

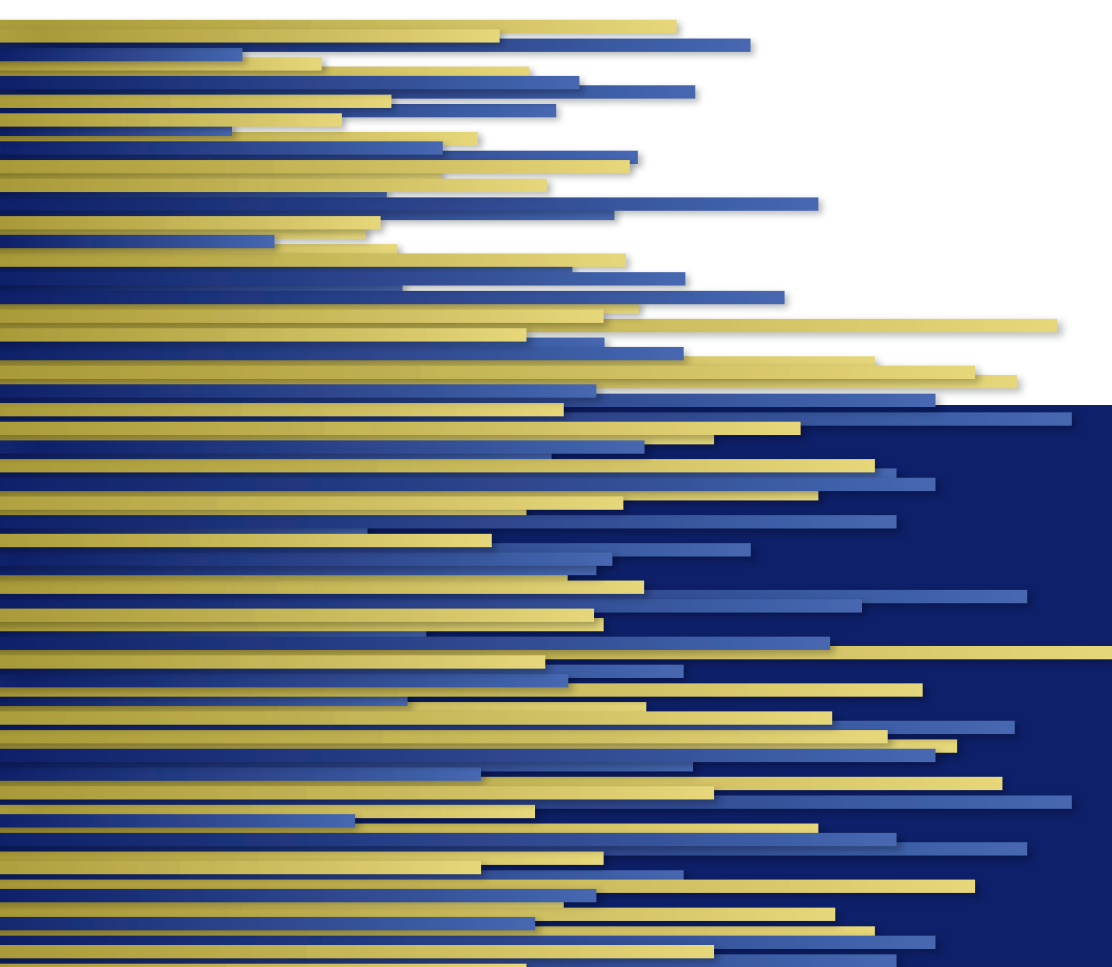


Kharkiv institute for social research

UNITED NATIONS DEVELOPMENT PROGRAMME IN UKRAINE

ASSESSMENT OF THE INSTITUTIONAL CAPACITY OF THE MAIN DEPARTMENT OF THE NATIONAL POLICE OF UKRAINE IN DONETSK OBLAST

(BRIEF)



This report contains the results of the assessment of the institutional capacity of the Main Department of the National Police of Ukraine in Donetsk Oblast, including the studies of work activity management, human resources, interaction with the community, logistic and maintenance support and other factors. It also includes some conclusions and recommendations for improving the work of the police in the oblast.

With the purpose of implementation of this assessment, a special original toolkit has been developed, the questions of which 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 some local peculiarities of the legislation and the system of management of governmental authorities.

The information was obtained from responses to the inquiries and collected during the interviews of key personnel of the police in Donetsk Oblast. In total, 40 in-depth interviews were completed over the period from October 2019 to February 2020.

This report may be useful for law enforcement officers, representatives of local authorities, international and national NGOs, as well as for anyone interested in the social security and the participation of population in law enforcement in Ukraine.

KEY OBSERVATIONS

- 1.** The police of Donetsk Oblast spends significant resources on preparing reports to be available to the population and provides reports to the communities on a regular basis. The analysis has shown that the police, together with the community, was involved in many initiatives to improve security in the region, and that this work was systematic and consistent, however, the overall model of management and planning in the police remained highly centralized. Key priorities are set by the National Police, and this fact has an impact on taking into account the needs of communities of the region.
- 2.** The work of the police in Donetsk Oblast is limited by weak interaction between the Main Department of the National Police and the Department of Patrol Police. The Patrol Police has been in existence for more than five years, and the level of interaction is rather limited and reduced to participation in the general response system and in the work of mobile teams to respond to the cases of domestic violence.
- 3.** The police of Donetsk Oblast has launched a modern situation center and is developing a large-scale regional video surveillance network. All this allows not only to respond more quickly to events and crimes, but also to obtain information that may further play a key role in the investigation of crimes, chasing of criminals or identification of witnesses. At the same time, in some districts responsiveness of the police is limited by the following factors: the armed activities, the poor condition of roads and the lack of transport vehicles.
- 4.** And while the police is recovering after the events of 2014, when huge resources and some personnel were lost due to the beginning of the armed conflict and the loss of control over Donetsk, the needs are being satisfied very slow because of the overcentralized funding system. In addition, there are state-imposed restrictions on procurement and expenses. Thus, the police is constantly looking for funds for renovation of premises, repairs, furniture, transport vehicles, office equipment and personnel, being forced to allocate them from the funds designated for organization of routine work. This significantly affects the work of the police: for example, for constant patrolling of settlements (especially remote ones), higher volumes of fuel and more transport vehicles are needed.
- 5.** The situation is even more stressful, given the fact that the salary of a police officer in the region is not competitive due to shortage of personnel, as well as the permanent lack of transport vehicles and efforts to save fuel. Thus, in the future, there will be a growing need for new police stations and mobile police forces that would be able to move quickly from one settlement to another. During the year, some communities will participate in the program “Community Police Officer”, and they will have a police officer who will work permanently only in the community.
- 6.** The police of Donetsk Oblast invests significant resources in developing professional skills of personnel, in conducting the regular special courses which are not covered by the standard system of police officer training. The Main Department of the National Police in Donetsk Oblast has its own training center, which rents premises from the Donetsk Law Institute of the Ministry of Internal Affairs of Ukraine and annually provides training for more than 1,000 police officers in Donetsk Oblast. This training center lacks premises, resources and new training programs that would be aligned with the times and correspond to tasks to be performed by police officers of Donetsk Oblast.

7. The Main Department of the National Police in Donetsk Oblast is already implementing a number of projects of interaction with the community, such as "Safe House", "Children's Cop", "Restorative practices: simple solutions to complex issues", etc. However, the implementation of such initiatives mostly depends on project funding and it is not systematic.

RECOMMENDATIONS

1. Given that the police takes part in the Joint Forces Operation, it is necessary to develop a model of work that would strike a balance between interests of the state and the community. The project "Community Police Officer" may be the first step towards decentralizing the police services, but the lack of appropriate regulatory support poses a significant risk to its sustainable development.
2. In view of the poor interaction between law enforcement agencies, it is necessary to subordinate the Department of Patrol Police to the Main Department of the National Police, provided that the head of the Department of Patrol Police would be the Deputy Head of the Main Department of the National Police. If this is found impossible, it is necessary to conduct the regular organizational and training work aimed at strengthening the cooperation between the police directorates (the Main Department of the National Police and the Department of Patrol Police) in order to ensure safety in the region, that is to develop horizontal communication, to form new types of cooperation.
3. The police key personnel and local self-governance authorities should use the program method more widely in the work of the police. The program method at the regional level will allow to focus the efforts of the police units with constrained resources on the priorities identified by the community, that constitute its daily concerns.
4. It is necessary to conduct the organizational and training work aimed at strengthening the cooperation in order to ensure safety in the region. For this reason, some new opportunities should be created; for example, together with local authorities, to develop and phase in the strategy aimed at gradual engagement of the population in enforcement of public order and to start the reassignment of some tasks (such as crime prevention and event reporting) to representatives of the communities, as well as to develop new areas of cooperation with the patrol police.
5. There is a need in gradual increasing the potential of the situation center by means of further covering the oblast with video cameras, strengthening the capacity of the data collection and processing systems, training professionals and creating new channels of data collection. In developing the capacity of the center, more attention should be paid to the analytical component, that is to increase capabilities of personnel, to purchase appropriate equipment and software.
6. Given that not all communities are able to keep a police station and their own police officer, it makes sense to develop mobile police station projects, especially for work in remote districts and areas close to the "contact line", which will improve access to the police.

- 7.** It is necessary to strengthen the capacity of the training center consistently by creation and implementation of new training programs that would meet the current requirements to police officers. Subsequently, it makes sense to deliver trainings on non-conflict communication, to conduct preventive work by the police to avoid the Internet fraud, for example with bank cards, etc. Particular attention should be paid to weapon training and physical training of police officers, especially using a situational approach for such training. Also, the most popular trainings for police officers include the following: trainings on analytical skills, training of 102 line operators, trainings on working with databases to be used by the National Police, medical training, training on skills of communication and conflict de-escalation, training on effective communication with the community.
- 8.** In order to involve different segments of the population in the security cooperation programs more widely, it is necessary to strengthen informational and motivational work. For this reason, it is important to improve the capacity of the police for work with social networks, messengers, for use of social technologies, copywriting, SMM.
- 9.** It is essential to conduct a regular (at least once a year) assessment of security needs of the community through opinion polls. The results of such assessments should be made public and discussed at meetings with representatives of local authorities and members of the community, as well as used during the preparation of work plans of the Main Department of the National Police for the next year.

