



International Partnerships

November 1, 2022

Fiscal Year 2022 Report to Congress



**Homeland
Security**

Federal Law Enforcement Training Centers

Message from Director Thomas J. Walters

November 1, 2022

I am pleased to present the following report, "International Partnerships," prepared by the Federal Law Enforcement Training Centers (FLETC).

This document has been compiled pursuant to language in House Report 117-87, which accompanies the Fiscal Year (FY) 2022 Department of Homeland Security (DHS) Appropriations Act (P.L. 117-103). Included is an overview.

Pursuant to congressional requirements, this report is being provided to the following Members of Congress:

The Honorable Lucille Roybal-Allard
Chairwoman, House Appropriations Subcommittee on Homeland Security

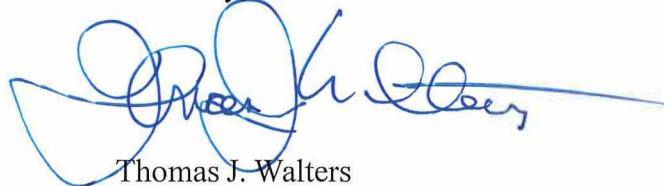
The Honorable Chuck Fleischmann
Ranking Member, House Appropriations Subcommittee on Homeland Security

The Honorable Chris Murphy
Chair, Senate Appropriations Subcommittee on Homeland Security

The Honorable Shelley Moore Capito
Ranking Member, Senate Appropriations Subcommittee on Homeland Security

Inquiries regarding this report may be directed to FLETC Senior Legislative Affairs Advisor Anthony Acocella at (912) 230-0668.

Sincerely,



Thomas J. Walters
Director
Federal Law Enforcement Training Centers



Executive Summary

The purpose of this report is to inform Congress about the status of FLETC's international programs, including numbers of international students trained, countries of origin, programs administered during FY 2021, and plans to expand existing partnerships, as required by House Report 117-87, which accompanies the FY 2022 DHS Appropriations Act (P.L.117-103).

FLETC supports international law enforcement capacity building by providing training for law enforcement officers of foreign partners. FLETC's international capacity building capabilities are in support of U.S. national interests. FLETC continues to develop strategic partnerships to facilitate this mission, such as with the DHS Security Sector Assistance (SSA) initiative, the Department of State (DOS) International Law Enforcement Academies (ILEA), and the Department of Justice International Criminal Investigative Training Assistance Program. By working with interagency partners, FLETC strives to combine and integrate various skillsets and capabilities of their associates to provide a "whole of government" approach to SSA and capacity building programs.

In FY 2021, international students participated in 28 law enforcement training programs delivered by FLETC. These programs were delivered virtually from FLETC's training delivery points, through bilateral training, and ILEAs. This format of training delivery allowed FLETC to train 519 international students from 53 countries on topics such as Crypto Currency Investigations, Leadership During Uncertain Times, Leadership for Women in Law Enforcement, and Introduction to Digital Forensics.

FLETC continued to expand its international footprint through several key initiatives, to include ongoing and reinvigorated partnerships with the governments of Australia, Canada, India, New Zealand, Singapore, and the United Kingdom. In coordination with the DHS Office of Strategy, Policy, and Plans, FLETC and the Indian National Police Academy developed a joint memorandum of cooperation to enhance collaboration on training development and delivery that is anticipated to be signed in FY 2023. In addition, FLETC initiated discussions with the Australian Federal Police and the Australian Institute of Police Management in the drafting of joint memorandums of understanding (MOU) with each institution. MOUs will enhance collaboration and share best practices in law enforcement training, leadership development, and capacity building. In addition, FLETC engaged its partners to develop a "Virtual Platform" to support FLETC's eLearning global training and capacity building programs.

FLETC continues to collaborate with DOS Bureau of Narcotics and Law Enforcement Affairs to support training through the various ILEAs around the world. Additionally, FLETC is working with DOS's Counterterrorism Bureau (CT) to pilot FLETC's recently created program entitled Capabilities, Analysis, and Assessment Team. In close coordination with the DHS Office of International Affairs and DOS/CT, these assessments offer a comprehensive mechanism for evaluating foreign partner security gaps and needs. FLETC continues to work with DOS on a global outreach project by releasing a communiqué to U.S. Missions abroad. This communiqué shared FLETC's matriculation and projection process. Through these and other initiatives, FLETC will continue to support and expand its international reach.



International Partnerships

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I. Legislative Language

House Report 117-87, which accompanies the Fiscal Year (FY) 2022 Department of Homeland Security (DHS) Appropriations Act (P.L. 117-103), includes the following requirement.

International Partnerships—The Committee supports international law enforcement capacity building programs, which develop new partnerships with other countries that build shared values around the rule of law and good governance. The Committee encourages FLETC to expand its capacity to enroll and provide training for law enforcement officers of foreign partners, especially as part of international capacity building programs. The Committee directs FLETC to provide an annual report to the Committee, beginning not later than 90 days after the date of enactment of this Act, on the status of its international programs, including the number of international students trained; their countries of origin; programs administered; and plans to expand existing partnerships and develop new ones.

II. Background

The Federal Law Enforcement Training Centers (FLETC) supports international law enforcement capacity building through developing strategic partnerships and providing training for law enforcement officers of foreign partners. FLETC is a service provider for the whole of U.S. Government, to include federal, state, local, campus and territorial agencies, as well as tribal and international organizations. FLETC's authorizing statute (6 U.S. Code § 464, Federal Law Enforcement Training Centers) enables FLETC to deploy a multipronged approach to international training focused on:

- a) support for DHS Security Sector Assistance (SSA) and international public diplomacy initiatives;
- b) support for the Department of State (DOS), International Law Enforcement Academy (ILEA) Program and the ILEAs located at Gaborone, Botswana; San Salvador, El Salvador; Bangkok, Thailand; Budapest, Hungary; Accra, Ghana; and Roswell, New Mexico;
- c) support for the Department of Justice (DOJ), International Criminal Investigative Training Assistance Program (ICITAP);
- d) engagements with the International Criminal Police Organization (INTERPOL) on information sharing and training planning support;
- e) targeted training and capacity building efforts that address privacy, civil rights, civil liberties, and the rule of law;
- f) hosting authorized and vetted international law enforcement officers/professionals for training at FLETC training delivery points nationwide; and,
- g) sharing of law enforcement training best practices.

FLETC serves as America's enterprise resource for federal law enforcement training to 118 U.S. federal law enforcement partner organizations (PO). In furtherance of its strategic goals, FLETC strives to enhance capabilities and the capacity to identify, reach, and serve its client base, to include international law enforcement training, capacity building, and foreign assistance. Agencies such as U.S. Immigration and Customs Enforcement (ICE), Homeland Security Investigations (HSI), and the U.S. Coast Guard routinely leverage FLETC resources to engage foreign counterparts in support of their missions.

FLETC partners with a variety of domestic and international organizations that support the U.S. National Strategy on SSA. FLETC partners with DOJ/ICITAP through a memorandum of understanding (MOU) in direct support of the National Security Strategy. FLETC also partners with DOS's Bureau of International Narcotics and Law Enforcement Affairs (INL) Office of Knowledge Management in the delivery and management of training at the ILEAs worldwide. FLETC sits on the ILEA Steering Group and has worked with INL since the ILEA program's inception over 25 years ago. DOS's Counterterrorism Bureau (CT) recently engaged FLETC to support their global counter terrorism mission through FLETC's Capabilities, Analysis, and Assessment Team (CAAT) program.

A report published in June 2022 by the Special Inspector General for Afghanistan

Reconstruction titled “Police in Conflict: Lessons from the U.S. Experience in Afghanistan” (attached) highlights the importance FLETC could play in supporting the whole of government capacity building efforts in the future. As an example, the report references a 2013 program where FLETC partnered with the ICE Academy and its HSI office in Kabul to deliver a tailored curriculum for the newly created Transnational Criminal Investigative Unit within the Afghan Ministry of Interior. Additionally, the report goes on to underscore FLETC’s relationship and its international capacity-building and overlapping roles with ICITAP—“in part, because much of existing security sector assistance legislation precedes the creation of DHS, which was established only in the aftermath of 9/11.” The report acknowledges this relationship and supports a greater unity of effort—“allowing, for instance, FLETC to leverage ICITAP attachés in 70 countries to support FLETC’s initiatives like CAAT and LEAD.” FLETC aims to continue growing its nascent capabilities to further support strategic initiatives to serve the law enforcement community as an enterprise resource.

In FY 2021, FLETC provided training to 519 foreign officers from 53 countries, as shown in Figure 1.

Figure 1: Country Origins of Foreign Officers Trained

Country of Origin	Officers Trained
Angola	8
Argentina	11
Australia	8
Bahamas	33
Belize	4
Benin	9
Botswana	19
Brazil	36
Brunei Darussalam	7
Burkina Faso	7
Cambodia	5
Cameroon	4
Canada	11
Chile	4
Colombia	4
Democratic Republic of Congo	3
Costa Rica	4
Cote d'Ivoire	5
Croatia	5
Czech Republic	4
Dominican Republic	10
Ecuador	6
El Salvador	19
France	1
Gambia	11
Ghana	70
Guinea	11

Country of Origin	Officers Trained
Haiti	4
Honduras	6
India	7
Indonesia	19
Italy	1
Kenya	6
Lao People's Democratic Republic	9
Lesotho	7
Liberia	9
Malaysia	2
New Zealand	8
Niger	4
Nigeria	33
Paraguay	8
Peru	11
Philippines	4
Rwanda	14
Senegal	7
Serbia	7
Sierra Leone	7
Singapore	3
South Africa	1
Tanzania, United Republic of	4
Thailand	13
Timor-Leste	4
Vietnam	2

III. International Training Details

For FY 2021, FLETC delivered law enforcement training courses through a virtual delivery format via bilateral exchanges and at ILEAs. The Coronavirus Disease 2019 (COVID-19) pandemic continues to impact training, including international travel restrictions. Notwithstanding these ongoing restrictions, FLETC engaged with 519 international students from 53 countries, compared to FY 2020 where FLETC trained 304 students from 59 countries.

FLETC delivered 28 law enforcement training programs to international students in FY 2021, covering topics such as Crypto Currency Investigations, Leadership During Uncertain Times, Leadership for Women in Law Enforcement, and Introduction to Digital Forensics. FLETC coordinated this training through partnerships with DOS/INL and the U.S. Embassies. A brief synopsis of these programs is provided below.

FY 2021 Training Programs – Course Details and Training Statistics

FLETC provides training at ILEAs and other locations in support of U.S. law enforcement, counterterrorism, and counterproliferation objectives using U.S. foreign assistance funding. Foreign assistance support includes funding from INL and other DOS funding mechanisms. Partner nations not eligible for U.S. foreign assistance also self-fund participation in FLETC-delivered training on a space-available, fully reimbursable basis.

- **Civil Unrest in Portland Oregon: From the Field Command to the Executive Level** was delivered by FLETC virtually from FLETC’s Glynco, Georgia, training delivery point. This one-day virtual seminar focused on the demonstrations that occurred within the City of Portland over the summer of 2020. Topics included new and evolving demonstrator tactics encountered, balancing a public safety need for police intervention, addressing physical and mental fatigue, restoring officers’ mental and physical wellness following months of civil unrest, and leadership lessons learned during the Portland demonstrations. Guest speakers included Craig Dobson, Commander, Central Precinct, Portland Police Bureau and Jacob Clark, Lieutenant, Portland Police Bureau, Portland, Oregon.

Participating countries: Australia, Bahamas, Brazil, and Singapore

- **Cryptocurrency Investigations Summit** was delivered virtually from FLETC’s Glynco, Georgia, training delivery point. A virtual three-day summit of practitioners engaged in cryptocurrency investigations, prosecutions, and seizures. Featured topics included: What is cryptocurrency?, recognizing cryptocurrency in investigations, and what to do with it: do’s and don’ts for seizure and prosecution best practices.

Participating countries: Australia, Bahamas, Brazil, Canada, and New Zealand

- **Cyber Tech Talks** was delivered virtually from FLETC’s Glynco, Georgia, training delivery point. FLETC designed this one-hour Tech Talk to keep former students updated with current information in the ever-changing cyber field. This series focused on

multidisciplinary topics related to current expertise and research and cutting-edge cybersecurity technologies and capabilities that improve the protection and resilience of our national critical infrastructure and federal and state departments and agencies.

Participating countries: Italy and South Africa

- **Executive Policy and Development Symposium on Transnational Organized Crime - Crisis Leadership and Violent Crime** was delivered by FLETC virtually from FLETC's Glynco, Georgia, training delivery point to ILEA Botswana and sponsored by ILEA Roswell. This is part of a broader program called ILEA Roswell Executive Policy and Development Symposium on Transnational Organized Crime. Students developed a deeper knowledge of leadership principles and the issues of violent extremism. The course began with a leadership forum, which featured facilitated discussions on leadership, ethics, and organizational change principles. Students gained essential skills in communication, critical thinking, and decision making that are critical when acting in a leadership capacity during crisis situations. These leadership skills were applied during a robust simulation exercise that focused on the strategic challenges of countering violent extremism and terrorism. The program continued with a forum focusing on violent extremism and terrorism designed to help the students formulate and execute effective strategies to combat these challenges both within their own jurisdictions and through collaboration with regional and international partners.

Participating countries: Botswana, Democratic Republic of Congo, Ghana, Nigeria, and Rwanda

- **Federal Law Enforcement Challenges in 2020: A Marshals Service Perspective** was delivered virtually from FLETC's Glynco, Georgia, training delivery point. This one-day virtual seminar presented the following topics: Agility in Federal Law Enforcement Operations, Criticality of Deployable Administrative Support, Proper Resource Utilization, Importance of Public Affairs and Force Review-Documentation. Guest speaker: Andrew Smith, Assistant Director, Tactical Operations Division, United States Marshals Service.

Participating countries: Brazil and New Zealand

- **Forensic Concepts for Sexual Assault Investigations** was delivered by FLETC virtually from FLETC's Glynco, Georgia, training delivery point to ILEA Regional Training Center (RTC) Ghana. This course is designed to provide participants with a basic understanding of how forensic science can aid sexual assault investigations. The class helped participants recognize the value of physical evidence and the importance of following established protocols when conducting crime scene investigations. Training included facilitated discussions and learning concerning the role of physical evidence in an investigation as well as the basic principles of crime scene management and crime scene documentation. Various categories of evidence (latent prints, impression evidence, biological evidence, and trace evidence) in an investigation were discussed as well as the concept of the human body as a crime scene.

Participating countries: Burkina Faso, Gambia, Ghana, Guinea, and Nigeria

- **Fraud Talks: Case Study on Gas Station, Credit Card Skimming and Organized Crime** was delivered by FLETC virtually from FLETC's Glynco, Georgia, training delivery point. During this presentation, Sergeant Adam Colby of the Tyler Police Department, Tyler, Texas, presented a case study on gas station credit card skimming and organized crime focused on the investigative processes used in the case, the subjects' tactics, and investigative best practices.

Participating country: Brazil

- **Executive Policy and Development Symposium on Transnational Organized Crime - International Financial Enforcement Strategies** was delivered by FLETC virtually from FLETC's Glynco, Georgia, training delivery point to ILEA Bangkok and sponsored by ILEA Roswell. This program is part of a broader program called ILEA Roswell Executive Policy and Development Symposium on Transnational Organized Crime. The course introduced the United States' best-practices for criminal investigations (financial crimes and other criminal activity), asset forfeiture, and the creation of policies for legislation. The goal of the symposium is to work within broader policy frameworks to determine best practices and techniques that could be used to conduct criminal investigations and propose specific country policy and legislation more effectively. Students discussed implementation of guidance and laws to thwart crime trends discussed during the symposium. At the end of the symposium, students made presentations based on identified, written, and formalized recommendations for new policies, procedures, investigative techniques, or legislation to take back to their home countries in the following areas: financial investigations; money movements; money laundering; asset forfeiture; and bilateral and multijurisdictional investigations.

Participating countries: Indonesia, Lao People's Democratic Republic, Thailand, and Vietnam

- **Executive Policy and Development Symposium on Transnational Organized Crime - International Human Trafficking and Child Exploitation** was delivered virtually by FLETC from FLETC's Glynco, Georgia, training delivery point to ILEA RTC Ghana and sponsored by ILEA Roswell. This program is part of a broader program called ILEA Roswell Executive Policy and Development Symposium on Transnational Organized Crime. This symposium focused on building a comprehensive national response model for combating trafficking in persons and online child exploitation. It included training on the latest policy guidelines and legislative developments concerning trafficking in persons and online child exploitation and outlined statutes developed to combat these crimes. The symposium stressed a victim-centered approach with instruction on victim identification and victim services, as well as best practices for facilitating victim cooperation as cases move forward from investigation to prosecution. The symposium also provided students with instruction on how human traffickers and online child exploitation offenders commit their crimes, including the use of the Internet and other computer-based technologies, and the techniques, tools, and strategies needed to successfully investigate and prosecute human trafficking and child exploitation cases.

Participating countries: Cameroon, Croatia, Czech Republic, Ghana, Nigeria, and Serbia

- **Executive Policy and Development Symposium on Transnational Organized Crime - Wildlife Trafficking and Model Law** was delivered virtually by FLETC from FLETC's Glynco, Georgia, training delivery point to ILEA Botswana and was sponsored by ILEA Roswell. This program is part of the broader ILEA Roswell Executive Policy and Development Symposium on Transnational Organized Crime program. This symposium focused on building a comprehensive national response model for combating trafficking in wildlife. It identified key areas of policy and enforcement guidance; criminal justice, as it pertains to the system of identifying, investigating and prosecuting crimes; and engagement with civil society. It included training on the latest policy guidelines and legislative developments concerning trafficking in wildlife and prosecution of organizations, and outlined statutes that have been developed to combat these crimes. The symposium also provided the students with instruction on how wildlife traffickers and criminal trafficking organizations commit their crimes, including the use of the Internet and other computer-based technologies, and the techniques, tools, and strategies needed to successfully investigate and prosecute wildlife trafficking.

Participating countries: Botswana, Kenya, Lesotho, Nigeria, and United Republic of Tanzania

- **Introduction to Digital Forensics and Technical Investigations Training Programs** was delivered by FLETC virtually through two courses from FLETC's Glynco, Georgia, training delivery point. FLETC provided introductory training to law enforcement and law enforcement support personnel in the areas of digital forensics and technical investigations. Each 40-hour program was presented virtually by subject matter experts (SME) from FLETC's Cyber and Legal Divisions. Programs were provided twice daily for two weeks in duration. Students were required to complete the entire 40-hour program to receive credit. The SMEs conducted introductory technical/digital training. Registered students were sworn law enforcement personnel, or non-sworn employees who support the law enforcement mission directly in digital forensics. The target audience for this 2-week virtual program were law enforcement officers who were new to digital forensics or seasoned technicians who needed refresher training or continued education training.

Participating country: Brazil

- **Introductory Human Trafficking Awareness Training** was delivered twice by FLETC virtually from FLETC's Cheltenham, Maryland, training delivery point. The Introductory Human Trafficking Awareness Training program provides students an in-depth understanding of current indicators law enforcement and the private sector may observe in industries known for human trafficking. An overview of federal statutes and applicable state laws related to trafficking are referenced. The training utilizes case studies, videos, and student-centered learning activities to enhance the learning experience.

Participating country: India

- **Leadership During Uncertain Times** was delivered by FLETC twice virtually from FLETC's Glynco, Georgia, training delivery point. This one-day virtual seminar presented the following topics: Tactics: Protester and Police, Civil Unrest Impacting Law Enforcement: Capitol Hill Organized Protest Curfews, and Arrest Expectations and Officer Wellness. Guest speaker: Assistant Chief Hirjak, Seattle Police Department, Seattle, Washington.

Participating countries: Australia, Bahamas, Brazil, and France

- **Leadership for Women in Law Enforcement** was delivered five times by FLETC virtually from FLETC's Glynco, Georgia, training delivery point to the ILEAs in Bangkok, Botswana, and San Salvador, and the ILEA Regional Training Center in Ghana. This course is designed to lay the foundation for developing effective female law enforcement leaders. It helps the students apply skills essential to building credibility and to apply exemplary practices of highly effective leaders. It looks at law enforcement leadership from a female perspective and focuses on issues like communication styles, creating a positive and motivating working climate, gender stereotypes, leadership personalities, strengths and weakness, and career planning and goals.

Participating countries: Angola, Argentina, Belize, Benin, Botswana, Brazil, Brunei Darussalam, Cambodia, Chile, Colombia, Costa Rica, Cote d'Ivoire, Dominican Republic, Ecuador, El Salvador, Gambia, Ghana, Haiti, Indonesia, Lao People's Democratic Republic, Liberia, Malaysia, Niger, Nigeria, Paraguay, Peru, Philippines, Rwanda, Senegal, Sierra Leone, Singapore, Thailand, and Timor-Leste

- **Leadership in Crisis Training Program** was delivered virtually by FLETC from FLETC's Glynco, Georgia, training delivery point to ILEA San Salvador. This program featured facilitated discussions on leadership, ethics, organizational change principles, and wellness and resiliency. Students gained essential skills in communication, critical thinking, and decision-making that are critical when acting in a leadership capacity during crisis situations.

Participating countries: Argentina, Dominican Republic, El Salvador, Honduras, Paraguay, and Peru

- **Physical Techniques Division's Force Options Virtual Seminar** was delivered virtually by FLETC from FLETC's Glynco, Georgia, training delivery point. This seminar explored the pros and cons of various intermediate weapons, including electronic control devices (ECD), expandable baton, and oleoresin capsicum spray. Participants discussed questions relating to different force options, such as when officers elect to use different force options, and the impact on the officer's ability to control the suspect and situation; the focus of ECD versus firearms training; legal liability for agencies who fail to provide intermediate force options to their officers/agents; and overreliance on ECD use when firearms would be more appropriate.

Participating countries: Bahamas, Canada, and New Zealand

- **Physical Techniques Division’s Inaugural Virtual Training Consortium** was delivered virtually by FLETC from FLETC’s Glynco, Georgia, training delivery point. The consortium was an arrangement of one-on-one discussions concerning actual law enforcement encounters/happenstances coupled with peer-reviewed research and scholarly work focused on control tactics, fitness, force options, and officer resiliency.

Participating countries: Bahamas, Canada, and New Zealand

- **Physical Techniques Division’s Virtual Officer Resiliency Seminar** was delivered virtually by FLETC from FLETC’s Glynco, Georgia, training delivery point. This seminar focused on the following questions: How do officers cope after a significant event? What are the mental and emotional concerns afterwards? What is the best way to handle vicarious trauma (i.e., the exposure to traumatic events of other people)? Are there best practices to best prevent injury or recover/rehabilitate quickly?

Participating countries: Bahamas, Canada, and New Zealand

- **Physical Techniques Division’s Virtual Physical Fitness Seminar** was delivered virtually by FLETC from FLETC’s Glynco, Georgia, training delivery point. This seminar focused on the following questions: How critical is fitness in law enforcement? Does an officer’s fitness level directly correlate to his/her use of force options? Can we definitively define what officer fitness should be and the legal considerations?

Participating countries: Bahamas, Canada, and New Zealand

- **Purpose, Relationships, and Trust: Leading in Your Cubicle** was delivered virtually from FLETC’s Glynco, Georgia, training delivery point. This one-day seminar presented the following topics: Building Strong Community and Police Partnership, Youth Enrichment Program Considerations and Considerations in Addressing Intimate Partner and Family Violence. Guest speaker: Gregory G. Mullen, Associate Vice President for Public Safety Chief of Police, Clemson University.

Participating countries: Bahamas and Brazil

- **RTC Ghana Alumni Refresher Event** was delivered virtually by FLETC from FLETC’s Glynco, Georgia, training delivery point to ILEA RTC Ghana. This leadership forum featured facilitated discussions on leadership, ethics, and organizational change principles. Students gained and refreshed their essential skills in communication, critical thinking, and decision-making, which are critical when acting in a leadership capacity during crisis situations.

Participating country: Ghana

IV. Advancing FLETC's Strategic Goals Through Partnerships

In FY 2021, FLETC supported several international training initiatives to develop and expand international partnerships that advance FLETC's strategic goals. These included ongoing and reinvigorated partnerships with the Governments of India, Australia, New Zealand, the United Kingdom, Canada, and Singapore; engagements with INTERPOL; interdepartmental and interagency partners in support of mutual international engagements; the continued development of two unique support programs to assess partner training/capacity needs and to develop training academy skills; coordinated, global communiqués to FLETC's partners; and interagency partnerships in support of SSA. Additionally, FLETC initiated dialogue with Australia, New Zealand, Canada, and United Kingdom to initiate a "Training Academy Consortium" with Five Eyes partners to discuss new initiatives, COVID-19 response planning, training issues, and joint areas of cooperation at the executive level.

Bilateral, Multilateral, and Interagency Engagements

Australia – MOU and Activities

FLETC, in coordination with the DHS Office of Strategy, Policy and Plans, developed MOUs with the Australian Federal Police (AFP) and the Australian Institute of Police Management (AIPM). AIPM has been a close partner with FLETC since the parties signed an original MOU in 2011. AIPM and FLETC aimed to renew their MOU to align with current plans and strategies more closely. Through FLETC's partnership with AIPM, a newly formed collaboration emerged with the AFP's Chief Learning Officer. This engagement led to the pursuit of an MOU with AFP. In FY 2021, both institutions shared draft documents for review and approval, including MOUs focused on training, information sharing and best practices.

FLETC's E-Learning and Innovation Division led a discussion with members of the AFP on FLETC's current use of eLearning technologies and lessons learned. The meeting provided an opportunity for AFP to share their current deployment of technology in a virtual environment for their officers.

AIPM and FLETC's Leadership Institute plan on collaborating on joint executive presentations leveraging U.S. and Australian contacts to serve as panelists.

India – Memorandum of Cooperation (MOC)

FLETC, through the DHS Office of Strategy, Policy and Plans, is continuing coordination with the National Police Academy of India and U.S. Embassy stakeholders on a joint MOC. Through collaboration and stakeholder engagement, FLETC and the Indian National Police Academy identified areas of mutual interest and are working to establish a bilateral dialogue through the pending MOC. This MOC is focused on law enforcement, criminal justice training, and

information sharing. Currently in draft form, FLETC will explore partnership opportunities to share best practices in law enforcement training delivery and development of programs. Both parties are committed to establishing and maintaining a platform supporting discussion that facilitates opportunities for enhanced cooperation and collaboration in the future. FLETC anticipates signing of this MOC in FY 2023.

Singapore – MOU and Activities

FLETC has a long-standing MOU with Singapore's Ministry of Home Affairs, Home Team Academy (HTA), which is due to expire in FY 2023. FLETC began early coordination to draft and plan for a 3-year extension to the MOU. As a result of this planning, Director Walters and HTA Chief Executive Abdullah Anwar have engaged directly and are working towards goals of mutual interest related to information sharing.

FLETC engaged with the Singapore Police Force and HTA on sharing FLETC's Firearms Division's simulation training information and research.

FLETC, in partnership with HTA's Center for Leadership, Singapore, is in the planning stages for facilitating the second HTA-FLETC International Program on Crisis Leadership, projected for November 15-18, 2022. The program will focus on the uncertain global security climate that is of concern to countries worldwide. Acts of violence resulting in mass casualties have occurred in many countries and international leaders in law enforcement must be well prepared to manage such crises. Through integration and collaboration, the symposium aims to have law enforcement executives from around the world share information and best practices relevant to managing these crises.

Five Eyes Training Academy Consortium

FLETC collaborated with the United Kingdom, National Crime Agency, Her Majesty's Revenue and Customs and College of Policing; Royal Canadian Mounted Police (RCMP) Depot Division; New Zealand Police Academy; AFP; and AIPM to establish an executive level of communication. All Five Eyes partners agreed to establish an International Training Academy Consortium to exchange ideas, information, and best practices in FY 2022.

INTERPOL

FLETC participated in the 22nd INTERPOL Police Training Symposium, which was held online from November 2-5, 2021. A FLETC senior executive served as a panelist presenter and moderator. FLETC provided an informative presentation through sharing the history of FLETC's Human Trafficking Awareness Training and discussing some of the factors involved in further developing the course for a virtual delivery. The biennial INTERPOL Police Training Symposium is an international forum for law enforcement education experts to exchange ideas on how training can enhance law enforcement capacity and international cooperation. The INTERPOL Police Training Symposium is a unique experience as it provides an opportunity for global leaders active in the realm of law enforcement capacity building and training to meet, share, and debate on the latest developments in the field. The target audience for the Symposium

is executive-level officers from national, regional, and international entities that work in the field of police capacity building, training, and development. FLETC anticipates participating in a leadership role for this forum in years to come.

FLETC also participated in a monthly virtual meeting with the staff of the INTERPOL Central Bureau, Washington, D.C., to exchange current training priorities and explore areas of potential cooperation to include collaboration between the INTERPOL's Lab and Technology Center and FLETC's E-Learning and Innovation Division.

Interdepartmental and Interagency Partnerships, Collaboration, and Integration

To integrate and harmonize capacity building efforts, FLETC executive leadership hosted a roundtable discussion with executives from DHS/OIA; DOS/INL's Office of Knowledge Management; DOJ/ICITAP; and INTERPOL, National Central Bureau – Washington. The purpose of the meeting was for participants to share initiatives that each organization is considering or working on where training is a component, forecast needs by the organization that would be of interest to all roundtable participants, and affirm FLETC's commitment to multiagency collaboration and understanding one another's priorities for better alignment on policies and support.

DOS/INL

FLETC's Behavioral Science Division provided an overview to INL/ILEA on content developed recently that discussed racial equality and communication skills. INL is looking to potentially add content related to these subjects through their executive seminars via ILEA Roswell.

Virtual Training Roundtable

FLETC hosted an interagency executive roundtable discussion on current initiatives regarding the pivot towards virtual training due to the pandemic. The roundtable was attended by executives from the Federal Bureau of Investigation, the DOJ/ICITAP, DOS/INL, RCMP, AFP, and the New Zealand Police.

DOJ/ICITAP

In 2014, the DHS Office of Strategy, Policy, and Plans, and DOJ's Criminal Division signed an MOU to memorialize the parties' commitment to a cooperative partnership in international SSA that remains in force today. The MOU further commits FLETC and ICITAP to serve as the implementing partners, as the MOU intends to promote and deliver joint technical assistance and training programs, including through FLETC-ICITAP collaboration in SSA training, as appropriate.

The purpose of this agreement is to provide mutual assistance to foreign governments relative to international criminal activities through capacity-building by:

- providing foreign countries with the means to investigate and prosecute terrorism and transnational crime before these threats reach U.S. borders;

- promoting international cooperation in common approaches to combatting transnational crime and terrorism; and,
- providing the U.S. with effective foreign law enforcement partners that it can rely on to address terrorism and transnational criminal threats before they reach U.S. borders.

The MOU supports unity of effort, enhances innovation, promotes best practices, mitigates national security threats, and protects U.S. citizens and interests, and those of America's partner nations. FLETC also intends to leverage ICITAP attachés assigned to 70 countries to support FLETC's initiatives like CAAT, Law Enforcement Academy Development (LEAD), and training seat projection and matriculation.

ICITAP'S Virtual Engagement Task Force (VETF)

FLETC participates in the VETF, which is a weekly interagency coordination and policy discussion on virtual platforms and learning management systems to support ICITAP's e-learning global training and capacity-building programs. FLETC has been an active participant with DOJ/ICITAP in the formulation and interagency discussions to utilize virtual platforms and eLearning management systems during the COVID-19 pandemic to support global training and capacity building. During the past two years, representatives of DOJ, DOS, and DHS have convened to share successes and challenges in delivering training, mentoring, and technical assistance via virtual platforms to ensure ICITAP and other VETF members leverage best practices in their international assistance missions. FLETC's participation in the task force enhances FLETC's ability to respond and to provide appropriate, targeted, virtual international training, as required.

FLETC Support Programs

- **CAAT:** FLETC finalized and institutionalized development of the ability to provide a whole-of-government approach to security assessments that can be employed globally to meet U.S and foreign partner security objectives. CAAT consists of FLETC and partner organizations' SMEs led by FLETC, working jointly to assess and document in a detailed report international agency or regional capabilities (as identified by POs) summarizing law enforcement training gaps and needs. CAAT is designed to illuminate and identify training gaps in capabilities to prioritize goals supporting SSA. After identifying gaps, the team will measure success through training and/or operations. Additionally, a CAAT report can help develop a metric process by assessing, monitoring, and evaluating the identified country or regions' capability post assessment. These activities ultimately improve capabilities and professionalism of the identified agency or region while simultaneously meeting U.S. Government, DHS, and FLETC strategic goals. CAAT is designed to provide program support and services that include front-end diagnostics; training, organizational, occupational, environmental, and root cause needs/factors enabling corrective action planning; new programming; and ongoing multi-level program evaluation. FLETC, working with U.S. Embassy partners and other stakeholders, will collaborate with foreign partner police colleges or training academies to identify and recommend solutions for key capability gaps. Ultimately, CAAT aims to implement a cross functional regimen to assess, monitor, evaluate, adapt, and strengthen existing programs and to identify new ones. FLETC has taken steps in codifying the process through an internal directive and manual. CAAT missions must be

externally funded as FLETC receives no funding or staff for CAAT operations.

- Briefings to date:
 - FLETC has discussed the concept with Balkan Regional Counterterrorism Coordinators based in Sarajevo, Bosnia-Herzegovina and DOJ/ICITAP Program Managers. The CT Cell is a multi-U.S. agency task force funded by DOS/CT.
 - DOS/CT - FLETC provided a detailed brief to DOS/CT. DOS/CT invited FLETC to participate in their Virtual DOS/CT Bureau Counterterrorism Assistance Planning Event, which took place from October 26 to November 16, 2020. This was a global interdepartmental and interagency event. The purpose of the Counterterrorism Assistance Planning Event was to foster unity of effort, innovation, and learning among interagency planners to create a cohesive CT enterprise to mitigate the global threat of terrorism. FLETC anticipates working with DOS/CT closely in the future.
- **LEAD Project.** FLETC has finalized and institutionalized development of the LEAD program, which provides the ability to support bilateral and multilateral law enforcement and criminal justice training programs and academy capacity-building. This is a FLETC led and facilitated program for academy development and capacity building in a country or region identified by POs, in concert with DOS, as strategically important for development. LEAD aims to create within the identified nation the capacity to ‘self-generate’ improvements in the quality of new officers through development of relevant, critical basic training academy delivery skills and techniques. Improved academy capacity and capabilities have a ripple effect in fundamental skills enforcing laws and ensuring an appropriate rule of law. These activities ultimately improve capabilities and professionalism of the police through building the capacity of a police college or training academy. This is achieved through developing and delivering high-quality instructional programs. Influencing how law enforcement cadets or recruits are trained has an immediate impact on a nation’s police force skill and professionalism. Benefits include long-term sustained overall capacity built from training entry-level recruits, in accordance with long-term U.S. Government strategy and foreign policy. FLETC is in the process of discussing potential future LEAD missions with the POs. LEAD missions must be funded externally as FLETC receives no funding or staff for LEAD operations.

FLETC Expanded Collaboration through DOS Communiqués

FLETC is continuing to partner with DOS in an outreach program through a series of diplomatic communiqués in order to more effectively collaborate with interagency partners worldwide. This communiqué series is a continuance of efforts shared with all U.S. missions abroad to inform interagency partners of FLETC’s matriculation and projection process. To date, this initiative has received seven responses from Embassy Law Enforcement Working Groups in Peru, Philippines, Slovakia, Mexico, Georgia, Ghana, and North Macedonia. FLETC continues to work with interagency partners like DOS’s Diplomatic Security Service, whose regional security officers work with FLETC to make available appropriate and cutting-edge training. FLETC has also partnered with DOJ/ICITAP to leverage their 70 attachés around the world to assist in educating our partners concerning FLETC’s services. Additionally, FLETC partnered with the DHS Office of Strategy, Policy, and Plans to embed the principles of global outreach in

pre-deployment training of DHS staff. Through outreach, FLETC's intent is to partner more efficiently and effectively with U.S. missions abroad availing resources that DHS and interagency officers can leverage in support of the U.S. law enforcement's international mission and priorities.

V. Conclusion

FLETC supports international law enforcement capacity-building through developing strategic partnerships and providing training for law enforcement officers of foreign partners. While the COVID-19 pandemic curtailed in-residence training, and FLETC's reach in FY 2021, it fostered an expansion into the virtual environment, which was advantageous to our foreign partners. FLETC continues to nurture existing partnerships while establishing new ones to expand its capacity to provide training for law enforcement officers of foreign partners, especially as part of international capacity-building programs.

Appendix: Abbreviations

Abbreviation	Definition
AFP	Australian Federal Police
AIPM	Australian Institute of Police Management
CAAT	Capabilities, Analysis, and Assessment Team
COVID-19	Coronavirus Disease 2019
CT	Counterterrorism
DHS	Department of Homeland Security
DOJ	Department of Justice
DOS	Department of State
ECD	Electronic Control Devices
FLETC	Federal Law Enforcement Training Centers
FY	Fiscal Year
HTA	Home Team Academy (Singapore)
ICITAP	International Criminal Investigative Training Assistance Program
ILEA	International Law Enforcement Academy
INL	Bureau of Narcotics and Law Enforcement Affairs
INTERPOL	International Criminal Police Organization
LEAD	Law Enforcement Academy Development
MOC	Memorandum of Cooperation
MOU	Memorandum of Understanding
OIA	Office of International Affairs
PO	Partner Organization
RCMP	Royal Canadian Mounted Police
RTC	Regional Training Center
SME	Subject Matter Expert
SSA	Security Sector Assistance
VETF	Virtual Engagement Task Force