

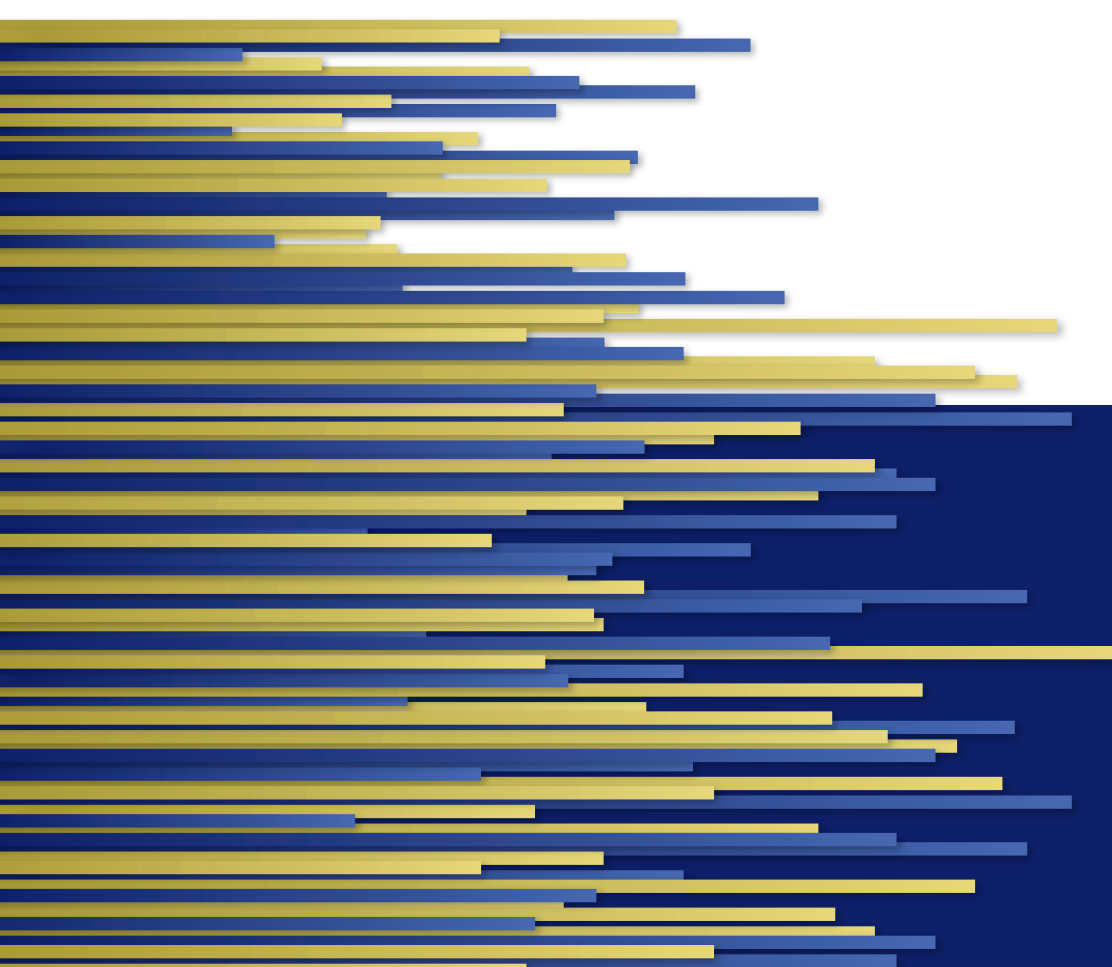


Kharkiv institute for social research

UNITED NATIONS DEVELOPMENT PROGRAMME IN UKRAINE

ASSESSMENT OF THE INSTITUTIONAL CAPACITY OF THE DIRECTORATE OF PATROL POLICE IN LUHANSK OBLAST

(BRIEF)



A special original toolkit has been developed to implement this assessment. The questions therein were based on the provisions of the UNDP Capacity Assessment Methodology and the Criminal Justice Assessment Toolkit created by the United Nations Office on Drugs and Crime, taking into account the specifics of local legislation and the system of management of governmental authorities.

The information was obtained from responses to inquiries and was collected during interviews with key members of the patrol police in Luhansk Oblast. In total, 20 in-depth interviews were completed between October 2019 and February 2020.

This report may be useful to law enforcement officers and representatives of local authorities, international and national NGOs, as well as to anyone interested in community safety and the population's involvement in law enforcement in Ukraine.

KEY OBSERVATIONS

- 1.** The patrol police perform tasks related to patrolling and primary care in response to citizens' calls. Important areas of activity for the patrol police include traffic regulation, enforcing compliance with traffic laws and monitoring the legality of vehicle operation on the road network.
- 2.** The Directorate of Patrol Police in Luhansk Oblast operates in Sievierodonetsk, Rubizhne, and Lysychansk, which are the largest settlements in the government-controlled area of the oblast. The length of the patrol service area is over 60 kilometres and is home to more than 300,000 people. The territory covered by the Directorate of Patrol Police in Luhansk Oblast comprises eight zones: Rubizhne (two zones), Sievierodonetsk (three zones) and Lysychansk (three zones). The police do not cover the rubber goods plant in Rubizhne, the glass factory in Lysychansk and Novodruzhesk, among other areas.
- 3.** Key performance indicators for assessing the work of patrol police in the oblast include interaction with the public (assessed by the number of activities carried out), road safety (assessed by the number of administrative cases and protocols drawn up) and responses to 102 calls (assessed by the number of calls processed and the number of crimes solved). The speed of arrival in response to calls is strictly monitored.
- 4.** The planning of work activity is carried out not at the local level, but also in Kyiv at the level of the National Police and the Department of Patrol Police. This means that it is rarely possible to take into account the needs and priorities of local communities. The annual work activity plan of the Directorate of Patrol Police is developed and approved according to the requirements of the Department of Patrol Police, but its provisions are quite formal and are intended for internal use only. It is not approved for the Main Department of National Police in Luhansk Oblast and local communities, although it may include some priorities from the previous year's experience.
- 5.** There is a shortage of thirty patrol officers and most crews are understaffed. Low salaries and high workload are among the main reasons for resignations. Key patrol police personnel have attempted to reduce workloads by changing the work schedule. Many patrol officers lose their motivation fast and experience burnout in the face of irregular working hours and emotional stress. This often ends in resignations.
- 6.** Overtime hours worked out have a minimal influence on salaries, they are not counted, but can be rewarded from time to time. Given that all patrol officers are locals and that salaries are always paid on time, they are considered to be the lowest acceptable salaries for young people. At the same time, it is possible to receive a similar or higher salary with a much lower workload in other branches of the Ministry of Internal Affairs (the State Emergency Service of Ukraine, the State Tax Service, the National Guard). The Armed Forces of Ukraine also provide significantly higher salaries than these.
- 7.** Patrol training is available only at the Academy of Patrol Police in Kyiv. The most important classes are those devoted to road safety rules, verifying documentation and detecting signs of forgery, police officer response at the scene of an accident, first aid, official record management, weapons training, tactical training, patrol activity on road safety, and the specifics of patrol officer work to detect, prevent and solve crimes related to drugs and psychotropic substances. Community policing and communication skills training lasts 4-6 hours, but patrol officers will attend training sessions held by international and public organisations from time to time.

- 8.** Patrol officer training is conducted regularly (duty schedule permitting). In the course of the training, the patrol officers analyse special training films created by employees of the Directorate and videos from YouTube. The Department of Administrative Practice is also involved in the training. It reviews new laws and educates employees on correctly completing paperwork and ways of dealing with citizens. The Patrol Police in Luhansk Oblast have no firing range or ammunition for shooting practice. There has been no specific assessment of training needs, but according to monitoring department data and feedback from colleagues, there is an ongoing process to collect data on which skills patrol officers need most.
- 9.** While key patrol police personnel are perfectly familiar with the concept of “community policing” and consider it appropriate to involve citizens in providing additional security for their residences, the Patrol Police in Luhansk Oblast have no independent strategy for “community policing”. Several projects aimed at interacting with the population are underway, but the further development of this trend has been impeded by a lack of systemic actions and shortages of staff and resources. The most common methods of engagement include the organisation of joint events, meetings with children in schools and joint participation in sports events to prevent drug and alcohol abuse.
- 10.** The Directorate of Patrol Police is a structural unit of the Department of Patrol Police. As such, it does not manage budget programmes, the Directorate of Patrol Police in Kyiv prioritises all expenses and makes all decisions based on the budget approved by the Ministry of Internal Affairs annually. The list of critical needs of the Directorate of Patrol Police in Luhansk Oblast is rather extensive and has not changed much over the years. However, key personnel from the Directorate of Patrol Police are not involved in drawing up the budget and can only submit proposals.
- 11.** While the key personnel of the Main Directorate of National Police are not formally in charge of the Directorate of Patrol Police, they have reached an understanding to jointly participate in coordination meetings that take place every Thursday. The heads of directorates, employees of the Analytical Support and Rapid Response Directorate and on-duty officers participate in the meetings to discuss response issues. Patrol Police officers work with the police, the National Guard and the armed forces to conduct drills in settlements along the “contact line” (Zolote, Popasna), where they check vehicles and escort military cargo. Moreover, there is ongoing cooperation in national and regional police operations. For example, joint patrols formed for Operation Perveznyk (vehicle inspection) involve one representative from the Main Directorate of National Police and one from the Directorate of Patrol Police. As a result, when there is a need to respond quickly to situations that arise suddenly, the regional police act as a single system.
- 12.** Cooperation with international organisations does not happen regularly, but occurs when possible. This can take the form of centralised (by order of the Department of Patrol Police) technical assistance (for example, from ICITAP) or training (PTAP, Canadian Police Mission in Ukraine) or the implementation of local projects with public organisations. The Directorate prefers direct contact with donors and international organisations, but this is hampered by several factors. Firstly, the Directorate of Patrol Police is not a separate legal entity. Secondly, the priorities of the Directorate of Patrol Police do not always coincide with those of donors. Interaction with local NGOs usually takes place as part of project activities and does not continue when interim funding goals cease and there is no further opportunity to implement projects.

RECOMMENDATIONS

- 1.** Regular (at least once a year) sociological studies on security would help patrol police to prioritise activities in accordance with local security needs and better respond to community demands.
- 2.** Key patrol police personnel require advanced training in planning and activity assessment, but this work must take place on a national scale since planning and reporting by patrol police directorates is centralised and depends on the position of key personnel in the Department of Patrol Police. Moreover, the creation of an annual work activity plan for the Patrol Police in Luhansk Oblast should be done in cooperation with the Main Directorate of National Police in Luhansk Oblast and local communities. This will further facilitate cooperation for security purposes and ensure more effective use of available resources.
- 3.** The promotion system for patrol police officers must change. There need to be new opportunities for motivated officers to attain the highest ranks and positions. Moreover, the process of activity assessment and promotion needs to be more transparent.
- 4.** Regular first aid classes, leadership training for key personnel, psychological training to develop social intelligence, communication skills, conflict de-escalation techniques and critical thinking are among the most popular training courses for the Directorate of Patrol Police in Luhansk Oblast. The Directorate needs training dummies to practise first aid skills regularly. It is also important to conduct training and regular work to prevent professional burnout.
- 5.** In order to cover police activities at the local level and improve preventive work, the patrol police need a continuous stream of additional funds to create posters, handouts and public service announcements.
- 6.** Cooperation between the public and the patrol police should be supported in a more systemic manner through long-term programmes and organisational grants that will help to establish a more sustainable relationship. The implementation of short-term initiatives and projects on individual topics is not helpful in this regard.

