ICITAP's STRATEGIC PARTNERSHIPS AND TRAINING

SPTU—Promoting ICITAP Innovation Through Creative Solutions

ICITAP's Strategic Partnerships and Training Unit (SPTU) was established at ICITAP headquarters in June 2013.[1] It does the following: 1) develops and facilitates strategic partnerships with academia, USG entities, and NGOs to advance ICITAP's mission; 2) creates and updates cutting-edge curricula tailored to legislative and cultural contexts of countries where ICITAP works; 3) helps ICITAP Operations with project design and monitoring; and 4) preserves and promotes ICITAP's institutional memory and branding through articles e-published by the DOJ/COPS Office.

Curriculum Standards and Templates

SPTU has established standards for all course material and is constantly creating new and updating old curricula to meet these standards. The material must be up-to-date and reflect best practices in modern, democratic policing. SPTU integrates a variety of different scenario exercises and case studies into ICITAP curricula. Further, instructors are encouraged to always be mindful of realities on the ground, and to tailor curricula to the host nation's laws and culture. Through regular outreach to ICITAP programs in the field, SPTU has uploaded significant curricula created in host country languages into its online curriculum library.

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

Public-Private Partnerships

SPTU has worked collaboratively with nine universities through capstone/practicum projects and other initiatives. Projects have included: conducting research on timely topics such as terrorism and violent extremism; developing law enforcement curricula; working on strategic initiatives for ICITAP; and writing articles about ICITAP projects. All the final Capstone project materials are available on the online curriculum library.

USG Partnerships

SPTU has a thriving partnership with DOJ's COPS Office, which has e-published eight documents for SPTU since 2018.

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

Online Curriculum Library

In May 2015, ICITAP put into operation an Adobe Connect-based online curriculum library that allows access to ICITAP's curricula via the internet. ICITAP currently has 15 licensing agreements for Adobe Connect, which provides field offices with access to the ICITAP curriculum library, video conferencing capability, and the ability to conduct e-training via a cloud-based framework. For those within ICITAP who do not have Adobe Connect licenses, and for those outside of ICITAP, SPTU provides hyperlinks to courses in the curriculum library that will allow people to download the entire courses.

Training

SPTU also provides training support to the field. In 2017, ICITAP's curriculum development specialist traveled to Macedonia, where

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[1] Prior to April 2020, SPTU was known as the Curriculum Development and Training Unit – CDTU.

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

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

In 2021, ICITAP's senior coordinator for strategic partnerships and training taught a remote course on Micro-training for Police Instructors to 25 trainers from 10 different English-speaking countries in southern and eastern Africa. The training was facilitated by the International Law Enforcement Academy (ILEA) in Gaborone, Botswana.

Training Catalog
In July 2014, SPTU developed the first edition of a comprehensive DOJ Security Sector Assistance Training Catalog. In addition to ICITAP

course materials, the first edition of the catalog included course offerings from the FBI, DEA, ATF, and USMS. This is meant to be a resource to the field and a living document which will be reviewed and updated at least once a year.

In August 2022, ICITAP issued the 19th edition of the catalog that now contains 269 full courses, 539 technical manuals, model policies and research studies, 31 opportunities for free online training from partner agencies, four program development overviews, and 145 instructional and informational videos including several iTED talks by ICITAP country attachés and their staffs.

Publications
DOJ's COPS Office has e-published the following documents, all of which appear on ICITAP's web site:
1) ICITAP's Approach to Promoting Sustainable Institutional Law Enforcement Development (SILED); 2) A Review of the USAID–ICITAP Election Security Program in Sierra Leone for the 2012 Presidential, Parliamentary, Municipal, and Local Elections; 3) Community Safety Action Teams: A Catalyst for Improving Community-Police Relations in Kosovo; 4) Women in the Kosovo Police; 5) Making the Case: ICITAP Helps Build a Culture of Quality in Latin America's Forensic Community; 6) Using Community focused Policing to Combat Terrorism and Counter Violent Extremism: A Law Enforcement Toolkit; 7) Local Trust and National Stability: A Desk Study on the Nigeria Police Force; and 8) Law Enforcement Development in

Kenya: History, Reform, and the Path Forward.

Project Design Model
DOJ's National Institute of Justice (NIJ) has worked with SPTU from 2018 to 2022 to develop a uniform, standardized project design model that can be used by all ICITAP programs and headquarters personnel. This model places a premium on developing good outcomes and outcome measures that demonstrate progress toward achieving the objectives of projects rather than just outputs and performance measures that indicate the results of project activities. NIJ developed eight training modules for ICITAP personnel to learn how the project design process should work, including how to create logic models for projects.

In September 2022, NIJ created a 9-minute micro-training module for ICITAP on the importance of baseline data in project design. This is on You Tube and can be accessed through a hyperlink provided by the Senior Curriculum Developer or via Adobe Connect.

Research Papers
At the present time, SPTU drafts two types of research papers. The first set of papers are part of the ICITAP EMPoWER program, which stands for Engaging with Multi-lateral Policewomen on Equality and Rights. Thanks to the funding provided by the Counterterrorism Bureau at the State Department, ICITAP has entered into agreements with 19 national police services around the world to help them recruit women and train some

of their experienced officers in counterterrorism (CT) and fighting violent extremism (VE) so that they might be promoted to be members of the Counterterrorism Section of their police departments. SPTU is preparing a primer paper for the professional lives of the women in each of the 19 EMPoWER countries. On September 30, 2022, ICITAP had three such papers completed: Women in the Bangladesh Police, Women in the Kenya Police and Women in the Somalia Police.

SPTU has also prepared lessons learned papers on certain ICITAP programs in which we were asked to establish a new police force shortly after the end of either a civil war (e.g., Kosovo and El Salvador) or a war between two or more countries (e.g., Bosnia.) The purpose of these papers is to determine whether ICITAP's goals and objectives have been impeded by the conditions of a post-conflict environment. Thus far we have completed papers on Kosovo, Bosnia, and El Salvador.

Future Initiatives
SPTU will continue to expand its robust library of webinars dealing with many different law enforcement development topics. In 2023 SPTU will prepare two more research papers: Women in the Jordanian Police and Women in the Indonesian Police. SPTU will also be working in 2023 on a paper about ICITAP's efforts to establish a police force in Haiti after the national government collapsed in 1994.

About ICITAP
ICITAP works with foreign governments to develop professional and transparent law enforcement institutions that protect human rights, combat corruption, and reduce the threat of transnational crime and terrorism. ICITAP supports both national security and foreign policy objectives. ICITAP is funded by and works in partnership with the State Department, USAID, the Defense Department, and the Department of Homeland Security.