

ICITAP

STRATEGIC PLAN

FISCAL YEARS 2022–2026



I C I T A P

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FISCAL YEARS 2022–2026

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While ICITAP has maintained a full-time mission in Kyiv since 2005, it was the country's 2014 Revolution of Dignity that led to ICITAP's critical role in the creation of the National Police of Ukraine (NPU). Since July 4, 2015, the NPU has maintained public order and bravely defended their homeland against criminals, both foreign and domestic.

ICITAP's vision: Serve as the U.S. government's lead interagency partner to deliver impactful criminal justice capacity-building solutions.



U.S. Department of Justice

Championing the Rule of Law

Throughout its history, ICITAP has embraced the conviction that the rule of law is one of the United States’ most impactful exports. Advancing the rule of law abroad is at the core of ICITAP’s *raison d’être*—who we are and what we do are defined by our commitment to ensuring that the rule of law, equal access to justice, and human rights permeate all that we do and stand for as an organization. ICITAP’s commitment is codified in its Strategic Goal #3, which is to protect the homeland by advancing global peace, security, and good governance through the development of fair and effective foreign criminal justice systems that serve and protect the universal human rights of all citizens, adhere to the rule of law, and are recognized and respected partners in the international community.

“There can be no equal justice without equal access to justice.”

— Attorney General Merrick B. Garland

Foreword from the Assistant Attorney General

As the Assistant Attorney General for the Criminal Division, I am honored to lead the division's global efforts to protect the United States from criminal threats at home and abroad as well as to uphold and defend the rule of law. Criminals and terrorists respect no national boundaries, and the U.S. Department of Justice (DOJ) has adapted accordingly. DOJ has truly become an international agency because of the rapidly evolving nature of transnational organized crime, cybercrime, foreign corruption, terrorism, and other cross-border threats. While all DOJ law enforcement agencies operate internationally, arguably the Criminal Division has led these efforts for decades, increasing its focus on transnational criminal organizations and gangs, cybercriminals, corruption and cross-border fraud and white-collar crime.

For almost four decades, the Criminal Division's engagement with our foreign law enforcement counterparts has been led by the International Criminal Investigative Training Assistance Program (ICITAP). ICITAP's work in more than 110 countries has forged enduring relationships with strategic foreign law enforcement counterparts and allies contributing to invaluable U.S. law enforcement cooperation on an immeasurable scale. It is through the nurturing of these relationships that ICITAP creates the capacity for operational interoperability by providing U.S. law enforcement with effective foreign partners with whom they can address terrorism and complex crimes that impact the United States. President Biden, in his 2021 remarks on *America's Place in the World*, emphasized the importance of a fundamental tenet of ICITAP's mission: "When we strengthen our alliances, we amplify our power as well as our ability to disrupt threats before they can reach our shores."¹

I could not be prouder of the women and men who advance ICITAP's essential and impactful mission. They are a diverse and inspiring team of dedicated public servants, who often work in challenging and dangerous environments and who do so with remarkable professionalism and a contagious spirit. I am also proud of ICITAP's organizational identity and ethos, which stresses that how we do what we do is as important as what we do. This belief drives ICITAP's commitment to nurturing a high-character culture that permeates every aspect of its operations at home and abroad.

1. Joseph R. Biden, "Remarks by President Biden on America's Place in the World," February 4, 2021, <https://whitehouse.gov/briefing-room/speeches-remarks/2021/02/04/remarks-by-president-biden-on-americas-place-in-the-world/>.

ICITAP is guided by its values and a passionate sense of obligation to nurture a culture that is diverse, healthy, inclusive, self-aware, transparent, trusted, and ultimately dedicated to a community of excellence.

This 2022–2026 strategic plan outlines the philosophy and methodology necessary for ICITAP to effectively professionalize the capabilities of foreign law enforcement institutions in emerging democracies; to strengthen foreign counterparts' capacity to combat and interdict transnational crime, corruption, and terrorism; and to support counterpart institutions in post-conflict reconstruction operations. Throughout all its key lines of effort, ICITAP will continue to prioritize its obligation to ensuring that the rule of law, equal access to justice, and human rights are immovable pillars of all its assistance efforts.

With that commitment, this strategic plan outlines ICITAP's approach to advancing the Criminal Division's and DOJ's efforts to combat transnational criminal organizations and gangs, cybercriminals, corruption, and terrorism by providing foreign law enforcement with the capacity to investigate and prosecute crime before it impacts our communities and by developing the commensurate capacity of our foreign law enforcement agencies to serve as strong partners to prevent and combat crime that knows no boundaries.



Kenneth A. Polite, Jr.
Assistant Attorney General, Criminal Division

Forging Enduring Foreign Relationships

For more than 30 years, ICITAP has forged enduring relationships with strategic U.S. law enforcement counterparts and allies around the world. ICITAP's work in more than 110 countries has contributed to invaluable U.S. law enforcement cooperation on an immeasurable scale. With support primarily from the U.S. Department of State and through its attachment to U.S. embassies around the world, ICITAP has effectively embedded law enforcement assistance attachés at the most senior levels of foreign law enforcement and ministries, in many cases for decades. In this way, ICITAP ensures that U.S. efforts to advance foreign law enforcement capacity and the rule of law are sustainable and institutionalized. It is through the nurturing of these relationships that ICITAP advances our foreign policy efforts as well as creates capacity for operational interoperability by providing U.S. law enforcement with effective foreign partners with whom they can address terrorism and complex crimes that impact the United States.

Around the world, we will increase cooperation and support to trusted partners, shifting from strategy that is “U.S.-led, partner-enabled” to one that is “partner-led, U.S.-enabled.” That requires building or expanding systems to prevent, detect, and respond to threats as they develop—including by strengthening partners’ law enforcement and judicial systems, improving threat information sharing, enhancing border security, countering terrorist financing, targeting terrorist prevention and extremist disengagement programming, and preventing online and offline terrorist recruitment and mobilization to violence.



ICITAP supports the recruitment, training, and continued professional development of the National Police of Ukraine, of which nearly 30 percent are women.

Message from the Director

It is an honor to serve as the Director of ICITAP, and I am proud to share our 2022–2026 Strategic Plan. This plan informs and guides ICITAP’s mission to work as an effective vehicle—within DOJ as well as throughout the interagency—for the design, delivery, and coordination of impactful foreign law enforcement assistance that advances U.S. national security and foreign policy objectives and keeps our country safe.

Since the release of ICITAP’s last strategic plan, the world has been confronted with unprecedented and evolving threats. As it has done throughout its history, ICITAP shines brightest during the most difficult of times. ICITAP’s new 2022–2026 Strategic Plan reflects its journey and evolution during the ongoing global pandemic, domestic racial injustice, global ethnic conflict, foreign wars, and failing states. The significance and impact of ICITAP’s mission have never been greater. Globally, law enforcement, public safety, and first responder agencies have been put under extraordinary pressure, and ICITAP’s efforts to assist its counterpart agencies abroad have continued in earnest throughout this period.

For ICITAP to serve effectively as the U.S. government’s lead interagency partner to deliver impactful criminal justice capacity-building solutions during the one of our nation’s most challenging periods, we must employ thoughtful, transformative leadership. At no time in its history has ICITAP’s leadership philosophy been so tested and ultimately validated. While ICITAP has invested profoundly in transforming and adapting how it does business, it has remained committed to its unwavering belief that to be successful in the stewardship of its global responsibilities it must always be self-aware and inclusive as well as skillful.

While I am extremely proud of what ICITAP has accomplished during this extraordinary period, there is more that can be done. This plan makes it clear that for ICITAP to perform at the highest levels of excellence and achieve mission success, we must stay rooted in our established ethos. ICITAP’s organizational identity, values, and success are defined by who we are and how we conduct our global operations. ICITAP believes that that how we do what we do is as important as—if not more important than—what we do. Our organizational philosophy therefore embraces five foundational motivations: *our people, our values, our partnerships, our passion for innovation and learning, and our obligation to advance to the rule of law.*

Our people are what make ICITAP great and valued. This fact drives ICITAP’s nurturing of a high-character culture and permeates every aspect of our operation at home and abroad. The people of ICITAP define and give life to our culture and our values. While the rigors of ICITAP’s mission demand the recruitment of a diverse, exceptional, and principled team, what must follow is an unwavering devotion to their development, health, and well-being. Who we are, and what we do, begins and ends with our people.


Our values, while embodied in our people, are informed by ICITAP’s promotion of a culture that is diverse, healthy, inclusive, introspective, transparent, trusted, and ultimately dedicated to a community of excellence. ICITAP’s dedication to diversity, equity, and inclusiveness is not aspirational; it is where we live and is in large measure responsible for our success. Respect for the worth and dignity of each human being and compassion and acceptance of the differences in people and ideas informs our individual and organizational conduct. ICITAP will continue to work to instill these values both internally and in its efforts to professionalize law enforcement institutions abroad.

Our partners and partnerships allow ICITAP the opportunity to excel as a force multiplier. Whether our partners come from DOJ, the interagency, or our foreign counterparts abroad, ICITAP approaches each partnership with energetic collaboration and a dedication to common goals. ICITAP appreciates that its interagency partners’ missions and DOJ’s responsibilities are not incongruous—they are, in fact, intrinsically linked. ICITAP is a noncompetitive collaborator that seeks to build trust and confidence with all its partners and stakeholders. ICITAP recognizes that the organization’s success depends, in large measure, on its ability to develop, engage, and integrate a vast network of partners and subject matter experts. ICITAP’s unique posture and distinctive mission permit it to further DOJ’s key law enforcement goals and to assimilate and advance both the national security and foreign policy objectives of the United States.

Our passion for innovation and openness to learning have enabled ICITAP to thrive during the very worst of the pandemic as we reimagine how we deliver meaningful and impactful training, mentoring, and technical assistance around the globe. With the rise of the COVID-19 pandemic, ICITAP established an interagency Virtual Engagement Task Force (VETF)—an interoperable communication platform designed to research, develop, and implement e-learning management systems for the delivery of law enforcement training, mentoring, and technical assistance to our foreign counterparts. ICITAP will build on the success of VETF’s work, as well as the creative efforts of its staff, and will further leverage the power of new technologies to connect strategically to a larger community of law enforcement practitioners and partners at home and abroad.

Our obligation to advancing the rule of law abroad is at the very core of ICITAP's *raison d'être*—who we are and what we do are distinguished by ensuring that the rule of law, equal access to justice, and human rights permeate all that we do and stand for as an organization. To ensure that we never lose sight of this, I established and chair the Police Development Advisory Council to assess and validate that ICITAP's international development efforts are consistent with best practice and reflect the organization's commitment to human rights, human dignity, and equal access to justice, especially in light of ongoing police reform discussions in the United States and abroad. ICITAP will work together with a varied group of partners to develop enlightened and thoughtful solutions in response to the daunting challenges of international policing in the 21st century.

ICITAP is a wonderfully unique organization that requires special people to shepherd its distinctive mission. I want to thank every member of ICITAP's amazing team for their integrity, passion, and tireless commitment that ensures our success, not only in the best of times, but also as we weather the many challenges inherent in our work. I am confident that, with our new 2022–2026 strategic plan to guide us, ICITAP will continue to reach new heights as we help protect our nation's shores by strengthening the capacity of our law enforcement partners around the globe.



Gregory E. Ducot
Director

Promoting Women in Policing

Since 1986, ICITAP has placed an ever-increasing strategic focus on the creation of sustainable organizational change that prioritizes the recruitment, education, and advancement of women in foreign law enforcement institutions. As a result, ICITAP has become an international leader in fostering the recruitment and promotion of women into all law enforcement disciplines and levels of management. ICITAP recognizes the undeniable impact and role of women police executives in the development of stronger bridges with communities served by the police. ICITAP therefore works to advance the promotion of women into senior management roles by developing female-led government initiatives that aid in breaking down gender stereotypes. In 2021, in collaboration with the U.S. Department of State’s Bureau of Counterterrorism, ICITAP launched the Engaging Multinational Police Women on Equality and Rights (EMPoWER) program, which is designed to support female officers engaged in foreign counterterrorism efforts.

“The EMPoWER program represents the very best of ICITAP’s commitment to increasing women’s participation and leadership in law enforcement, which bolsters operational effectiveness, expands police institutions’ abilities to engage local communities, broadens the perspective of operating environments, and strengthens police response to crime.”

— Director Gregory E. Ducot

Mission and Goals

ICITAP's mission is to strengthen national security by advancing U.S. law enforcement operations abroad.

ICITAP carries out its mission by working with foreign governments to develop effective, professional, and transparent law enforcement institutions that defend the rule of law, protect human rights, combat corruption, and thwart the threat of transnational crime and terrorism. ICITAP works with foreign police, criminal and anticorruption investigative entities, and border and maritime security forces, as well as forensic, cyber, and correctional agencies to build capacity in a comprehensive array of law enforcement subject matter areas.

ICITAP's engagement with foreign law enforcement is an essential tool within the DOJ's strategic arsenal—a capability that is prominently reflected in the department's 2022–2026 Strategic Plan. ICITAP's goals, objectives, and strategies are directly aligned with DOJ's priorities and are informed and guided by U.S. foreign policy, national security strategies, and Executive Orders.

“When we strengthen our alliances, we amplify our power as well as our ability to disrupt threats before they can reach our shores.”

— President Joseph R. Biden, Jr.

Strategic goal 1. Provide key foreign countries and regions with the means to investigate and interdict terrorism and transnational crime before these security threats reach U.S. borders.

“ICITAP’s work in more than 110 countries has forged enduring relationships with strategic foreign law enforcement counterparts and allies contributing to invaluable U.S. law enforcement cooperation on an immeasurable scale.”

— Assistant Attorney General Kenneth A. Polite, Jr.

Strategic goal 2. Create capacity for operational interoperability by providing U.S. law enforcement with effective foreign partners with whom they can address terrorism and complex crimes that impact the United States.

“Actions to bolster democracy and defend human rights are critical to the United States not only because doing so is consistent with our values but also because respect for democracy and support for human rights promotes global peace, security, and prosperity. Global threats to accountable and transparent governance also threaten our own democratic system.”

— U.S. National Security Strategy, October 2022

Strategic goal 3. Protect the homeland by advancing global peace, security, and good governance through the development of fair and effective foreign criminal justice systems that serve and protect the universal human rights of all people, adhere to the rule of law, and are recognized and respected partners in the international community.

Mission Scope

Since its creation in 1986, ICITAP has operated in more than 110 countries and has become an internationally recognized leader in all types of law enforcement development and training worldwide. ICITAP's experience and expertise uniquely position the organization to successfully manage the size and complexities of the U.S. government's three primary law enforcement capacity building mission sets:

1. Professionalizing the institutional capabilities of existing law enforcement institutions in emerging democracies
2. Advancing key allies' capacities to combat terrorism and transnational criminal organizations
3. Establishing, reconstituting, or supporting law enforcement institutions in the context of post-conflict reconstruction, international peacekeeping operations, or war zones

ICITAP's history of unparalleled experience and expertise, especially in the most challenging and dangerous environments, continue to be recognized within the interagency as well as by independent congressionally mandated agencies.

Lessons learned reports issued by the Special Inspector General for Afghanistan Reconstruction (SIGAR) in September 2017 and in June 2022 have highlighted ICITAP's outstanding and unrivaled experience and expertise in the U.S. Government.² In these exhaustive reports, SIGAR has made specific recommendations to Congress and the Executive Branch to resource and use ICITAP's expertise in all future foreign law enforcement assistance operations. The 2017 SIGAR report recommended to Congress that ICITAP be considered and funded as the lead agency for all future U.S. police assistance activities.³ SIGAR's recommendations were also highlighted in their testimony before the House Oversight and Government Reform Committee.⁴

2. *Police in Conflict: Lessons from the U.S. Experience in Afghanistan* (Arlington, VA: Special Inspector General for Afghanistan Reconstruction, 2022), <https://www.sigar.mil/pdf/lessonslearned/SIGAR-22-23-LL.pdf>.

3. *Reconstructing the Afghan National Defense and Security Forces: Lessons from the U.S. Experience in Afghanistan* (Arlington, VA: Special Inspector General for Afghanistan Reconstruction, 2017), <https://www.sigar.mil/pdf/lessonslearned/SIGAR-17-62-LL.pdf>.

4. John F. Sopko, *Actions Needed to Improve U.S. Security-Sector Assistance Efforts in Afghanistan*, statement of Special Inspector General for Afghanistan Reconstruction before the Subcommittee on National Security, Committee on Oversight and Government Reform, U.S. House of Representatives, November 1, 2017, <https://www.sigar.mil/pdf/testimony/SIGAR-18-11-TY.pdf>.

Prioritizing Thoughtful Leadership

To effectively serve as the U.S. government’s lead interagency partner to deliver impactful criminal justice capacity-building solutions, ICITAP must employ thoughtful, transformative leadership. At no time in its history has this leadership philosophy been so tested. During the last several years, the world has been confronted with (and continues to endure) considerable challenges—including a global pandemic, domestic racial injustice, global ethnic conflict, foreign wars, and failing states. During this tumultuous period, ICITAP has been mindful that these challenges have caused trauma and unprecedented stress to individuals (including our staff), our partner organizations, and governments. Globally, law enforcement, public safety, and first responder agencies have been put under extraordinary pressure. In this time of ever-increasing challenges and threats, the importance of ICITAP’s mission has never been greater. ICITAP’s efforts to assist many of these agencies have continued in earnest throughout this period, requiring ICITAP to be both thoughtful and innovative. ICITAP has embraced new technologies in the critical delivery of its capacity building and training but has been ever mindful that at the heart of everything are people. While ICITAP has invested profoundly in transforming and adapting how it does business, it remains passionate in its belief that to be successful it must be thoughtful in the stewardship of its mission responsibilities, which must always include prioritizing the care and well-being of its people and building trust with its partners at home and abroad.



In Bangladesh, ICITAP provides specialized training, advisory, and mentoring services to select counterparts for combating transnational crime, countering trafficking in persons, establishing rule of law, and enhancing human rights.

ICITAP in DOJ

ICITAP is situated organizationally within DOJ's Criminal Division. Since the early 1990s, ICITAP has become the U.S. government's recognized leader in law enforcement development and training. ICITAP's engagement with foreign law enforcement is, now more than ever, an essential tool within DOJ's strategic arsenal—a capability that strengthens national security and advances U.S. law enforcement operations abroad. ICITAP leads DOJ's efforts to build the capacity of foreign law enforcement partners to combat corruption, transnational organized crime (TOC), and terrorist networks.

Throughout its history, ICITAP has passionately embraced the belief that the rule of law is one of the United States' most impactful exports.

DOJ's efforts to protect the United States necessitate the development of effective and invested international law enforcement partnerships. Through ICITAP, DOJ seeks to create opportunities for interoperability and information exchange with our foreign counterparts, which serves to strengthen the U.S. security posture abroad as well as contributes to regional stability and the furtherance of the rule of law. As DOJ's lead for these international engagements, ICITAP ensures that DOJ's law enforcement priorities are represented in the foreign assistance planning process.

When DOJ leads international law enforcement assistance efforts—through ICITAP or another DOJ entity—U.S. national security is strengthened. DOJ possesses the knowledge of U.S. law enforcement priorities and policies critical to achieving national security objectives. DOJ is aware of and responsible for the sensitive bilateral and multilateral law enforcement relationships that are vital to our security. As DOJ's lead for foreign law enforcement development, ICITAP benefits from a vast array of professional law enforcement networks through which it identifies and employs the most highly skilled and highly experienced federal, state, and local experts to design, manage, and deliver strategic rule of law assistance programs worldwide.

Whenever possible, ICITAP and its sister agency—the Office of Overseas Prosecutorial Development, Assistance and Training (OPDAT)—integrate their programs and work with other federal law enforcement agencies to develop all three pillars of the criminal justice system: (1) police, (2) courts, and (3) corrections. ICITAP and OPDAT serve as vehicles

through which DOJ brings to bear its entire expertise in the development of foreign law enforcement capacity. ICITAP draws upon and works closely with DOJ's law enforcement components—including the Federal Bureau of Investigation (FBI); the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); the Drug Enforcement Administration (DEA), the U.S. Marshals Service (USMS); the Office of Community Oriented Policing Services (COPS Office); and the Federal Bureau of Prisons (BOP). In addition, ICITAP draws upon experts from other DOJ divisions including the National Security Division, the Civil Rights Division, and the Environment and Natural Resources Division.

Building Collaborative Partnerships

ICITAP approaches its relationships with its interagency partners and funders with energetic collaboration and a dedication to common goals. ICITAP strongly believes that its interagency partners' missions and DOJ's responsibilities are not incongruous—they are, in fact, intrinsically linked. ICITAP has proven it can concurrently support, complement, and advance its partners' missions while carrying out its obligations in support of DOJ's law enforcement and national security responsibilities abroad. Within DOJ and the interagency, ICITAP is a force multiplier—a noncompetitive collaborator that seeks to build trust and confidence with all its partners and stakeholders. ICITAP actively works with its interagency funders to plan and implement projects that advance U.S. government policy and strategic objectives around the world. ICITAP recognizes that the organization's success depends, in large measure, on its ability to develop, engage, and integrate a vast network of hundreds of partners and subject matter experts. ICITAP's unique posture and distinctive mission allow it to further DOJ's key law enforcement goals and also to assimilate and advance both the national security and foreign policy objectives of the United States.

ICITAP in the U.S. Interagency

While ICITAP is situated within DOJ, its development and training operations are funded by the U.S. Department of State (DOS), including the Bureau of Counterterrorism and Countering Violent Extremism (CT), the Bureau of International Narcotics and Law Enforcement Affairs (INL), the Bureau of International Security and Nonproliferation (ISN), and the Bureau of Near Eastern Affairs (NEA); the U.S. Department of Defense (DOD), including U.S. Africa Command, U.S. European Command, and U.S. Indo-Pacific Command; and the U.S. Agency for International Development (USAID). This construct is due in part to ICITAP's distinctive mission, which not only furthers the key law enforcement goals of DOJ but is also uniquely positioned to assimilate and advance both the national security and foreign policy objectives of the United States.

ICITAP approaches its partnerships within the U.S. government and the international community with energetic collaboration and dedication to common goals. ICITAP believes strongly that its partners' missions and DOJ's responsibilities are not incongruous—they are, in fact, intrinsically linked. ICITAP has proven it can support, complement, and advance its partners' missions and simultaneously carry out its obligations in support of DOJ's law enforcement and national security responsibilities abroad. ICITAP actively works with its interagency funders and partners to plan and implement projects that advance U.S. government policy and strategic objectives around the world. ICITAP recognizes that the organization's success depends, in large measure, on its ability to develop, engage, and integrate a vast network of partners.

Within DOJ and the interagency, ICITAP is a force multiplier—a noncompetitive collaborator that seeks to build trust and confidence with all its partners and stakeholders.

ICITAP works within the U.S. interagency planning process to develop effective, professional, and transparent foreign law enforcement institutions that counter instability, transnational crime, terrorism, and violence that threaten U.S. interests. ICITAP not only is a key partner in interagency stateside planning but also deploys federal law enforcement attachés to key U.S. embassies abroad. ICITAP attachés are

typically members of U.S. embassy country team and law enforcement working groups as they bring in-depth operational expertise combined with decades of law enforcement development experience.

As ICITAP develops and implements its programs, it coordinates closely with regional and functional bureaus within DOS as well as with DOD agencies and combatant commands to ensure consistency with U.S. security and diplomatic objectives. In addition, ICITAP focuses attention on the “seams” where the interagency’s geographic areas of responsibility do not align, helping ensure that ICITAP’s partners have visibility and continuity throughout the world.

Nurturing a High-Character Culture

ICITAP’s organizational identity, its ethos, and its mission success are defined by who we are and how we conduct our global operations. ICITAP believes that how we do what we do is as important as what we do. This belief drives ICITAP’s commitment to nurturing a high-character culture that permeates every aspect of its operations at home and abroad. ICITAP’s ethos is guided by its values and a passionate obligation to our people and partners. ICITAP strives to nurture a culture that is diverse, healthy, inclusive, self-aware, transparent, trusted, and ultimately dedicated to a community of excellence. Respect for the worth and dignity of each human being and compassion and acceptance of the differences in people and ideas informs our individual and organizational conduct. ICITAP will continue to work to instill these values both internally as well as in its efforts to professionalize law enforcement institutions abroad.



In Colombia, ICITAP assists investigators, analysts, and forensic professionals from the Attorney General’s Office to locate, exhume, and examine human remains from the country’s armed conflict.

Core Values

ICITAP's core values are consistent with DOJ's core values, and they guide our work, our individual conduct, and our aspirations as an organization.

- **Diversity, Equity, and Inclusion.** With compassion and respect for the differences in people and ideas, ICITAP works to instill this value in the professionalization of security and law enforcement institutions abroad.
- **Dignity of Each Individual.** ICITAP's conduct and organizational ethos places human rights and dignity first and foremost in all aspects of our program design and delivery.
- **Equal Justice Under the Law.** ICITAP's work in developing fair and effective criminal justice systems overseas is reinforced by our commitment to equal access to justice under the law.
- **Integrity.** ICITAP ensures that we adhere to the highest standards of ethical behavior and reminds us that our motives and actions must be beyond reproach.
- **Excellence.** ICITAP serves as an effective and responsible steward of the taxpayers' dollars while providing the highest levels of service to our funders, U.S. embassies, and foreign counterpart agencies.
- **Leadership.** ICITAP seizes opportunities to advance DOJ's national security and law enforcement mission as a strategic, innovative, and collaborative leader both inside and outside the department.
- **Partnership.** ICITAP teams with others who possess valuable skills, knowledge, and authority to multiply the impact of U.S. assistance.
- **Collegiality.** ICITAP promotes and cultivates a mutually respectful and productive work community through unwavering professionalism and courtesy.
- **Learning and Development.** ICITAP is a learning organization, which expands our knowledge base and expertise within our professional field. ICITAP actively seeks solutions to challenges, explores and discusses independent views, and nurtures creativity in all aspects of our work.

ICITAP Police Development Advisory Council (IPDAC)

In 2020, the Director established the Police Development Advisory Council to ensure that ICITAP’s international development efforts are consistent with best practice and reflect the organization’s commitment to human rights, human dignity, and equal access to justice, especially in light of important discussions related to police reform in the United States and abroad. The council, chaired by the Director, comprises ICITAP HQ and field leadership, representing ICITAP’s diverse team and tasked with ensuring that ICITAP’s international training and mentoring content and practices comport with current and modern professional law enforcement best practices. These discussions have included participation and dialogue with law enforcement executives from across the United States and Canada. Through its advisory council, ICITAP seeks to facilitate the sharing of a diverse set of experiences and perspectives with our foreign partners across the globe to assist them in the development of enlightened and thoughtful solutions in response to the daunting challenges of international policing in the 21st century. The council also seeks to learn from and apply lessons and guidance codified in the 2022 Executive Order to Advance Effective, Accountable Policing and Strengthen Public Safety.*

* The White House, “Fact Sheet: President Biden to Sign Historic Executive Order to Advance Effective, Accountable Policing and Strengthen Public Safety,” press release, May 25, 2022, <https://www.whitehouse.gov/briefing-room/statements-releases/2022/05/25/fact-sheet-president-biden-to-sign-historic-executive-order-to-advance-effective-accountable-policing-and-strengthen-public-safety/>.



In Indonesia, ICITAP supports the promotion of women to command and supervisory roles.

Cross-Cutting Principles

The following principles underpin all of ICITAP's work.

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 both of the United States and of our partner countries. Protecting the United States from the multiple threats stemming from 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 both within DOJ and with DOS, DOD, USAID, and other U.S. stakeholders in all aspects of overseas law enforcement reform and capacity building.

Fusion of law enforcement expertise

ICITAP possesses a comprehensive array of law enforcement expertise that equips the organization to respond quickly and with precision to any type of mission. ICITAP recruits and employs federal law enforcement attachés who bring in-depth operational expertise and decades of law enforcement development experience. ICITAP also uses carefully selected senior level state and local law enforcement advisors and trainers and regularly enlists the professional assistance of numerous federal partners, including experts from the FBI, DEA, ATF, USMS, BOP, U.S. Department of Homeland Security (DHS), and U.S. Department of the Treasury. (Refer to appendix C for complete list of ICITAP's law enforcement partners).

Comprehensive justice sector reform

ICITAP frequently joins forces with OPDAT, whose mission is to facilitate legislative and justice sector reform and improve the skills of foreign prosecutors, investigators, and judges. ICITAP also collaborates with the USMS as well as with the BOP to develop mechanisms for securing the judicial process. The goal of these strategic partnerships is to employ a coordinated, holistic approach that enhances the integration of justice sector institutions, prevents systemic gaps and programmatic silos, and improves cooperation between citizens and government. ICITAP leads a collaborative, integrated approach to rule-of-law assistance that helps host countries develop a culture of integrity, professionalism, and accountability in such critical areas of the criminal justice system as police, prosecutors, courts, corrections, and forensics.

Champion American values

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 respect 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 methodology is highly participatory and seeks to institutionalize 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 tailors and sequences assistance program elements based on the unique requirements of the host country, taking into account the country’s resources



Since 2006, ICITAP has partnered with the Philippine National Police (PNP) at all organizational levels: the PNP National Police Academy (PNPA), the Directorate for Human Resource Doctrine and Development, the PNP Training Service, the PNP Maritime Group, and the Directorate for Police Community Relations.

and readiness for reform. ICITAP further advances sustainability by ensuring a systemic foundation for the professional growth of the foreign law enforcement workforce by building training institutions, providing train-the-trainer programs, and ensuring an organizational investment in a dedicated instructor corps with an integrated career path. ICITAP works side by side with host country officials for a period of months or years to introduce and institutionalize modern law enforcement and democratic policing policies and practices that establish a foundation and a sustainable roadmap for success.

International norms and professional standards

Internationally recognized norms and accepted professional standards guide ICITAP's development efforts. Adherence to these norms and standards improves foreign law enforcement agencies' ability to cooperate with their own and other governments on crime and security issues of mutual concern. ICITAP's ability to help foreign forensic laboratories institutionalize established international standards enhances data and information-sharing opportunities. In the investigative process, evidence that has been handled according to international standards increases the possibility that it will be admissible in the United States as well as other foreign or international courts of law. Achieving this level of professionalization is critical for the successful investigation and prosecution of complex transnational organized crime and terrorism cases.

Responsiveness and accountability

Flexible and scalable programs allow ICITAP to respond to changes in foreign policy and national security strategies. ICITAP enables thorough oversight and evaluation by developing detailed plans with clear program objectives that allow for measurable operational progress and financial responsibility. 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.



In Central America, ICITAP facilitates the delivery of crime scene investigation (CSI) trainings by host-country instructors.

Interagency Virtual Engagement Task Force (VETF)

With the rise of the COVID-19 pandemic, ICITAP's Virtual Engagement Task Force (VETF) was established to research and implement ICITAP's interoperable communications platform and e-learning management systems. Since early 2020, representatives of the Departments of Justice, State, Defense, and Homeland Security have convened on a regular basis to share experience (successes and challenges) in delivering training, mentoring, and technical assistance via virtual platforms to ensure that ICITAP and other VETF members leverage best practices in their international assistance missions. Thanks in great part to VETF's work, ICITAP has gained a significantly greater appreciation of the power of technology and has effectively leveraged it to strategically connect to a larger community of law enforcement practitioners and partners around the globe. VETF's collective expertise and experience helped ICITAP thrive during the very worst of the pandemic, and it continues to this day to strengthen the U.S. government's capacity to deliver meaningful and impactful training, mentoring, and technical assistance around the world.

ICITAP's Support of DOJ's Mission and Objectives

The importance of ICITAP's engagement with foreign law enforcement is prominently reflected in DOJ's 2022–2026 strategic plan, which emphasizes that “the Department will support foreign government efforts to investigate and prosecute, in their own courts, terrorists who threaten U.S. national security, through information sharing with foreign law enforcement, capacity building, and, where consistent with foreign law, the optional participation of U.S. victims of overseas terrorism in foreign justice processes.”⁵ ICITAP is guided by and aligns with the following goals, objectives, and strategies from DOJ's Strategic Plan for FY 2022–2026.

DOJ goal 1. Uphold the rule of law

1.1 Protect our democratic institutions

Strategy 1. Reaffirm and strengthen policies foundational to the rule of law

1.2 Promote good government

Strategy 1. Achieve department management excellence through innovation

Strategy 2. Foster a high-performing workforce that represents the public we serve

Strategy 3. Implement department-wide data and technology modernization

DOJ goal 2. Keep our country safe

2.1 Protect national security

Strategy 1. Combat foreign malign influence

Strategy 3. Prevent the theft of technology and intellectual property

2.2 Counter foreign and domestic terrorism

Strategy 1. Deter, disrupt, and prosecute terrorist threats

Strategy 2. Strengthen federal, state, local, tribal, and international counter-terrorism partnerships

5. *FYs 2022–2026 Strategic Plan* (Washington, DC: U.S. Department of Justice, 2022), <https://www.justice.gov/doj/doj-strategic-plan-2022-2026>.

2.4 Enhance cybersecurity and fight cybercrime

Strategy 1. Deter, disrupt, and prosecute cyber threats

Strategy 2. Strengthen interagency, intergovernmental, international, and private sector partnerships

2.5 Combat drug trafficking and prevent overdose deaths

Strategy 1. Disrupt and dismantle drug trafficking organizations

DOJ goal 4. Ensure economic opportunity and fairness for all

4.2 Combat corruption, financial crime, and fraud

Strategy 3. Combat corporate corruption and advance international anti-corruption efforts



In Tunisia, ICITAP supports the National Guard Special Unit (USGN) mission through the procurement and installation of Tethered Aerostat System (TAS) equipment, which facilitates sustained, coordinated, and effective counterterrorism operations.

ICITAP's National Security Responsibilities

Because of its unique mission, ICITAP plays an important role in advancing DOJ's responsibilities in support of U.S. national security. Working with key partners in the interagency and abroad, ICITAP ensures that its mission objectives and implementation methods are guided by and always in lockstep with key U.S. priorities and strategies. ICITAP's mission and affirmative impact on national security are aptly summarized in the White House's October 2022 National Security Strategy.

Around the world, we will increase cooperation and support to trusted partners, shifting from a strategy that is "U.S.-led, partner-enabled" to one that is "partner-led, U.S.-enabled." That requires building or expanding systems to prevent, detect, and respond to threats as they develop—including by strengthening partners' law enforcement and judicial systems, improving threat information sharing, enhancing border security, countering terrorist financing, targeting terrorist prevention and extremist disengagement programming, and preventing online and offline terrorist recruitment and mobilization to violence.⁶

ICITAP supports the Attorney General's responsibilities as a member of the United States Council on Transnational Organized Crime (USCTOC) as codified in the President's Executive Order on Establishing the United States Council on Transnational Organized Crime.⁷ Specifically, ICITAP's mission is a prominent strategy in U.S. efforts to counter TOC and illicit drugs, which identifies a key element of the U.S. strategy as "fostering collaboration with private entities and international, multilateral, and bilateral organizations to combat transnational organized crime, while also strengthening cooperation and advancing efforts to build capacity in partner nations to reduce transnational criminal activity."⁸

6. *National Security Strategy October 2022* (Washington, DC: The White House, 2022), <https://www.whitehouse.gov/wp-content/uploads/2022/10/Biden-Harris-Administrations-National-Security-Strategy-10.2022.pdf>.

7. *Executive Order on Establishing the United States Council on Transnational Organized Crime*, The White House, December 15, 2021, <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/12/15/executive-order-on-establishing-the-united-states-council-on-transnational-organized-crime/>.

8. *FACT SHEET: The Biden Administration Launches New Efforts to Counter Transnational Criminal Organizations and Illicit Drugs*, The White House, December 15, 2021, <https://www.whitehouse.gov/briefing-room/statements-releases/2021/12/15/fact-sheet-the-biden-administration-launches-new-efforts-to-counter-transnational-criminal-organizations-and-illicit-drugs/>.

ICITAP also supports efforts to combat global corruption, and its relevant responsibilities and strategies are reflected in the President’s U.S. Strategy on Countering Corruption, which emphasizes the importance ICITAP’s international efforts to engage collaboratively with its foreign counterparts:

Improving diplomatic engagement and leveraging foreign assistance resources to achieve anti-corruption policy goals: Diplomatic engagement and foreign assistance, including security assistance, are vital to the United States’ efforts to counter corruption.⁹

The importance of ICITAP foreign law enforcement partnerships and efforts to develop interoperability with U.S. law enforcement are also key to the U.S. National Strategy for Countering Domestic Terrorism, which notes that “(we) will also build a community to address domestic terrorism that extends not only across the Federal Government but also to critical partners. That includes state, local, tribal, and territorial governments, as well as foreign allies and partners, civil society, the technology sector, academia, and more.”¹⁰



In Panama, ICITAP facilitates the delivery of crime scene investigation training.

9. *Fact Sheet: U.S. Strategy on Countering Corruption*, The White House, December 6, 2021, <https://www.whitehouse.gov/briefing-room/statements-releases/2021/12/06/fact-sheet-u-s-strategy-on-countering-corruption/>.

10. *National Security Council, National Strategy for Countering Domestic Terrorism* (Washington, DC: The White House, 2021), <https://www.whitehouse.gov/wp-content/uploads/2021/06/National-Strategy-for-Countering-Domestic-Terrorism.pdf>.

ICITAP Goals, Objectives, and Strategies

Strategic goal 1. Provide key foreign countries and regions with the means to investigate and interdict terrorism and transnational crime before these security threats reach U.S. borders.

Objective 1.1. *Foreign law enforcement is organized, trained, and equipped to thwart transnational organized crime, disrupt and defeat terrorism, and root out related corruption.*

Strategy 1. Work with host-country ministries and law enforcement agencies to review and improve organizational structures and policies, legal and legislative authorities, infrastructure limiters, operational tools and systems, training requirements, and equipment that are necessary for combating transnational organized crime, terrorism, and corruption.

Strategy 2. Assess forensics capacity and focus assistance programs on advancing International Organization for Standardization (ISO) accreditation, which will allow foreign forensic laboratories to effectively process and share reliable biometric data that supports national, regional, and global complex investigations.

Strategy 3. Spearhead the transformation of paper-driven systems into digital networks that enable the gathering, processing, sharing, and real-time analysis of more complete and dynamic information that supports effective investigations strategies to improve border security, especially relating to transnational organized crime and terrorist activities.

Strategy 4. Work with foreign partners' correctional institutions to develop high-risk prison management procedures in particular for the supervision of and information gathering from incarcerated terrorists as well as tailor management strategies designed to counter the recruitment and radicalization of nonterrorist prisoners.

Strategy 5. Develop the capacity of foreign law enforcement counterparts to conduct complex investigations, including crimes linked to terrorist financing such as trafficking and money laundering, by developing necessary legal tools, policies and procedures, special investigative units, and technical skills to investigate these types of crimes.

Strategy 6. Develop the capacity of foreign law enforcement to deter and disrupt all manner of cybercrime and intellectual property crime, which is essential to safeguarding the homeland and protecting U.S. innovation and national security.

Strategy 7. Focus attention on and develop the capacity of host-nation counterpart agencies to counter racially and ethnically motivated violent extremism (REMVE), which strives to suppress multicultural societies through overt acts of violence or political manipulation.



In Montenegro, ICITAP coordinates assistance and training on airboat operation for law enforcement officers and has included a study visit to the United States, donation of two airboats, and the delivery of two training courses—one in the Everglades and one on Lake Skadjar.

Objective 1.2. *Develop a public safety approach to combating terrorism and TOC by creating communication systems and investigative processes that link citizens, police, prosecutors, border security, corrections, and forensic capabilities.*

Strategy 1. Increase women’s participation in law enforcement to bolster operational effectiveness, expand police institutions’ abilities to engage local communities, broaden the perspective of operating environments, and strengthen police response to crime.

Strategy 2. Work with foreign partners to develop and tailor principles of intelligence-led policing (ILP), which promote community engagement strategies designed to help foreign partners address complex crimes and combat violent extremism.

Strategy 3. Ensure that the professionalization of corrections and prison institutions incorporates a holistic approach to justice sector reform such that corrections institutions work seamlessly within the system of the administration of justice, counter extremism through prevention and rehabilitation, and operate in adherence with local laws with a focus on human rights and dignity.

Strategy 4. Promote public education campaigns to restore public confidence in police and government; assist in establishing units and training personnel to handle citizen complaints and develop programs for police to help the public recognize and report corruption without fear.

Strategy 5. Prioritize efforts to encourage the recruitment and promotion of women and minorities into all strata of law enforcement including senior leadership positions, which will help foster increased public engagement from all populations.

Strategy 6. Develop security and law enforcement functions related to border control and marine capabilities to thwart illegal immigration, smuggling of contraband, trafficking of people and illicit goods, and other criminal activities.

Strategy 7. Design forensics assistance programs that support the broader justice sector reform goals and are integrated into existing justice sector development programs—most specifically the investigative continuum.

Objective 1.3. *Develop adaptive regional law enforcement capabilities and security platforms that provide for interoperability and information sharing across borders and with U.S. law enforcement.*

Strategy 1. Promote use of International Law Enforcement Academies (ILEA) as well as developing new regional training and exchange platforms designed to improve cooperation, communication, and collaboration necessary to combat transnational crime and terrorism through cross border investigations.

Strategy 2. Professionalize forensic laboratories at the country level and across regions adhering to internationally accepted formats like the standards issued by the ISO, which ensures the reliability of forensic evidence and its usefulness in sharing evidence across borders and in prosecuting cases both regionally and with law enforcement in the United States.

Strategy 3. Spearhead the development of interconnected law enforcement information technology databases and platforms that provide access to and cross border exchange of crime reporting, vehicle travel, labor and immigration, biometric, and criminal intelligence data, including linkages with the International Criminal Police Organization (INTERPOL).

Strategy 4. Through ICITAP's Watchlisting Assistance and Support Program (WASP) network, support training and assistance to host-nation partner law enforcement in their efforts to create watchlist databases containing the identities of known or suspected terrorists (KST) for screening purposes at air, water, and land ports of entry.

Strategy 5. Promote land border and maritime assistance and training that increase cross-border tactical and investigative capacity to combat human trafficking; the smuggling of migrants, drugs, weapons, stolen vehicles, and other contraband; and the radicalization and recruitment of “foreign fighters.”

Strategic goal 2. Create capacity for operational interoperability by providing U.S. law enforcement with effective foreign partners with whom they can address terrorism and complex crimes that impact the United States.

Objective 2.1. *Investigative collaboration and information sharing are strengthened between U.S. and foreign law enforcement on complex crimes and security issues of mutual concern.*

Strategy 1. Leverage ongoing collaboration with foreign partners to advance operational relationships with U.S. law enforcement, including attachés in U.S. embassies.

Strategy 2. Ensure all engagement and development efforts are grounded in the fundamental importance and promotion of U.S. and host-country law enforcement cooperation and interoperability as essential for the prevention, investigation, and prosecutions of transnational organized crime and terrorism that threaten the national security of both countries.

Strategy 3. Engage broad spectrum of U.S. law enforcement and security agencies (most importantly from DOJ law enforcement agencies) in the design and delivery of targeted capacity-building programs that further U.S. operational outcomes and create opportunities for the development of professional relationships.

Strategy 4. Develop comprehensive information technology platforms and forensic systems that allow for the exchange of information between U.S. and foreign law enforcement—including the establishment of fingerprint, DNA, and ballistics databases that are compatible with internationally accepted formats.

Strategy 5. Promote and facilitate host-country law enforcements participation in U.S.-based training, internships, and information sharing opportunities, including attendance at the FBI National Academy.

Strategy 6. Support the development of technology that will update, enhance, and integrate disparate or aged screening systems and provide advanced screening, targeting, and analytical capabilities for law enforcement and security actors to increase partner-nation capacity to execute cross-agency collaborative screening, targeting, and investigative efforts.

Objective 2.2. *U.S. foreign assistance planning and budgeting processes integrate the law enforcement priorities and responsibilities of DOJ and the Criminal Division.*

Strategy 1. Liaise and coordinate with DOJ working groups and international affairs committee and the interagency community (DOS, DOD, DHS, Treasury, and USAID) on law enforcement and security assistance planning and budgeting.

Strategy 2. Participate on U.S. mission country team and, when appropriate, lead relevant embassy working groups.

Strategy 3. Contribute to headquarters- and field-based law enforcement working groups to ensure that U.S. law enforcement assistance and training efforts support U.S. government operational activities.

Strategy 4. Focus on organizational development as the lead U.S. agency on long-term sustainable law enforcement capacity building, thereby ensuring reliable and professional counterparts for U.S. government operational entities.

Strategy 5. Collaborate with funding partners to conduct qualitative and quantitative monitoring and evaluation of ICITAP law enforcement assistance projects to prescribe adjustments as required for optimal operational impact and ensure best value for U.S. taxpayers.

Strategy 6. Leverage technology to strategically connect law enforcement practitioners and partners, thereby strengthening the U.S. government's capacity to deliver meaningful and impactful training, mentoring, and technical assistance around the globe.



Since 1999, ICITAP has worked to strengthen security in Kosovo and build the capacity of Kosovo's institutions, including the Ministry of Internal Affairs, the Kosovo Police, the Police Inspectorate of Kosovo, and the Kosovo Correctional Service.

Strategic Goal 3. Protect the homeland by advancing global peace, security, and good governance through the development of fair and effective foreign criminal justice systems that serve and protect all community members, adhere to the rule of law, and are recognized and respected partners in the international community.

Objective 3.1. *Foreign law enforcement practices are consistent with international standards for human rights and dignity.*

Strategy 1. Strengthen systems within host-country law enforcement that promote organizational and individual accountability. Create environment necessary for sustainable organizational change; develop organizational and training strategies that establish professional standards policies, procedures, and practices; and prioritize the establishment of fair and transparent recruiting, hiring, promotion, and performance evaluation processes.

Strategy 2. Promote and facilitate the adoption of use of force policies that meet international standards for the protection of human rights and provide appropriate training in legitimate uses of force, including applications and techniques.

Strategy 3. Assist in the development of safe and secure detention facilities and prisons that meet international standards and practice the humane care, custody, and treatment of all incarcerated persons.

Strategy 4. Engage with foreign law enforcement colleagues in all capacities to ensure that all agency personnel model and promote respectful professional standards and practices.

Strategy 5. Facilitate foreign participation and membership in key U.S. law enforcement associations that promote adherence to the highest standards and norms of policing in a free society.

Strategy 6. Coordinate all in-country efforts with the relevant international donor community to facilitate an exchange of information and eliminate duplication of effort to ensure that development assistance is complementary and offered in a coordinated fashion.



In North Macedonia, ICITAP-trained counternarcotics investigators collaborate with partners in the Balkans to seize more than a metric ton of precursors.

Objective 3.2. *Foreign law enforcement possesses the basic capacity to support a fair and effective criminal justice system that ensures equal access to justice and is focused on public safety.*

Strategy 1. Build host-country capacity to support reforms that ensure civilian law enforcement is demilitarized and functions to support the rights of citizenry and is not as an instrument of the state.

Strategy 2. Focus efforts holistically on the professionalization of laws and policies that govern law enforcement's mission, functions, roles, and responsibilities, with a special focus on their leadership practices.

Strategy 3. Build capacity to support an evidence-based criminal justice system, addressing all aspects of the investigative continuum from first responder duties to forensics to witness testimony.

Strategy 4. Integrate the principles of community engagement into programs to facilitate information sharing and focused law enforcement operations through the promotion of positive relationships between and among police, citizens, private and public organizations, and civil society.

Strategy 5. Seek opportunities to assimilate law enforcement organizational development and training efforts across the greater rule of law spectrum by advancing communication and operational effectiveness between and among all civilian law enforcement capabilities, forensics agencies, prosecution services, and corrections.

Strategy 6. Professionalize or reform human resources systems to ensure the promotion of fairness in practices related to recruitment and selection, retention and promotion, rewards and discipline, and compensation and benefits.



In Serbia, ICITAP-trained criminal police carry out significant counternarcotics operations, make arrests, and seize significant quantities of illicit goods and materials.

ICITAP Management Goals

ICITAP is recognized for exemplary leadership, management, and accountability.

Organizational ethos

Nurture a culture of integrity and decency that promotes transparency, inclusiveness, and diversity.

Performance management

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

Personnel management

Recruit, develop, retain, and strategically manage a diverse 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.

Financial management

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

Knowledge management

Develop methods to capture, share, and use internal knowledge and lessons learned. Make available to field offices and headquarters an effective, user-friendly knowledge management system.

Strategic communications

Execute a communications and public outreach strategy that helps create greater awareness about the organization and advances ICITAP's mission and vision.



In Somalia, ICITAP provides training, mentoring, and equipment to Somali Police Force officers and specialized units to help counter terrorist threats.

Appendix A.

ICITAP's Strategic Framework

ICITAP's strategic plan for fiscal years 2022–2026 is directly aligned with the following:

- *FYs 2022–2026 Strategic Plan*. Washington, DC: U.S. Department of Justice, 2022. <https://www.justice.gov/doj/doj-strategic-plan-2022-2026>.
- U.S. Agency for International Development. *Joint Strategic Plan FY 2022–2026*. Washington, DC: U.S. Department of State, 2022. https://www.state.gov/wp-content/uploads/2022/03/Final-State-USAID-FY-2022-2026-Joint-Strategic-Plan_29MAR2022.pdf.
- *National Security Strategy October 2022*. Washington, DC: The White House, 2021. <https://www.whitehouse.gov/wp-content/uploads/2022/10/Biden-Harris-Administrations-National-Security-Strategy-10.2022.pdf>.
- *Fact Sheet: 2022 National Defense Strategy*. Washington, DC: U.S. Department of Defense, 2022. <https://media.defense.gov/2022/Mar/28/2002964702/-1/-1/1/NDS-FACT-SHEET.PDF>.
- *National Strategy for Counterterrorism of the United States of America*. Washington, DC: Office of the Director of National Intelligence, 2018. <https://www.dni.gov/index.php/features/national-strategy-for-counterterrorism>.
- National Security Council. *National Strategy for Countering Domestic Terrorism*. Washington, DC: The White House, 2021. <https://www.whitehouse.gov/wp-content/uploads/2021/06/National-Strategy-for-Countering-Domestic-Terrorism.pdf>.
- “Fact Sheet: U.S. Strategy on Countering Corruption.” The White House, December 6, 2021. <https://www.whitehouse.gov/briefing-room/statements-releases/2021/12/06/fact-sheet-u-s-strategy-on-countering-corruption/>.
- *National Strategy for Combating Terrorist and Other Illicit Financing*. Washington, DC: U.S. Department of the Treasury, 2022. <https://home.treasury.gov/system/files/136/2022-National-Strategy-for-Combating-Terrorist-and-Other-Illicit-Financing.pdf>.



In Armenia, ICITAP assists in the development of the standards and capacity for a new patrol police department of the Armenian National Police.

Appendix B.

ICITAP's Historical Milestones

The International Criminal Investigative Training Assistance Program (ICITAP) was established in 1986. The following milestones in ICITAP's work reflect world events and U.S. foreign policy priorities.

- 1986** ICITAP begins building 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 full-scale in-country police development program effectively changes ICITAP from a training organization to a full-service international law enforcement development organization.
- 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 helps build El Salvador's National Civilian Police and establish the National Public Security Academy.
- 1994** After assessing **Somalia's** police force in 1993, ICITAP deploys to Somalia to implement a police assistance project; instability and fighting terminate the project three months later.

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—becomes critical to combating terrorism and organized crime threats in the region.

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

1997 ICITAP begins providing assistance to the Newly Independent States **Kazakhstan**, **Kyrgyzstan**, **Tajikistan**, **Turkmenistan**, and **Uzbekistan**, and also, in the following year, to **Moldova** and **Ukraine**.

Following the collapse of the government of **Albania** due to the pyramid schemes, ICITAP conducted a comprehensive law enforcement assessment in November, which led to establishing an assistance mission in 1998.

1999 Working with the Organization for Security and Cooperation in Europe, ICITAP leads the building of a police academy in **Kosovo** and begins training the new Kosovo Police Service in Vushtrri.

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.



ICITAP's mission in Nepal focuses on enhancing police capacity to effectively investigate complex crime including organized crime, corruption, and trafficking; to thwart criminal activity; to develop organizational sustainability; and to manage large, complex police agencies.

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

After participating in an assessment of **Pakistan's** border security and control capabilities, ICITAP launches a program to build criminal investigations capacity, improve police management and leadership, and improve law enforcement academy curriculum and training.

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 Cooperation in Europe's law enforcement reform missions.

- 2002** ICITAP leads an international 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, ICITAP helps pen the original police assessment with recommendations; deploys hundreds of professional advisors to Iraq, and trains tens of thousands of Iraqis.

- 2006** ICITAP partners with the **Philippine** National Police to support implementation of its Integrated Transformation Plan, a 10-year strategy to professionalize the organization and enhance the capabilities of the police to fight serious crime.

ICITAP launches its first partnership with the Millennium Challenge Corporation in **Malawi** on a program to combat fraud and corruption. ICITAP's partnership with MCC grows to include programs in **Indonesia, Kyrgyzstan, Moldova, Malawi, Paraguay, Peru, Rwanda, 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 the area of 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—standing up, training, and equipping a special marine police unit for the **Indonesia** National Police. Maritime enforcement capacity building activities begin in the **Philippines** as part of a regional tri-border (Philippines, Indonesia, and **Malaysia**) maritime security initiative.

- 2009** ICITAP deploys experts to support the U.S. military’s operations in **Afghanistan**; assistance focuses on developing Afghan capacity in the areas of counternarcotics and detention/ corrections.

A Civilian Response Corps unit is established in ICITAP headquarters to support the U.S. government’s strategy to implement a whole-of-government approach to reconstruction and stabilization missions.

- 2010** As part of the joint U.S.-Mexico Mérida Initiative—launched in response to rising drug-related violence in **Mexico**—ICITAP establishes a field office in Mexico and begins coordinating forensics assistance to the federal laboratories.

In **Algeria**, ICITAP launches its first counterterrorism program fully funded by the State Department’s Office of the Coordinator for Counterterrorism (later to become the Bureau of Counterterrorism).

- 2011** After developing the **Iraq** Corrections Service from scratch over an eight-year period, ICITAP facilitated the transfer of thousands of detainees from U.S. facilities to Iraqi custody. Success in the first overseas corrections development effort of its kind established ICITAP as a leader in building the capacity of civilian institutions and helping to establish the rule of law in Iraq.

ICITAP partners with the **U.S. European Command** to establish its first police liaison position at EUCOM’s Joint Interagency Counter Trafficking Center in Stuttgart, Germany.

- 2012** ICITAP deploys to assist **South Sudan**, the world’s newest nation, in the creation and training of a new national police force.

- 2013** ICITAP plays a key planning role in the wake of the Arab Spring—supporting interagency assessments, offering recommendations, and providing limited assistance in **Syria**, **Libya**, and **Egypt**.

On April 5, 2013, the President signs *Presidential Policy Directive 23 (PPD-23) on Security Sector Assistance (SSA)*, which codifies what DOJ has been doing for years to develop the capacity of and interoperability with foreign law enforcement agencies, to build overseas partnerships to fight transnational crime, and—ultimately—make the U.S. safer. The PPD identifies DOJ as a **presumptive implementer** in working with its counterpart agencies abroad.

DOJ and DHS enter into an unprecedented interagency MOU to coordinate the design and delivery of SSA in support of PPD-23. Specifically, the MOU formalizes a framework for cooperation and personnel exchange between ICITAP and the Federal Law Enforcement Training Centers (FLETC) as their respective departments' lead agencies for SSA.



ICITAP assists Tajikistan Border Security Project through the procurement and delivery of vehicles.

- 2014** ICITAP modifies its law enforcement development mission in **Ukraine** to focus on building a new 18,000-officer national patrol police agency across 30 administrative districts in 18 months.

The U.S. Department of Justice establishes the *Departmental Implementation Plan for PPD-23 on Security Sector Assistance (SSA)*, in which the Criminal Division is assigned responsibility for coordinating all SSA activities for DOJ — effectively leveraging ICITAP's experience and expertise.

ICITAP is the first organization in the U.S. government to receive funding from the joint DOS and DOD Global Security Contingency Fund (GSCF). The GSCF was enacted by Congress to assist countries with urgent security and stabilization needs. ICITAP receives Congressional approval to expand its maritime and terrestrial security program in the southern **Philippines**.

- 2015** ICITAP launches a global effort to assist key countries throughout **Africa**, **Asia**, and the **Balkans** in countering violent extremism (CVE) in jails, detention facilities, and prisons—adhering to the Global Counterterrorism Forum’s Rome Memorandum on Good Practices for Rehabilitation and Reintegration of Violent Extremist Offenders (Rome Memorandum).
- 2016** ICITAP celebrates 30 years as the U.S. government’s most experienced and innovative capability in the formulation and implementation of global security sector assistance programs that further U.S. national security interests.
- 2017** A September 2017 report issued by the Special Inspector General for **Afghanistan** Reconstruction (SIGAR) recommends to Congress that ICITAP be considered, and funded, as the lead agency for all future USG police assistance activities. SIGAR’s recommendations were reiterated in testimony before the House Oversight and Government Reform Committee.
- 2018** At the request of the State Department, ICITAP entered into a partnership agreement with the Kingdom of **Saudi Arabia** (KSA) to deliver a combination of technical assistance, training, and mentoring to create a new police service within the KSA’s Ministry of Interior (MOI).
- 2020** In the wake of civil disorder in communities throughout the United States, ICITAP establishes the International Police Development Advisory Council to address issues of racial justice and police reform to ensure the export of best police practice to counterparts throughout the world.

In response to the significant restrictions to travel and in-person engagement brought on by the COVID-19 pandemic, ICITAP establishes the Virtual Engagement Task Force to research and implement ICITAP’s interoperable communications platform and e-learning management systems.

In partnership with the U.S. Department of State’s Bureau of Counterterrorism, ICITAP initiates the global Watchlisting Assistance and Support Program (WASP) to help host-nation law enforcement build and maintain consolidated national watchlists for terrorist screening at ports and borders.

ICITAP'S HISTORICAL MILESTONES

2021 ICITAP celebrates 35 years of successfully delivering technical assistance, capacity building, and training in more than 110 partner nations around the globe.

In partnership with the State Department's Bureau of Counterterrorism, ICITAP launches the Engaging Multinational Police Women on Equality and Rights (EMPoWER) program, designed to support female officers from 18 nations engaged in foreign counterterrorism efforts.

2022 ICITAP pivots its mission in **Ukraine**—originally established in 2005 and restructured to build a new police force in 2014—to provide the National Police of Ukraine and the State Border Guard Service with critical equipment.



Mock trial during ICITAP's courtroom competency course in Mexico City.

Appendix C. Program Delivery Partners

ICITAP works with a vast array of partners, domestic and international, governmental and nongovernmental. Under its programmatic supervision, ICITAP enlists the professional services of numerous federal and international partners, including the following:¹¹

U.S. Department of Justice

- Antitrust Division
- Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)
- Criminal Division
 - Child Exploitation and Obscenity Section (CEOS)
 - Computer Crime and Intellectual Property Section (CCIPS)
 - Human Rights and Special Prosecutions Section (HRSP)
 - Money Laundering and Asset Recovery (MLARS)
 - Office of International Affairs (OIA)
 - Office of Overseas Prosecutorial Development, Assistance and Training (OPDAT)
 - Public Integrity Section (PIN)
- Drug Enforcement Administration (DEA)
 - International Training Section (TRI)
 - Special Operations Division (SOD)
- Environment and Natural Resources Division (ENRD)

11. While this list is extensive, it may not reflect the absolute totality of ICITAP's partners over time.

PROGRAM DELIVERY PARTNERS

- Federal Bureau of Investigation (FBI)
 - Behavioral Analysis Unit (BAU)
 - Criminal Justice Information Services/Global Initiative Unit (CJIS)
 - Global Training Unit (GTU)
 - Terrorist Explosives Device Analytical Center (TEDAC)
 - Terrorist Screening Center (TSC)
- Federal Bureau of Prisons (BOP)
- INTERPOL Washington, U.S. National Central Bureau (INTERPOL-NCB)
- Office of Justice Programs (OJP)
 - Bureau of Justice Assistance (BJA)
 - National Institute of Justice (NIJ)
- National Security Division (NSD)
- Office of Community Oriented Policing Service (COPS Office)
- United States Attorneys' Offices (USAO)
- United States Marshals Service (USMS)

U.S. Department of State

- Bureau of European and Eurasian Affairs (EUR)
 - Office of the Coordinator of U.S. Assistance to Europe and Eurasia (EUR/ACE)
- Bureau of Counterterrorism (CT)
 - Office of Programs (CT/P)
- Bureau of Diplomatic Security (DS)
 - Antiterrorism Assistance (ATA) Program
 - Diplomatic Security Service (DSS)
- Bureau of East Asian and Pacific Affairs (EAPA)

- Bureau of International Narcotics and Law Enforcement Affairs (INL)
 - Office of Africa and the Middle East (INL/AME)
 - Office of Europe and Asia (INL/EA)
 - Office of Executive Management (INL/EX)
 - Office of Global Programs and Policy (INL/GPP)
 - Office of Knowledge Management (INL/KM)
 - Office of Western Hemisphere Programs (INL/WHP)
- Bureau of International Security and Nonproliferation (ISN)
 - Export Control and Related Border Security (EXBS) Program
- Bureau of Near Eastern Affairs (NEA)
 - Office of Program Management – Ministry of Interior (KSA)
- Bureau of South and Central Asian Affairs
- Bureau of Western Hemisphere Affairs (WHA)
- International Law Enforcement Academies (ILEA)

U.S. Department of the Treasury

- Financial Crimes Enforcement Network (FinCen)
- Internal Revenue Service (IRS)
- Office of Technical Assistance (OTA)

U.S. Department of Defense

- Armed Forces DNA Identification Laboratory (AFDIL)
- Army Corps of Engineers (ACE)
- Army Criminal Investigation Command (CID)
- Defense Criminal Investigative Service (DCIS)
- Defense Forensic Science Center (DFSC)

PROGRAM DELIVERY PARTNERS

- Defense POW/MIA Accounting Agency (DPAA)
- Defense Security Cooperation Agency (DSCA)
- Defense Threat Reduction Agency (DTRA)
- George C. Marshall Center (GCMC)
- Joint Interagency Task Force West (JIATF-W)
- Joint Special Operations Task Force – Philippines (JSOTF-P)
- National Guard
- Naval Criminal Investigative Service (NCIS)
- Office of Defense Cooperation (ODC)
- Office of the Armed Forces Medical Examiner
- U.S. Africa Command (AFRICOM)
- U.S. Air Force Air Command – Acquisition Management and Integration Center (AMIC)
- U.S. Central Command (CENTCOM)
- U.S. European Command (EUCOM)
- U.S. Indo-Pacific Command (INDO-PACOM)
- U.S. Northern Command (NORTHCOM)
- U.S. Southern Command (SOUTHCOM)
- U.S. Special Operations Command (SOCOM)

U.S. Department of the Interior

- U.S. Fish and Wildlife Service

U.S. Department of Agriculture

- U.S. Forest Service

U.S. Department of Commerce

- National Institute of Standards and Technology (NIST)
- Patent and Trademark Office

U.S. Department of Homeland Security

- Customs and Border Protection (CBP)
- Federal Air Marshal Service (FAMS)
- Federal Emergency Management Agency (FEMA)
- Federal Law Enforcement Training Centers (FLETC)
- Immigration and Customs Enforcement (ICE)
 - Homeland Security Investigations (HSI)
- Office of International Engagement (OIE)
- Office of Strategy, Policy, and Plans
- Transportation Security Administration (TSA)
- U.S. Coast Guard (USCG)
- U.S. Secret Service (USSS)

U.S. Agency for International Development (USAID)

International Partners

- AgriTeam Canada
- Association of Southeast Asian Nations (ASEAN)
- Canada-Ukraine Police Development Project (CUPDP)
- Council of Europe (CoE)
- European Union (EU)
 - EU (EU-GARSI-Sahel)
 - EU Advisory Mission - Ukraine (EUAM)
 - EU Border Assistance Mission in Moldova and Ukraine (EUBAM)
 - EU Capacity Building Mission in Mali (EUCAP Sahel Mali)
 - EU Rule of Law Mission in Kosovo (EULEX)

PROGRAM DELIVERY PARTNERS

- EUROPOL
- French Gendarmerie National
- International Commission on Missing Persons (ICMP)
- International Organization for Migration (IOM)
- INTERPOL
- North Atlantic Treaty Organization (NATO)
- Northern Ireland Cooperation in Europe (NI-CO)
- Office for Security and Cooperation in Europe (OSCE)
 - Mission in Albania
 - Mission in Kosovo
 - Mission in Montenegro
 - Mission in Serbia
 - Mission to Skopje
 - Mission in Ukraine
 - Strategic Police Matters Unit (SPMU)
- Police Executive Research Forum (PERF)
- Police Training Assistance Project Canada (PTAP)
- Royal Canadian Mounted Police (RCMP)
- United Nations (UN)
 - UN Development Program (UNDP)
 - UN Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)
 - UN Office of Drugs and Crime (UNODC)
 - Country Office in Colombia (COCOL)
 - UN United Nations Interregional Crime and Justice Research Institute (UNICRI)

Appendix D. List of ICITAP Foreign Partner Countries since 1986

Afghanistan	Cyprus	Jordan
Albania	Dominica	Kazakhstan
Algeria	Dominican Republic	Kenya
Antigua and Barbuda	East Timor (Timor-Leste)	Kosovo
Argentina	Ecuador	Kyrgyz Republic
Armenia	Egypt	Liberia
Azerbaijan	El Salvador	Libya
Bahrain	Ethiopia	Lithuania
Bangladesh	Gabon	Madagascar
Barbados	The Gambia	Malawi
Belize	Georgia	Malaysia
Benin	Germany	Maldives
Bolivia	Ghana	Mali
Bosnia and Herzegovina	Greece	Mauritania
Botswana	Grenada	Mexico
Brazil	Guatemala	Moldova
Bulgaria	Guyana	Montenegro
Burkina Faso	Haiti	Morocco
Cabo Verde	Honduras	Mozambique
Cambodia	Hungary	Namibia
Cameroon	India	Nepal
Chad	Indonesia	Nicaragua
Colombia	Iraq	Niger
Costa Rica	Italy	Nigeria
Côte d'Ivoire	Jamaica	North Macedonia
Croatia		

LIST OF ICITAP FOREIGN PARTNER COUNTRIES SINCE 1986

Pakistan	Saudi Arabia	Tunisia
Panama	Senegal	Turkey
Paraguay	Serbia	Turkmenistan
Peru	Sierra Leone	Uganda
Philippines	Somalia	Ukraine
Poland	South Africa	United Arab Emirates
Qatar	South Sudan	Uzbekistan
Romania	Sri Lanka	Vietnam
Russia	Tajikistan	Yemen
Rwanda	Tanzania	Zambia
Saint Kitts and Nevis	Thailand	
Saint Lucia	Togo	
Saint Vincent and the Grenadines	Trinidad and Tobago	



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