.S. Department of State and other government agencies, achieves both U.S. national security and foreign policy objectives.

Justice has long realized that the peace and security of the United States, at home and abroad, is enhanced 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 Justice's strategic plan, which identifies international law enforcement development as an essential course of action to achieve Justice's top strategic goals of preventing crime and terrorism and promoting the nation's security.

The development of effective foreign law enforcement capacity also is a key component of Justice's *Law Enforcement Strategy to Combat International Organized Crime*, released in April 2008. This strategy was developed in response to the new and more modern threat to national security posed by transnational organized crime syndicates. It identifies the need for the United States to continue to work closely with foreign law enforcement counterparts to dismantle global criminal syndicates and to continue to strengthen their capacity to partner with the United States through technical assistance and training.

In support of U.S. foreign policy, ICITAP's role is to advance peace and security and just and democratic governance abroad. ICITAP is funded by, and works in partnership with, the State Department (particularly, the Bureau of International Narcotics and Law Enforcement Affairs and the Office of the Coordinator for Counterterrorism),



the U.S. Agency for International Development, the Millennium Challenge Corporation, and the U.S. Department of Defense in about forty countries around the world to conduct short-, medium-, and long-term law enforcement programs.

Working with the State Department, ICITAP ensures that U.S. foreign assistance advances both the international rule of law and the strategic law enforcement priorities of the United States, by placing federal law enforcement development experts in U.S. embassies overseas. These ICITAP experts serve as highly valued resources in the embassies' policy and planning processes. They use their knowledge of U.S. law enforcement interests in the region; their expertise in assessing the needs of the host country; their experience in implementing law enforcement assistance programs; and their ability to develop collaborative relationships with host country law enforcement officials to help both the host country and the United States achieve their peace and security objectives.

To provide comprehensive development assistance to foreign criminal justice systems, ICITAP both draws on the expertise of state and local law enforcement experts and partners with other Justice components. ICITAP focuses on police, corrections, and forensics development, while its sister agency, the Office of Overseas Prosecutorial Development, Assistance and Training (OPDAT) focuses on legal reform and the development of the prosecutorial function. The U.S. Marshals provide judicial security and witness protection programs, while the Federal Bureau of Investigation; the Bureau of Alcohol, Tobacco, Firearms and Explosives; and the U.S. Drug Enforcement Administration assist in developing specialized forensic, investigative, and tactical capabilities.

This 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. The plan also seeks to improve collaboration and information sharing between U.S. and host country law enforcement on crime and security issues of mutual concern and to ensure that the U.S. foreign assistance planning and budgeting process reflects the law enforcement priorities of the United States. Finally, the plan outlines ICITAP's strategy to lead Justice's law enforcement capabilities in support of the State Department's Office of the Coordinator for Reconstruction and Stabilization.



The plan outlines seven cross-cutting principles that underpin all of ICITAP's work: democratic reform; sustainable development; international norms and standards; comprehensive justice sector reform; fusion of law enforcement expertise; responsiveness and accountability; and unity of effort and purpose with our U.S. government partners.

ICITAP approaches its partnerships within Justice, the U.S. government, and the international community with energetic collaboration and dedication to common goals. In the coming years, ICITAP will remain committed to these principles, working as an effective vehicle for the coordination of national security and U.S. foreign policy objectives in law enforcement development missions around the world.



R. Carr Trevillian IV
Director
International Criminal Investigative
Training Assistance Program (ICITAP)
January 2009





Mission and Vision

ICITAP's mission is to work 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. foreign policy and national security objectives.

ICITAP's vision is that the U.S. government—in particular the U.S. Department of State—will look to ICITAP as the lead international law enforcement development partner within the U.S. government and the international community.



ICITAP works with police and corrections institutions, criminal investigative functions, and nonmilitary security forces in foreign countries to build capacity in a comprehensive array of law enforcement subject matter areas.





ICITAP in the U.S. Department of Justice

ICITAP is uniquely positioned to assimilate and advance both the national security and foreign policy objectives of the United States. ICITAP is an entity of the U.S. Department of Justice, yet its development and training operations are funded almost entirely by foreign assistance organizations. Specifically, the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL) plays a key role in developing the State Department's policy in this area.

As ICITAP develops and implements its programs, it coordinates closely with INL and other State Department bureaus to ensure consistency with diplomatic objectives in the region. Simultaneously, ICITAP consults with Justice on current U.S. law enforcement priorities and strategies.

ICITAP's work in international law enforcement development (together with the work of other Justice components) helps protect the United States in three ways and, in doing so, supports the missions of both the Justice and State Departments.

- ▶ First, it contributes to achieving peace and security and just and democratic governance through the development of fair and effective criminal justice systems that serve and protect all citizens and are recognized and respected in the international system.
- ▶ Second, it provides the host country with the means to investigate and prosecute terrorism and transnational crime before these security threats reach the borders of the United States.
- ▶ Third, it provides the United States with effective foreign law enforcement partners with whom we can address terrorism and crime issues that do reach the United States.

ICITAP is well-placed in Justice. When Justice leads assistance efforts for foreign law enforcement—through ICITAP or another department entity—the benefit to U.S. national security is strengthened. Justice possesses the knowledge of U.S. law enforcement priorities and policies critical to achieving national security



objectives. Justice has the awareness of, and responsibility for, the delicate bilateral and multilateral law enforcement relationships that are vital to our security. Justice 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.



Core Values

ICITAP's core values are consistent with the core values of the U.S. Department of Justice, 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 programs. With compassion and respect for the differences in people and ideas, we work to instill this value as we develop law enforcement institutions abroad.
- ▶ **Equal Justice Under the Law** underpins 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 host countries.
- ▶ **Leadership** encourages us to seize opportunities to advance Justice's national security and law enforcement mission, to be innovative, and to improve the quality of ICITAP's work.
- ▶ **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 of the professional field, actively seek out alternative solutions to challenges, explore and discuss independent views, and nurture curiosity about the world.





Cross-Cutting Principles

The following principles underpin all of ICITAP’s work. These principles keep the organization aligned with the nation’s national security, law enforcement, and foreign policy objectives and produce lasting benefits for our host country partners.

DEMOCRATIC REFORM

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 regard 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—highly participatory and supportive—demonstrates 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 also tailors assistance programs to the unique requirements of the host country, taking into account the country’s resources and readiness for reform. ICITAP develops a local capacity to provide training and to advance the professional growth of the law enforcement workforce by building training academies and providing train-the-trainer programs for instructors. ICITAP advisors work side-by-side with host country officials over a period of months or years to introduce and help institutionalize modern law enforcement and democratic policing policies and practices that establish a foundation and a sustainable roadmap for success.

INTERNATIONAL NORMS AND STANDARDS

International norms and standards guide ICITAP’s development efforts. Adherence to these norms and standards improves the ability of host countries to cooperate with other governments on crime and security issues of mutual concern. In forensic laboratories, the adoption of international standards enhances data and information-sharing capabilities. In the investigative process, evidence that has been



handled according to international standards increases the possibility that it will be admissible in U.S., other foreign, or international courts of law. These factors and others are critical for the successful investigation and prosecution of cases of transnational organized crime and terrorism.

COMPREHENSIVE JUSTICE SECTOR REFORM

ICITAP frequently joins forces with the U.S. Department of Justice's Office of Overseas Prosecutorial Development, Assistance and Training (OPDAT), whose mission is to encourage legislative and justice sector reform and improve the skills of foreign prosecutors, investigators, and judges. ICITAP also collaborates with the U.S. Marshals Service (USMS) to develop mechanisms for securing the judicial process. The goal of these unique partnerships is to employ a coordinated and comprehensive approach that enhances the integration of justice sector institutions and prevents systemic corruption. Working together, ICITAP, OPDAT, and USMS help host countries build integrity, professionalism, and accountability in the five pillars of criminal justice: police, prosecution, courts, correctional system, and cooperation between the citizens and the government.

FUSION OF LAW ENFORCEMENT EXPERTISE

ICITAP possesses a comprehensive array of law enforcement expertise that equips the organization for any type of mission. ICITAP recruits and employs federal program managers who bring in-depth expertise to the organization's work and decades of law enforcement and development experience. ICITAP also uses carefully selected state and local law enforcement experts and frequently enlists the professional assistance of numerous federal partners, including the Federal Bureau of Investigation; the U.S. Drug Enforcement Administration; the Bureau of Alcohol, Tobacco, Firearms and Explosives; USMS; the Internal Revenue Service; the U.S. Department of Homeland Security; and the Federal Bureau of Prisons.

RESPONSIVENESS AND ACCOUNTABILITY

Flexible and scalable programs allow ICITAP to respond to changes in foreign policy and national security strategies. ICITAP also enables thorough government oversight with clear program objectives, detailed plans, and regular reports on operational and financial activities. 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.

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 the partner countries. Protecting the United States from the dual threats of 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 with the U.S. Departments of State and Defense, U.S. Agency for International Development, Millennium Challenge Corporation, and other U.S. stakeholders in all aspects of overseas law enforcement reform and capacity building.





Goals and Strategies

Outcome Goal 1: Host country law enforcement practices are consistent with international standards for human rights and dignity.

STRATEGIES

1.1 Professional Standards and Accountability

Strengthen mechanisms within host country institutions for upholding standards, integrity, ethics, and discipline, by helping to establish professional standards policies, procedures, and practices; providing training in personnel investigative techniques; and providing guidance on establishing fair, objective, and transparent recruiting, hiring, promotion, and performance evaluation processes.

1.2 Use of Force

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

1.3 Treatment of Persons in Custody

Assist host countries in the development of safe and secure detention facilities and prisons that meet minimum standards for the humane care, custody, and treatment of persons as a means of enhancing public safety under the rule of law.

1.4 Modeling Respectful Practices

When teaching courses to law enforcement personnel, model respectful practices by treating students with care and respect. Teach host country instructors how to use modern and respectful training methods.



Outcome Goal 2: Host country law enforcement possesses the basic capacity to support a fair and effective criminal justice system.

STRATEGIES

2.1 Organizational Development

Build host country capacity to support reforms, focusing on law enforcement organizational structures, policies, functions, roles, and responsibilities, as well as leadership and management practices.

2.2 Academy and Instructor Development

Build a sustainable training capacity in host countries through train-the-trainer methods and training academy development programs.

2.3 Basic Skills Building

Teach basic skills to police, investigators, and corrections personnel—both recruits and experienced officers—to enforce laws equitably, safeguard citizens' rights, provide security for the judicial process, and enhance public safety.

2.4 Community Policing Principles

Integrate the principles of community policing into programs to promote positive relationships between and among police, citizens, nongovernmental organizations, and civil society.

2.5 Criminal Investigative Procedures

Build capacity to support an evidence-based criminal justice system, addressing all aspects of the investigative process, from first responder duties to serving as a witness in court.



Outcome Goal 3: Host country law enforcement is organized, trained, and equipped to combat transnational organized crime, terrorism, and corruption.

STRATEGIES

3.1 Law Enforcement Authorities and Tools

Work with host countries to develop and adopt legal infrastructures and operational tools—such as witness protection programs or authority to access financial records—that are effective for combating transnational organized crime, terrorism, and corruption.

3.2 Forensics Laboratories and Databases

Develop and improve forensic laboratory capabilities, including uniform standard operating procedures and quality assurance policies that will prepare labs for international accreditation. Help build compatible computerized databases—such as DNA, fingerprint, and ballistic databases—that enable the exchange of law enforcement information among various agencies.

3.3 Vetted Units and Capacity for Complex Investigations

Assist in developing vetted task forces of host country police, investigators, and prosecutors that are capable of partnering with U.S. law enforcement to take on complex criminal cases. Help establish investigative policies and procedures (e.g., the proper management of informants), and design and implement information systems and databases that facilitate investigations and case management.

3.4 Capacity to Conduct Financial Crimes Investigations

Assist in building foreign capacity to conduct financial crimes investigations to combat laundering of criminal proceeds and deny access to those funds by illicit groups—including terrorists.



3.5 Capacity to Fight Corruption

Build capacity of foreign governments to investigate and prosecute corruption. Expand partnership with the Millennium Challenge Corporation (MCC), the U.S. Agency for International Development, and the Office of Overseas Prosecutorial Development, Assistance and Training to implement MCC programs. (The MCC was established in 2004 to reduce global poverty through the promotion of sustainable economic growth.) Expand anticorruption work with the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs and other partners.

3.6 Capacity to Prevent and Combat Smuggling and Trafficking

Build capacity to secure land borders, ports, and waterways and to investigate the smuggling and trafficking of people and contraband goods. Expand partnership with the State Department's Office to Monitor and Combat Trafficking in Persons.

3.7 Capacity to Investigate Cybercrime

Build foreign law enforcement capacity to investigate the cyberspace schemes of international organized crime groups.

3.8 Capacity to Counter Violence

Build tactical and specialized investigative skills to prevent and respond to the violence and threat of violence used by international organized crime and terrorist groups to further their aims. Tactical skills include civil disorder management, explosive hazards detection, hostage negotiation and rescue, VIP and physical security, and small unit operations. Specialized investigations include homicide, kidnapping, and post-blast investigations.



Outcome Goal 4: Collaboration and information sharing are strengthened between U.S. and host country law enforcement on crime and security issues of mutual concern.

STRATEGIES

4.1 Promote International Cooperation

Promote international cooperation as essential for the prevention, investigation, and prosecution of transnational organized crime and terrorism, in accord with the United Nations crime and terrorism conventions.

4.2 Networking with People and Organizations

Leverage knowledge of and relationships with host country law enforcement to connect people and facilitate information sharing between U.S. and host country law enforcement, to advance the law enforcement interests of both countries.

4.3 Partnership Activities

Engage other U.S. government and international organizations in program activities (such as training events and internships), creating opportunities for professional relationships to develop with host country law enforcement. Collaborate with representatives of the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs and Office of the Coordinator for Counterterrorism in U.S. embassies.

4.4 Law Enforcement Attachés

Team with law enforcement attachés in U.S. embassies—including federal prosecutors and agents of the Federal Bureau of Investigation; U.S. Drug Enforcement Administration; U.S. Marshals Service; Bureau of Alcohol, Tobacco, Firearms and Explosives; U.S. Department of Homeland Security; and Internal Revenue Service—to improve the relevance and effectiveness of capacity-building programs in the host country.



Outcome Goal 5: U.S. foreign assistance planning and budgeting process reflects U.S. Department of Justice and Criminal Division perspective and law enforcement priorities.

STRATEGIES

5.1 Share Knowledge and Expertise

Provide expert law enforcement advice and U.S. Department of Justice perspective in the foreign assistance planning and budgeting processes.

5.2 Interagency Coordination

Coordinate with the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs and other agency partners in Washington, D.C., on international law enforcement development policy, planning, and budgeting processes.

5.3 Field Offices

Expand ICITAP field offices overseas to actively participate and provide knowledge of host country law enforcement needs in the U.S. embassy planning and budgeting processes.

5.4 In-Country Assessments

Lead or participate in multiagency, comprehensive assessments of host country law enforcement needs.

5.5 Collaboration with Justice Partners

Collaborate with other Justice components—including the Criminal Division's specialized prosecutorial offices and the counterterrorism offices of the National Security Division—in the design of law enforcement development programs and implementation plans.



Outcome Goal 6: The U.S. Department of Justice’s law enforcement response is effectively coordinated with the State Department’s Office of the Coordinator for Reconstruction and Stabilization.

STRATEGIES

6.1 Memorialize and Apply Knowledge and Expertise

Create a repository of best practices, lessons learned, assessments, and strategies from past successes in failed state and post-conflict interventions. Develop tools and strategies that produce immediate impact and foster rapid change in the host country’s ability to achieve a sustainable path towards peace, democracy, and a market economy.

6.2 Lead and Manage a High-Quality Law Enforcement Team

Recruit and staff leadership positions for police, corrections, and forensics components of the U.S. government’s Civilian Response Corps with highly qualified personnel who possess a strong background in failed state and post-conflict intervention. Expand existing capability to coordinate the U.S. Department of Justice’s deployment of personnel and resources in an immediate surge response. Sustain assistance until traditional support mechanisms can operate effectively.

6.3 Manage the Dynamics of Nonlinear, Transitional Law Enforcement Activities

In a deployed status, provide advice and counsel to the rule of law mission leader to ensure seamless and beneficial interaction between law enforcement operations, stability police, and law enforcement development components. Ensure that deployed personnel are trained and equipped to meet the far-ranging and multi-faceted demands prevalent in a failed state or post-conflict situation.



6.4 Whole of Government Operations

In support of the mission, work to ensure coordination with other U.S. government agencies at the strategic, operational, and tactical levels and work with these agencies, international and multilateral organizations, individual states, and nongovernmental organizations to plan for, accelerate deployment of, and increase interoperability of personnel and equipment in multilateral operations.



Management Goal: ICITAP is recognized for exemplary management and accountability practices.

STRATEGIES

1. Performance Management

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

2. Personnel Management

Recruit, develop, retain, and strategically manage a 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.

3. Financial Management

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

4. 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.

5. Strategic Communications

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





Appendix A: ICITAP's Strategic Framework

ICITAP's *Strategic Plan for Fiscal Years 2009–2013* is aligned with the following:

- ▶ U.S. Department of Justice's *Strategic Plan for Fiscal Years 2007–2012* and *Law Enforcement Strategy to Combat International Organized Crime* (April 2008)
- ▶ U.S. Department of State and U.S. Agency for International Development's (USAID's) *Strategic Plan: 2007–2012*



The table beginning on the next page highlights the goals, objectives, and strategies of Justice, the State Department, and the International Organized Crime Strategy that guide ICITAP's work.



Justice	
Goal 1: Prevent Terrorism and Promote the Nation's Security	
Objective 1.1: Prevent, disrupt, and defeat terrorist operations before they occur.	
Strategy	<ul style="list-style-type: none"> ▶ Improve host-nation law enforcement agencies that are on the front lines of terrorism in an effort to control indigenous crime and reduce the proliferation of related transnational crime. ▶ Prepare foreign counterparts to cooperate more fully and effectively with the United States in combating terrorism and related transnational crime.
Objective 1.2: Strengthen partnerships to prevent, deter, and respond to terrorist incidents.	
Strategy	<ul style="list-style-type: none"> ▶ Cultivate new partnerships to further the organization's mission to prevent transnational crime and terrorism. ▶ Improve the skills of foreign prosecutors, investigators, and judges; encourage legislative and justice sector reform in countries with inadequate laws; and promote the rule of law and regard for human rights. ▶ Train domestic security forces in Iraq. ▶ Engage the Bureau of Alcohol, Tobacco, Firearms and Explosives in strong partnerships with the law enforcement community to capitalize on its expertise and to combat terrorism.
Goal 2: Prevent Crime, Enforce Federal Laws, and Represent the Rights and Interests of the American People	
Objective 2.2: Reduce the threat, incidence, and prevalence of violent crime.	
Strategy	<ul style="list-style-type: none"> ▶ Prevent violent crime in the United States by reducing international violent crime.



Objective 2.3: Prevent, suppress, and intervene in crimes against children.	
Strategy	<ul style="list-style-type: none"> ▶ Increase the capacity of foreign law enforcement to effectively prevent, suppress, and intervene in crimes against children.
Objective 2.4: Reduce the threat, trafficking, use, and related violence of illegal drugs.	
Strategy	<ul style="list-style-type: none"> ▶ Develop international assistance programs that effectively reduce the threat, trafficking, use, and related violence of illegal drugs.
Objective 2.5: Combat public and corporate corruption, fraud, economic crime, and cybercrime.	
Strategy	<ul style="list-style-type: none"> ▶ Support the national effort to combat corruption of foreign officials and deny safe haven to corrupt foreign officials and their criminal proceeds.
International Organized Crime Strategy	
Objective 6.2: Train U.S. law enforcement and key foreign counterparts to dismantle international criminal organizations.	
State Department/USAID	
Goal 1: Achieving Peace and Security	
Strategic Priority	<ul style="list-style-type: none"> ▶ Counterterrorism ▶ Conflict prevention, mitigation, and response ▶ Security cooperation and security sector reform ▶ Transnational crime
Goal 2: Governing Justly and Democratically	
Strategic Priority	<ul style="list-style-type: none"> ▶ Rule of law and human rights



ICITAP Outcome Goals
Goal 1. Host country law enforcement practices are consistent with international standards for human rights and dignity.
Goal 2. Host country law enforcement possesses the basic capacity to support a fair and effective criminal justice system.
Goal 3. Host country law enforcement is organized, trained, and equipped to combat transnational organized crime, terrorism, and corruption.
Goal 4. Collaboration and information sharing are strengthened between U.S. and host country law enforcement on crime and security issues of mutual concern.
Goal 5. U.S. foreign assistance planning and budgeting process reflects U.S. Department of Justice and Criminal Division perspective and law enforcement priorities.
Goal 6. Within the U.S. Department of Justice, the law enforcement response is effectively coordinated in support of the State Department's Office of the Coordinator for Reconstruction and Stabilization.

Note: The ICITAP Strategic Plan aligns with the 2007-2012 U.S. Department of Justice Strategic Plan through Strategic Goal I, Prevent Terrorism and Promote the Nation's Security, and Strategic Goal II, Prevent Crime, Enforce Federal Laws, and Represent the Rights and Interests of the American People. See <http://www.usdoj.gov/jmd/mps/strategic2007-2012/index.html> for the entire Justice strategic plan.



Appendix B: ICITAP's Historical Milestones

In 2006, ICITAP celebrated its twentieth anniversary. The following are milestones in ICITAP's work to support significant U.S. foreign policy initiatives and assistance programs.

- 1986** ICITAP is established. ICITAP begins work on enhancing the 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—ICITAP's first full-scale in-country police development program—effectively changes the mission from a training program to an international law enforcement development program.
- 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 assists in building El Salvador's National Civilian Police and establishing the National Public Security Academy.
- 1993** ICITAP performs an assessment of Somalia's police force, then deploys to Somalia after the Congress authorizes the police assistance project in March 1994; instability and fighting terminate the project in June 1994.
- 1994** 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-Herzegovina. ICITAP's developmental work—particularly its technical assistance in implementing modern information management systems—is critical to combating terrorist and organized crime threats in the region.

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

1999 Working with the Organization for Security and Cooperation in Europe, ICITAP leads the building of a police academy in Kosovo to prepare and train 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 throughout its extensive archipelago.

2001 Supporting the creation and training of a national police force, ICITAP launches its first program in East Timor.

ICITAP participates in an assessment of Pakistan's border security and control capabilities; assistance to this country on the frontlines of the war on terrorism continues with building capacity for criminal investigations, managing and training police, and developing law enforcement academies.

In 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 and Cooperation in Europe's law enforcement reform missions.

2002 ICITAP leads an 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, including the U.S. Department of State’s Bureau of International Narcotics and Law Enforcement Affairs, ICITAP deploys hundreds of professional advisors to Iraq, training thousands of Iraqis.

In Iraq, ICITAP launches its first full-scale corrections program and develops a nationwide corrections system that oversees the operation of more than two dozen Iraqi correctional facilities.

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

In its first partnership with the Millennium Challenge Corporation (MCC), ICITAP begins work in Malawi; the program to combat fraud and corruption is a joint project with the Office of Overseas Prosecutorial Development, Assistance and Training; the U.S. Agency for International Development (USAID); and the U.S. Department of Treasury Office of Technical Assistance. ICITAP’s partnership with MCC and USAID grows to include programs in Indonesia, Kyrgyzstan, Moldova, Peru, 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 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.

2008 ICITAP expands expert assistance in Asia and the Pacific, standing up, training, and equipping a special marine police unit for the Indonesian National Police. Maritime enforcement capacity building activities begin in the Philippines as part of a regional triborder (Philippines, Indonesia, and Malaysia) maritime security initiative.







www.usdoj.gov/criminal/icitap