

Diplomacy Lab Project Requests: Spring 2015

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Project 01

The Future of Criminal Justice Reform in Latin America: Trends and Directions

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

Over the past several decades, the United States has focused heavily on investing in reform and development of various Latin America criminal justice systems. In the 1960s, the U.S. sponsored and funded reform efforts focused on Law and development; in the 1980s and 1990s on administration of justice and the rule of law; and since the 2000s on the adoption and implementation of criminal codes and criminal procedures. In the last 5 years, INL takes a holistic approach towards justice sector reform and when implementing programs in a criminal justice system (looking at law enforcement, justice and corrections).

As INL continues to focus on Latin America as a key region, we are requesting a research team to perform a trends analysis to examine the current state of rule of law and justice sector reforms in four key INL countries, Mexico, Colombia, El Salvador and Ecuador and to map possible justice sector reform trends over the next 10 years through 2025. Key questions we would like to be addressed are:

- 1) Which path(s) will reform take in these countries over the next ten years?
- 2) Based on an understanding of where these countries are in the present day, do they require foreign assistance for rule of law reforms at this point or in the near future?
- 3) Have other political and justice sector models in Latin America made inroads in these countries to provide counterpoints to U.S. funded and supported rule of law reforms? If so, how can the U.S. work within these rule of law counter-point models to support the development of justice and rule of law reform?

We would request the research team focus on justice reform trend analysis in the requested countries. Best practices in justice sector reform would be supplemental to the trends analysis.

Format of Final Product:

60 page report (15 pages per country)-Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

International rule of law, rule of law and justice reform, Latin American justice models, Colombia justice system, Mexico justice system, El Salvador justice system, Ecuador justice system

Comments:

<http://www.wilsoncenter.org/publication/justice-reform>

http://www.rand.org/content/dam/rand/pubs/working_papers/2012/RAND_WR948.pdf

http://csis.org/files/media/isis/pubs/0609_latin_judicial_reform.pdf

<http://siteresources.worldbank.org/INTLAWJUSTINST/Resources/DonorSupportedCriminalJusticeReform.pdf>

Maximum Number of Projects: 2

Groups can pick which of four requested countries to focus on: Mexico, Colombia, El Salvador and/or Ecuador.

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Project 02

The Role of the Public Defender

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

In countries transitioning from an inquisitorial to an adversarial system, the roles and responsibilities of justice sector actors have to change – judges and prosecutors have to adapt to a larger, more proactive role of the defense counsel. In some countries, public defender services are nascent or ill-equipped for this change. The goal of the project is to examine various regional models of public defense, set forth their common characteristics, as well as what sets them apart, look at the challenges they face and the methods they utilized for success, and make an analytical determination on best practices for a public defender service.

As part of INL/CAPs continuing search for functional models and best practices on justice and rule of law development, we request a research project to choose and examine four public defender systems in four regions: Europe, Sub-Saharan Africa, Latin America and Asia and identify trends and best practices for the development of public defender systems in developing countries.

Questions we would like to be addressed, in addition to those mentioned above, should include:

- 1) How do the public defender models differ regionally?
- 2) Are there specific models of public defender systems that are more prevalent? Why are some models more likely to be adopted than others?
- 3) What are the characteristics of countries without viable public defender systems but which have functional justice systems?

Format of Final Product:

Case study format of four public defender models, maximum 60 pages (15 pages per case)-Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

Rule of law development, public defender models, international criminal justice reform

Comments:

See below references for initial guidance:

http://www.nlada.org/Defender/Defender_Publications/International_Manual_2010

http://www.unodc.org/pdf/criminal_justice/Handbook_on_improving_access_to_legal_aid_in_Africa.pdf

[http://www.unodc.org/documents/justice-and-prison-](http://www.unodc.org/documents/justice-and-prison-reform/UN_principles_and_guidelines_on_access_to_legal_aid.pdf)

[reform/UN_principles_and_guidelines_on_access_to_legal_aid.pdf](http://www.unodc.org/documents/justice-and-prison-reform/UN_principles_and_guidelines_on_access_to_legal_aid.pdf)

Maximum Number of Projects: 1

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Project 03

Getting Past the CSI Factor in International Forensics Development

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

Forensic laboratory development is the assistance to the apparatus called sciences applied to law to corroborate or dismiss the association of a person(s) to a crime or criminal activity otherwise known as Forensic Sciences. It is an important component of the international criminal justice system reform. As an often overlooked aspect of a well-developed criminal justice system, forensics sciences can act as a valuable Investigative tool to law enforcement but also as a multiplier force after an initial investment into education, training and infrastructure by enabling the use of scientific disciplines such as Biology, Chemistry, Physics, Molecular and other physical sciences such as postmortem medical examination to assist the investigative body and the judicial sector to convict or exonerate a suspect. INL has provided forensic development assistance through agencies and organization such as DOJ, USAID, and numbers of other implementers dedicated to the development of forensic programs abroad, in the form of mentoring, guiding, equipping and management. INL has consistently seen the need to further investigate in depth data on forensic lab development in emerging democratic countries after years of strife.

We request that a research team examine how four developing world countries in the past ten years have built a forensic lab and capabilities and have incorporated forensics into their criminal justice systems. We are interested in a team identifying what are the methods and tools that a poorly resourced or otherwise impeded criminal justice system has used to incorporate forensics and other investigative criminalist tools components into the criminal justice system. The project would also identify best practices and develop recommendations on how to incorporate forensics into other under-resourced criminal justice systems.

CAP will assist in identifying countries of interest for case study selection as well as provide guidance on appropriate resources to use to address the research questions.

Format of Final Product:

20 page report-Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

Forensic science, international criminal justice development

Comments:

See below references for initial guidance:

http://www.unodc.org/documents/justice-and-prison-reform/cjat_eng/Forensic_services_and_infrastructure.pdf

<https://www.unodc.org/unodc/en/scientists/laboratory-and-forensic-science-services.html?ref=menuside>
<http://www.nuffic.nl/en/capacity-building/niche/countries-and-projects/uganda/niche-uga-028>

Maximum Number of Projects: 1

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Project 04

**Comparison of Corrections Systems: Examples from the Former Soviet Union
(FSU) and Western Systems**

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

In some countries, corrections systems are rigid organizations with set hierarchies and top-down leadership. Less rigid systems which push decision making to the lowest levels are able to utilize the skills and talents of staff, increasing the ability to be a dynamic rather than static organization. FSU countries are primarily composed of rigid organizational structures that have had difficulty responding to developments in the post-Soviet period. INL performs corrections system assessments and assists in developing corrections systems reform recommendations for INL and partner countries and has extensive experience in FSU corrections systems.

INL requests that a research team develop a comparative study of 3 western corrections systems and 3 examples from the FSU with regards to organizational structure and key corrections system characteristics, such as staff training, prisoner classification, prisoner programs, etc. The study would examine the following key characteristics:

- Organization structure
- Staffing patterns
- Inmate composition
- Staff training
- Staff selection and career paths
- Prisoner classification (levels, models, etc.)
- Budgetary resources

CAP will assist the research to identify the most relevant countries for study, will provide background information on the corrections systems if possible, and assist in the identification of favorable outcomes. Three FSU example countries are recommended.

Format of Final Product:

20-30 page report-Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

Former Soviet Union corrections systems, comparative corrections analysis

Comments:

See below references for initial guidance:

<http://www.penalreform.org/wp-content/uploads/2014/02/Information-Brochure-English.pdf>

Maximum Number of Projects: 1

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Project 05

**Trafficking Of Female Prisoners-Prevalence Rates and Database
Development**

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

Female prison populations are a vulnerable incarcerated population and have been subject to exploitation by corrupt staff and prisoners with criminal network connections. The knowledge of the prevalence of sexual exploitation of female prisoners around the world is at this point primarily an anecdotal exercise of media reports and unverified accounts. However, the prevalence of this type of exploitation has deep and important impacts on U.S. programs and funding for criminal justice and, specifically, corrections reform.

As a fact-setting research project we request that a research team examine broadly the prevalence of sex trafficking of female prisoners, particularly by corrections staff. As there is a dearth of data on this topic, we would recommend that the research team perform an extensive content analysis of open source information to identify countries, corrections systems, and specific institutions where this activity has occurred and to develop a database (MS Excel or MS Access) listing the following characteristics: Country of incident, Institution affected, Individuals involved in activity, Number of exploited female prisoners, Length of time of the activity, and dates is available, Criminal prosecutions and convictions, Sources of data, Other variables to be discussed and developed by participating research team.

We would request that the research team examine this from a global perspective, and then sub-divide by continent. Using the database we request a report examining prevalence rates globally, and by continent, defining characteristics of incidents and differences among incidents.

Format of Final Product:

20 page paper-Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

Women in prison, human trafficking and prison systems, sex trafficking, corruption in corrections systems

Comments:

We would encourage the participating research team to use the developed database to publish in peer-reviewed journals and/or other publications.

For initial guidance see below references:

<http://inpublicsafety.com/2014/01/combating-human-trafficking-networks-within-prison-walls/>

<http://www.hrw.org/reports/2001/prison/>

Maximum Number of Projects: 1

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Project 06

Best Practices for International Law Enforcement Advisor Training

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

The United States is one several countries worldwide that train and deploy law enforcement advisors overseas. CAP develops and delivers curriculum to INL-contracted police, corrections, and justice advisors and instructors to effectively prepare them for service overseas. Since establishing a training facility in Sterling, Virginia in 2011, CAP has conducted pre-deployment training for INL programs in Afghanistan, Liberia, West Bank, Lebanon, International Police Peacekeeping Operations Support (IPPOS), Mexico, Egypt, South Sudan, and Haiti.

The current course is structured as an eight-day module-based workshop where advisors learn about INL programs and current events in the countries in which they are being deployed. Advisors are briefed on a range of topics including human rights, incorporating women into the criminal justice system, mentoring and advising, gender-based violence, first aid, cultural practices and regional history, legal systems, and stress management. Training is conducted by outside subject-matter experts, CAP's own training team, INL program officers, and other DoS technical expert staff. Students participate in modules on a wide range of topics in an adult-learning format that encourages self-directed study through the use of interactive activities that foster collaborative and professional relationships amongst the group.

The U.S. is only one of a small group of nations that conducts this type of training. Other countries such as Canada and Germany have similar programs that use different methods of training criminal justice professionals. We request that a research team identify the following topics:

1. Identify other countries that conduct pre-deployment training
2. Identify the audience and how they are selected (i.e. Is participation in overseas work required? Is this work only available to officers of a certain rank?)
3. Identify curriculum in other programs and how curriculum is determined
4. Identify methods and best practices

CAP will assist the research team in identifying other countries that perform law enforcement advisor training before deployment.

Format of Final Product:

20 page paper-Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

Law enforcement training, international police deployment, training curriculum development, international criminal justice reform

Maximum Number of Projects: 1

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Project 07

**Hybrid Legal Systems: The Convergence of Common Law and Civil Law
Legal Traditions and its Implications for Global Justice Reform**

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law
Enforcement (INL/CAP)

Overview:

Today most justice systems are best classified as hybrid legal systems. Although many were traditionally strictly civil law or common law systems, as a consequence of development these systems are converging in many areas around the globe. In the United States Louisiana provides a unique example of how a mixture of legal traditions can operate side by side with a state system rooted in the civil law tradition and a federal system based in common law. Louisiana's success in walking the common law civil law divide can serve as a great example to countries dealing with similar issues.

We request that a research team study hybrid legal systems where common law and civil law traditions successfully work in tandem. We request that the research begins by focusing on Louisiana and then chooses two examples of non-U.S. justice systems that have successfully integrated both civil law and common law components. We would like the team to examine these systems with a focus on how they can provide a model to other nations undergoing justice sector reform.

Specifically the research team should provide a brief overview of the examined common law-civil law hybrid systems and what characteristics permitted the two legal traditions to successful mix together. The research should focus on what implications these models have for other justice systems around the world with both common law and civil law influences that are going through reform.

CAP will assist in identifying countries currently seeking assistance in this area to help focus the research team's efforts.

Format of Final Product:

20 page paper-Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

Common-Civil Law hybrid systems, international justice reform, international law, Louisiana state law

Comments:

<http://digitalcommons.law.lsu.edu/cgi/viewcontent.cgi?article=6210&context=lalrev>

http://weblaw.usc.edu/assets/docs/contribute/83_3KimforWebsite.pdf

Maximum Number of Projects:

1

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Project 08

Financial Crimes Involved In Wildlife Trafficking

Office of Anti-Crime Program (INL/C), Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

Wildlife crime and wildlife trafficking are multi-billion dollar activities that involve complex financial transactions and financial instruments. The cross-border nature of wildlife trafficking often involves the involvement of multiple actors, including financiers and business firms. These criminal networks provide the financial backing for trafficking groups to acquire wildlife and wildlife products, while other groups provide the money laundering services required to disguise illicit proceeds.

There is a lack of research in this area, and INL/C which carries the primary wildlife trafficking portfolio in INL, and INL/CAP, request that a research team examine the types of financial crimes involved in the illegal trade in wildlife by looking at the types of financial crimes that are involved in various types of wildlife trafficking.

INL/C and INL/CAP will work with the research team to identify species and trafficking organizations that could provide the base examples to use to identify the financial crimes and the “follow the money” concept.

Format of Final Product:

15-20 page paper-Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

Wildlife trafficking, wildlife crime, environmental crime

Maximum Number of Projects: 1

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Project 09

Measuring Benefits of U.S. Foreign Assistance to Combat Wildlife Trafficking

Office of Anti-Crime Program (INL/C), Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

INL funds multiple foreign assistance projects that focus on enhancing law enforcement and criminal justice efforts to combat wildlife trafficking either through capacity building training and technical assistance. However it is difficult to discern the benefits of these various programs without an in depth understanding of their effects on the illicit trade in wildlife.

Working with INL/C and INL/CAP, we would request that a research team examine the effects that US foreign assistance programs have on law enforcement efforts have on combating wildlife trafficking and to develop best practices. INL/C will assist in the provision of information of U.S. programs targeting wildlife trafficking and will assist in choosing viable measures and data sources. We are particularly seeking an innovative approach to identifying the impact of USG funding internationally that identifies outcomes and not just outputs of such funded programs.

Format of Final Product:

10 page paper-Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

Wildlife trafficking, wildlife crime, environmental crime, program management

Maximum Number of Projects:

1

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Project 10

The Future of Rule of Law Reform: Through the Lens of Conflict or Counter-Terrorism?

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

Over the past several decades, the United States has focused heavily on investing in reform and development of rule of law in many countries around the world. In the past ten years two approaches to instituting rule of law reform have coalesced around the lenses of counter-terrorism and conflict. INL takes a holistic approach towards rule of law reform and implementing programs in a criminal justice system. In several key areas around the world, INL is seeking to understand the trends and on the ground conditions that drive the lens through which rule of law reform will occur in the following countries: Mali, Burma and Honduras. These countries have undergone or are currently undergoing periods of conflict and understanding the conditions that will influence the direction of rule of law reform, either a counter-terrorism or conflict prevention approach, will be vital as foreign assistance programs are developed to drive the reform.

We are requesting a research team to perform a trends analysis to determine which approach to rule of law reform, conflict lens or counter-terrorism lens, will produce the most effective rule of law reform. The primary question we would like addressed is:

- 1) Which lens best explains how to view rule of law reform efforts in Mali, Burma, and Honduras (conflict, counter-terrorism, combination of both, or other)?

Format of Final Product:

45 page report (15 pages per country) - Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

International rule of law, rule of law and justice reform, Mali rule of law reform, Burma rule of law reform, Honduras rule of law reform

Maximum Number of Projects:

Countries to focus on: Mali, Honduras, Burma

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Project 11

Law Enforcement Accountability: Successes and Failures in Creating and Instituting Accountability Measures

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

An effective and accountable system of policing is essential to a democracy. Accountability mechanisms, however, are extremely difficult to establish and are even more difficult to sustain and become successful. In most new democracies and transitioning countries the police historically have been agents of government-sponsored oppression. In these countries reforming their systems and creating public trust in them must be a primary challenge for our rule of law work. These challenges however aren't limited to transitioning countries, even mature democracies such as the United States face huge challenges in ensuring police accountability.

Around the world – often with the support of bilateral and multilateral donors –countries have set up different mechanisms to enhance law enforcement accountability. These mechanisms vary from internal affairs units within the police to independent commissions with prosecutorial authority to fast-tracked mechanisms that bring these cases through the formal justice system.

We request that a research team perform four to five case studies of law enforcement accountability mechanisms in transitioning countries. We would like the team to examine these mechanisms with a focus on successes, failures, and the overall result these mechanisms had in increasing trust in the police in a post-conflict setting.

CAP will assist in identifying appropriate countries for the research team to focus their efforts on for this project. Examples of potential countries include: Jamaica, Liberia, Bosnia, Rwanda, Thailand, Nepal, Haiti, Nigeria, Iraq, Afghanistan, and Mexico.

Format of Final Product:

20 page paper- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

International justice reform, international law, justice-police cooperation

Maximum Number of Projects: 1

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Project 12

Global Survey of Protections for LGBTI Inmates

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

The U.S. is at the forefront of providing protections for lesbian, gay, bi-sexual, transgender and intersex (LGBTI) offenders and has put forward legislation such as the Prison Rape Elimination Act to reduce incidents of rape in prisons and correctional facilities. To support INL corrections reform work around the world, INL needs a clear foundation for an understanding of the baseline of protections provided to LGBTI inmates around the world. Penal codes, legislation and executive level protections are just one set of methods to provide protections for LGBTI inmates, however there may best practices in other countries which can inform U.S. international corrections reform efforts.

The research team for this project should address the following questions and help build a baseline understanding to understand how other countries have built in legislative, judicial or executive protection for LGBTI inmates:

- What countries have legislative, judicial or executive protection for LGBTI inmates? Focus on countries with INL programs and identify other nations leading the effort, if possible.
- How have these countries built these protections?
- How have incidents of violence against LGBTI inmates been affected by the LGBTI protections in those countries?
- Map of INL priority countries with LGBTI protections for inmates

Format of Final Product:

Research analysis and map- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

Penal codes, LGBTQ detention protections, international corrections reform

Comments:

See below reference:

<http://nicic.gov/lgbti>

Maximum Number of Projects: 1

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Project 13

**Survey of Ethnic and Linguistic Distribution in the U.S. State Prison System:
Staff Capabilities**

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

INL performs corrections reform work in countries all around the world and often receives request for specific corrections advisors with native and/or proficient linguist abilities. Working with our state partners, INL works to identify relevant staff to address specific linguistic needs for international corrections program, but does not have a clear picture of the landscape of linguistic capability in U.S. state corrections systems. An ideal way to understand linguistic capacity in state correctional system staffing patterns would be through a survey.

INL requests the research team to develop and conduct a survey of state corrections systems and their staffing patterns to identify linguistic capacities to support international corrections reform work. INL will provide support through a letter of introduction to a relevant point of contact for each state corrections system and will assist the research team in crafting the survey to address key issues. These include:

- Languages (including proficiencies according to the FSI scale) spoken by corrections staff
- Language capability in the various state corrections training academies

The research team will collate all survey results and identify issues across states, identify trends and states with significant language capacities. The final product would be a research paper describing each state system briefly with a breakdown of language capabilities among staff.

Format of Final Product:

Research analysis by state- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

U.S. state corrections systems, international corrections reform

Maximum Number of Projects: 1

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Project 14

Global Survey of Aging Prison Populations

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

The U.S. prison population is aging, and while inmate populations in the rest of the world are subject to a wide variety of societal, cultural and political pressures, aging inmate populations can stress under-resourced systems without capacity to deal with the special needs of an aging population. In order to better address this issue INL would request a research team to develop an analysis of INL priority countries and examine their prisons systems to identify whether there is a growing aging population of prisoners and what measures are in place to address any aging inmate populations. Furthermore, the team will examine systems in the U.S. and other countries that have addressed aging populations with programs or other measures to deal with the special nature of the population.

The research team should address the following research topics:

- INL priority countries with an aging prisoner demographic
- Analysis of programs and protections for aging inmates in INL priority countries
- Lessons learned in countries that have successfully dealt with an aging prison population
- Map of INL priority countries with programs and protections for aging inmates

Format of Final Product:

Research analysis and map- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

Aging prison population, international corrections reform

Comments:

See below references:

http://www.hrw.org/sites/default/files/reports/usprisons0112webwcover_0.pdf

<http://www.csg.org/knowledgecenter/docs/sn0611GrayingPrisons.pdf>

Maximum Number of Projects: 1

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Project 15

Anti-Corruption Programs: What Actually Works

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)/ Office of Europe and Asia Programs (INL/EA)

Overview:

INL invests heavily in anti-corruption projects as part of our worldwide foreign assistance programming in rule of law and criminal justice sector development. INL is one of many donors working within the U.S. government and in partnership with other countries, non-governmental organizations (NGOs), and inter-governmental organizations (IOs) to address corruption within the criminal justice sectors of the countries we work in. Our programs encompass a wide range of partnerships, from civil society, to NGOs, to foreign governments and even individuals all attempting to reduce corruption and increase fairness, transparency and effectiveness in criminal justice systems around the world. However corruption is a difficult issue to address via foreign assistance, as it is cross-cutting, widespread, complex, and not necessarily confined to the criminal justice sector. As INL continues to find ways to address this issue within law enforcement agencies, prosecutors' offices, ministries of justice, legal aid offices, defense bars, and within wider civil society in the countries we work in, we are currently seeking examples of projects and programs that have tackled this issue effectively.

Therefore, we are seeking a wide-ranging global overview of successful anti-corruption programs and projects, including information about how they are structured and funded, and evidence of success. This information will be highly useful to INL program officers who develop tailored programming to address anti-corruption in the countries we work in. These programs do not have to be externally-funded by outside donors or governments. They also do not have to be exclusively foreign. We are also interested in foreign government initiatives, NGO-led projects, academic undertakings, or civil society programs, and we would even be interested in domestic projects/programs that operate within the United States.

This project's final product should be submitted in 2 parts.

Part one should be an excel file chart which should include: (1) the country (2) the region (3) the organization implementing the project, (4) the organization funding the project (if different from 3) (5) the project's primary stakeholders (for example, if it is a project focused on reform of the Ministry of Interior, which also works with local law enforcement agencies, those two groups would be listed in this column) (6) costs if available, (7) staffing pattern, (8) duration of the project, (9) a one-sentence summary of the project and (10) hyperlinks to articles or any other publically available evidence of success (metrics to be determined by the project and/or standardized by the group). The final product should be easily searchable by program officers.

Part two should be a document which contains an executive summary of conclusions, themes, and best practices gleaned from the research (no more than 3-5 pages), followed by individual descriptions of each

project (no more than 1 page per project), providing more information about each project identified in Part 1, including: (1) a longer summary of what the project is and what it is doing, (2) the information contained in part one outlining what/where/when/who for each project, (3) links to further information, especially with regard to evidence of success, and (4) any other information that will fit on one page and researchers believe may be useful for program officers in the course of designing and implementing programs.

Format of Final Product:

Part 1: Excel spreadsheet, and Part 2: Paired document with executive summary and project descriptions of no more than 1 page each

Potential Areas of Useful Expertise or Interest:

Law; International Development; Rule of Law; Justice; Law Enforcement; Corruption; Anti-Corruption; Capacity Building; Transparency; Oversight

Maximum Number of Projects: 1

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Project 16

Police Force Development- Academic Foundation for Best Practices

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)/ Office Anti-Crime Programs (INL/C)

Overview:

INL is one of the few entities in the United States federal government and one of a select group worldwide that provide support, program development and funding for international police reform. As part of this task INL funds and supports International Law Enforcement Academies (ILEAs) in Bangkok, Budapest, Gaborone, Roswell-New Mexico, and San Salvador that:

- Support regional and local criminal justice institution building and law enforcement.
- Facilitate strengthened partnerships among countries in regions served by the ILEAs aimed at addressing problems of drugs and crime.
- Provide high-quality training and technical assistance in formulating strategies and tactics for foreign law enforcement personnel.
- Improve coordination, foster cooperation, and, as appropriate, facilitate harmonization of law enforcement activities within regions, in a manner compatible with U.S. interests.
- Foster cooperation by foreign law enforcement authorities with U.S. law enforcement entities engaged in organized crime and other criminal investigations.
- Assist foreign law enforcement entities in the professionalization of their forces in a cost-effective manner.
- Build linkages between U.S. law enforcement entities and future criminal justice leadership in participating countries, and among regional participants with one another.

Various federal, state and local law enforcement agencies provide training courses at ILEAs for regional groups of participants in a wide range of topics primarily focused on police force development. The ILEA program focuses on training team leaders, mid-level managers and supervisory officers, rather than on large-scale force generation.

This research project would examine and analyze the academic and criminological literature to identify best practices across multiple training providers, venues and curricula to provide an academic overview of best practices in providing training for foreign police organizational reform and development. A critical aspect of the analysis will focus on the prioritization of training areas where institutional change can be affected through the targeted training of the smallest number of officers in a given country.

The team could examine the topic from multiple viewpoints and we are open to innovative ways to interpret the question but the key objective to identify best practices and lessons learned in police force development training should be addressed.

Format of Final Product:

20-30 page research paper- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

International law enforcement reform, police training in underdeveloped countries, law enforcement training

Maximum Number of Projects: 1

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Project 17

Corruption, Port Security, and Trade Traffic: Identifying an (non) Effect

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

Port authorities are often large multi-stakeholder and multi-jurisdiction entities with complex missions and objectives. One of the main objectives of a Port Authority, whether it is a national, federal, state/provincial, local, or public private partnership is to attract business to its transit portal for maritime, air or land based transportation. This financial aim stands in constant tension to the post- 9/11 focus on transportation security which necessitates the need for restrictions on the free flow of cargo to identify the transit of suspect shipments. Add to this mix that in many countries port authorities and maritime terminal operators may be a highly significant source of revenue for the local, state/provincial, or national government and the tension becomes highly evident.

The factor in this long standing tension that is poorly understood is how corruption in public or private port entities, and/or individuals working in those entities affects maritime trade through the port. Examining examples from around the world, the primary research question asks: does corruption play a role in modulating the trade facilitation/security tension inherent in a port authority mission?

The research team is requested to identify 3-5 examples of corruption in a port authority and examine whether and how there was an effect on trade facilitation/security mission in port authority operations. The absence of evidence for an interaction will be as valuable as identifying linkages. Corruption can be defined loosely based on the team's research but can consider Transparency International's definition of corruption as "the abuse of entrusted power for private gain". This can mean not only financial gain but also non-financial advantages.

Format of Final Product:

3-5 case studies- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

Maritime and port security, public-private partnerships, corruption in the public/private sector

Maximum Number of Projects: 1

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Project 18

Police Peacekeeping: Developments and Best Practices Over Past 5 Years

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:

Police now represent 15% of peacekeepers deployed to over 20 UN and regional peacekeeping missions globally. The Department of State Bureau of International Narcotics and Law Enforcement Affairs is the lead policy office on police peacekeeping and is a leader in the global community to train police, both American and foreign, for peacekeeping deployments.

1. **“What to Read on Police Peacekeeping”- compile top 25 books and articles** (published within the last 10 years, the newer the better)- inspired by Foreign Affairs Reading Lists
<http://www.foreignaffairs.com/features/reading-lists>

List should include some general overview to introduce new desk officers to the history/background/context of police and rule of law in peacekeeping, for example: <http://www.amazon.com/The-Role-Civilian-Police-Peacekeeping/dp/1884614094>

The list should also include some more detailed articles that represent the latest thinking on salient themes in police peacekeeping, i.e. protection of civilians, women police in peacekeeping, Formed Police Units, rule of law in peacekeeping, and capacity building in peacekeeping, among others. Two sample articles are [listed below](#).

Please do not include UN documents- they are widely available on the UN DPKO website and Department of State is already familiar. We are aiming for academic, think tank, and NGO desk officer pieces.

2. **Compile a list of the 10 most prolific NGOs and think tanks focusing on police and rule of law in peacekeeping in the last 5 years as well as the 10 most prolific authors and researchers**, e.g. David Bayley, SUNY-Albany; Bill Durch, Stimson Center. DoS will track new publications from these groups/individuals going forward to remain current on the latest thinking in police peacekeeping.

The inclusion of international perspectives will strengthen each list.

3. **Utilizing the identified resources develop a white paper examining trends and best practices over the past five years of international police peacekeeping efforts.** Paper should be no more than 10 pages and analyze the salient themes, trends, models, and practices in police peacekeeping found in the top 25 books and articles and what the most prolific NGOs, think tanks, authors and researchers are currently focused on.

Format of Final Product:

5-10 page white paper- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:

Police peacekeeping, international police training, peacekeeping developments, rule of law in peacekeeping

Comments:

See references here:

<http://www.tandfonline.com/doi/abs/10.1080/13533312.2011.527509#.VFOqUPIXAk0>

<http://www.stimson.org/books-reports/understanding-impact-of-police-justice-and-corrections-components-in-un-peace-operations/>

Maximum Number of Projects: 1

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