



EXECUTIVE SUMMARY

Model Police Station Pilot

APRIL 2021

As part of the Government of Iraq's (GoI) overall Security Sector Reform Programme, a key action is to develop the Iraqi local police to be more citizen-centred and service-oriented under a strategy known as the Local Police Service Road Map. In order to translate the recommendations and priorities from the Local Police Service Road Map into tangible efforts on the ground, the Ministry of Interior (MoI), in cooperation with UNDP, is undertaking the Model Police Station Pilot Initiative in a selected number of target locations in Anbar, Baghdad, Basra, and Ninewa governorates, with a view to replicate the concept over time. The purpose of the Model Police Station Pilot Initiative is to design a context-specific model to restore a responsive, effective, and accountable local police service, that is accessible to both men and women.

An assessment was conducted between March 2020 and January 2021 to better understand the feasibility of the Model Police Station concept and to form the basis for the selection of the Model Police Stations. The assessment consisted of two phases, a desk-based review and field assessments. The field assessments involved a combination of virtual interviews with over 40 key interlocutors, including senior police management from the MoI and the six affected governorates, community representatives, and security experts; physical

field visits to 28 police stations (Anbar (7), Baghdad (4), Basra (4), and Ninewa (13)); and 19 gender assessment interviews to gain a better understanding of both the presence and roles of female police personnel, as well as the conditions at the station in relation to receiving women, juveniles, and youth from ethnic minority groups.

A Model Police Station 'design outline' was established to inform what a Model Police Station should look like. The two overarching components of the 'design outline' included the condition of the buildings/infrastructure and the operations of the police station. The buildings/infrastructure of each police station visited were assessed to ensure that all police stations had basic building/s and infrastructure necessary to function as a police station. An assessment of the operational functions of the police station was also conducted, with regard to seven aspects: accessibility and internal and external security arrangements; case inquiry, recording and documentation; crime management; police-community cooperation; gender-responsive policing; human resources; and training.

The 'design outline' also formed the basis for determining a set of selection criteria against which the assessment was conducted. The final recommendation

for the selection of Model Police Stations was made based on the extent to which the stations met the set criteria. The selection criteria were divided into general/mandatory qualifications, of which the police stations must meet in full or majority, and specific criteria, of which the police stations should satisfy two or more.

Based on the overall assessment findings, six police stations were identified as being the most suitable for the Model Police Station Pilot Initiative (Anbar (2), Baghdad (1), Basra (1), and Ninewa (2)). The six recommended police stations are: Fallujah Police Station (Fallujah) and Al-Mala'ab Police Station (Ramadi) in Anbar, Al-Salhiya Police Station in Baghdad, Jumhoria Police Station in Basra and Al-Thakafah Police Station (East Mosul) and Sheikh-Fatih Police Station (West Mosul) in Ninewa.

THEY KEY HIGHLIGHTS FROM THE ASSESSMENT WERE THAT:

- There is a strong desire from interviewees for people-oriented policing that strengthens police-community partnerships.
- Local police leadership and civil society are supportive of the Model Police Station Pilot Initiative.
- All police stations visited were open to and serve all citizens, regardless of age or gender (women, men, and juveniles).
- All police stations visited have local police investigators available on a 24/7 basis for investigating minor crimes and for complex cases that require specialised assistance, all police stations have access to a refer-ral line to the district-level Anti-Crime Directorate.
- Local Community Policing Offices do not report directly to their provincial police directorates/ leadership but instead to a central unit under the Mol Police Affairs Agency, except in the case of Anbar, where Community Policing Offices report directly to the Anbar Chief of Police. There is the widespread perception that staff of local police stations do not have sufficient knowledge of the principles of community policing in order for such principles to be incorporat-ed into every aspect of local policing and not function as a separate operational task.



- The Family and Child Protection Departments and Juvenile Police Departments that are present in the target locations also have separate lines of command and control outside of the provincial police chief or the officer-in-charge of the relevant police station.
- Although some police personnel have undergone trainings on various topics, a general trend is that there is no consistent training plan for police station personnel.
- The police station buildings in Baghdad and Basra are in poor condition and in need of significant renovations, while majority the police stations visited in Anbar and Ninewa were either newly built or renovated by the UNDP Funding Facility for Stabilisation (FFS).
- All police stations undertake routine operational tasks of combating crime, implementing area security plans, and ensuring the overall security of the police jurisdiction. The majority of police stations also had detention/holding facilities. However, none of the police stations had dedicated holding facilities for women and juveniles, who were transferred to the provincial women or juvenile holding centres.
- The majority of police stations did not have female officers or policewomen, nor did they have dedicated spaces or rooms (e.g. waiting areas, rest/washrooms) to accommodate female personnel or visitors.

ASSESSMENT RESULT

As a result of the overall assessment findings, the following recommendations are proposed to the Ministry of Interior, Police Affairs Agency and the governorate police directorates in Anbar, Baghdad, Basra and Ninewa:

- Prioritise the six above-mentioned police stations in the target locations for the Model Police Station Pilot Initiative to be implemented in partnership with UNDP.
- Develop an implementation plan for each of the selected police stations.
- Improve the presence of policewomen and female officers.
- Establish consistent training plans for police officers and policewomen and men in the station with a view to enhance their skills and knowledge in specialised areas.
- Ensure that Community Policing Offices, Family and Child Protection Departments, and Juvenile Police Departments are integrated into the line of command within the Model Police Stations to improve efficiency and timely action to address cases by the police station in collaboration with these entities.
- Hold a series of Model Police Station 'Open House Days' to encourage both women and men from the local community to visit the police station.
- Ensure that Criminal Investigation Units are integrated into the Model Police Stations and operate under the Standard Operating Procedure for Criminal Investigations.
- Conduct joint initiatives to strengthen police-community relations and partnerships.

