



# ICITAP'S CORRECTIONS EXPERTISE

## LAW ENFORCEMENT DEVELOPMENT PROGRAMS FACT SHEET

ICITAP's corrections development programs are an integral part of its 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 correctional and detention facilities, and promotes adherence to local laws against unlawful detention and to the United Nations standards for the treatment of prisoners.

### ICITAP Management

ICITAP's corrections program successes are due in large part to the breadth of experience and perspectives of its senior corrections managers and advisors. In addition to current and former Federal Bureau of Prisons (BOP) professionals, the teams have included experienced executives and wardens from state, private and U.S. military corrections systems and institutions. 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.

Furthermore, ICITAP ensures sustainability by securing host government buy in for the reforms – in Indonesia ICITAP partnered with the Indonesian Directorate

General of Corrections (DGC) to develop ministerial regulations, policies, and procedures to manage high-risk prisoners – terrorists. Specific procedures were incorporated in policies adopted by relevant ministries, to include Emergency Response Team training, emergency planning, high-risk prisoner escort, contraband control, restraint training, intelligence operations and program auditing.

### 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, prisoner programs and family visitation, and administrative procedures, including intake and data processing.

ICITAP also provides equipment which is critical to improving supervision and safety in facilities with Violent Extremist Offenders (VEO) populations. In the Philippines, ICITAP-donated hand-held metal detectors and cellphone interdiction equipment was crucial in maintaining overall security of its VEO facilities.

### Prison Intelligence Development

ICITAP works with host governments on developing procedures and tools to plan, collect, analyze and disseminate intelligence to address

correctional system threats and identify connections between convicted and suspected criminals, as well as prison staff corruption.

In Indonesia, ICITAP assisted the Director General of Corrections with the development of an analytical team at DGC headquarters who were trained to use analytical software. These capabilities have now expanded to incorporate new intelligence units placed in five specialized prisons as a first phase.

In Kosovo, ICITAP assisted the General Director of the Kosovo Correctional Service (KCS) with establishment its first Correctional Intelligence Unit, and helped develop capacity to collect and analyze relevant information of intelligence value; produce raw and finished products for KCS decision makers; and to exchange intelligence with law enforcement.

### Countering Violent Extremism (CVE)

ICITAP partners with host governments to develop CVE strategies to counter violent extremism in prisons, through the institutionalization of procedures to manage high-risk prisoners and programs to counter the radicalization of non-terrorist prisoners. This includes specialized trainings on how to identify, document, assess, and classify Violent Extremist Offenders (VEO); how to separate them from general prisoner

populations in order to counter extremist messaging and recruitment; and how to prevent recruitment inside the correctional facilities, while upholding international standards for humane treatment of prisoners.

### **“Good Practices” for Terrorist Rehabilitation**

ICITAP worked with the Department of State Counterterrorism Bureau (CT), the United Nations, and the Global Counter-Terrorism Forum (GCTF), to produce a document that enumerated and promoted best practices for terrorist rehabilitation and reintegration programs – “Rome Memorandum” – endorsed by the 30-member Global Counter-Terrorism Forum (GCTF).

### **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.

### **Central Management Development**

Operating 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 to include establishing policies and standard operating procedures, increasing

capacity to conduct policy compliance audits.

ICITAP also advises on human resources management – vetting, hiring, employee performance appraisal, staff discipline, 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 and professional standards, helps establish progressive training academies and programs, and provides on-site advisors at correctional and detention facilities.

ICITAP provides training to correctional officers and their supervisors, prison wardens and executive leadership. This includes basic training, train-the-trainer programs, and specialized training such as critical incident management, inmate classification, and transportation.

### **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, how to design new construction to meet international standards, and how to forecast population growth.

### **About ICITAP**

ICITAP is a law enforcement development organization that strengthens national security by

advancing U.S. law enforcement operations abroad. 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 is funded by and works in partnership with the State Department, USAID, and the Defense Department.

### **ICITAP’s Expertise**

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

1. Manage correctional facilities.
2. Conduct threat assessments.
3. Using intake procedures, classify and separate prisoners.
4. Implement case management system.
5. Recruit and train competent staff ensuring human rights safeguards.
6. Train in emergency response and emergency planning development.
7. Manage violent extremist offenders (VEO) and create rehabilitation and reintegration programs.
8. Establish prison intelligence frameworks and collect, collate, analyze and disseminate intelligence to decision makers.