

2005 USAID Summer Seminar Series



July 7: Exorcising Demons of the Past: Seizing New Opportunities to Promote Democratic Policing

Presenters: Elizabeth Hume, DCHA/CMM; Michael Miklaucic, DCHA/DG

Materials: [Presentation](#); [Notes](#) (see below); [Q&A](#) (see below)

Handouts: [Glossary](#); [Bibliography on Community and Democratic Policing](#); [USAID Law Enforcement Program Key Contacts](#)

Synopsis

In recent years, an increasing number of countries have suffered from instability, insecurity, and conflict. Compounding the problem is endemic state incapacity to protect citizens and provide adequate security. Civilian police are a central security sector institution, given their primary responsibility for establishing and maintaining order and security. However, burdened by corruption, low wages, and a lack of training and resources, the police are commonly viewed by society as irrelevant to citizens and in some cases, as victimizing the population. While security sector reform is complex in most developing countries, it is particularly problematic in post-conflict countries. Post-conflict situations often require police assistance to address the "security gap" created between demobilization and reform of military forces that had usurped domestic security responsibilities.

In this session, the Office of Conflict Management and Mitigation will provide an overview of the importance of security to development, USAID's authority to operate in this field, USAID's role in security sector reform/police programs, and types of police programming that may be conducted. In an interactive case exercise, participants will discuss whether police assistance is appropriate, and if so, which types of programming would best suit the case country. The session will conclude with a discussion of the issues identified and possible approaches to address them.

Notes

The premier session of the 2005 USAID Summer Seminar Series, *Exorcising Demons of the Past: Seizing New Opportunities to Promote Democratic Policing*, was presented by Elizabeth Hume, Conflict Specialist, DCHA/CMM and Michael Miklaucic, Democracy Specialist, DCHA/DG. This seminar focused on USAID's experience, the utility of police assistance as a development tool, and how to measure the opportunity costs of involvement in this field. Hume opened the largely interactive session by asking the audience, "Why should USAID support law enforcement in its programs?" The variety of responses from the audience demonstrated the centrality of security to development and that security is essential for putting a country on a development path. Without security, a country is far less likely to achieve any significant progress in development. Crime and lawlessness pose a direct threat both to economic growth and democratic governance, two of USAID's central goals. However, it was stated that there are significant risks attached to providing assistance to law enforcement agencies in program countries.

Miklaucic gave an historical overview of police assistance programs and also explained the evolving role of USAID and predecessor agencies in these projects. Immediately following World War II, the U.S. armed forces were charged with providing basic services, including law enforcement, in occupied Japan and Germany. This effort extended to other countries in the following several years, but in 1954 the Eisenhower administration determined that a civilian agency was more appropriate for the management of overseas civilian policing programs. The assignment was given to the Foreign Operations Administration (FOA), a predecessor to USAID. FOA conducted police training operations in Korea, Vietnam, the Philippines, Nepal, Bolivia, Guatemala, Honduras, Lebanon, and Egypt in addition to many other countries. Given that many of these program countries were on the front lines of the Cold War, the police assistance programs largely addressed the threat of insurgency and communism.

In 1962, a National Security Action Memorandum created the Office of Public Security (OPS) within the newly established USAID to manage what had come to be known as the Public Safety Program.

This was prompted by the need to “coordinate, centralize, and rationalize these civilian training programs.” Miklaucic commented that the fact that the OPS director reported directly to the USAID administrator was a sign of its priority in the agency. By 1968, OPS had programs in 34 countries and had an annual budget of \$60 million, equivalent to \$350 million today.

Following allegations of human rights abuse in program countries in Latin America and South East Asia, Congress terminated the Public Safety Program in 1974. The Foreign Assistance Act of 1974 (FAA), Section 660, prohibited USAID from engagement with law enforcement agencies. As Miklaucic discussed the legitimate reasons for the prohibition, he also emphasized that no study ever declared the Public Safety Program a failure.

Miklaucic explained that during the following decade, USAID was granted certain exemptions from the prohibition on police assistance because of several events. The first was the 1980 assassination of the American Maryknoll sisters in El Salvador and the subsequent inability or unwillingness of the Salvadoran authorities to hold anyone accountable for this crime. Following this, the Kissinger Commission in the early 1980s concluded that the lack of security, stability, and what is now termed “good governance” was impeding development in Latin America. Despite the comprehensiveness of the 1974 ban, the Congress agreed with the need for assistance programs to “help develop institutions of the administration of justice.”

Beginning in 1985, a series of exemptions to FAA Sec. 660 was “carved out.” The first exemption authorized USAID to conduct police assistance programs in Latin America dealing with prosecution and the judiciary. In 1996, this was expanded to include the use of development assistance and economic support funds for law agencies in countries coming out of conflict. Miklaucic explained that USAID found itself working with “judges, prosecutors, and public defense and its programs were compromised by its inability to work with law enforcement agencies, which are integrally tied to the justice system as a whole.”

The 2002 National Security Strategy of the U.S. effectively defined the goal of foreign assistance as the promotion of U.S. national security. The State-USAID Joint Policy Council created pursuant to the NSS debated the need for greater flexibility for the executive branch in working with foreign law enforcement agencies. A decision was reached to seek broader authority than allowed under Section 660 and its existing exceptions. In light of this paradigm shift, Miklaucic underscored that USAID’s “core mandate is using foreign assistance and development as a tool to support U.S. national security, and what we can now do with police and law enforcement is to make them part of the solution rather than part of the development problem.”

The need for USAID and similar agencies to be active in security sector reform was echoed by the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD) and by many major NGOs. Moreover, USAID is not alone in this endeavor; the Departments of State and Justice are both involved in law enforcement assistance. The latter operates the Office of Prosecutorial Development Assistance and Training (OPDAT) and the International Criminal Investigative Training Assistance Program (ICITAP).

Congress responded to the need for police assistance programs as well as the heightened profile of foreign assistance in the NSS by extending USAID’s community policing authority worldwide in the 2005 Appropriations Act for Foreign Assistance. This applies to development assistance and economic support funds, but not Freedom Support Act funds or Support for East European Democracy (SEED) funds. Although limited to FY05 money, Miklaucic added that both the Senate and House versions of the FY06 budget retain this authority.

Miklaucic continued by describing the limits placed on USAID’s regained authority. USAID programs may not include “solving individual crimes; assistance in individual investigations and prosecutions; training for or assistance in implementing a specific ongoing law enforcement operation; commodity support for lethal technology and weapons; and support for or assistance in the carrying out of internal intelligence or surveillance operations.” Additionally, USAID Administrator Andrew Natsios signed a police assistance policy guidance further clarifying the terms of the exercise of USAID’s new authority in this field.

Following Miklaucic’s summary of the past and present state of USAID’s democratic policing authority, Hume discussed that while there has been a legislative prohibition restricting USAID law

enforcement programs, exceptions to the law and USAID's notwithstanding authority have enabled USAID to conduct many police programs (as outlined in a matrix that was handed out). She emphasized that USAID does have experience and a role to fill in this field. She provided four main criteria that define democratic policing. They are:

1. The actions of the police must be governed by law.
2. Police actions must not violate international principles of human rights
3. The police must be subject to external supervision with respect to both corporate law enforcement effectiveness and the behavior of individual officers in the performance of their duty.
4. The police must be responsive to the needs of individual citizens.

Hume then examined the relationship between democratic policing and community policing. She explained that over the years community policing has become the mantra of police reform in many countries and that this term is frequently used interchangeably with democratic policing. This is a mistake. Community policing may be a component of democratic policing but the terms are not interchangeable. Community policing mobilizes the public to "work with police as 'co-producers' of public safety." Hume highlighted the success of domestic community policing projects such as neighborhood watch programs. Characteristics of community policing are:

1. Consultation by the police with communities;
2. Adaptation of police strategies to the requirements of particular communities or localities;
3. Mobilization of the public to work with the police to prevent crime; and
4. Adoption of problem-solving methodology as the fundamental strategy of policing.

USAID has amassed community policing program experience in Eastern Europe, South East Asia, Latin America, and the Caribbean. Hume used the example of the USAID program in Jamaica, where USAID funded police and community training, deployment of bicycle patrols, and a community police facility. In addition, USAID helped to construct a "Community Services Center" that houses a police station, health services, a post office, and other community oriented services.

As both Hume and Miklaucic noted, civilian oversight of the police force is necessary if it is to be eligible for USAID assistance. According to Hume, civilian oversight is comprised of "people from outside of the police taking a role in calling the police to account for their actions, policies and organization." This typically involves a system to handle complaints against the police with the goal of ensuring transparency and accountability to public institutions.

Reform of a law enforcement agency can be compromised or stalled by police corruption, and accordingly USAID has developed experience in anti-corruption initiatives. The USAID Mission in Bolivia has worked with police officers to implement the country's Criminal Code of Procedure (CCP) and has partnered with the Attorney General to create an anti-corruption task force. Similar reform programs have been conducted by USAID in Nigeria and Rwanda.

Hume rounded out her half of the presentation by exploring the future of USAID police assistance programming. She suggested that USAID lead in the area of strategic planning in the field and ensure "broad coordination of developmental assistance" between USG agencies, NGOs, and embassy country teams. USAID should also focus on "long term sustainable development of law enforcement infrastructure" including police academy development to guarantee that new police officers incorporate "the principles ... of democratic and community oriented policing." Hume added that USAID should use its new authority to utilize police "in grassroots coalition building" where they can have an important impact on issues such as domestic, religious, and ethnic violence.

Hume concluded by reemphasizing USAID's multi-decade experience in this field, the need to focus on long term law enforcement infrastructure development, and that the decision to implement a police assistance program should be consultative and based on a formal needs assessment. She emphasized that under this new authority prior consultation with the Congress is required. She also emphasized that USAID is developing a strategic, holistic and effective agency response in this area and USAID should look to see where it can complement and build on other existing USG programs. She noted that CMM and DG have compiled research documents and both offices will have procurement mechanisms out this year that address security reform issues. Both presenters underlined the centrality of law enforcement forces as the first "interface that a citizen has with a state," which determines "the nature of the social contract between the governors and the governed." According to Miklaucic, improvements to the quality of this interaction increase the likelihood of moving a country towards a "democratic social contract."

Question and Answer Session

Can USAID support law enforcement in an authoritarian regime?

Hume: A country where there is no movement towards democratic reform; where there is an authoritarian government; where there is no civilian control of the police-no absolutely, those are places where we would not think that it was a good idea for AID to get involved.

Miklaucic: Before this December 5, 2004 law was passed, when we realized it would pass, we determined immediately that we would need to have a policy that weighed out guidelines for how to implement or to operate under this authority. And I am happy to say that I found out this morning, Administrator Natsios signed the policy that was drafted last year on USAID police assistance.

The moment you get CNN or pictures of the police with the big sticks clubbing protestors and it gets out that USAID is supporting the police, how do you handle that public relations nightmare?

Hume: This is a question we have to take a look at, and it means we have to be cautious and make sure that there is sufficient civilian control and the country is on a democratic reform path, in addition to researching their human rights record.

Miklaucic: There are reasons to go forward and reasons not to, as a global agency and in every country. What we now have is the authority to weigh the positives and negatives and make an informed policy decision. That decision has to be made on a country by country basis.

How do you define a democracy? Because if you look at Uganda, where we have done many years of work, I don't think anyone would define Uganda as a democracy, yet it is one of the best countries we have worked with in Africa, in terms of their will to implement change.

Hume: A lot of research shows that working with police, one of the best indicators is the will at the top to reform. And that is exactly what has happened in Uganda. The head of the police is a reformer.

Miklaucic: We are not talking per se about democracies but about democratization, which is the process leading to democracy. In my opinion we should be very hesitant to work in any capacity in a country that is not self-consciously trying to move towards democracy. Many of the countries that we do work in are more towards the "challenged" side of the spectrum but we work in those countries to help propel them towards democracy,

Do you have the series of indicators that you use to determine if a country is engaged in democratization? For example, multiparty elections are certainly not a good indicator.

Miklaucic: We have two full volumes of indicators; and Margaret Sarles, the director of the Democracy and Governance Office's Strategic Planning Division, can provide you with those.

What are the risks of giving foreign assistance to foreign law enforcement agencies that you are concerned with?

Miklaucic: One of the risks we are concerned with is the compromising of other development programs. Within the public perception of U.S. foreign assistance program, all of our efforts are now branded as "USAID: From the American People" so we are very publicly visible; if those efforts are contaminated by an unfortunate experience with one of our police assistance programs, you could have the whole program purged from a country. That is a significant risk, and public relations are not an insignificant risk. There are also legal risks if someone gets hurt, what if one of our contractors is killed in action. There are significant risks, and I don't want to downplay them, which is why no country mission should jump into this without significant consideration.

By getting involved in restructuring a police force, is USAID biting off more than it can chew?

Hume: Everything is a tradeoff, and you have to look at each individual country and determine if you can have an impact there. We are not saying that every country program should rush into this, because like Michael [Miklaucic] said, this does not come with additional funds. So again, it is for each country program to decide and to determine if there is a possible benefit that justifies the costs. Comment from audience: It's not just about reducing crime rates, it's also about legitimizing and building institutions and promoting good governance, so I think it [police assistance] can be part of the consolidation of democracy.

How will you determine the success of any law enforcement assistance program, given that

crime rates are poor indicators? For example, a crime rate could be really low in a country where the population fears the police so much that they are too afraid to report a crime. While if you have a successful community policing program, and all of a sudden people are coming forward and reporting crimes, this would produce a spike in the crime rate.

Miklaucic: You are right to point out that the indicators of the success of a police assistance program are not self-evident. Statistics can be used to justify a lot of different things. We don't have yet a comprehensive set of indicators, nobody does except maybe ICITAP [International Criminal Investigative Training Assistance Program]. We're entering this with a lot of humility and we're going to have to sit down and ask ourselves how will we tell if the program is successful. As Liz [Hume] pointed out, the poor consider crime and insecurity as the greatest threat.

You mentioned that as we have seen in field offices that security is absolutely a primary concern, but security is not just the police. Often times this means that law enforcement or security is provided by people in militias. How does this fit into the larger context of working across the board on security? Where is the center of gravity in USAID for security in development, not just policing.

Hume: As Michael mentioned this is a broader part of security sector reform that I think the donors are looking at. But we [USAID] are prohibited from using development assistance for working with militaries or informal militias. This poses significant challenges, for example, in northern Uganda most policing functions are provided by informal militias, and if they are not under some credible civilian authority then we can't work with them. So indeed, that is one of the biggest stumbling blocks that we come up against. That being said, we haven't even talked about the post-conflict setting where there is a security gap and in places like Kosovo, where the international community, was able to start from scratch. We were able to setup a pretty impressive police academy there, so I think there are different ways to look at it. We may determine that we have to start from scratch or we may find enough there already under civilian authority to work with.

Is USAID trying to centralize the coordination of its civil society efforts and its community based efforts, to try to promote security and development in a transition environment?

Hume: That would be the holistic point of view— of not even looking at it just from the perspective of the justice sector, but also pulling from our other programs. And in a lot of areas, like at-risk youth programs, why not pull the police in and use them in schools. Kosovo is the perfect example of this, where police could be used to target at risks sections of the population. And in fact, the UK's DFID [Department for International Development] is piloting a community police program in Kosovo.



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2005 Summer Seminar Series

EXORCISING DEMONS OF THE PAST: SEIZING NEW OPPORTUNITIES TO PROMOTE DEMOCRATIC POLICING

**Session Organizers: Liz Hume, DCHA/CMM
and Michael Miklaucic, DCHA/DG**

JULY 7, 2005



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Why should USAID support law enforcement in its programs?



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Historical Context

- POST WORLD WAR II
- OFFICE OF PUBLIC SAFETY
- PROHIBITION



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EXCEPTIONS

- 1985: exceptions were carved out for USAID to conduct police programs in Latin America
- 1996: another exception was carved out for post conflict situations. However, this exception is of limited duration.
- “notwithstanding authority”



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RECENT LEGISLATION

“to enhance the effectiveness and accountability of civilian police authority through training and technical assistance in human rights, the rule of law, strategic planning, and through assistance to foster civilian police roles that support democratic governance, including assistance for programs to prevent conflict, respond to disasters, address gender-based violence, and foster improved police relations with the communities they serve.”



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USAID Programs May Not Include the Following Components

- Solving individual crimes;
- Assistance in individual investigations and prosecutions;
- Training for or assistance in implementing a law enforcement operation;
- Commodity support for lethal technology and weapons;
- Commodity support for or assistance in the carrying out of internal intelligence or surveillance operations ; and
- Assistance designed to combat activity under the mandate of other U.S. authorities (i.e. narcotics,



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Other US Agencies that Provide Support to Law Enforcement

- There are other US agencies that work on law enforcement issues.
- The Bureau for International Narcotics and Law Enforcement Affairs (INL) at the Department of State works extensively on police programs.
- INL implements and develops policies and programs to combat international narcotics and crime. USAID worked in conjunction with INL's anti-crime programs to develop complementary community policy programs in Jamaica.



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Definitions: Democratic Policing

- Four main criteria defining democratic policing.
 1. The actions of the police must be governed by law. Police must act without the authorization of political representatives chosen, hopefully, in a democratic way.
 2. Police actions must not violate international principles of human rights. In other words, police must not only be governed by law, but the law itself must incorporate human rights.
 3. The police must be subject to external supervision with respect to both corporate law-enforcement effectiveness and the behavior of individual officers in the performance of their duty.
 4. As a matter of priority, the police must be responsive to the needs of individual citizens. They must act not only with the consent of the public but in service to the needs of the public individually articulated.



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Community Policing

- During the last twenty years “community policing” has become the mantra of police reform in many countries. It is frequently used interchangeably with “democratic policing.” This is a mistake. Community policing may be a component of democratic policing, but the terms are not interchangeable.
- Community policing was developed primarily to increase the ability of the police to prevent crime. Mobilizing the public to work with the police as “co-producers” of public safety would more successfully prevent crime as well as improve the deterrent capacity of the police to arrest and punish criminals.



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Community Policing Continued...

- Consultation by the police with communities;
- Adaptation of police strategies to the requirements of particular communities or localities;
- Mobilization of the public to work with the police to prevent crime;
- Adoption of a problem-solving methodology as the fundamental strategy of policing.



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Community Policing-Programs

- **USAID has conducted community policing programs in Macedonia, El Salvador, Colombia, Indonesia and Jamaica.**
- **Jamaica:**
 - Through USAID funding, the Police Executive Research Forum (PERF) has developed a comprehensive, broad-based anti-violence initiative.
 - Activities have included:
 - Police and community training,
 - Deployment of bicycle patrols in Grants Pen,
 - Creation of a community police facility that will offer a wide range of services, and activities to build trust between residents and the police.



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Community Policing-Programs Continued...

- Trust-building activities have included town hall meetings, public services announcements on the radio, a school mentorship program, and a grant to a local NGO to provide alternative dispute resolution and training in domestic violence and other areas.
- Training has focused specifically on both police officers and Grants Pen residents, and has included ongoing instruction in basic community policing precepts, rights and responsibilities.
- Additionally, 80 officers and 90 residents have been trained to date in collaborative problem solving.
- An important component of the initiative is construction of a “Community Services Center” that will contain not only a police station, but also health services, a post office, community meeting rooms, a bill payment service, an ATM, a day care center and recreation facilities.



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Civil Society Reform

- Civilian oversight is essential in order to **ensure transparency and accountability to public institutions.**
- **Civilian oversight involves people from outside the police taking a role in calling the police to account for their actions, polices and organization.**
- Most civilian oversight mechanisms are usually concerned with **complaints against the police.**
- However, civilians can hold the police accountable in many other ways that extend far beyond individual complaints, covering broad areas of police practice such as **corruption and public policy.**



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Civil Society Reform Example: The Philippines

- **The Philippines:**
 - USAID is supporting the National Democratic Institute in its work with the **Philippine** Government and the Autonomous Region of Muslim Mindanao (ARMM) **to strengthen civilian control over the police.**
 - The program had several key focus areas: Program implementers **worked with civilian administrators and officials to help increase public access to information on key policies related to both civilian oversight of law enforcement and the administration of peace and order mechanisms.**



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Anti-Corruption

- Corruption impedes the development of markets, drives away the investment, increases costs of doing business, and stalls democracy-building efforts.
- It can be easily identified as one of the leading reasons for the ongoing failures of the developing economies.
- Corruption prospers in countries with weak legal institutions, poor enforcement mechanisms, vague and complex laws and regulations, and too much discretionary power at various levels of government.



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Anti-Corruption Example: Bolivia

- **Bolivia**
 - The USAID Mission in Bolivia has launched an anti-corruption program that builds on its experience with implementing that country's Criminal Code of Procedure (CCP).
 - **The Mission is now vetting and training a corps of 20 police officers to work with the office of the Attorney General to establish an anti-corruption task force.**



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Additional Police Reform Programs

- USAID has also funded and implemented other direct police programs.
- **Nigeria:**
 - USAID's Office of Transition Initiatives worked with the Ministry of Police Affairs and key stakeholders to **develop a strategic plan to reform policing as that country transitioned to civilian rule.**
- **Rwanda:**
 - Between 1997-99 USAID funded a program that was designed to increase the security of both people and their property **by supporting police training and procurement of vehicles, radios, blankets, and other equipment for the police.**



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Future USAID Programming

- Lead in the area of **strategic planning**. USAID can ensure that a proper needs assessment is done in any host country or region being targeted for assistance.
- Ensure **broad coordination of developmental assistance of USG agencies, government supported NGOs, and embassy country teams.**



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Future USAID Programming Continued...

- **Focus on long term sustainable development of law enforcement infrastructure:**
 - USAID should focus on **developing modern leadership and supervisory skills** within law enforcement institutions to ensure buy in from the top down of these organizations.
 - USAID should **engage in academy development** to ensure that the basic training for new police agents incorporates the principles and philosophies of democratic and community oriented policing so that new officers entering these organizations are properly grounded in modern international policing principles.



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Future USAID Programming Continued...

- Demand a holistic approach to justice sector reform which brings police, prosecutors and the judiciary together in a coordinated approach to improving access to the justice system for citizens.
- Engage the police in grassroots coalition building and prevention programs around important social issues such as Domestic violence, religious and ethnic violence, juvenile addiction and delinquency.



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Exercise

- **Would you conduct a police program in this country?**
- **If Yes what would you do?**



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Conclusions

- **USAID does have experience and a role to fill in this field**
- **There is a considerable amount of technical assistance in this area already being developed within USAID**
- **Decision to implement a police assistance program should be consultative**
- **USAID programs should be strategic, holistic and effective agency responses and look to see where we can complement and build on other existing USG police programs**
- **The focus of USAID programs should be on long term sustainable development of law enforcement infrastructure**
- **Programs should be based on formal needs assessments**



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2005 Summer Seminar Series

Join us next Tuesday, JULY 12 for:

GEOGRAPHIC INFORMATION SYSTEMS: IMPROVING MANAGEMENT, GETTING RESULTS, AND COMMUNICATING THE U.S. FOREIGN ASSISTANCE STORY

<http://www.usaid.gov/> Keyword: Summer Seminars

Session Organizer: Carrie Stokes, EGAT/NRM

9:00 a.m. here at the Center for Association Leadership

Democratic and Community Policing Glossary of Concepts and Terms

Academy Training. Training for new recruits to become police officers; likely to define the quality of an officer for the range of her/his career.

Accountability. Formal civic oversight of police activities and responsibility of the police to rule of law, to the communities being policed, and the tax-payers they serve. Without accountability, community policing programs may exacerbate existing corruption, fortify tainted institutions, or strengthen local actors resistant to reform.

Accountability Mechanisms. Internal and external measures to control and examine police activities. Such mechanisms include civilian review boards, direct supervision of the police through legislative and executive bodies such as mayors or city managers, reports, investigations, and courts. Police must be accountable to the law, rather than to the government.

Alternative Dispute Resolution. An option to the court system for solving community problems.

Anonymous Police Hotlines. Phone lines used to report information that may assist in police investigations. Protects witnesses by allowing them to remain anonymous. These hotlines have been successful in orienting police toward serving citizens.

Area SLO (Senior Lead Officer) Summits. Meetings between SLO's to identify community needs and develop problem-solving strategies. (See *Senior Lead Officer*).

Basic Car. Quadrants or areas in a neighborhood for patrolling. For example, a neighborhood may consist of ten basic cars.

Beat Books. A community profile to facilitate solving problems encountered on patrol. It identifies community groups, issues, and/or advisory boards.

Broken Windows Philosophy. A theory first introduced by James Q. Wilson and George Kelling. It states that a broken window left un-repaired marks neglect and lack of concern for the neighborhood and invites vandalism and property damage.

Carabinieri. Italian military police and internal security force who are a branch of the armed forces and answer to the Ministry of Defense for military matters and to the Ministry of the Interior for matters of domestic public order such as crime and natural disasters.

CAPRA. A model for understanding the needs of clients and communities by acquiring and analyzing information, forming partnerships for problem solving, responding to problems, and assessing performance.

Citizen Participation and Review. A method of citizen oversight of police practices that provides community access and input into police policymaking.

Citizen Police Academy. Training for community members that focuses on problem-solving and community engagement skills, how the police department works, what police are doing for the community, and how to effectively communicate with officers.

Citizen Security. A primary concept in community policing. Refers to a fundamental human right that involves reducing levels of crime and violence, thus creating a basic level of public security and national stability that fosters socioeconomic development and poverty alleviation. Security (especially from violence) is extremely important to the poor and to improving the lives of the poor—who often view the police as a source of insecurity.

Civilian Management and Oversight. Civilian control of security forces. Focuses on the individual and institutional capacity to direct, participate in, and monitor security policies and practice. Target communities include civil servants, appointed officials, parliamentarians, and civil society groups with watchdog or information dissemination functions. Activities include: interagency coordination; formation of local security councils; education and training for journalists to enhance media coverage of security-related issues; and capacity building activities with security-relevant associations, interest groups, or think tanks.

Code of Silence. Keeping procedures and information secret from the public. This practice reduces transparency, creates an ‘us versus them’ mentality, and inhibits cooperation between community and police.

Community Advocates. A fundamental principle in community policing. Refers to the role officers play in representing the needs of the community.

Community Contact. Points when citizens and police officers interact. The contact is meant to be respectful and meaningful and an officer must have a specific reason for meeting with a citizen.

Community Engagement. Working with individual community members and organizations to recognize, understand, and meet the diverse set of community needs.

Community Needs Assessment. A fundamental tool for successful community policing programming that helps identify needs, assures that resources are available for community programs, and fosters future evaluation.

Community Partnership. Core component of community policing. Emphasizes building trust and cooperation between police and the community to control and prevent crime and solve problems.

Community Policing (Community-Oriented Policing). Partnership between the police and the community to work on specific solutions to specific problems. This approach focuses on service to the community and views police as problem solvers and community advocates. This

philosophy and organizational strategy allows police and the community to work together to solve problems of crime, illicit drugs, fear of crime, physical and social disorder, neighborhood decay, and overall quality of life in the community. Community policing emphasizes community engagement, organizational transformation, and working with citizens to solve problems which requires officers to think independently and to be able to make decisions on their own in order to best serve the community.

Community-Police Advisory Boards (C-PABS). Boards made up of civilian volunteers and police who advise area commanding officers on crime and quality-of-life issues.

Constabulary Force. Armed forces of the state that have both military capabilities and police powers and can serve in either a military or civilian capacity and operate independently or in cooperation with other military or civilian police forces. Constabulary forces characteristically seek viable international relations, are committed to the minimal use of force, and are always prepared to act. (For examples see *Carabinieri* and *Gendarmerie*).

Crime Mapping. A police practice that involves analyzing criminal patterns by using information and technology, including DNA sampling and fingerprint matching. Collecting this information often requires trust and close collaboration between officers and citizens, reinforcing the value of community-oriented policing.

Crime Spirals. A term that refers to continual criminal activity that erodes social capital and breeds further crime.

Culture of Crime. When criminal activity, either violent or non-violent, is considered the norm.

Cultural Awareness Programs. Programs that train officers to recognize cultural and linguistic barriers which enables them to respond effectively to people from all backgrounds within the community.

Cultural Diversity Training. Training for new recruits to recognize and correct discriminatory behavior inside and outside the police department. It raises officers' awareness regarding diversity issues such as gender equity, sexual orientation, and needs of special populations—including the poor, persons with physical disabilities, hearing or vision impairments, and mental illnesses.

Decentralized Authority. A fundamental characteristic of community policing programs. The transfer of financial and administrative power and responsibilities to neighborhood and precinct departments to shorten lines of communication and foster stronger relations between officers and the communities they serve.

Decentralized Policing. Transfers power to neighborhoods and precincts in order to cultivate rapport between community and police; and enable police to maintain daily, face-to-face contact with the people they serve.

Democratic Policing. Policing that protects democratic political activity, and prioritizes service to citizens, accountably to rule of law, protection of human rights, and transparency. This

policing practice is based on democratic principles, especially openness and accountability to all members of society, including the poorest of the poor and marginalized groups. These policing practices are designed to protect citizens' democratic rights and to express democratic social consensus.

Democratization Perspective. A perspective of police reform that emphasizes rule of law and long-term justice and security, rather than short-term order. This perspective draws on a holistic relationship between security, development, and democracy; encompasses a human-rights view; and incorporates a focus on institutional development.

Demographic Changes. Population changes may require officers to recognize and respond to new and changing needs of the community.

Department Leadership. A factor in community policing programming, this condition fosters successful community policing reforms. Direction within the police department will determine the commitment to and implementation of community policing reforms.

Demobilization. In post-conflict states, demobilization refers to the point when military security forces retreat and police forces resume responsibility for security.

Disorder. A relative concept that may or may not include dirty, littered streets, broken or ill-repaired property, and behavioral disorder such as being drunk in public or panhandling. Different citizens/communities have different concepts of what may or may not constitute order or disorder.

Diversity Awareness. Essential to community policing, diversity awareness enhances the ability to respond to and communicate with people of all backgrounds. Diversity awareness includes an understanding of the diverse set of needs within a community based on race, religion, gender, age, sexual orientation, and physical or mental disabilities.

Diversity Awareness Training. Training officers to be aware of and understand the diversity of the communities they serve, which includes minority groups, the disabled, and the poor. This enables officers to serve and respond to people of all backgrounds.

Domestic Violence. A significant area of public safety. In order to best serve the community, police officers and citizens alike must be aware of how to address issues of domestic violence in ways that promote security and foster democratic participation and development.

Economic Development Perspective. A perspective of police reform that emphasizes enhancing the environment for economic development, such as removing obstacles to foreign investment and reducing the costs of crime and violence. May also include anticorruption initiatives and reforms in other sectors.

Effective Training. In order for community policing programs to be successful, training for police officers and community members needs to occur in order to foster new attitudes, knowledge, skills, and perceptions.

Fair and Equitable Treatment of Citizens. This is a fundamental, guiding principle for democratic policing and should be coupled with rule of law principles including due process.

Field Training Officer (FTO). Competent officer who trains new recruits on policing practices in the field. Community policing training prepares new recruits in the field and has long term impact on new officers' abilities to implement community policing practices; it is imperative that field training officers be competent themselves before conducting training of new officers.

Gendarmerie. Example of constabulary force. French national police force that answers to the Minister of Defense. During peacetime, this force is engaged in routine police work including administrative policing, traffic control, and public security. (See *constabulary force*).

Grass-Roots Creativity and Support. A main principle of community policing which involves community members and police officers working together to achieve new, creative approaches to current community concerns.

Gun Amnesties and Buyback Programs. These have been successful in reducing violent crime. One example is encouraging citizens to trade firearms for vocational training or agricultural credits.

High-Impact Policing Projects/Saturation Exercises. Directing all police resources to one problem area in a short term effort to sterilize the problem. This practice is impossible to sustain without a massive and unaffordable increase in resources.

Human Rights Perspective. Police reform that focuses on the protection of human rights, including freedom from torture, mistreatment, and threats to life.

Human Rights Standards. International human rights norms defined and set forth in legal instruments including laws, treaties, conventions, agreements, and protocols.

Institutional Partnerships. Cooperation between the police department and other local institutions and organizations, such as museums and schools, to foster teamwork and trust between the police and the community.

Integration. Actively integrating women, minorities, and other under-represented groups into the police force to truly reflect the community it serves.

Justice and Public Safety. Describes activities that help foster a safe environment so that citizens can live with freedom from fear. A subset of the larger rule of law domain, this category of activities focuses primarily on judicial and police reform. Illustrative activities include human rights training, community policing programs, and constitutional reform.

Maintenance Policing. Short-term, zero tolerance policing practices that may exacerbate problems of poverty and social exclusion and ultimately offer no solution to these complex long-term social problems.

Military vs. Civilian Police. In post-conflict environments, civilian police are not prepared to deal with every challenge and military and civilian police will have different roles. Training programs should highlight the different roles the military and civilian police play in maintaining peace and stability.

Multi-Dimensional Causes of Crime. Causes of crime that cannot be addressed simply by policing. Community policing can only address certain causes of crime. Other problems like income inequality, urbanization, and rapid population growth cannot be addressed through community policing alone.

Neighborhood Council. Councils designed to promote community input into city government. An effective method to promote communication between citizens and police.

Neighborhood Portfolios. See *'Beat Book'*.

Neighborhood Prosecutor Program. Programs that create a link between police departments and courts, including establishing teams consisting of city prosecutors who work with police forces.

Neighborhood Watch Committees. Committees of citizens who engage in crime prevention efforts that are a proven method for reducing crime.

Officer Competence. Community police officers are considered competent when they have the qualities of self-control, high ethical behavior, and the abilities to communicate with diverse members of the community, and skills to best serve the community.

Openness. A cornerstone of democratic policing; in order for policing to be democratic, police departments must be open and accessible to all members of society, including poor and marginalized groups.

Order. A nominal and relative concept that varies from community to community, but would include a sense of security, safety, and rule of law.

Order Maintenance Policing. A practice that involves strict, concentrated policing of a small, localized area (e.g., one neighborhood) with special crime problems. This practice may result in arresting more people for minor offences and overburdening department staff, and resources.

Organizational Culture. A successful program requires a policing culture that is oriented to meet the needs of the community.

Organizational Integrity. An organization's capacity to fulfill its mission, uphold its values, and avoid corruption.

Organizational Transformation. Focusing on an organization's leadership, systemic issues, and structure.

Para Police. Officers with minor responsibilities limited to routine tasks, such as taking accident reports. Modeled after paralegals or paramedics.

Peace-Building and Post-Conflict Reconstruction. A possible point of introduction for democratic policing programs. Removing the structural and social causes of war/armed conflict and addressing the legacies of past conflict (such as the proliferation of arms and armed fighters) as well as transnational threats that affect the safety and well-being of citizens everywhere, particularly in countries emerging from conflict. Areas of intervention include countering insurgency movements that employ terrorist tactics, community reintegration programs, or transitional justice. Pertinent police activities may include confidence building measures, neighborhood watch programs for terrorist activities, or post conflict reconciliation programs.

Peacekeeping/Military Perspective. Police reform that focuses almost exclusively on reform in post-conflict settings emphasizing order and stability after armed conflicts.

Persons With Disabilities. Persons who may be physically or mentally disabled, blind, or deaf. This group possesses special needs vulnerabilities of which police officers should be aware.

Personal Integrity. An officer's ability to uphold duty based on the principles of community-oriented policing, democratic principles, and rule of law.

Police and Community Collaborative Teams (PACCTs). Teams that include at least 2 senior lead officers, one or more community group representatives, and a representative from local/city government. These teams meet regularly to address problem areas.

Police Conduct. How officers carry out their duties and uphold human rights. Internal and external accountability mechanisms should exist to monitor police activities and hold police accountable to human rights standards and rule of law.

Population Density. A component that impacts on public safety concerns. Departments and officers should be aware of how population will affect policing, e.g., high population density can be contributing factor to high crime rates. (See *demographic changes*.)

Poverty Awareness Programs. Like cultural and diversity awareness programs, these programs enable officers to communicate with and effectively respond to the needs of the poor.

Prevention vs. Deterrence. Different crime reduction strategies that involve either preventing crime, or deterring it.

Privatization of Justice. Hiring private security firms to police which results in blurring the functions of the public and private sectors and impedes service to the public and representation of the community in the police force.

Private Security Firms. Private companies hired by businesses to protect private sector interests from criminal, or perceived criminal activities. Hiring these firms diverts private sector

resources from endeavors like worker training or capital investment, ultimately slowing economic development.

Problem-Based Curriculum. In community police training, this curriculum enables officers to effectively analyze problems and promotes decision-making abilities.

Problem-Based Scenarios and Case Studies. In community policing training, using scenarios and case studies cultivates officers' problem solving and decision making skills.

Problem Identification and Analysis. In a problem-solving policing approach, these are essential steps where officers and citizens work together to define and examine problems.

Problem Solving/Problem Solving Skills. This key component refers to the practical application of community policing shared by the police and community. Problem-solving requires skills to answer the needs of a diverse community by analyzing a problem using various forms of information to best respond and assess the response.

Problem Solvers. In community policing, this refers to police working with the community to solve problems, rather than simply using tactical maneuvers.

Professionalism. A former trend in police reform that concentrated on tactical and technical proficiency by focusing on techniques of policing rather than outcomes of policing. The trend failed to make police better communicators and caused officers to be isolated from the community.

Purge. This term refers to ridding the police force of all human rights violators, particularly those from a previous regime.

Quality of Life Offenders. Criminal offenders who may commit minor offenses that degrade a community's quality of life such as vandalism or pick-pocketing.

Recruit Academy. The police officer training course where officers first develop skills and knowledge about community-oriented policing. This early stage of police training shapes an officer's ability to perform police tasks throughout their career.

Recruitment. A crucial stage in developing an effective community police force. Recruitment should emphasize background checks, or vetting of police recruits, even in countries where databases are not available. Certain standards should be adhered to in the process; e.g., former criminals should not be hired as police officers. Hiring the right people is critical to maintaining the stability and longevity of a police force, and will help control turnover and corruption.

Reform. (a) In the human rights view of police reform, refers to purging human-rights violators from the police and military and redesigning police doctrines and training to emphasize human rights standards and establish internal and external accountability mechanisms. **(b)** In terms of *professionalism*, a movement in police training that emphasized tactics over community service.

Residency Requirements. Requiring a portion of officers to reside in the neighborhoods they patrol to help ensure that the police reflect the community and its interests.

Restructuring and Reorganization. Police restructuring and reorganization connotes reform with a greater emphasis on the interests and experiences of international actors; rather than on the performance, effectiveness, conduct of, and popular support for national/local police organizations.

SARA. A problem solving model for community policing that generally requires community involvement and focuses on scanning, analyzing, responding, and assessing.

Senior Lead Officer (SLO). Police officer who has the main responsibility of establishing and maintaining police-community partnerships.

SLO Mentor Programs. A mentoring program that facilitates incoming and outgoing SLOs in a neighborhood or community.

Special Populations. Minority groups and members of the community who are most vulnerable, including the elderly, juveniles, minorities, the poor, the disabled, and the homeless. These populations' vulnerabilities, interests, or needs may be different than those of the majority population. To effectively serve such populations, officers must be cognizant of these vulnerabilities.

Special Recruitment Programs. Programs designed to recruit police officers from groups that are often under-represented in the police force, for example, setting hiring goals for women. Issues of gender, race, and sexual orientation are often best addressed by actively recruiting officers from under-represented groups in the community.

Social Capital. The accumulated result of social networks, norms, contacts, associations, and memberships in organizations. Social capital refers to civic engagement and community involvement. Countries with higher social capital tend to have higher levels of political awareness and interpersonal trust.

Street Crime. Crime committed in the street, as opposed to political crime, or white-collar crime.

Strengthened Law-Enforcement Organizations. A controversial reform process that, in post-conflict situations, involves retaining officers from the former regime based on their experience, even if they committed human rights abuses.

State Sponsored Violence. When military officers or off-duty policemen use their formal positions to access weapons and sensitive information to support and conceal their involvement in criminal activities.

Transparency. A fundamental principle in community policing, this requires that officers' procedures are as clear and public as possible based on the premise that police departments must

be open to the entire community to foster trust and improved relations between the police and the community. A “code of silence” undermines community policing and breeds an “end justifies the means” mentality.

Urban Design. Urban planning and design can contribute to crime reduction. Examples include: installing door locks, shatterproof windows, and close-circuit television, and limiting points of entry to encourage facial recognition.

Urbanization. Urbanization is a common factor in crime rates as rapid inflows into cities change policing conditions as communities change. (See *demographic changes*.)

Use of Force. Conduct which invades a person’s interests of personality and thus is a battery, assault, or false imprisonment, unless privileged. Force should be used only strictly when necessary and to the extent required for an officer’s duty, must governed by rule of law, and keeping with the protection of human rights.

Values. They represent the beliefs and goals carried out by a partnership between the community and the police force with an orientation of officers’ prime responsibilities to serve the community through an awareness of the community’s culture and an understanding of its short- and long-term needs and demands.

Youth Bulges. A factor in crime rates, this refers to rapid population increases that result in a disproportionate number of young people in a population as illustrated on a population pyramid. There tends to be a strong correlation between youth bulges and high urban crime rates. (See *demographic changes*.)

Zero Tolerance. Politically viable rhetoric that is difficult to achieve since it requires a level of policing, arrests, and detainment stretching beyond the resources of any police force.

911. Call-in system where citizens can telephone police for rapid responses in cases of emergency. The 911 system has reoriented police to better serve and respond to citizen requests and has been effective in USAID community policing programs.

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USAID Law Enforcement Programs: Key Contacts

(April 2005)

Country & Program Name	Key Contacts ¹	Description	Program Dates	Funding - FY04 Budget by Account
BOLIVIA: Criminal Justice Reform	<ul style="list-style-type: none"> • Steve Hendrix, CTO (712-4039) • Brian Treacy, COP (with Checchi) • Raphael Metzger, former COP (with Management Sciences for Development) • Karen Anderson, USAID/Bolivia (591-2278-6544) 	Programs in Bolivia have integrated police into training for new Code of Criminal Procedure, drafted an Organic Police Law, assisted police and prosecutors in developing manuals and investigative procedures, facilitated agreements on the handling of money laundering cases and with local currency, expanded case tracking systems into the investigative police. Programs were carried out directly by a USAID contractor in coordination with an ICITAP program, which managed police academy development, training, and creation of an Office of Professional Responsibility.	FY1999-02 (status: ongoing, though limited, since 2002)	ACI/INL and ESF. Programs integrated into ongoing effort averaging \$2M per year. Also used local currency proceeds.
BOLIVIA: Anti-Corruption Program	<ul style="list-style-type: none"> • Steve Hendrix, CTO • Margaret O'Donnell, COP (with Casals & Associates) • Raphael Metzger, former COP (with Management Sciences for Development) • Karen Anderson, USAID/Bolivia (591-2278-6544) 	The USAID Mission in Bolivia has launched an anti-corruption program that builds on its experience with implementing that country's Criminal Code of Procedure (CCP). The Mission is now vetting and training a corps of 20 police officers to work with the office of the Attorney General to establish an anti-corruption task force.	FY2004-07 (ongoing)	<\$200,000
EL SALVADOR: Community Policing Program	<ul style="list-style-type: none"> • Steve Hendrix, CTO • Lou Covarubias, former COP (with ICITAP; former police officer; NOTE: program completed) • Sepideh Keyvanshad: USAID/EI Salvador (503-298-1666) 	This program has instituted modern, internationally accepted police patrol methods and crime data collection system; provided portable radios to improve communication, bicycles to allow officers to enter hard-to-reach neighborhoods, and a "9-1-1" system. This program has produced significant and demonstrable reductions in crime in El Salvador across a range of categories.	FY1999-04 (completed)	\$2.5 million (ESF, FY2000-03)

¹ Key Contacts = USAID CTO, Chief of Party, or responsible Mission or implementing partner staff.

<p>GUATEMALA</p> <p>Community Crime Prevention Program</p>	<ul style="list-style-type: none"> • Oscar Chavarria, CTO • Steve Hendrix, CTO (for original 1999-2004 program) • Tim Cornish, former COP for original program (with DPK) • Brian Treacy, former COP (with Checchi; NOTE: now COP for Bolivia programs) 	<p>This new program will focus the efforts of USAID and other US government entities within Guatemala on a model crime prevention program in Villa Nueva, a populous suburb of Guatemala City with high crime statistics. This choice was made in part due to ongoing USAID community-based crime prevention effort in that community, the presence of a USAID-supported justice center, and its proximity to the capital. At the national level, USAID will assist the Guatemalan government in building capacity in local police forces, and in educating leadership on the principles of community policing and respect for human rights. NOTE: 1) Builds on accomplishments of Guatemala Justice Program, which ended in 2004; 2) no current COP/primary grantee because new program grant not yet awarded.</p>	<p>FY2004-2009</p>	
<p>GUATEMALA:</p> <p>Civil Society Program</p>	<ul style="list-style-type: none"> • Carla Aguilar, USAID/Guatemala, CTO (502-2422-4000) • Jeff Weiss, COP (with Creative Associates) • Sharon Van Pelt USAID/Guatemala (502-2332-0202) 	<p>Guatemala's Civil Society Program (CSP) promoted broader, more effective civil society participation in the policy process and oversight of the public institutions. The target for creation of civil society coalitions was exceeded, resulting in the formation, for example, of a Crime Prevention Association (APREDE), a coalition working to reduce crime in six target areas that brought together gang members, the media, citizens, and police. Another coalition brought together an academic center, a war victim's organization and others to improve public security and the professionalism of the National Civil Police.</p>	<p>FY2000-03 (completed)</p>	<p>DA \$3.6 million (from FY2000-03)</p>
<p>JAMAICA:</p> <p>PERF Anti-Violence Initiative</p>	<ul style="list-style-type: none"> • Dennis Darby, CTO (876-926-3645) • Chuck Wexler, COP (with PERF) 	<p>Through USAID funding, the Police Executive Research Forum is developing a comprehensive, broad-based anti-violence initiative. The initiative was supported by the American Chamber of Commerce (AMCHAM) in Kingston, the Jamaican Government (GOJ), the Jamaican Constabulary Force (JCF), and the private sector. Activities have included police and community training, deployment of bicycle patrols in the Grants Pen neighborhood of Kingston, creation of a community police facility that will offer a wide range of services, and activities to build trust between residents and the police.</p>	<p>FY2003-06 (ongoing)</p>	<p>ESF \$1.5 million</p>

DOMINICAN REPUBLIC: Law Enforcement Training	<ul style="list-style-type: none"> Sharon Carter, CTO Steve Terravecchia, former CTO (809-221-7054) Josephina Coutino, COP (with DPK Consulting) 	Training will be given to law enforcement officials on how to investigate and prosecute bank fraud - specific to the ongoing Baninter Bank fraud case, in coordination with the National Judicial School and/or the Public Ministry School.	2005	
COLOMBIA: Municipal Crime Prevention	<ul style="list-style-type: none"> Ron Glass, COP (PSC w/ Georgetown University) Ramona Elhamzaoui, USAID/Colombia (FSN) Thomas Johnson, USAID/Colombia (571-423-6880) 	With USAID/Colombia support through Georgetown University's Colombia Program, the Colombian National Police launched a country-wide initiative entitled "Secure Municipalities and Departments," aimed at strengthening the President's Democratic Security Policy by developing a strategy of security plans and policies, implemented by Mayors and Governors in coordination with the National Police.	Mar-Aug 2004	\$96,000 ACI
ALBANIA: Ethics Code Training	Bruce Kay (355-[4] 266-395)	Comprehensive training of the ethics code in two cities, Shkodra and Tirana, for mid-level police officers. Conducted by Management Systems International (MSI)	Sept, 2004	\$10k in SEED
MACEDONIA: Confidence-Building Initiative	<ul style="list-style-type: none"> Kathy Stermer, DG Officer, USAID/Macedonia Peter Collier, former CBI Manager 	Twelve-part radio series on successful community policing programs that build trust between citizens and police. The radio programs were broadcast by an ethnic-Albanian radio station to certain communities where fear and mistrust generated during the 2001 conflict continued to characterize the relationship between citizens and police. This project built upon previous USAID collaboration with DOJ/ICITAP, the OSCE and the Macedonian Ministry of Interior and is expected to reach over 85,000 people.	FY2003-	SEED
UZBEKISTAN: Freedom House Open Dialogue	<ul style="list-style-type: none"> Kaya Adams, USAID/CAR, Democracy Advisor (7-3272-507-612) 	Promoting dialogue between human rights defenders and security forces in order to make systemic reforms in Uzbekistan's detention facilities.	Ongoing	\$400k in FSA
UZBEKISTAN: Anti-Trafficking-in-Persons Activity	<ul style="list-style-type: none"> Donna Wright, USAID/CAR, Democracy Advisor (7-3272-507-612) 	Contribution to enhancing responsiveness of public institutions through training of consular officers and law enforcement personnel, and capacity building-activities for law-enforcement authorities and criminal justice experts.	Sep 11, 2003- Sept 10, 2005	\$50k in FSA

<p>KYRGYZSTAN:</p> <p>Legal Infrastructure for a Market Economy (LIME) Project</p>	<ul style="list-style-type: none"> Mark Urban, USAID/CAR, Commercial Law Advisor (7-3272-507-612) 	<p>The project provides national and regional offices of the Kyrgyz Procuracy with computer software and training to increase the procuracy's capacity to collect, manage and report information relating to economic crimes and other cases involving the application of commercial legislation, thereby helping to bring about an improvement in the implementation and enforcement of laws and regulations in Kyrgyzstan. The project also provides computer hardware and related equipment to facilitate the Procuracy's use of the software and training provided.</p>	<p>October 2003 - August 2004</p>	<p>\$80k in FSA</p>
<p>KAZAKHSTAN & KYRGYZSTAN:</p> <p>Trade Facilitation and Investment Project</p>	<ul style="list-style-type: none"> Mark Urban, USAID/CAR, Commercial Law Advisor (7-3272-507-612) 	<p>Limited work with the Prosecutor General to reduce inspections which impede businesses' ability to function. USAID/CAR's RLA has determined that this involves police activities (and therefore is subject to Section 660) because prosecutors in Kyrgyzstan carry guns.</p>	<p>ongoing</p>	<p>FSA</p>
<p>KAZAKHSTAN:</p> <p>IOM anti-trafficking program</p>	<ul style="list-style-type: none"> Donna Wright, USAID/CAR, Democracy Advisor (7-3272-507-612) 	<p>Building the capacity of law enforcement and prosecutors to prosecute cases of trafficking.</p>	<p>ongoing</p>	<p>\$200k in FSA</p>
<p>SEED COUNTRIES:</p> <p>Southeast Europe Anti-Trafficking Coalition</p>	<ul style="list-style-type: none"> Ruth Pojman, Anti-Trafficking Advisor, E&E/DGST (712-0623) 	<p>Combats trafficking in persons and protect victims through Southeast Europe by creating a regional network of governmental and non-governmental professionals. Strong collaboration between NGOs and law enforcement agencies across borders is essential to locate and prosecute traffickers and to identify and protect victims. Likely initial priorities to be supported by the coalition are Regional Victim and Witness Protection programs and Cross-border and National Referral Mechanisms to identify, assist and protect trafficking victims. As part of implementing the coalition's activities, police and other law enforcement officials will participate in workshops, training and receipt of commodities.</p>		<p>3,000,000 in SEED</p>
<p>MONTENEGRO:</p> <p>Judicial System Reform Project</p>	<ul style="list-style-type: none"> Vesna Ratkovic, USAID/Montenegro/DGO (381 -81-241-050 x122) 	<p>USAID/Montenegro and its implementing partner provide technical assistance to reform and modernize the laws affecting the operation of the Judicial System in Montenegro. The Project monitors and assists in implementing reform laws (Act of Courts, Civil Law, Law on Execution Civil Judgements) and regulations (The Courts Manual) that affect the Montenegrin Court System.</p>	<p>FY 2003-06</p>	<p>\$6.4 m over three years; \$300.000 for drafting, implementation of the new laws and training activities</p>

MONTENEGRO: Border Crossing Control	<ul style="list-style-type: none"> Vladan Raznatovic, USAID/Montenegro/GDO (381-81-241050 x104) 	Funding to improve ten official border crossings to control illegal trafficking in humans, drugs and other contraband products, and to restrict cross border movement of war criminals.	June 2002 - August 2003	\$1.2m in SEED
MONTENEGRO: NGO Watchdog activity	<ul style="list-style-type: none"> Ana Drakic, USAID/Montenegro/DGO (381 -81-241-050 x113) 	USAID/Montenegro and its implementing partner for NGO development, American ORT, launched a new category of subgrants in 2003. It is designed to provide NGO staff the confidence, skills, and knowledge to sustain pressure on the government to implement and enforce legislation effectively.	FY2002-05	\$4.0 m over three years; \$140,000 for watchdog activity
STABILITY PACT COUNTRIES: Stability Pact Anti-Corruption Initiative (SPAI)	<ul style="list-style-type: none"> Susan Kutor, USAID/Budapest Molly Inman, POC at American Bar Association, SPAI partner (662 1728, inman@abaceeli.org) 	Funds a regional secretariat liaison office that serves as a focal point for coordination, training, exchange of information, and public awareness on anti-corruption efforts in Stability Pact countries. Potential law enforcement-related projects could involve customs and other cross-border issues, as further assessed and determined.		\$650K in SEED
EAST TIMOR: Small Grants Program	<ul style="list-style-type: none"> David Schroeder (712-0324) 	The Small Grants Program (SGP), administered by Development Alternatives, Inc, has supported USAID-East Timor by funding a pilot project in community policing, among other democracy strengthening activities.		
INDONESIA: Community-Police Dialogue Program	<ul style="list-style-type: none"> Isa Gartini, CTO, the Asia Foundation (TAF) contract, USAID/Indonesia (62-21-3435900 x9473) Zacky Husein, TAF director, law programs (zacky@tafindo.org) Kim McQuay, TAF former senior director, law programs (cquay@tafbg.org) 	An Asia Foundation subgrants to civil society organization and Centers for Human Rights Study at two universities in Java to work with representatives of community organizations, civil society organizations, the media and other stakeholders in order to strengthen the capacity of civil society to monitor and improve police behavior, governance practices and sensitivity to international human rights norms.	Nov. 2002 to Dec. 2004	TAF (\$189,000)

<p>INDONESIA: Cyber Crime Policy Assistance</p>	<ul style="list-style-type: none"> Michael L. Woodson, Senior Cyber Crimes Technical Advisor, ICITAP (62-21-3922943) 	<p>Provides assistance on the prevention and investigation of cyber crime and cyber terrorism through technical assistance. This is a USAID/Washington-Mission project funded in cooperation with the Department of Justice/International Criminal Investigation Technical Assistance Program (ICITAP). In June 2004 the project held training classes on "Introduction to Computer Crime & Evidence" and "Introduction to Encase Computer Forensics". In addition, a new Computer Forensic laboratory will be installed in the Indonesian National Police Crime Computer. The Technical advisor also coordinates with numerous agencies of the GOI, including the Indonesian Attorney General's office, Commission I & II, members of the academic community to assess the viability of Indonesia's current laws dealing with cyber crime.</p>	<p>Jan 2004 - Jan 2006</p>	
<p>INDONESIA: Separation of Police from TNI Headquarters</p>	<ul style="list-style-type: none"> Michael Bak, Conflict Prevention & Response Team Leader, USAID/Indonesia (62-21-3438-9326) 	<p>This project is a follow up of previous activities by the grantee, Development Alternatives International (DAI). The grantee produced a comprehensive academic draft on the legal implications of the separation of the Police from TNI Headquarters. Activities also included: Drafting provincial legislation (Qanun) for the police in Nanggroe Aceh Darussalam; holding community dialogues with TNI and the Police in order to discuss security arrangements for the neutral zone of Nania; holding a workshop aimed at defining the demarcation line between the responsibilities of TNI and the Police.</p>	<p>March 2001-October 2002</p>	
<p>INDONESIA: Drafting the Government Decree on TNI and Police Responsibilities</p>	<ul style="list-style-type: none"> Michael Bak, Conflict Prevention & Response Team Leader, USAID/Indonesia (62-21-3438-9326) 	<p>DAI drafted a government decree for the separation of TNI and Police responsibilities, which was handed over to the DOD.</p>	<p>March 2001-October 2002</p>	
<p>INDONESIA: Drafting the Bill on Military Assistance to the Police</p>	<ul style="list-style-type: none"> Michael Bak, Conflict Prevention & Response Team Leader, USAID/Indonesia (62-21-3438-9326) 	<p>DAI drafted a bill on military assistance to the Police. After consultations with TNI and Police institutions in Bandung and Jakarta, the draft was handed over to the DOD and Police Headquarters in July, 2003.</p>	<p>January, 2003-July, 2003</p>	

PHILIPPINES: Community Policing in Muslim Mindanao (NDI)	<ul style="list-style-type: none"> • Robert Wertz, USAID/Philippines (63-2-552-9842) • Steven Edminster, USAID/Philippines (63-2-552-9842) • Raissa Tatad, senior program manager, National Democratic Institute (202-728-5500, raissa.tatad@ndi.org) 	As part of this broader effort, USAID is supporting the National Democratic Institute in working with the Philippine Government to strengthen civilian control over the police, and to test out community policing approaches as called for in the "Blueprint for Action for Judicial Reform" developed by international donors and NGOs.	10/1/03-9/30/05	\$450,000 (ESF)
PHILIPPINES: Rule of Law Effectiveness (ROLE) Activity	<ul style="list-style-type: none"> • Daryl Veal, USAID/Philippines (63-2-552-9853) 	The ROLE Activity provides technical assistance on the implementation of judicial reforms and improving public sector governance through reduced corruption. The ROLE Activity will support initiatives that will reduce corruption opportunities in high-risk government agencies, make anti-corruption agencies more effective, enhance the impact of court actions on economic and commercial policy, and facilitate the interactions among the judiciary and the Executive and Legislative branches of government in policy implementation.	9/1/04-8/31/07	\$1,450,000 (ESF)
PHILIPPINES: Fisheries Improved for Sustainable Harvest	<ul style="list-style-type: none"> • Rene Acosta, USAID/Philippines (63-2-552-9829) 	USAID Philippines is providing training support to multi-sector coastal law enforcement bodies composed of government agencies (i.e. Philippine National Police) and non-government and community volunteers in protecting biodiversity resources through improvement of local and national law enforcement activities ranging from prevention and adjudication processes. Training support will also be provided to the newly established Police Environment Desk Officers under the PNP system.	Sept 2003 to Sept 2010	\$1.4 million
PHILIPPINES: Partnership for Biodiversity Conservation	<ul style="list-style-type: none"> • Rene Acosta, USAID/Philippines (63-2-552-9829) 	USAID/Philippines, through a PASA with the US Department of Interior, is providing technical assistance support to train trainers of law enforcement bodies in the environmental sector covering both forestry and coastal-marine resources to primarily address the goal of biodiversity conservation.	Sept 2004 to Sept 2007	\$225,000

MOZAMBIQUE: AFR Anti-Corruption Initiative	<ul style="list-style-type: none"> • Miguel de Brito, DG Advisor, USAID/Mozambique (258-1-352162) 	USAID will program and manage State/INL funds to finance the expansion of the Government of the Republic of Mozambique's (GRM's) specialized anti-corruption unit to two additional provinces in the center and north of the country; an anti-corruption activity in Mozambique designed to get some enforcement action directed against corruption by working with investigators and prosecutors on corruption cases.	ongoing	\$250,000
NIGERIA: Police Reform Program	<ul style="list-style-type: none"> • Liz Hart, DCHA/DG anti-corruption specialist (712-1159) • Minnie Wright, USAID/Nigeria • Sheila Roquitte, USAID/South Africa; formerly OTI 	In Nigeria, USAID's Office of Transition Initiatives worked with the Ministry of Police Affairs and key stakeholders to develop a strategic plan to reform policing as that country transitioned to civilian rule.	completed	
RWANDA: Rebuilding Justice System	<ul style="list-style-type: none"> • Pierre Munyura, USAID/Rwanda (250-570-940) • Benjamin Allen, USAID/Rwanda (250-570-940) • Christopher Tocco, USAID/Rwanda (250-570-940) 	Between 1997-99, this program was designed to increase the security of both people and their property by supporting police training and procurement of vehicles, radios, blankets, and other equipment for the police. Program funds also supported demining activities.	FY1997-99	DA \$1.76 million (from 1997-1999)
ZAMBIA: Anti-Corruption Assistance	<ul style="list-style-type: none"> • Frank Hawes, USAID/Zambia (260-1-254-303) • Sidney Watae, USAID/Zambia (260-1-254-303) 	A PASA inter-agency agreement with US Treasury. The PASA provides capacity building of the Anti-Corruption Task Force for corruption investigations and prosecutions. Treasury will also support corruption prevention work not involving police entities.	FY2004-07	PASA \$1.0 m. ESF plus Treasury/INL \$1.0 m.
ZAMBIA: Anti-Corruption Assistance	<ul style="list-style-type: none"> • Frank Hawes, USAID/Zambia (260-1-254-303) • Sidney Watae, USAID/Zambia (260-1-254-303) 	USAID/Zambia also conducts anti-corruption non-law enforcement activities with parliament, civil society and the government. The government component targets reform of laws and systems to prevent future corruption and abuse of office. DA funds were provided to the Dept of Public Prosecutions and a legal systems corruption prevention study was conducted with Ministry of Justice.	FY2003-07	ACI \$3.0 m over five years; DA \$250,000 for DPP and MOJ.