



ICITAP'S CORRECTIONS EXPERTISE

LAW ENFORCEMENT DEVELOPMENT PROGRAMS FACT SHEET

Corrections development programs are an integral part of ICITAP's holistic approach to justice sector reform in foreign countries. ICITAP builds host nation capacity for maintaining safe, secure, and humane correctional and detention facilities, and helps ensure that host nation corrections institutions work seamlessly within the justice system.

ICITAP focuses on human rights and dignity when working with local officials at central headquarters and in individual prisons and jails, and promotes adherence to local laws against unlawful detention and to the United Nations standards for the treatment of prisoners.

Success Story: Iraq

Prior to the start of the U.S. invasion in Iraq, Saddam Hussein released tens of thousands of prisoners, and many prison employees abandoned their posts. During the war, many prison records were destroyed and prison facilities were looted or destroyed.

ICITAP was on the ground immediately to help reestablish the Iraq Corrections Service after the invasion ended in 2003. ICITAP worked with Iraqi leaders to develop a national prison system that five years later operated 30 prisons; housed nearly 20,000 inmates; and employed, trained, and

equipped more than 12,000 staff.

ICITAP deployed a team of up to 80 corrections trainers and advisors to provide on-site training and mentoring to Iraqi staff at prison facilities throughout the country, and to assist the Iraqi government in strengthening the management of the corrections service. ICITAP also conducted extensive train-the-trainer programs to build a capable cadre of trainers within the Iraqi corrections academy.

Experienced Managers

ICITAP employs a team of corrections experts, many of whom have unparalleled experience in overseas missions. ICITAP's corrections professionals also have unique access to the expertise within DOJ's law enforcement agencies and the Federal Bureau of Prisons—in fact, several BOP senior wardens have served as ICITAP corrections program managers in the field.

ICITAP's corrections programs are successful due in large part to the breadth of perspectives of corrections team members deployed to the field. In addition to current and former BOP professionals, the teams include experienced executives and wardens from U.S. military, state, and private corrections systems and institutions. These individuals are respected in the host country

Program Outcomes

ICITAP's corrections development programs build the capacity of host nations to

1. Plan, build, equip, and maintain prison facilities
2. Secure prison facilities, prevent escapes, and ensure inmate safety
3. Properly classify and separate prisoners according to adjudication status and other factors, such as age and gender
4. Handle essential administrative tasks, such as creating inmate files
5. Implement proper inmate intake procedures, such as medical screening
6. Investigate allegations of inmate abuse, train staff on the use of instruments of restraint, and implement administrative discipline systems for staff members and inmates
7. Manage all aspects of daily prison operations including the provision of food, clean clothing, recreation, family visits, medical services, and rehabilitation programs
8. Conduct prison inspections
9. Properly recruit and train staff

for their depth of law enforcement expertise.

This mix of individuals from different corrections systems is critical to preventing reliance on single-track solutions to complex and unique challenges on the ground.

Central Management Development

Running a nationwide prison system that meets minimum international standards requires a central headquarters capable of a wide range of strategic and administrative functions. ICITAP mentors host nation corrections executives in how to manage all system-wide functions—from planning and budget execution to procurement, warehousing, and distribution of supplies. ICITAP helps establish policies, standard operating procedures, and the capacity to conduct compliance audits.

ICITAP also advises on human resources management. Topics include vetting and hiring, employee performance appraisal, staff discipline, and succession planning, as well as how to structure the organization for effective command and control of all human resources.

Staff Development

ICITAP mentors leadership on how to assess and address training needs; helps set up training academies and programs; and provides on-site advisors at prisons.

ICITAP training runs the gamut—from correctional officers and their supervisors to prison wardens and executive leadership. This includes basic training, train-the-trainer programs, and specialized training in func-

tional areas such as critical incident management, and inmate classification, programming, discipline, and transportation.

ICITAP's on-site prison advisors provide on-the-job mentoring to build skills and instill values that support a professional culture.

Improving Prison Operations

ICITAP advisors work side-by-side with host nation prison staff to improve basic prison operations, such as physical plant maintenance, security and tactical readiness, care and discipline of inmates, food services and sanitation, inmate programs and family visitation, and administrative procedures, including intake and data processing.

Facilities Design and Construction

An important component of corrections system management is assessing future space needs and planning for new construction. ICITAP assists with this process and offers solutions and recommendations, such as whether to renovate or convert existing facilities and how to design new construction to meet international standards.

Countering Violent Extremism (CVE)

ICITAP is developing strategies to counter violent extremism (CVE) in prisons by developing and institutionalizing high-risk prisoner management procedures and programs to counter the radicalization of non-terrorist prisoners. ICITAP provides technical assistance and

guidance on security procedures and administrative methods to keep these groups and individuals from recruiting supporters inside the prisons, while also ensuring international standards for humane treatment are upheld.

ICITAP worked with international and interagency partners to produce a document that enumerates and promotes “best practices” for terrorist rehabilitation and reintegration programs in prisons. The document, known as the “Rome Memorandum,” was endorsed by the 30 member governments of the Global Counter-Terrorism Forum (GCTF) in June 2012.

Preventing Inmate Abuse

ICITAP develops internal affairs units to track and investigate complaints of abuse. Investigators learn how to gather passive intelligence, record complaints against staff or inmates, document inmate injuries upon entrance or following an abuse complaint, and complete inquiries into matters affecting inmate safety and human rights.

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, and the Defense Department.