

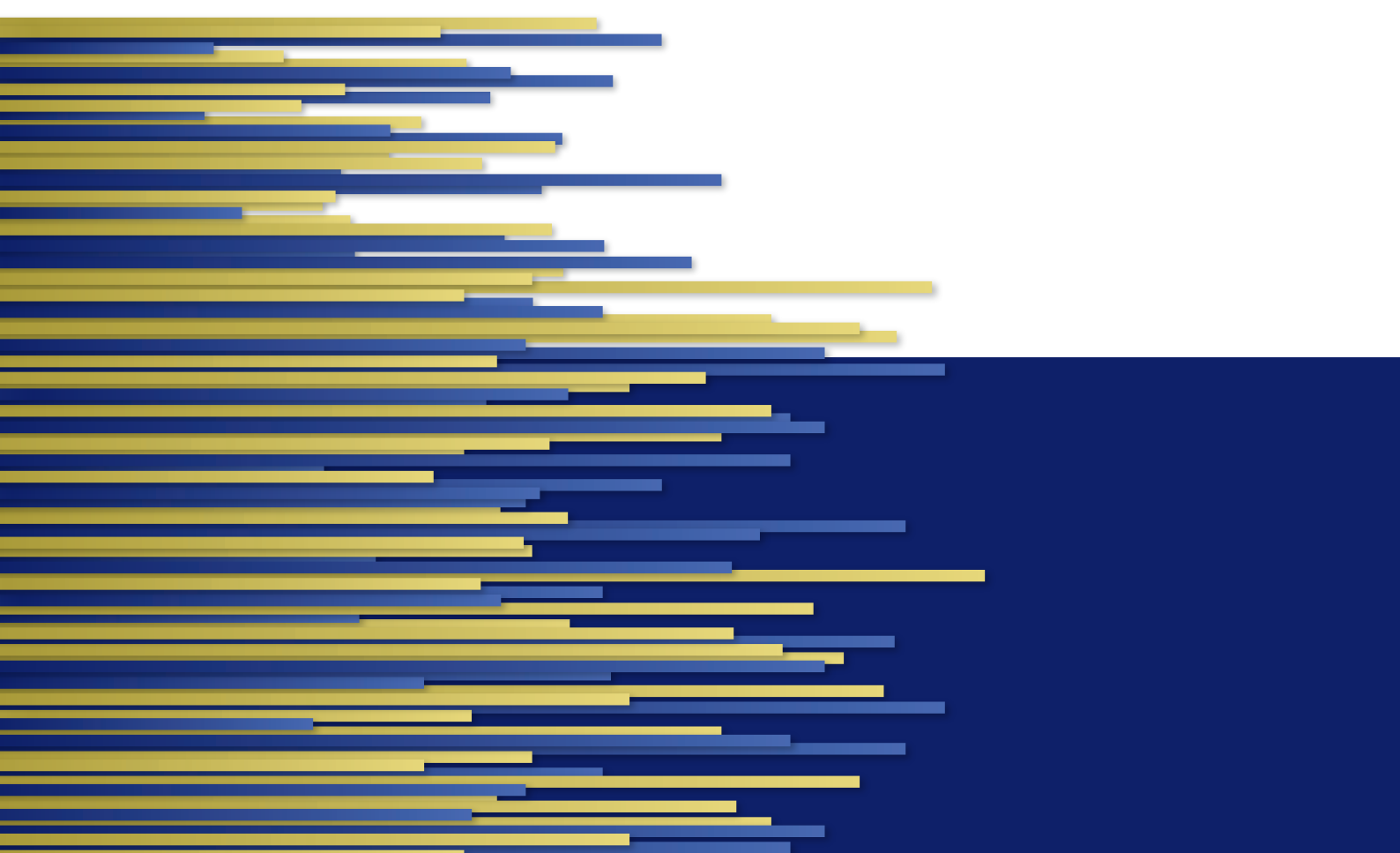


Kharkiv institute for social research

UNITED NATIONS DEVELOPMENT PROGRAMME IN UKRAINE

ASSESSMENT OF THE INSTITUTIONAL CAPACITY OF THE DEPARTMENT OF PATROL POLICE OF UKRAINE IN DONETSK OBLAST

(BRIEF)



This report contains the results of the assessment of the institutional capacity of the Department of Patrol Police 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 patrol 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 patrol police in Donetsk Oblast. In total, 25 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 patrol police is obliged to perform tasks related to patrolling, primary processing of calls of citizens, monitoring compliance with traffic regulations. The patrol police of Donetsk Oblast serves the cities of Mariupol, Kramatorsk, Sloviansk, where about 718,500 people live. The area of responsibility of the patrol police of Mariupol is divided into 4 districts and 10 zones, and the area of responsibility of the patrol police of Kramatorsk and Sloviansk is divided into 11 zones and 3 routes. In Mariupol, all crews work in patrol vehicles using company-provided vehicles, while in Kramatorsk, 1-2 crews working as foot patrol (2-4 police officers) and 25 crews working as mobile patrol (including 2-4 patrol crews working on the route, 4-9 police officers) go on patrol every day.
- 2.** Despite the high potential of the Department of Patrol Police in Kramatorsk, it was earlier decided to reduce it to the level of a battalion and subordinate it to the Department of Patrol Police in Mariupol. The reorganization of the patrol police of Kramatorsk and Sloviansk to the level of a battalion has caused a number of negative consequences, in particular, the ranks of positions have been reduced, and this was demotivating for personnel. All issues of logistics and funding were transferred to Mariupol, and the patrol police of Kramatorsk was deprived of the opportunity to conduct its own internal investigations.
- 3.** Although the implementation of the principle of “community policing” is defined as one of the priority trends among the approaches of the “Strategy for Development of the System of the Ministry of Internal Affairs of Ukraine until 2020”, it has hardly any effect on routine activities of the patrol police. The work of patrol officers is planned mostly in accordance with the priorities of the Department of Patrol Police, rather than of the local community. Any mandatory report of the patrol police to the community is not required, however, it is partially compensated by regular meetings with the population and the management of condominiums.
- 4.** The Department of Patrol Police once and again suffers staff shortage. Thus, in Mariupol the industry works well and there is a great demand for many other vacancies offering high salaries. In addition, the patrol police service is featured by extremely limited opportunities for professional and career growth, which also affects staffing, because the employees who have high professional expectations are often disappointed and leave the service. Each patrol officer in Mariupol, Kramatorsk and Sloviansk receives extra payments in the amount of UAH 2,000.00 per month, in addition to the basic salary of UAH 10,200.00 per month. The amounts of salaries are hardly dependent on the number of hours worked overtime – they are not counted.
- 5.** The employees who attend courses or receive higher education are not provided with any financial assistance, although not hindered. They are allowed to take an academic leave if necessary, but this, of course, increases the burden on their colleagues. If the participation of a patrol officer in any training is authorized by the management of the patrol police, such patrol officer has the opportunity to attend it during working hours and is in fact relieved of his/her duties. From the perspective of psychologists, trainings on the following topics are the most useful for patrol officers: improving communication skills, de-escalation of conflicts, trainings on increasing staff motivation and on skills to motivate subordinates for managers, and on counteracting manipulation.

- 6.** As a rule, every patrol officer is familiar with the concept of “community policing”, since the basics of this principle are taught during initial training. About 40 patrol officers additionally underwent special training on community policing at events with the support and participation of public and international organizations. However, daily activities of the patrol officers are based on performance of their official duties and do not include elements of “community policing”, for this purpose, some separate projects are usually developed and implemented (for example, “School police officer”). The Department of Patrol Police has not provided any officially defined mechanisms for public consultations regarding the work of the patrol police. While such consultations take place on an ongoing basis, their format, membership and regularity are determined sporadically, within the framework of agreements or projects. There are no regular formal public consultations which could prioritize the work of the patrol police. There is also no separate strategy for community policing, however in November 2019, the officers of the patrol police, together with the officers of the Main Department of the National Police in Donetsk Oblast and representatives of public organizations, developed the plan of measures for interaction of the police with the population for 2019–2020.
- 7.** The Department of Patrol Police is a structural unit of the Department of Patrol Police and it does not administer the budget programs, in fact all decisions and priorities for expenditures are approved by the Department of Patrol Police in Kyiv. The list of key needs of the Department of Patrol Police in Donetsk Oblast has not actually been changed for several years, but the management of the Department of Patrol Police has hardly any influence on budgeting. At the same time, the police expenditures are strictly regulated, which leads to a large number of unsatisfied needs.
- 8.** The key partners of the patrol police of Donetsk Oblast are primarily the public and the law enforcement agencies of the region. While the patrol police is implementing a number of projects with the public to help some vulnerable groups of the population, the relations with other police divisions are characterized by some kind of competition. Their tasks are overlapped in many aspects, and the patrol police have a complex system of coordination with the Main Department of the National Police (in fact, the Department of Patrol Police is subordinated only to the Department of Patrol Police in Kyiv but it must interact with the local police on many issues).
- 9.** Cooperation with international organizations is not regular and it is usually built according to possibilities. This may include any centralized (as directed by the Department of Patrol Police) technical assistance (for example, International Criminal Investigative Training Assistance Program) or trainings (Police Training Support Project, Canadian Police Mission) or the implementation of local projects with NGOs. The Department would prefer to contact directly with any donor and international organizations, but this is hampered by several reasons: firstly, the Department of Patrol Police is not a separate legal entity; secondly, the priorities of the Department of Patrol Police do not always coincide with the priorities of the donors. The interaction with local NGOs usually takes place within the project activities and does not continue when the funding ceases, and there is no other opportunity to implement the interaction projects.

RECOMMENDATIONS

- 1.** The potential of the patrol police of Donetsk Oblast for providing the services aimed at maintaining the public order could be much higher if the organizational issues that prevent from successful interaction with the Main Department of the National Police, local authorities and within the patrol police itself were resolved. In particular, it is necessary to decentralize the work of the patrol police and allow it to rely more on local priorities; to target for improving the interaction with the Main Department of the National Police, to develop more joint projects; to create separate directorates in Kramatorsk and Mariupol.
- 2.** The work of the patrol police can rise to a new level if it becomes more financially independent and its material and technical base is improved significantly, including repairs of premises, arrangement of penalty area, purchase of furniture, purchase of new cars and repair of existing cars, updating of office equipment, mobile equipment (tablets, means of communication, chest recorders), purchase of first aid kits and equipment for the aerial reconnaissance platoon.
- 3.** Currently the main asset of the patrol police is its personnel, and there is a need in constant development of internal programs aimed at working with patrol officers. There is a need to review the conditions of work, enhance training and professional development in the patrol police. Thus, optimizing the work schedule and creating conditions for career growth, conducting specialized trainings dedicated to first aid, addressing domestic violence, de-escalation of conflicts, defensive driving, communication, as well as strengthening the motivation package, will allow to develop the patrol police step by step.
- 4.** The patrol police conducts regular work on interaction with citizens, but it is mainly informative and does not allow to plan gradual involvement of citizens in the enforcement of public order on a partnership basis. Local authorities are not very interested in such participation, and NGOs do not have sufficient influence at the local level. Among the priorities for further activities in this direction, the management of the patrol police has repeatedly mentioned the need to implement the projects aimed at greater involvement of representatives of local authorities in the processes of security enforcement, as well as the creation and dissemination of a greater quantity of preventive materials regarding domestic violence, drug addiction, as well as the rules of safe behavior. It is also essential to develop the projects that will allow the community to take some of the responsibility for security, and those offering different options for participation in creation of safe environment.

