L e s s o n
5

Community-oriented Policing

Lesson at a Glance

Aim

To provide United Nation Police (UNPOL) with an understanding of the scope and basic concepts of the Community-oriented Policing (CoP) philosophy within the peacekeeping and peacebuilding context.

Relevance

The United Nations Police is a community-oriented service. Often UNPOL deploys to environments with weak, fragile or no police legitimacy. Restoring and nurturing the consent of the public in their own police is a core task of the UNPOL. Hence the UNPOL shall promote the concept of policing by consent and shall encourage the public to become partners in preventing and detecting crime in their communities. Many of these tasks require highly specialized knowledge, skills, experience and competences.

That is why it is imperative for all UN Police Officers, assigned to both Peacekeeping and Special Political Missions, to understand the philosophy and also strategic and operational aspects of Community-oriented Policing, in order to assist police components in the fulfilment of their mandated community-oriented policing role, principally in providing operational and capacity-building support to host-State police and other law enforcement agencies, as well as whenever UNPOL is mandated to undertake interim policing and other law enforcement duties.

This session introduces the United Nations Community-oriented Policing concept in conflict and post-conflict environments, four essential elements, its benefits and challenges, and identifies the CoP guiding documents.

Learning Objectives

Upon completion of the CoP lesson, participants will be able to:
- Explain the concept of CoP
- Describe the benefits of CoP
- Explain the four essential elements of CoP
- Illustrate the problem-solving process
- Identify the challenges in CoP implementation

Lesson Map

What is Community-oriented Policing?	Slides 5-10
Main Guiding Documents	Slide 11
Learning Activity 5.1: Importance of Enlisting Community	Slide 12
The Benefits of CoP	Slide 13
Learning Activity 5.2: CoP vs. Traditional Policing	Slide 14
Four Essential Elements of CoP	Slides 15-23
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Problem Solving	Slides 25-30
Implementing CoP	Slides 31-34
Constraints, Risks and Challenges	Slide 35
Take-away Reflection	Slide 36

The Lesson

Duration: 120 minutes total
45 minutes: presentation
75 minutes: interactive exchange or activity

Starting the lesson

For an interactive start to the lesson, consider the following options:

- *Ask learners if they have deployed to Peacekeeping Operations as UN [EU, AU, OSCE, etc.] police officers before. Identify participants who can contribute as resource people. Invite those with experience to identify missions, length of deployment and specific role.*
- *Ask learners:*
  - *To describe an average post-conflict mission environment from a police perspective.*
    > *Expected responses: work in unfamiliar environments, law enforcement may have either broken down or been incapacitated, widespread human rights violations, weak protection for civilians and increasing criminality, violent extremism and terrorism, general breakdown of the rule of law and absence of State authorities, "institutionalized" corruption and corrupt practices,* **weak police legitimacy**
  - *To name one of the main goals of UNPOL activities?*
    > *Expected responses: restore or create* **public trust and legitimacy** *to ensure effective, efficient, representative, responsive, and accountable police services that serve and protect the population)*

  - *To explain how this goal can be achieved.*
    > *Expected responses: base on the community-oriented policing philosophy - connect with the public, engage community, respond to the needs of the community)*

- *Brainstorm a list of facts the group already knows about CoP. Record answers on flipchart paper for reference during the lesson.*
- *Play the OSCE video: Community Policing (3:56 minutes) and ask participants if the content of the video corresponds with their knowledge of community-oriented policing. Why or why not?*
  - https://www.osce.org/secretariat/107820
  - *Note: you can auto translate the video by accessing the settings icon then selecting subtitles, auto-translate, then selecting the appropriate language.*

Introduce the following (using the introductory slides):
- *Aim*

- *Relevance*
- *Learning Objectives*
- *Lesson Overview*

Note the particular language of the United Nations. Learning will involve some words, terms and phrases which may be unfamiliar and/or seem awkward. Note to the learner: "Do not let the language get in the way of learning". As you move through the training, review the definitions of key words and phrases.

What is Community-oriented Policing?

Slide 5

Key Message: Conflict and post-conflict environments are often characterized by a general breakdown of the rule of law, absence of State authorities and weak police legitimacy.

The role of United Nations Police in peacekeeping differs fundamentally from domestic policing (refer to Lesson 1 "Overview of the United Nations Police").

United Nations Police conflict and post-conflict environments are often characterized by widespread human rights violations, weak protection for civilians and increasing criminality, violent extremism, and terrorism. In these environments, authority, power, and rules for social interaction are fluid with a general breakdown of the rule of law, absence of State authorities and weak police legitimacy.

This, combined with weakened institutional structures often creates an environment of "opportunism" of a criminal nature, "institutionalized" corruption, and corrupt practices, while also contributing to the possibility of the prevalence of serious and organized crime, and the perpetuating of circumstances often identified as root causes of conflict that inevitably impact upon the safety and security of communities and the population at large.

Post-conflict environments suffer from weak police legitimacy. Consent is an indispensable element of policing. Close cooperation with the community is a key to effective policing and helps to improve the confidence in the state to provide individual safety and security.

Slide 6

Key Message: CoP is a strategy for encouraging the public to act as partners with the police in preventing and managing crime as well as other aspects of security and order based on the needs of the community.

Community-oriented Policing is a collaborative effort between the police and the community that identifies problems of crime and disorder and involves all elements of the community in the search for solutions to these problems.

The premise of Community-oriented Policing is that police alone cannot control crime and disorder and promote residents' quality of life.

Community-oriented Policing is both a **philosophy** (a way of thinking) and an **organizational strategy** (a way to carry out the philosophy).

The focus is not simply on response, but on preventing crime and resolving community problems. This philosophy rests on the belief that the police and the community must work together as partners to solve contemporary challenges.

Effective community policing has a positive impact on reducing crime, helping to reduce fear of crime, and enhancing the quality of life within the community.

Ask the participants to define or describe community. After the discussion show the next slide.

Slide 7

Community is a specific group of people, often living in a defined geographic area, who share a common culture, religion, ethnicity, values, norms, and concerns and who are arranged in a social structure according to relationships the community has developed over a period of time.

The term "community" includes worksites, schools, churches, private and public agencies, social groups, and health care sites.

Slide 8

As per Security Council Resolution 2185 (2014)[1] which was the first standalone resolution on UN policing, **and the DPKO-DFS Policy on Police Operations in Peacekeeping Operations and Special Political Missions[2], the term 'Community-oriented Policing' is defined as**:

"a strategy for encouraging the public to act as partners with the police in preventing and managing crime as well as other aspects of security and order based on the needs of the community."

In post-conflict environments, community-oriented policing may be more difficult to implement. The police may suffer from weak legitimacy, trust and confidence which are indispensable elements of policing. The United Nations Police – in all its activities, operations, and interactions with the public – shall act on the basis of the philosophy of community-oriented policing in its support to the host-State police and other law enforcement agencies. This approach will help the United Nations Police to connect with the public by increasing the legitimacy of formal governance and improving community satisfaction in policing services. Greater public trust and confidence in the police lead to an enhanced flow of quality information from the public, which in turn fosters increased police organizational effectiveness.

The police needs the support of the community because the ability of the police to maintain security and manage crime through law enforcement based exclusively on its own resources is limited.

Community-oriented Policing expands the role of police beyond crime fighting to maintaining order and promoting improved living conditions for residents. While traditional policing has

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[1] https://digitallibrary.un.org/record/783462?ln=en
[2] DPKO-DFS Guidelines on Police Operations in UN Peacekeeping Operations and Special Political Missions, Ref. 2015.15, para. 28
https://police.un.org/en/policy-united-nations-police-peacekeeping-operations-and-special-political-missions-2014

been characterized by reactive responses to crime, Community-oriented Policing emphasizes proactive problem solving to prevent and otherwise control crime.

Slide 9

Use this slide to provide an example of CoP in the United Nations environment (Democratic Republic of the Congo). Ask participants to identify the elements of CoP they see in this example.

To build and strengthen trust between local actors and the Congolese National Police (PNC) in the protection of civilians, MONUSCO facilitated, in June 2020, a meeting between district leaders and PNC senior officers in Kalemie, Tanganyika province.

The meeting encouraged grassroots leadership and promoted the establishment of a local council for proximity security services. Participants reviewed security measures and ways the local population can participate in a more effective fight against insecurity in the city of Kalemie.

This initiative is in line with MONUSCO Police interventions, which assessed security strategies with the PNC and the chiefs of Kalemie districts as part of the Operational Strategy for the Fight against Insecurity in Kalemie (SOLIKA.) Other initiatives to promote security include:

- Conducting joint patrols with the PNC
- Providing toll-free numbers
- Installing streetlamps to light up police stations in remote corners of the city
- Setting up containers to serve as a police station to improve professionalism and working conditions

Source: https://police.un.org/en/tanganyika-monusco-encourages-districts-leaders-to-collaborate-with-police-fight-against-insecurity

Slide 10

Key Message: Community problems require community solutions and support.

Community problems require community solutions and support. UN Police can be mandated and committed to the creation of a safer environment where the community will be protected to ensure sustainable peace. Broader community engagement helps the mission to design better protection strategies to ensure the improvement of quality of lives of the people it is deployed to serve and protect. CoP recognizes that community problems require community solutions and support.

UNPOL ensures, that gender equality and Women, Peace and Security (WPS) mandates are mainstreamed within all activities of the police.

United Nations Police shall use gender analysis and incorporate gender considerations into key aspects of United Nations Police operations such as assessment, planning, management, budgeting, and capacity development programmes for police reform.

It shall promote non-discriminatory and adequate representation of qualified women in host-State police at all levels and work actively to ensure that women in the host-State police are provided equal capacity and career development opportunities.

United Nations Police shall ensure adequate participation of female police officers in decision making in the police reform process.

As an example, consultative committees may organize geographically but may also be based on social identities, such as ethnic groups and religions, or occupations, and should promote gender balance.

CoP officers should ensure that women's rights are upheld within the community at large, including:

- Women and men should be invited and should have the possibility to attend and speak freely.
- Additional outreach to increase women participation. Separate female-only discussions might be necessary to ensure women and girls speak openly.
- Publications related to the event (invitations, leaflets, agenda, press release, reports, speaking points etc.) should include gender equality considerations (e.g., photographs representing both sexes).
- Regular awareness-raising programs on gender-based violence, as well as gender equality, should be coordinated by CoP officers, bilateral donors, NGOs and/or humanitarian agencies, and community stakeholders. Further education of men and boys is critical for a reduction in gender-based crimes.
- Supporting or assisting in the creation of Victim Safety Response Teams or Victim Support Centres is crucial to deliver better support to women victims of crime and increase trust in the police.

Respect for and protection of human rights is one of the cornerstones of CoP.

CoP shall be guided by the obligation to respect and protect human rights, norms, ethics and standards in crime prevention and criminal justice. Any provision of support to the host-State police shall be in adherence to the UN Policy on Human Rights Due Diligence (see STM Lesson 4).

UNPOL ensures their host-State counterparts fully implement their human rights commitments, including:

- Non-discrimination
- Prohibition of torture
- In the use of force, arrest, and detention.

OHCHR (Office of the High Commissioner on Human Rights) has identified CoP as a good practice, helping the police to ensure compliance with human rights obligations and adhere to international norms and standards in criminal justice and crime prevention.

Support by United Nations entities to non-UN security forces must be consistent with the Organisation's Purposes and Principles in the Charter and its obligations under international law to respect, promote and encourage respect for international humanitarian, human rights, and refugee law.

UN support cannot be provided where there are substantial grounds for believing there is a real risk of the receiving entities committing grave violations of international humanitarian, human rights, or refugee law and where the relevant authorities fail to take the necessary corrective or mitigating measures.

Main Guiding Documents

Slide 11
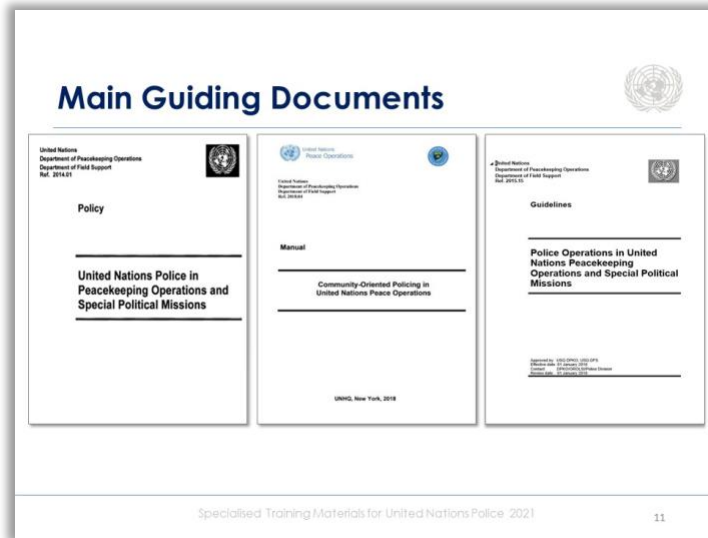
Key Message: The main guiding documents related to UN Police and Community-oriented Policing are:

- UN SEC RES 1325 (2000)
- UN SEC RES 2185 (2014)
- UN SEC RES 2382 (2017)
- PKO/DFS Policy on United Nations Police in Peacekeeping Operations and Special Political Missions (Ref. 2014.01)
- DPKO/DFS Guidelines on Police Operations in United Nations Peacekeeping Operations and Special Political Missions (Ref. 2015.15)
- DPKO/DFS Manual "Community-Oriented Policing in Peace Operations" (Ref. 2018.04).

Policy on United Nations Police in Peacekeeping Operations and Special Political Missions (Ref. 2014.01).
The policy is designed to assist police components in furthering the rule of law and the provision of public safety and ensuring the safety and security of police officers deployed by the United Nations. The Policy is the overarching umbrella for the hierarchy of guidance materials, providing cohesion to the guidance catalogue.

DPKO/DFS Guidelines on Police Operations in United Nations Peacekeeping Operations and Special Political Missions (Ref. 2015.15).

The Guidelines are designed to assist police components in the fulfilment of their mandated roles, including operational support to host-State police and other law enforcement agencies, as well as interim and other law enforcement duties whenever mandated. Except where noted, these Guidelines assume the United Nations Police has been mandated to perform interim or executive policing functions while the host-State police and other law enforcement prepare to take over such responsibilities. The purpose of this is to allow for the provision of guidance on a full range of tasks the United Nations Police may be mandated to undertake.

DPKO/DFS Manual Community-oriented Policing in Peace Operations (Ref. 2018.04.).

The manual is designed to assist police components in the fulfilment of their mandated Community-oriented Policing role principally in providing operational and capacity-building support to host-State police and other law enforcement agencies, as well as whenever UNPOL is mandated to undertake interim policing and other law enforcement duties. Except where noted, this manual assumes the United Nations Police has been mandated to provide capacity-building assistance to the host-State police and other law enforcement agencies. The purpose of this is to allow for the provision of guidance on a full range of tasks the United Nations Police may be mandated to undertake in this regard.

Learning Activity   5.1

Importance of Enlisting the Community

Purpose: Identify the importance of enlisting the community in crime prevention and control.
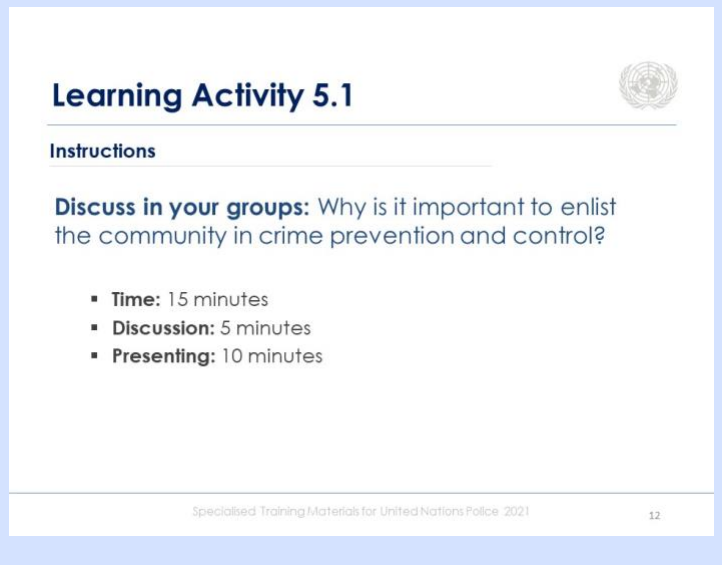
INSTRUCTIONS:	RESOURCES
▪ Ask participants to work in small groups (4-5 per group). ▪ Ask groups to discuss the importance of enlisting the community in crime prevention and control. ▪ Ask groups to summarize their discussions for the larger group. **TIME:** 15 minutes ▪ Group discussion: 5 minutes ▪ Presentations: 10 minutes	▪ Slide with instructions to participants. ▪ Flipcharts and markers.

Learning Activity 5.1

Instructions

Discuss in your groups: Why is it important to enlist the community in crime prevention and control?

- **Time:** 15 minutes
- **Discussion:** 5 minutes
- **Presenting:** 10 minutes

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Note for the instructor: Reinforce the following points if not mentioned by participants in the plenary session:

Community-oriented Policing is based on the recognition that police will be much more successful in carrying out their responsibility for protecting society if they have the support of the public on their side. By enlisting the cooperation of the public, police get improved information about crime, new material resources, moral support for their activities and respect. Co-operation with the public will increase the reliability and respect of police and therefore help police to perform its duties more effectively.

Community-oriented Policing recognizes that the ability of the police to maintain security and manage crime through law enforcement based exclusively on its own resources is limited. There are not enough police to provide an effective, visible deterrent to crime or to be on-hand when emergencies occur.

The Benefits of CoP in Conflict and Post-conflict Environments

Slide 13
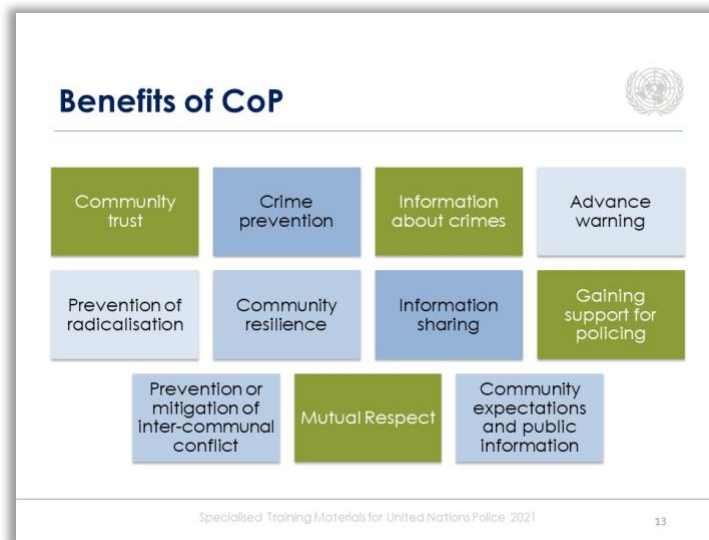
Key Message: CoP benefits both the police and community in maintaining security and managing crime, especially in conflict and post-conflict environments. CoP also has a vital impact on other UNPOL activities, such as Capacity-building and Development, Protection of Civilians, operations, intelligence, etc.

The UN Manual on Community-oriented Policing in United Nations Peace Operations identifies the benefits of CoP as:

- Community trust
- Crime prevention
- Information about crimes
- Advance warning
- Prevention of radicalisation
- Community resilience
- Information sharing
- Gaining support for policing
- Prevention or mitigation of inter-communal conflict
- Mutual respect
- Community expectations and public information

Community trust. When the community works with the police to build a safer environment, it increases the trust and allows the community to have more trust and less fear of the police. The community will have a better understanding of law enforcement, which helps them to respect police work.

Crime prevention. When a community trusts the police, it is encouraged to identify and report its concerns, e.g., factors that may contribute to disturbing the peace or which may give rise to criminal activities.

Information about crimes. To deter potential criminals by enforcing laws, police need information that only the public can provide. Very little crime is discovered by the police without information from the public. In most criminal investigations, too, the likely identity of the culprit is usually provided by the victim or bystanders - a name, a relationship to the victim, an address, a detailed description, and a license plate number. Such information is the beginning of most successful criminal investigations. Without it, police do not know where to begin.

Advance warning. The public can also provide information about conditions that lead to problems for the police, such as quarrelsome families, unruly bars, repeat offenders, dangerous physical conditions, rude and harassing behaviour etc.

Prevention of radicalisation. People get pulled into radical and violent movements through manipulation and accompaniment (socialisation) processes, often facilitated by personal, emotional, or psychological factors, such as alienation, a search for identity and dignity, revenge for previous mistreatment, breakdown of communication between authority figures and youth, as well as through virtual communities on social media. Preventing people from joining violent extremist groups thus requires deeper analysis and reflection on the foundations of the social fabric of countries at risk from violent extremism (UNDP 2016).

Community resilience. Crime prevention depends a great deal on what the public does for itself by way of enhancing its own community's resilience to criminal threats. The police cannot be everywhere, but the public is. Community-oriented Policing gives priority to educating people about measures they may take to protect themselves, such as avoiding high crime areas, securing their cars, establishing neighbourhood watch schemes and installing locks and alarms in their homes.

Information sharing. Research has shown that the police is more effective at controlling crime when it has information that allows to focus resources on particular people or locations. Through close interaction with the public the police learns to distinguish innocent law-abiding people from repeat offenders, as well as identifying the current hot spots for criminality.

Gaining support for policing and other law enforcement. By consulting with communities about their needs and concerns, the police develops support for law-enforcement actions, such as random breath-testing of drivers of motor vehicles, questioning people on the street after crimes have occurred, taking truant children to their parents or schools, raiding drug-houses, or photographing men who solicit prostitutes in residential areas.

Prevention or mitigation of inter-communal conflict. A frequent issue is the need for the prevention or mitigation of inter-communal conflict through mediation and, in conjunction

with specialised agencies comprising the UN Country Team, implementing measures to address its root causes. CoP within communities in conflict can make in-roads to leverage:

1. **willingness** on the part of the authorities and traditional community leaders to play a constructive role in resolving inter-communal conflict peacefully,

2. **strengthened** traditional and informal conflict resolution mechanisms and greater respect thereof,

3. a **willingness** on the part of the authorities and other parties to the conflict to fulfil their responsibilities regarding preventing or resolving inter-communal clashes,

4. the provision of **access to UN personnel** to facilitate mediation efforts, as well as to **implement measures that address root causes**, including on community safety and security concerns,

Mutual Respect. Community-oriented Policing provides opportunities for individuals to offer opinion and insight to the police. It provides opportunity for communities to express concerns over certain police practices or events that allows both the police and these communities to examine these actions to either justify an approach, thereby alleviate concerns, or to seek solutions.

Community expectations and public information. Newly introduced community-oriented policing initiatives may be too quick to promise much and on occasion may deliver little of tangible benefit to the recipient communities, which with time and repetitiveness are likely to undermine confidence, trust and respect in the police and can leave police-community relations in a worse position than before. In responding to heightened community expectations, the police needs to quickly develop a practice of explaining what it can and cannot do and why.

Learning Activity   5.2

Traditional Policing vs. CoP

Purpose: Identify the differences between traditional policing and CoP
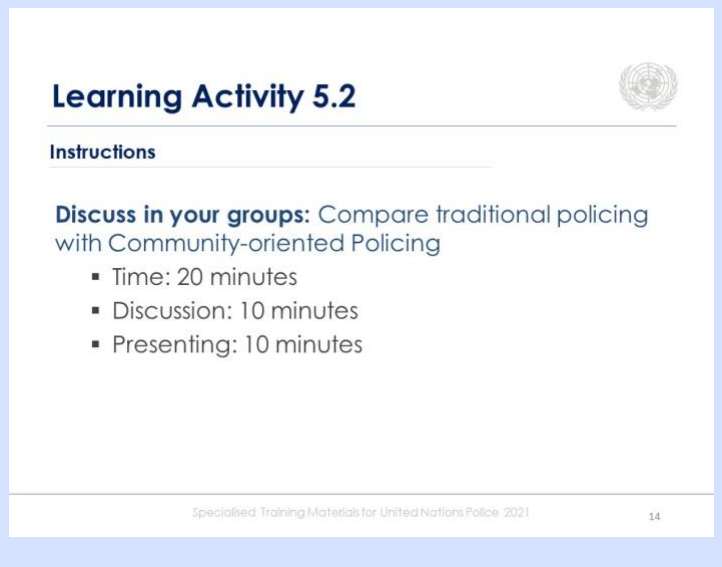
INSTRUCTIONS:
- Ask participants to work in small groups (4-5 per group).
- Ask groups to compare traditional policing to CoP.

TIME: 20 minutes
- Group work: 10 minutes
- Discussion: 10 minutes

RESOURCES

- Slide with instructions to participants.
- Flipcharts and markers.

Learning Activity 5.2

Instructions

Discuss in your groups: Compare traditional policing with Community-oriented Policing
- Time: 20 minutes
- Discussion: 10 minutes
- Presenting: 10 minutes

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***Note for the instructor**: Divide participants into small groups.*

- *1st option: Discuss in small group, writing down the suggestions in the relevant column on flipchart paper.*
- *2nd option: Provide participants with sticky notes or index cards and ask them to record differences and place the notes in the relevant column on the chart paper.*
- *Use the following notes to supplement the activity.*

| Question	Traditional Policing	CoP
Who is the police?	Government Agency responsible for law enforcement	The police is the public and the public is the police.
What is the goal?	law enforcement, deterrence, reacting to incidents	Community building, problem-solving approach, pro-active policing, crime prevention
How is police efficiency measured?	By detection and arrest rate, clearance rate, crime rate reduction	By public satisfaction rates, more accurate crime reporting, and long-term goals for reduction in crime, disorder, and the fear of crime
What are the highest priorities?	High value crimes (e.g., bank robberies), and those involving violence	Whatever problems disturb the community most
What, specifically, does the police deal with?	Incidents	Community problems and concerns
What is police professionalism?	Swift effective response to serious crime	Close engagement with the community
Organizational structure	Centralized	Decentralized within the community
Where is importance and value placed in the organization?	With the highest-ranking officers	Emphasis is on value of individual role, not rank
What is the role of the media liaison department?	To control dissemination of information, and provide corporate media responses	To foster positive media relations and to develop an essential channel of communication with the community
How does the police regard prosecutions?	As an important goal	As one tool among many

Slide 15

Key Message: The concept of UN CoP is developed from four elements or strategies, designed to encourage the community to become partners in controlling and preventing crime. The four essential elements of CoP are: 1. Consultation with communities 2. Responding to communities 3. Mobilizing communities 4. Solving recurring problems.

The concept of UN CoP is developed from four principal strategies, designed to encourage the community to become partners in controlling and preventing crime. The four essential elements of CoP are as follows: 1. Consultation with communities, 2. Responding to communities, 3. Mobilizing communities, 4. Solving recurring problems.

Consultation with Communities

Slide 16
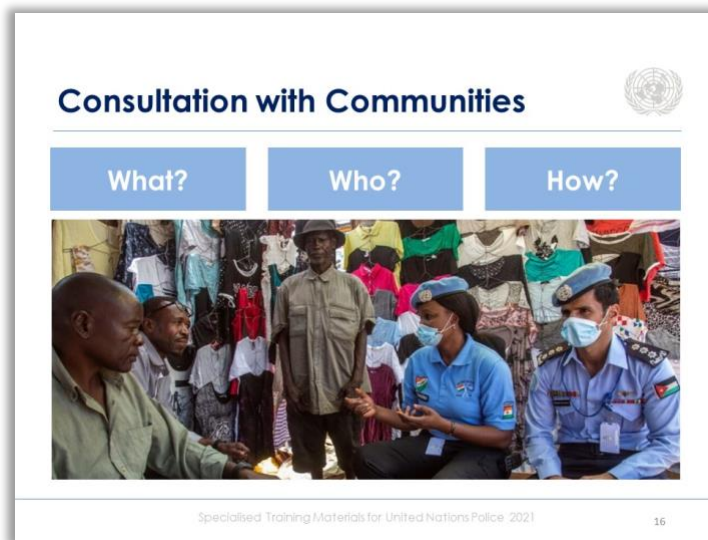
Key Message: Consultation with communities is an important medium to demonstrate that the police is serving the public.

Note for the instructor: *To make the following slides interactive, divide participants into three small groups. Assign to each group one of the questions: WHAT? WHO? or HOW? Ask groups to discuss and record their outcomes. Discuss it in plenary. Then, in sequence, bring slides 17-21 to compare with the subgroups' results. Time:*

- *Discussion in small groups – 5 min*
- *Presenting in plenary – 5 min*

Consultation with communities is essential for getting regular inputs about crime, disorder and activities that generate fear. By consulting communities, the police shows that it cares about the needs of individual citizens and establishes two-way communication to prioritize problems and the approaches needed to address them.

The community knows more about its own concerns about criminality and other public safety issues in their neighbourhoods than the police, and its input is essential for the effective use of police and other law enforcement resources. Likewise, direct in-person consultation with women and girls is important to assess the particular security threats they face or are concerned about.

To ensure the efficiency of consultations UNPOL should have a clear understanding of three questions: WHAT? WHO? and HOW?
- WHAT is the consultation about?
- WHO is the police consulting with?
- HOW is the consultation being carried out?

Slides 17

Key Message: UNPOL consults with communities about crime, disorder and activities that generate fear.

UNPOL conducts consultations with communities and gathers information about crime, disorder and activities that generate fear or disturb community. Based on consultations and received information UNPOL carry out analysis and develop solutions.

Slide 18

Key Message: For establishing better shared understanding in developing solutions UN Police gather information and carry out analysis in consultation with stakeholders.

To establish a better shared understanding of in developing situations, UN Police gather information and carry out analysis in consultation with stakeholders including:

- local councils,
- government departments, and
- the community

The above-mentioned are just few examples of stakeholders. Special attention is given to consultation with women and girls.

Slides 19 and 20

The main grassroots groups with which the police should consult may include:
- Residents' associations based on geography, such as housing estates and neighbourhoods
- Economic interests, such as banks, shopkeepers, taxi drivers, and apartment owners
- Public service providers or organizations, such as hospitals, shelters for battered women, etc.
- Leaders of social/ethnic groups, such as tribes in various countries, and immigrants everywhere
- Women's organizations and leaders
- Village and community elders
- Religious leaders

- ▪ Vulnerable groups – visible minorities, IDPs, women and children, LGBTQI, elderly, physically disabled people, non-nationals, refugees, asylum seekers etc.
- ▪ Marginalised groups – drug users, migrants
- ▪ Other possible post-conflict formations of communes (for example former combatants), coalition of conflict victims etc.

Although working with communities can be enormously beneficial to police, police must be alert to the impact of their outreach on the communities themselves. All sections of the communities must be approached and involved.

Slide 21

Key Message: The stakeholders participate through providing information, collaboration, coordination, and partnership with various community groups/fora on community issues.

The stakeholders participate through:

- Providing information about matters of concern, including crime and circumstances that create crime
- Collaboration
- Coordination and partnership with various community groups/fora on community issues. For example: Listening to the community, which will include attending local meetings or events where the communities are, to identify issues, joint priorities and concerns and keeping the community informed.

An efficient way to implement Community-oriented Policing is to establish consultative committees, created either:

- At different levels of police organization (station, region, force-wide, etc.), or
- Based on social identities (tribes, religion, occupation, etc.).

Another strategy is to assign liaison officers to:

- Groups with special needs (tribal people, women, youth, ethnic, religious and/or sexual minorities, etc.)
- Private security industry
- Schools

It is important to promote gender balance amongst participants in all consultative committees.

Slide 22

Key Message: The UN Police treats the public as clients to be served. The UN Police must always demonstrate willingness and ability to respond to the security needs of individuals and groups living in their communities.

CoP must be responsive to the varying needs of all sections of the community.

To obtain the public cooperation that is essential for successful crime control and prevention, the police must demonstrate that they are willing and able to respond to the security needs of individuals and groups. The police must show that they give priority to the needs of individual citizens. They do so by actively soliciting requests for assistance from the public and responding promptly, courteously, and sympathetically to them. If they cannot provide what is needed, they give advice about alternative avenues of help and assistance.

In short, police treat the public as clients to be served rather than as problems to be managed or exploited.

Responsiveness includes the following:
- Timely and effective response to calls
- Thorough investigations
- Evidence based policing
- Proactive/preventive policing
- Being visible, accessible, and familiar to the public; e.g. emergency telephone numbers or hotlines, 'high visibility' officers on the beat or in community police stations
- Providing opportunities for community participation
- Flexibility with accountability for achieving local community outcomes
- Effective resolutions
- Sensitive to gender issues and persons/groups with special protection needs

- Supportive programs for victims and witnesses

Ask participants to think of ways to optimize positive contact between patrol officers and community members. Responses may include but are not limited to:

- *Emergency access for police assistance*

- *Reception rooms in police stations*

- *Separate facilities for victims of SGBV*

- *Police staff trained to respond to requests for service*

- *Convenient location of Police stations*

- *Assignment of "Beat" police officers*

- *Regular contacts with the public*

- *Victim rehabilitation programmes*

- *Victims/witnesses support programmes*

- *Public satisfaction with Police response*

- *Police visible support of the citizens in need*

- *Government assistance centres*

- *Translation of laws into local languages*

- *Foot- or bike patrol instead of using cars*

- *Enlisting officers with certain ethnical background who better understand the cross-cultural challenges and are more efficient to address these with higher level of acceptance in a community.*

Slide 23

Key Message: Mobilization refers to the activities that police and law enforcement agencies undertake to ensure that communities assist them in protecting members of society, and solving problems that generate crime, violence, or insecurity. In other words, police organize the community to help them in controlling crime.

Police organize the community to help them in controlling crime. Assistance may take many forms: providing information about crime and criminals, serving as volunteers in crime prevention campaigns, donating facilities and equipment, adopting self-protection measures, and mediating local disputes. Furthermore, the public has more power to influence people to behave properly through informal social control than the police do through the enforcement of the law.

A CoP strategy strengthens the community in a way to combat ethnic, religious, cultural, etc. differences that can deeply affect marginalised groups. This strategy emphasizes the need for strong relationships and engages the community to promote harmony and social cohesiveness.

However, this is not the police handing over policing responsibilities wholesale to the community. **The police must always retain the authority and control for policing to maintain their legitimacy.**

Learning Activity   5.3

Mobilizing Communities

Purpose: Identify ways to mobilize communities
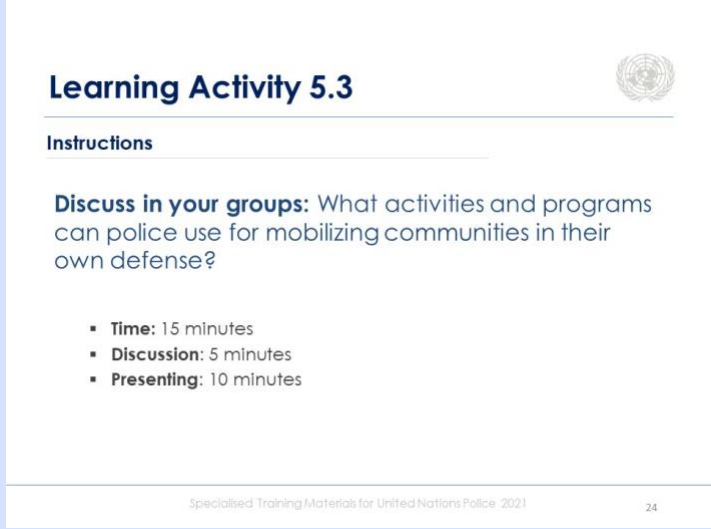
INSTRUCTIONS:
- Ask participants to work in pairs or small groups (4-5 per group).
- Ask groups to discuss ways police can help mobilize communities.

TIME: 15 minutes
- Group work: 5 minutes
- Discussion: 10 minutes

RESOURCES

- Slide with instructions to participants.
- Flipcharts and markers.

Learning Activity 5.3

Instructions

Discuss in your groups: What activities and programs can police use for mobilizing communities in their own defense?

- **Time:** 15 minutes
- **Discussion:** 5 minutes
- **Presenting:** 10 minutes

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Note for the instructor: Divide participants into pairs or small groups and ask them to discuss activities and programmes that police can use to mobilize communities in their own defense. Record outputs on flipchart paper. Use the notes below to facilitate the activity debrief.

Main ways of mobilizing communities
According to the UNPOL CoP manual, the following activities are minimally required for the UNPOL to mobilize communities.

1. **Advising individuals and communities**

   To advise individuals and communities about crime prevention, United Nations Police shall facilitate occasions and formal or informal interactive fora for communication i.e., joint police-community workshops, public meetings, and police open days where communities can exchange views on issues of mutual concern. A regular town hall meeting as a trust-building tool allows the community to voice their concerns and identify the priorities they

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would like to address. These public forums should be open to all segments of the community with specific efforts to ensure that groups such as ethnic minorities, women and young people become involved in these processes.

2. **Facilitating confidence building programmes**

To improve public perceptions of community safety, United Nations Police develop a number of confidence-building and coordinated programmes aimed at local community problems such as domestic violence, child-abuse, sexual abuse and exploitation, HIV/AIDS and on-the-street drug traffic and drug-related crimes in neighbourhoods.

3. **Motivating local government**

The long-term success of CoP in transforming the police and law enforcement profession depends on the willingness and buy-in of local governments to pursue effective integration. Elected and appointed administrators need to understand the police and law enforcement agency's implementation strategy and participate in its development.

4. **Inspiring partners in crime prevention**

CoP practice involves interaction with a wide range of government and non-government actors at the local level, particularly those engaged in crime prevention activities. Towards attaining this objective, United Nations Police with the host-State police and donor support, will actively organize seminars, workshops, and conferences on a regular basis.

5. **Encouraging local actors to buy in**

The ability of the United Nations Police to work effectively in a peace situation depends on their understanding of the specific socio-political context of the mission. In a partnership approach, key stakeholders i.e., political leaders, social leaders, religious leader etc. need to be motivated by "what's in it for them". The most effective strategy to win their support is to present them with the benefits of community-oriented policing by arranging motivational programmes.

6. **Educating public about crime prevention**

Public fora permit police actions to be discussed including sharing personal experiences by police officers and members of the public as well as evidence-based crime prevention practices when applicable. They also provide the opportunity to share ownership of priorities and respond to problems identified/prioritized by the community.

7. **Developing conflict resolution strategy**

To sensitize the community, all patrol officers and community-oriented policing officers can be expected to be involved in peace dialogue meetings, mediation, and reconciliation programmes within the community to sort out local problems, incidents and conflicts between individuals or communities.

8. **Gender aspects in the mobilization programme**

United Nations Police shall in accordance with ten Security Council resolutions on Women, Peace and Security 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015), 2467 (2019) and 2493 (2019) highlight the differential impact of conflict on women, men, boys, and girls and therefore the necessity to mainstream gender perspectives into peacekeeping.

The DPKO/DFS Guidelines on the Integration of Gender Perspectives into the Work of United Nations Police in Peacekeeping (Ref. 2008.30) and the UNPOL Gender Toolkit should be utilised to ensure that women's rights are upheld within the community at large; including:

- *In any events, both women and men should be invited and should have possibility to attend and speak freely.*

- *It may be necessary to do some outreach to allow more women to attend events. Separate female-only discussions might be necessary to ensure women and girls are able to speak openly.*

- *In planning time and location, the different roles, responsibilities, and needs should be considered.*

- *All publications related to the event (invitations, leaflets, agenda, press release, reports, speaking points etc.) should highlight the gender aspect of the event and try to make it appealing to both men and women (e.g., using photographs representing both sexes).*

- *Regular awareness programmes in the community on sexual and gender-based violence, as well as gender equality in the context of human rights and gender mainstreaming, should be sufficiently coordinated, including among for example, UNPOL, officers host-State police, other UN entities, bilateral donors, NGOs and/or humanitarian agencies, and community stakeholders. Further education of men and boys in this regard may lead to a reduction in gender-based crimes and of the wider community becoming more supportive of these and other female empowerment initiatives.*

- *Supporting or assisting in the creation of Victim Safety Response Teams or Victim Support Centres can assure women more support and trust on policing.*

9. ***Proactive initiative to prevent future conflicts***

Implementation of CoP can play a vital role in not only reducing the post-conflict suffering, but also in preventing future conflicts by actively engaging the community in dealing with sensitive conflict causing issues.

10. ***Involving with community in safety issues***

United Nations Police may enlist and train community members to patrol the streets or to keep watch during the night to supplement the deterrent presence of the police. High visibility and effective response contribute to community safety and security; and reduce

potential for community vigilantism, that often emerges when crime or perceptions of crime exceed host-State capabilities to deliver, monitored by the police.

11. **Playing a networking role**

   CoP may coordinate with other government agencies, such as the Department of Sanitation, Mental health Services, Justice and Social Affairs, to address conditions that generate crime and disorder. To prevent youth crime and violence, some community-based sports events, recreational programmes, educational programmes, and promotional initiatives can be organized with the concerned offices. CoP may make arrangement with the business sectors to provide guidance and opportunities for youth to find jobs.

12. **Reintegration initiative**

   With the support of the local community, business sectors, and other UN entities, United Nations Police can initiate some awareness programmes for ex- combatant/militia and their family to motivate them to return to normal life.

13. **School-based strategy**

   Sensitization activity enables the police and school communities to work more closely together in new ways to address community-wide youth related problems beyond a narrow focus on individual crime incidents.

14. **Engaging local media**

   Media is an important tool in awareness rising on crime prevention as it can best convey information to the public. United Nations Police can arrange discussion programmes on crime prevention and public safety enhancement in the local media including radio, local channels, social media etc. and invite the community to participate in this programme.

15. **Arranging promotional programmes**

   United Nations Police may assist in developing some leaflet/posters for people at risk of different sorts of crime, such as snatching, theft, burglaries, road traffic issues, drug dealing and its consequences, prostitution/sex work, harassment or women and children issue.

16. **Neighbourhood watch**

   Neighbourhood watch is undoubtedly the most familiar mobilization programme. It organizes people to notify police about possible criminal activity and educates them about appropriate crime prevention measures.

17. **Providing security hardware**

   Providing security hardware (such as locks, alarms, etc.) to residents and businesses, usually at cost, and providing technicians to install them.

18. **Creating special access procedures** *where citizens may provide information anonymously to the police ("hotlines" and/or "crime stoppers").*

19. ***Developing networks of clearly marked safe houses*** *where children and other vulnerable people may go for help if they feel threatened.*

20. ***Training local elders or other leaders*** *in dispute resolution and mediation to prevent neighbourhood problems from leading to violence or serious property damage.*

21. ***Coordinating with other government agencies****, such as departments of sanitation or mental health services, to address conditions that generate crime and disorder.*

Problem Solving

Transition by the instructor: *Explain the benefits to police of problem solving and how it is related to the philosophy of Community-oriented Policing, as follows:*

- *The problem-solving approach is designed to help police use their resources more effectively: rather than responding again and again to the same sort of incident in the same place, involving the same people, it tries to find a way of eliminating such incidents altogether. In the other words, the problem-solving approach treats crime as groups of problems to be solved, not as separate events where one or more persons are caught and punished.*
- *CoP focuses on resolving problems of local insecurity as they arise, seeking to address the causes of insecurity beyond a traditional reactive posture. Police broaden the range of action, and its effectiveness is not only measured by the number of arrests, but also by the rate of incident recurrence.*

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Definition of Problem in the CoP Context

- A recurring set of related harmful events in a community
- Events that members of the public expect the police service to address
- Events such as domestic violence which tend to be ignored/accepted by some communities

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Key Message: In conflict/post-conflict environments in the CoP context, "Problem" can be defined as:

- A recurring set of related harmful events in a community
- Events that members of the public expect the police service to address
- Events such as domestic violence which tend to be ignored/accepted by some communities

Note to Instructor: *Before showing the next slide, ask participants to think of problems that could exist in conflict/post-conflict mission settings.*

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Key Message: In conflict/post-conflict environments, some of the chronic problems that account for repeated police attention and have been subject to problem solving include:

- violent crimes on political, ethnic, religious, etc. grounds
- revenge crimes
- sexual crimes
- looting
- thefts, robberies
- illegal possession of arms
- etc.

Transition by the instructor: The problem-solving process involves four basic activities:

1. *Identify recurring problems*
2. *Analysis of the causes of these problems*
3. *Development of programmes of remediation that can be organized by the police with the help of the community and other government agencies*
4. *Assessment of the success of the remedial programmes*

The next slide presents one of the problem-solving methods which can be used for effectively responding to the occurring problems.

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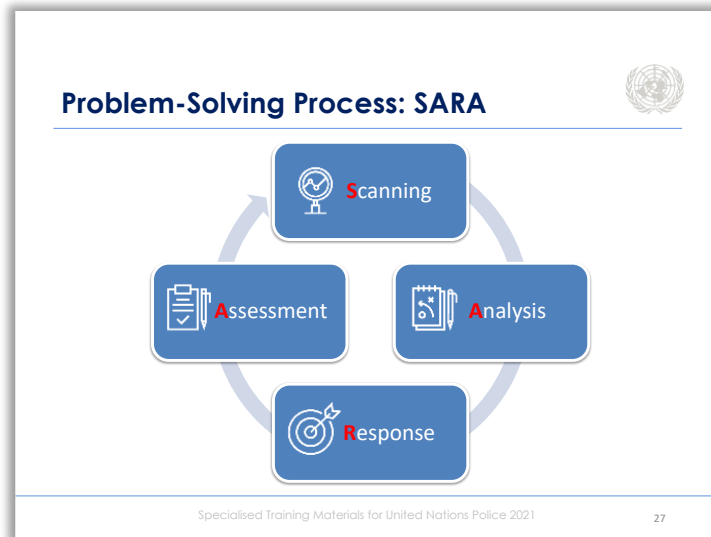
Key message: The problem-solving process involves scanning, analysing, responding, and assessing.

This process is known by several acronyms, the most famous being **SARA** for "**scan**", **"analyse"**, **"respond"** and **"assess".**

The problem-solving approach focuses all the strategies of CoP – responding, consulting, and mobilizing – on situations that repeatedly require police attention and cannot be solved by police and other law enforcement alone.

Problem-solving Model (S.A.R.A.)

- **Scanning** – involves identifying neighbourhood crime and disorder problems.

- **Analysis** – creates an understanding of the conditions that cause problems.

- **Response** – develops and implements solutions to the problem based on the analysis.

- **Assessment** – determines the impact of the response on the problem and, if necessary, develops ways to improve the response

Transition by the instructor: Slides 28-30 illustrate the practical application of the SARA process.
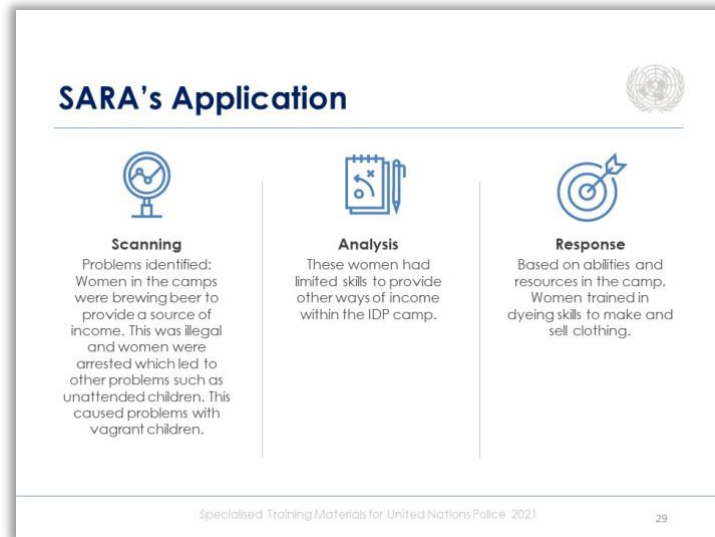
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In an IDP camp in Galasi, Carana, UNPOL reported increasing cases of vagrant children and arrests of women.

Slide 29

(**Scanning**) Problems had been identified when it was observed that women within the camps were brewing beer to provide a source of income. As this was illegal, women were arrested which led to other problems such as unattended children. This in turn caused further problems with vagrant children.

(Analysis) It was determined that these women had limited skills to provide other ways of income within the IDP camp.

(Response) Based on the abilities and resources within the camp a training program was given to the women to help learn dyeing skills to be able to make and sell clothing.

Slide 30

(Assessment)

- The cases of women being prosecuted brewing local beer have been reduced.

- The numbers of unattended children who caused problems due to vagrancy and boredom have also been reduced, and children were able to go to school.

- The relationship between the host-State police and the IDP community has been significantly improved.

This showed a very simple but effective solution. The problem was approached by using techniques not normally used by police. It was resource and cost effective using what could be found in the local environment.

Most importantly the affected women's groups were involved throughout the process thus empowering them.

Implementing Community-oriented Policing

Transition by the instructor: Using flipcharts with the results of the previous discussions remind participants that CoP is a strategy:

- *For encouraging the public to act as partners with the police in preventing and managing crime/insecurity based on the needs of the community*
- *For restoring police legitimacy*

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Goals of CoP Implementation

- Community resilience
- Support for law enforcement
- Advance warning
- Calm a disenfranchised society and contribute to the restoration of peace
- Mutual respect

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Key message: *The end goals of the implementation of UN's Community-oriented Policing programme are:*
- *Community vigilance*
- *Support for law enforcement*
- *Advance warning*
- *Calm a disenfranchised society and contribute to the restoration of peace*
- *Mutual respect*

Community vigilance. Crime prevention depends considerably on what the public does for itself. The public is everywhere, whereas the United Nations Police and other law enforcement are not. Community-oriented Policing gives priority to educating people about measures they can take to protect themselves, such as avoiding areas of high criminality and instability.

Support for law enforcement. By consulting with communities about their needs and fears, the United Nations Police develop support for law enforcement actions in cooperation with the local police. Increased trust and confidence in the police will also encourage more people to report crimes and express their concerns.

Advance warning. The public can provide the United Nations Police with information about conditions that lead to problems, such as unruly crowds, repeat offenders, dangerous physical conditions, and other information about threats to security or emerging crimes.

Calm a disenfranchised society and contribute to the restoration of peace. Community-oriented policing is geared towards addressing local concerns through a bottom-up orientation – responding to the basic needs of the population.

Mutual respect. Community-oriented policing provides opportunities for individuals and groups to engage in a constructive and critical dialogue about the necessity of the police to strengthen relations.

Slide 32

Key message: Basic requirements are necessary before undertaking any initiative to implement community-based policing.

These are the basic requirements to implement CoP:

- Minimum degree of law and order in the country
- Commitment to implement CoP
- Basic management skills within the police
- Opportunities for civil society engagement
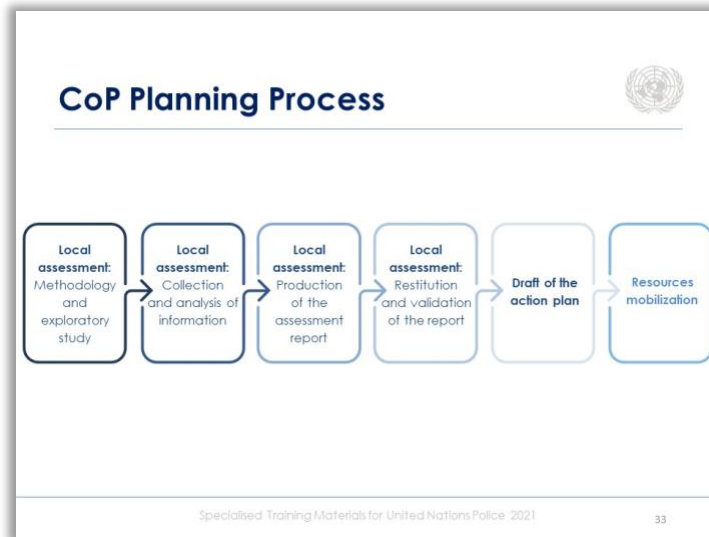- Adequate resources and donor support and coordination

Slide 33

Key message: Implementation process (the production of the action plan) consists of 6 stages:
- Local assessment: methodology
- Local assessment: collection and analysis
- Local assessment: assessment report
- Local assessment: restitution and validation
- Action plan
- Resources' mobilization (budget)

Local Assessments - a crucial step in implementing Community-oriented Policing is assessing the fit between its core strategies and local conditions both inside and outside the police.

1) Local assessment: methodology.
The first step consists of defining the methodology, gathering a set of data (not to mention analysis), documents and identifying the key actors involved in the evaluation.

2) Local assessment: collection and analysis.
- Collection of qualitative data (interviews, meetings, focus group, forum…)
- Collection of quantitative data (demographics, statistics…)
- Counterpart self-assessment
- Risk analysis and prevention
- Analysis and synthesis of information (including crime analysis and community perception

3) Local assessment: assessment report - result of a global, partnership and participatory work, in which all interests are taken into consideration.

4) Local assessment: restitution and validation.

The results of the assessment should be shared and validated by all parties involved in CoP implementation process. This phase will also establish a common vision to define the objectives of the future action plan.

5) Action plan:

Develop and publish a plan for making Community-oriented Policing the core strategy of policing to which police leaders and other stakeholders are formally committed. The action plan will guide all actors in the implementation of Community-oriented Policing.

6) Resources' mobilization (budget).

UNPOL needs to have a clear understanding of available financial instruments to support its capacity-building and development work and should be able to build successful relations with multilateral and bilateral donors and UN country teams.

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Use this slide to reinforce the focus of local assessments.

Key Message: Local assessments are a crucial initial step in implementing Community-oriented Policing by assessing the fit between its core strategies and conditions of local communities and local police.

Although every locality has different traditions and capacities, several are fundamentally important to the practice of community-oriented policing anywhere.

These factors fall into two primary categories:

1. The nature, sensitivities, and capacities of the communities which the police must work with; and
2. The capacity and capabilities of the police to be responsive, consultative, mobilizing and problem solving.

Constraints, Risks and Challenges

Slide 35

Key message: Putting in place a CoP strategy in a post-conflict environment is a challenging task. The main challenges can occur at different levels: local authorities, local community, local police, and UN Police. The international environment may also influence a good process of implementation.

Ask participants to identify some challenges to CoP. Use the notes below to supplement the discussion.

Challenges and obstacles to the effective implementation of CoP depend on local actors, specific security, regulatory, organizational, and environmental aspects, such as:

- *Lack of political and/or community will*
- *The resistance of institutions (corrupt practices generate mistrust)*
- *Violence and security threats*
- *The gender and ethnicity profile of the police and civilian staff may not be representative of the population/community*
- *The pressure exerted by high crime rates in certain areas may reduce the attention given to problem-oriented "policing strategies" based on prevention, territorial proximity, and the search for long-term solutions to risk factors of crime and violence*
- *Change of government, or of officials at the level of the active directorates, interrupting a dynamic of implementation of concrete community policing initiatives*
- *Police and community structures are not sufficiently prepared for the change in approach*
- *Vertical, centralized institutional structure of the LSF is unconducive*

- *Lack of a specific action plan stipulating goals, objectives, implementation strategy, expected results, timelines, and evaluation and monitoring indicators*
- *Absence or inadequate communication policy and strategy*
- *Lack of recognition of community policing as a "real police work", that remains a symbolic concept not implemented in practice, as its long-term approach that does not allow for immediate visible results*
- *High turnover of officers in community policing stations, which is a barrier to retaining personnel in the community*
- *Limited interpersonal, communication and mediation skills of personnel involved in community policing activities*
- *Funding – equipment – training - lacking or non-existent*

Slide 36

To summarise the main take-aways from this lesson pose these three questions to the learners:

What? *What did you notice in this lesson? Which elements stood out to you?*

So What? *Make sense of the facts presented in this lesson. How do they affect your work as an IPO in the mission? Why is this important?*

Now What? *Based on the two previous questions which actions will you take with regard to the Community-oriented Policing philosophy/approach once deployed?*

Give learners a few minutes to reflect on the questions and let them share. Raise the following points:

What?

CoP is a strategy for:
- *Making the police more effective at responding to, consulting with, and mobilizing communities as well as solving recurring problems (See four essential elements below).*
- *Encouraging the public to act as partners with the police in preventing and managing crime as well as other aspects of security and order based on the needs of the community.*
- *Enhancing public trust and confidence of the community, police can enjoy greater legitimacy as a guardian of peace in the society.*

CoP is based on the following cornerstones:
- *Community problems require community solutions and support,*
- *Gender issues are to be mainstreamed within all CoP activities,*
- *Respect for and protection of human rights.*

The differences between community policing and traditional policing are important to understand. Community policing prioritizes citizens' wellbeing, taking a problem-oriented approach and acting before crime occurs, whereas traditional law enforcement focuses more on arrest and investigation.

The main guiding documents related to UNPOL CoP are:
- *PKO/DFS Policy on United Nations Police in Peacekeeping Operations and Special Political Missions (Ref. 2014.01).*
- *DPKO/DFS Guidelines on Police Operations in United Nations Peacekeeping Operations and Special Political Missions (Ref. 2015.)*
- *DPKO/DFS Manual "Community-Oriented Policing in Peace Operations" (Ref. 2018.04).*

So What?

The role of United Nations Police in peacekeeping differs fundamentally from domestic policing.

CoP benefits both the police and community in maintaining security and managing crime, especially in conflict & post-conflict environments. CoP also impacts other UNPOL activities, such Capacity-building and Development, Protection of Civilians, operations, intelligence, and others.

Local Assessments is a crucial initial step in implementing community-oriented policing by assessing the fit between its core strategies and conditions of local communities and local police.

Now What?

When arriving in the mission, UNPOL staff, including at command level, must familiarise themselves with the mission-specific implementation procedures of CoP and assume the responsibilities they are assigned at mission level.

Avoid imposing "ready-made" solutions and instead identify and propose orientations along with the local actors, considering local specificities.

Putting in place CoP strategy in post-conflict environment is a challenging task. The main challenges can occur at different levels: local authorities, local community, local police, and UN Police.

The four essential elements of CoP are:

- ***Consultation with communities*** *- Consultation with communities is an important medium to demonstrate that police is serving the public.*

- ▪ ***Responding to communities*** *- The UN Police treat the public as clients to be served. The UN Police must always demonstrate willingness and ability to respond to the security needs of individuals and groups living in their communities.*
- ▪ ***Mobilizing communities -*** *Mobilization refers to the activities that police and law enforcement agencies undertake to ensure that communities assist them in protecting members of society, and solving problems that generate crime, violence, or insecurity.*
- ▪ ***Solving recurring problems -*** *UN Police shall treat crime as groups of problems to be solved, not as separate events where one or more persons are caught and punished.*

To segue to the next lesson, Intelligence-Led Policing (ILP), explain that CoP and ILP are the overarching approaches that guide all operational activities of UN Police to support the host-State for restoring and nurturing the consent of the public in their own police. These two approaches are synergistic in UN Policing, meaning they work together to produce results.

Reference Materials

Below materials are a) referenced in this lesson, and b) required reading for instructor preparations:

- Charter of the United Nations, 1945
- Security Council Resolutions: on policing 2185 (2014) and 2382 (2017); and on women, peace and security: 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013) and 2242 (2015)
- UN Peacekeeping Operations Principles and Guidelines, also known as the Capstone Doctrine, 2008
- DPKO/DFS Policy on UN Police in Peacekeeping Operations and Special Political Missions (Ref. 2014.01)
- United Nations Human Rights Due Diligence Policy on United Nations Support to Non-United Nations Security Forces – HRDDP (S/2013/110)
- DPKO/DFS Guidelines "Police Operations in United Nations Peacekeeping Operations and Special Political Missions" (Ref. 2015.15)
- DPKO/DFS Manual "Community-oriented Policing in Peace Operations" (Ref. 2018.04).
- David H. Bayley, United Nations, Department of Civilian Police. 2005. Community Policing Training Program. New York, NY: United Nations
- UN Police Standardized Best Practices Toolkit on Gender and International Peacekeeping

UN Information
- The website for UN peacekeeping: http://www.un.org/en/peacekeeping/
- The website for UN peacekeeping: https://peacekeeping.un.org/en/unamid-hands-over-equipment-to-community-policing-volunteers-gokar-west-darfur
- UN at a glance: http://www.un.org/en/about-un/index.html
- Current membership of the Security Council: https://www.un.org/securitycouncil/content/current-members
- DPO: https://peacekeeping.un.org/en/department-of-peace-operations
- DOS: https://operationalsupport.un.org/en
- DPPA: https://dppa.un.org/en/about-us

UN Documents
UN documents can be found on: http://www.un.org/en/documents/index.html (Search by document symbol, e.g. A/63/100)

DPO and DOS Guidance
The repository for all official DPO and DOS guidance is the Policy and Practice Database: http://ppdb.un.org (only accessible from the UN network).

Official peacekeeping guidance documents are also accessible through the Peacekeeping Resource Hub: http://research.un.org/en/peacekeeping-community

Instructors are encouraged to check for the latest guidance.

Additional Training Resources
UN Peacekeeping Operations: An Introduction
http://portals.unssc.org/course/index.php?categoryid=24

Films:
Community Policing (3:56 minutes)
https://www.osce.org/secretariat/107820