

**INTERNATIONAL LAW ENFORCEMENT ACADEMY**

**GABORONE, BOTSWANA**

**ILEA Gaborone Strategic Plan**



**January 2016**

## Introduction

The work of the International Law Enforcement Academy (ILEA) Gaborone reaches out to Police, Judicial and Prosecutorial (PJP) professionals throughout Sub-Saharan Africa and countries in the Indian Ocean. We provide world class training for seasoned operational PJP employees. ILEA courses are principally conducted by United States Government (USG) officials from four Departments and are managed through a bilateral relationship with the Government of Botswana. The ILEA continuously looks for opportunities where to leverage expertise and resources, building a model of professional partnership.

ILEA Gaborone continues to be the facility of choice. It is through a combination of quality training and top notch facilities that this ILEA carries on to build a robust law enforcement network. This law enforcement professional network attributes many of its successes to the familial environment which exists at ILEA Gaborone.

We review our curriculum unremittingly, working with our constituents to ensure that we are meeting their needs in the fight against transnational crime. We continue to identify areas where we can help mitigate emerging law enforcement threats throughout this region. One of these threats stems from the alarming increase in illegal wildlife trafficking and poaching. So many endangered species throughout this continent are more threatened now than ever before. It is our duty and responsibility to help address these types of crimes with training in wildlife investigations and prosecutions, and to explore related cross-cutting areas, like asset forfeiture. In addition to challenges in wildlife cases, criminals are becoming more violent and utilizing explosives to commit their crimes. From the rise of terrorist and criminal groups like Boko Haram, to criminal syndicates using explosives in the execution of robberies, training like our Post Blast investigations course has become more and more critical. As we move forward we work in finding the best and most effective ways in which we can facilitate our professional practitioners in delivering effective training like these. It is through these initiatives that ILEA Gaborone remains the institution of choice for law enforcement professionals on this continent and beyond.

## ILEA Gaborone Background

Speaking before the United Nations General Assembly at its 50th Anniversary on October 22, 1995, then-President Clinton called for the establishment of a network of International Law Enforcement Academies (ILEAs) throughout the world to combat international drug trafficking and organized crime through criminal justice sector capacity building and strengthened international cooperation.

Now, years later, ILEAs in Europe, Asia, Latin America and Africa serve a broad range of foreign policy and law enforcement goals for the United States and for the world. In addition to helping protect American citizens and businesses through strengthened international cooperation against crime, the ILEAs support democratic governance through training that promotes the rule of law; enhance the functioning of free markets through improved legislation and law enforcement; and increase social, political, and economic stability by partnering with member states to better address drug trafficking and crime in their territories.

On July 24, 2000 the Governments of the United States and the Republic of Botswana entered into an agreement to establish an International Law Enforcement Academy that would provide training for middle managers from eligible countries in sub-Saharan Africa. Following the signing of this bilateral agreement, a strategic plan outlining steps for the implementation of ILEA Gaborone was developed. ILEA Gaborone was the third ILEA opened outside of the United States. It was set up under the leadership of the U.S. Department of State and managed on behalf of the U.S. Department of State by the Federal Law Enforcement Training Centre (FLETC), U.S. Department of Homeland Security.

The highest body that provides overall policy guidance to the Academy is the United States-Botswana Joint High Level Committee. The Joint Committee meets twice a year and the chair rotates between the Botswana and United States delegations. ILEA Gaborone is headed by a direct-hire Program Director, named and funded by the United States, and assisted by one Deputy Program Director also named and funded by the United States. Both are full-time law enforcement executives. In addition, the Academy has a Managing Director and Deputy Managing Director named and funded by the Government of Botswana.

The core curriculum of ILEA Gaborone continues to follow the model developed at the successful ILEAs in Budapest and Bangkok, providing courses on a wide range of law enforcement subjects: counter-terrorism, basic criminal investigations, case management, fighting organized crime, supervisory police training, police strategy, narcotics identification, evidence handling, customs interdiction, illegal immigration, and public corruption, among others.

## **Strategic Focus**

To provide cutting edge and state of the art training in effective policing and investigative principles to our law enforcement and judicial partners throughout Africa. Providing cutting edge training requires research and program development utilizing educational resources outside of our arena. As a program function we partner with educational and training experts, integrating our practices into our constituencies' strategic priorities, enabling long-term planning and projections, and establishing reliable and accountable staffing and funding models to meet future program needs and demands.

## **Mission**

Building capacity and cooperation in and among African law enforcement officials by providing quality training and skills needed in combating transnational crime and other emerging law enforcement challenges effectively and efficiently.

## **Vision**

To be the leader in law enforcement training on the continent of Africa by providing the finest law enforcement training available while maintaining up to date, and relevant training capabilities as we grow.

## Strategic Goals

1. Identify and implement new and regularly update ongoing areas of training that support Administration, Departmental, U.S. Embassy and U.S.-based law enforcement policy goals.
2. Identify/continue and deliver timely training that addresses regional and/or country-specific problem areas in regard to criminality and crime trends that negatively impact society and/or impairs effective governance.
3. To the degree possible, align training policy goals with appropriate implementers.
4. Implement practices which can track progress and maintain quality control over course content and the delivery/conveyance of Police, Judicial and Prosecutorial (PJP) expertise.
5. Encourage professionalization through the training and development of global/regional policing and other PJP networks.
6. Develop PJP training capacity through Instructor Development Courses (IDC) and police academy development programs.
7. Develop projects, programs, and events in coordination with the Embassy Public Affairs Office and INL/ILEA Program Office for public outreach and positive public relations to enhance awareness and favorable public opinion and partner nation goodwill concerning ILEA's purpose and mission.
8. Encourage participant networking among one another and other ILEA participants past, present and future for the facilitation of global policing networks.
9. Encourage innovation in police training. Strive to be the archetype of international police training.

## Strategies to achieve goals:

1. ILEA executive management (Director and Deputy Director) should maintain currency on up-to-date policing practices. This may be accomplished through individualized research and seeking out training and networking opportunities. (Reference Goals 1, 2, and 3)
2. ILEA management (Director and Deputy Director) should maintain currency on regional and country-specific criminality and crime trends. This may be accomplished through country site visits to meet first-hand with USG partners and country PJP senior officials as well as through individual research and training opportunities in regard to criminality. (Reference Goals 1, 2, and 3)
3. Global/regional ILEA executive management (Directors and Deputy Directors) should meet and confer regularly to: further identify regional and global crime trends; maintain currency on administration policy goals; new training initiatives and new trends in police training (Reference Goals 1, 2, 3) .
4. ILEA executive management, staff, and participating agencies should, to the degree possible, monitor course content for relevance and currency (Reference Goal 3).
5. ILEA executive should implement an ILEA alumni program and executive site visit program (Reference Goals 1, 2, 3, 4, and 8).
6. ILEA should develop a professionalized public affairs strategy that incorporates a re-designed Facebook profile and official website with innovative community-oriented events. ILEA

Gaborone should strongly consider creating a public-affairs oriented position to coordinate message management, media events, and social media efforts (Reference Goal 7).

7. Introduce concept of Beta-testing for particular initiatives and courses (example – Ethics) (Reference Goal 4).
8. Use the ILEA Global Network (IGN) as a basis for commonality for international police cooperation and for sustaining the impact of ILEA training and the ILEA brand (Reference Goals 4, 5, and 8).
9. Develop a program which identifies means to create and deliver innovative, up-to-date crime-trend responsive training (Reference Goal 9)

### **Specific Areas of ILEA Gaborone Regional/Nation-Specific Development:**

1. Anti-Poaching and Wildlife Trafficking
2. Cybercrime
3. Combating Violent Extremism
4. Anti-Corruption and Ethical Behavior
5. Fraud
6. Financial Crime and Money Laundering
7. Violent Crime
8. Counter-Narcotics
9. Counter Organized Crime
10. Counter-Extortion

### **Recommended areas for future training development:**

1. Basic Policing Skills
2. Trainer-training of basic and advanced policing skills
3. Extortion
4. Criminal Information Analysis training
5. Technical training for Analysts
6. Development of a focused course on combating violent extremism as it pertains to this continent.
7. Development of international-regional crime-trend analysis networks and coordination.
8. Manipulation of instruments of travel and identity documents to support transnational criminal activity.