Specialised Training Materials for UN Police 2021

Carana Activity Workbook

Participant Version

Contents

The Multidimensional United Nations Assistance Mission in CARANA (UNAC)

After a longstanding civil war demanding thousands of victims and causing more than 700,000 Caranese citizens to become internally displaced, the warring factions in the Carana Civil War, the Government of Carana and two rebel groups, finally agreed to engage in peace negotiations. The Kalari Peace Agreement was signed on 1 August 20XX by the parties to the conflict.

Given the host nation consent for a UN peacekeeping mission on Carana territory, the detailed plan of how to engage in peaceful transition, and the consent of the parties to the conflict to lay aside their arms, the UN Security Council (UN SC) passed Security Council Resolution 1544 (20XX) and authorized a United Nations Peacekeeping Mission in Carana.

The UN SC decided to establish the Multidimensional United Nations Assistance Mission in Carana (UNAC) for an initial period of 12 months. The mandate set UNAC troop strength at up to 13,135 UN military unit personnel, 182 military observers, 40 liaison officers and 300 staff officers, and up to 1,882 civilian police officers including formed police units.

UNAC was given the following mandate (see handout of Security Council Resolution 1544):

a) *Support for Implementation of the Ceasefire Agreement*
b) *Support for Disarmament, Demobilization and Reintegration*
c) *Protection of civilians and United Nations Personnel, Facilities and Civilians*
d) *Promotion and protection of human rights*
e) *Support for Humanitarian Assistance*
f) *Support for Security Sector Reform*
g) *Support for Implementation of the Peace Process*

Under f) the Police Component of UNAC is tasked to assist the new Carana transitional Government in monitoring and restructuring of the police force of Carana, consistent with democratic policing and international standards, to develop a police training programme, and to otherwise assist in the training of police in cooperation with interested organisations and interested States.

CARANA – Country Study Excerpt
Carana Fact Sheet

Republic of Carana	
Country name:	Republic of Carana (conventional long form); Carana (short form)
Capital:	Galasi (1.28 million registered inhabitants)
Legal system:	Based on the national constitution and a legal code from 2013. Customary law is also observed based on unwritten traditional practices for the indigenous sector
Climate	Most of the year the weather is mild, except for the mountain areas in the North-West. The North has a milder climate.
Population	
Population:	~17 million (2015 census); 3.6 % annual growth
Disability	An estimated 300,000 people have physical and mental disabilities, including conflict- and mine/UXO-related injuries
Languages:	More than 20 original languages or tribal dialects spoken. The official and administrative language is French.
Main ethnic groups:	Falin 60 %, Kori 20 %, Tatsi 15 %.
Main Religions:	Roman Catholic (40%), Protestant Lutherans or Baptists (35%), Muslims (20%), many with indigenous influences
Literacy:	40 % of adult population can read and write (77.5% males, 62% females); 20 % of youth can read and write (under 18)
Economy and Infrastructure	
GDP (in 2015):	14.05 billion; 174th in a global ranking
Communication:	Supported by telegraphy, telephony and weak (unreliable) radio connections
Railways:	Two railway tracks operated by Carana Rail (CR), from Galasi to Akkabar and the other from Maldosa to Mia
Highways:	Several paved roads and highways remain intact, though there are a number of unpaved roads and tracks that are fairly robust. Car and coach are the predominant forms of transportation.
Telecommunications	The landline telephone system covers less than 20% of the country and is unreliable. Cellular telephone coverage is expanding and generally covers the main towns and routes throughout the country.

People and Culture

Human development in Carana has been shaped by differences in climate zones, creating a divided society featuring disparate social structures organized around different modes of subsistence. The most visible difference is between the semi-nomadic pastoralists inhabiting the pasturelands in the southwest, and the largely sedentary farmers and miners in the east.

The three major ethnic groups, the Falin, Kori and Tatsi represent 95 percent of the population.

- The Kori (20%) live in the West and are the dominant ethnic group in the provinces of Tereni and Koloni.
- The Falin (60%) are the ethnic majority in the country and mainly live in the East and centre of Carana.
- The Tatsi (15%) live in the South and are the majority in Leppko Province.
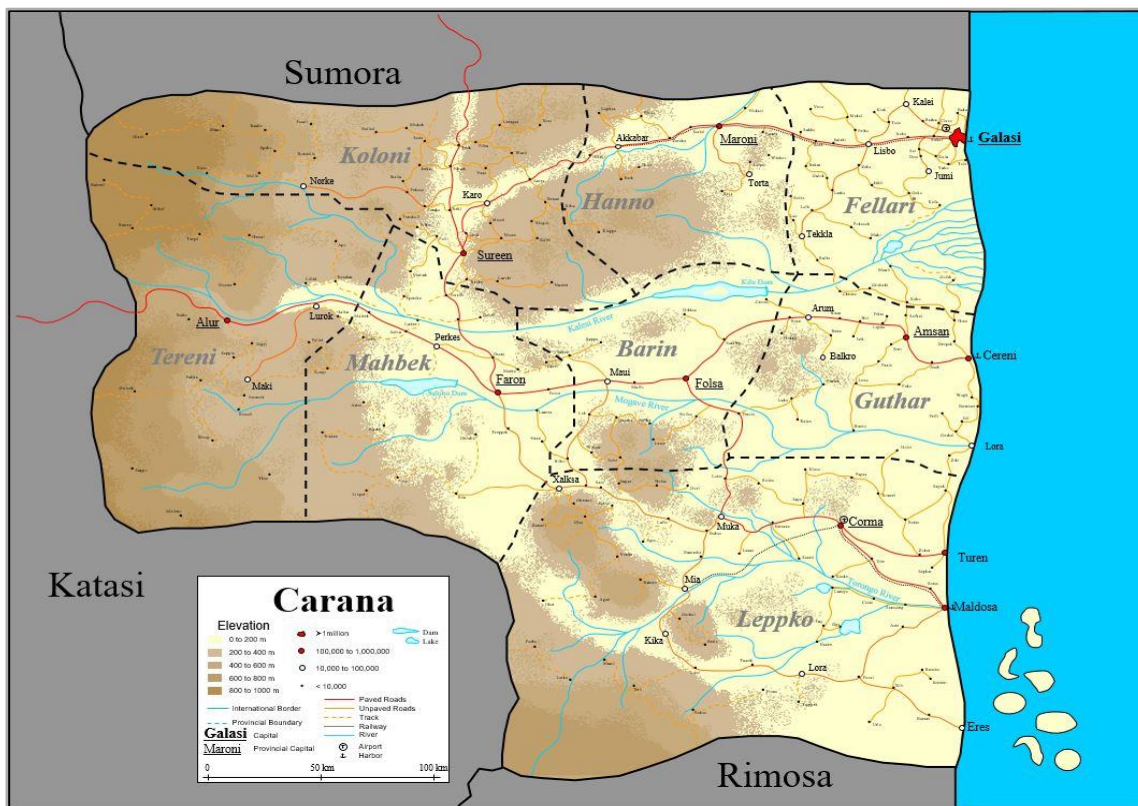
Administration

The state of Carana is divided, following the French model, into eight provinces (Tereni, Koloni, Mahbek, Hanno, Barin, Fellari, Guthar, and Leppko) and a special capital zone of Galasi.

The administrative system of Carana is a centre-oriented administration. The central government has intervened particularly in Hanno, Barin, and Leppko provinces to assure

the selection of local District Heads predominantly from among the Falin group, who are often outsiders.

Economic System

Carana is rich in natural resources. The mining of coal, diamonds and copper is an important contributor to the GDP. Hanno district has several coal mines in Akkabar and Maroni. At the end of the last century the mining industry was controlled by private enterprises but since then the government has progressively taken control of the industry. Illegal exploitation of natural resources and exportation by private businesses to neighbouring countries is rife and armed groups and rogue security force elements are heavily involved.

Media

There are approximately 20 daily newspapers, two radio stations and two television channels in the country. The radio stations are operated by state cooperatives while most newspapers are privately owned.
- In principle, the Ministry of Information controls all media.
- Censorship is limited in the case of the small, local media but nearly absolute in the case of the official radio stations and main newspapers.
- A significant part of the population is very active on social media, which they can access through mobile phones. Social media is used as a tool for awareness raising and democratic mobilisation, but also to spread hate speech and incite ethnic violence.

Judicial System and Police

Legal System

In theory, the Constitution and judicial (legal) system in Carana is based on democratic principles comprising three levels of courts: Supreme Court, provincial and district courts. De facto, the judiciary sector has lacked institutional capacity and resources for years and has suffered from limited territorial coverage, with no actual presence in some districts, and endemic corruption.

- Core administrative tools are missing.
- Court decisions take extremely long. This has led to overcrowding of prisons, from which convicts regularly manage to escape.
- Salaries of judicial staff often are unpaid for months, leading to absenteeism and corruption.
- Legislation remains outdated and often discriminatory against women, ethnic minorities and other vulnerable groups.
- Prosecutorial and other repressive measures taken by judicial actors and by LEAs are based on a Criminal Code and a Criminal Procedures Code. LEAs further base their preventive actions on the Caran Police Act.

Police and Civil Security

Prior to the conflict, the Carana police was organized under the Ministry of Interior. In general, especially in the urban areas the police were sufficiently trained and equipped and functioned according to fairly modern policing principles. Due to the conflict and the domination of the military confrontation, all parties to the conflict neglected the police force in Carana.

- The Carana law enforcement agencies are divided into the Carana National Police (CNP) and the Gendarmerie. CNP are in population centres and are controlled by the Ministry of Interior via the provincial administration. The Gendarmerie is part of the Ministry of Defence and maintains the police presence in rural areas and is responsible for border security.
- In recent years, CNP and Gendarmerie have suffered a critical shortage of qualified personnel, low morale because of unpaid salaries, lack of logistical and financial resources and training.
- Police corruption is a severe problem in most government-controlled areas.
- Police stations have little or no equipment.
- Within government-controlled areas, a national police presence is visible but not able to deal effectively with the high level of crime.
- Police detention facilities are overcrowded. In addition, they have been plagued by heavy politicisation, corruption and mismanagement.
- Police presence in Carana is very low. The estimated number for CNP and Gendarmerie officers amounts to 10,000 officers, or one officer for every 1,400 citizens. Out of this number, only 5 % are female officers and they are largely in administrative roles.
- Most police are ethnic Falin, including in areas populated mainly by minorities.
- Land and marine border policing, immigration, customs, port authority and other related sectors of internal security have ceased to function. In recent months, evidence of organised criminal activities, especially drug and human trafficking have increased.
- Crime rates particularly in population centres are high and there are numerous reports of human rights abuses and looting perpetrated by the law enforcement agencies.
- Only small numbers of officers report human rights abuses. This inefficiency and erosion of professional standards has led to a widespread loss of their credibility and trust within the population.

Humanitarian Situation

As result of the fighting, many people in Carana fled their homelands, but most remained in the country. An estimated 100,000 have taken refuge in the neighbouring countries of Sumora (app. 40,000 refugees), Katasi (appr. 40,000 refugees) and Rimosa (appr. 20,000 refugees).

Another 700,000 settled in IDP camps around the harbour cities where they are now clustered in makeshift camps and shantytowns in or near urban areas. The largest part of internally displaced persons (IDPs) currently live in the camps around Galasi.
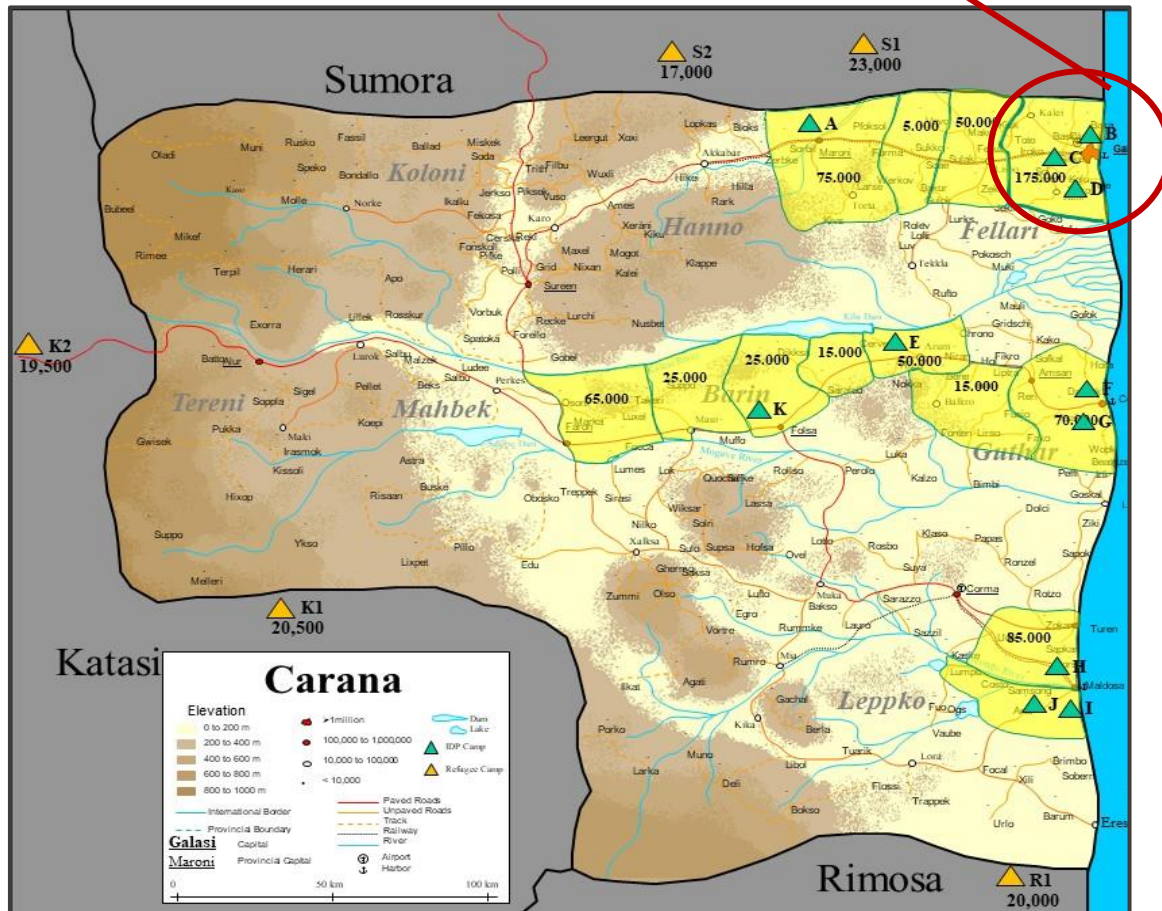
News of the possible arrival of a UN mission has buoyed the hopes of the nearly 900,000 refugees and IDPs to return home.

Conditions of health, sanitation and hygiene in these areas are dangerously inadequate and increasingly provide a breeding ground for extremist discontent. The situation in the IDP camps is poor and has significantly deteriorated during the last months.

During the conflict, landmines were used by all sides as a means of terror and deterrent and to prevent access to certain areas.

Carana Activity 1: Introduction to Carana

Directions:

1. Work in small groups.
2. Complete the task.

Time: 45 minutes (30 minutes discussion, 15 minutes debriefing)

Task:

Based on your knowledge of Carana and on the short introduction, compare the situation in the country and the CNP with the police service in your own country. Discuss:

1. Differences
2. Similarities
3. Which part of your expertise as a police officer you can adjust and "take with you" to Carana?
4. What you cannot take to the UNAC mission setting?
5. What are you lacking?

Carana Activity 2: The CoP Perspective

Directions:

1. Work in small groups
2. Read the Situation and Introduction to the Akkabar area.
3. Complete the task.

Time: 90 minutes (60 minutes activity, 30 minutes presentations)

Situation

You are deployed in Hanno region, to Akkabar where UNAC operates an UNPOL team site. Your position is that of a Community-Oriented Policing (COP) Officer. As you come to the team site, you meet 2 UNPOL colleagues who are also working in the team site. 3 positions are currently vacant as 2 UNPOL left the mission at the end of their deployment and 2 more rotated to other positions within UNAC. You are the first to arrive out of a group of 4 replacements. One of the colleagues who is already deployed in Akkabar joined UNAC 3 months ago and will soon rotate to another position within the mission's JOC. The remaining colleague has held her position as a COP officer for 6 months. She appears to be approachable and willing to support you as you settle in.

As you have stayed in the team site for 2 months, you begin to develop an understanding for the situation in Akkabar. Your first meetings with your CNP counterparts in Akkabar, talks with your UNAC colleagues at the team site and a couple of scarce interactions with the locals during your visits to the local market have yielded an incomplete, yet, complex picture of the situation in the city:

Introduction to the Akkabar area

Akkabar presents itself as a rough industrious mining community. For the most part, the streets and buildings have seen better days. Akkabar however was and is of national strategic relevance because of its rich coal deposits. Akkabar can be described as the right heart chamber of Carana because when production drops in the coal mines, Carana as a whole feels it. Hence, keeping the productivity on the required level has always been the highest priority for the mining companies and for the local administration. Working conditions appear to be very harsh, as a lot of the hard work is still being done manually and occupational safety seems to be of little or no relevance. You can only imagine that Human Rights abuses are common in the mines. In the past, local administration and law enforcement have turned a blind eye to accidents in the mines, violations of occupational regulations and ill-treatment of workers but punished illegal mining activities heavily as they became aware. As a consequence, Akkabar has seen its fair share of workers riots, which included arson, looting and occasionally even lynching of people.

The conflict on the national level was also highly disruptive in Hanno and has severely impacted the mining business in Akkabar. Ultimately, it also led to the effect, that the relentless race for productivity and profits has slowed down considerably. The mining entrepreneurs lost their iron-clad grip on the town but still reserve some influence. The fluctuation in the coal production caused pressure from the national government on the local administration which saw its position severely weakened. As a countermotion, the recent discovery of cobalt reserves and rare earths in the area has rekindled the spirits of the local businesses and workers alike who sense new opportunities, both, to become wealthy and to reinstate the old power structures.

Akkabar gives the impression of a severely divided community, not just economically. The population is predominantly Falin. There is a strong influx of Kori from the western province Koloni, originally, as people would come to find work in the mines. Lately that flow of people changed from workers to IDPs who were driven out of their towns and villages by the conflict. CNP officers claim that the population in Akkabar has increased from its original size of 40.000 to 50.000 or even 60.000 as IDPs who were on their way to the IDP camps east of Akkabar decided to stay and find work in Akkabar. Almost 70 % of IDPs who stay are said to be female and more than 60 % are estimated to be under the age of 16. People also cross the border to and from Sumora as the border does not align with ethnic "boundaries". Large numbers of unregistered border crossings on a regular basis lead to a large turnover in the city.

None of the new arrivals register with the local authorities, so the official records of the population of Akkabar must be regarded as incomplete or at least outdated. The social hub of the wider Akkabar region is the local market where traders from various backgrounds offer food, livestock, mining supplies and other commodities. The population suffers from a depleting health situation. People die at relatively young age. There is a high child mortality. Apparently, men are more affected than women. Measures to manage or even contain the ongoing COVID-19 pandemic (face-masks, vaccinations, distancing, movement restrictions) have not been taken.

There have already been violent protests with people demanding replacement of local officials. In response, local administration started a media campaign, expressing that it was investigating and that those responsible would be held accountable. It stated further that the sewer-system and the waterworks were in a bad condition as the conflict broke out more than 10 years ago and taking of water probes had been neglected. Talk in the town is that the springs, which provide water for the community were cursed with Kori witchcraft by a man who worked as a foreman in a local cobalt mine a few years ago in a tit-for-tat response for being blamed by his Falin superiors for a mining accident, which cost 4 miners their lives.

CNP representation in Akkabar has been relatively steady since before the conflict as it was a national priority to have strong law enforcement presence in the town. There are 30 to 40 CNP officers in the local police station, working 24-hour shifts. Policing practice has slightly adjusted to the current situation. CNP maintains a strong presence at the

police station. The focus of its regular activities is on the market. Ever since the local administration received considerably less taxes and benefits from the entrepreneurs' council, the market tax became more important. The treasurer has requested CNP to protect the local officials as they collect the taxes as he is anxious to prevent outbreaks of violence as they occurred in Arum, a town nearby. Together with the patrolling at the local train station, duties on the market and at the police station claim the vast majority of CNP's personnel capacities.

The role of the CNP habitually has been that of enforcers of the local authorities and the entrepreneurs' council's interests. CNP has largely filled that role solitarily, not relying on cooperation with partners and continues this approach. As another consequence of the conflict, the influence of the private businessmen on the CNP and the gendarmerie has weakened. Some of the most dominant entrepreneurs disappeared or were killed under indistinct circumstances. The presence of the international community, governmental organisations and NGOs alike, also weakened the ties between private actors and officials as they feared to become warning examples for others in public office. Local CNP still mostly abides by its old practices, being on the receiving end of orders. As influence slides away from entrepreneurs it is likely that corruption and other criminal practices will fill the void even further.

During your time in the team site CNP has repeatedly requested UNPOL to support it in its preparation for the upcoming elections. More specifically, it has requested to receive training and the tools, 10 mobile election kits consisting of one notebook and one mobile phone each, which are required to administer the security measures of the election. So far, the requests have not been addressed.

The local farmers and small business owners are weary about the security situation. With the fast growth of the city, the huge fluctuation in the population and the lack of administrative control, their sense of security suffers. Petty crime has been subject to wave-like developments. During rainy season, the roads in the area tend to wash out quickly, as the soil is not capable to take in the water. Road works usually take a long time, rendering the roads useless for the transport of mining products, supplies and workers. In some mines, the process of mining also becomes too dangerous as the soil is unstable. Recently, mining companies started to react to these conditions and laid off workers, who in turn lost their income and had to find other ways to make ends meet. Apart from theft and jobs in Akkabar's notorious bars and red-light district some also join the smugglers and traffickers who are always in need of porters for their goods, ranging from technical equipment and spare parts over illicit drugs and medical products to weapons and humans.

During your talks with some of the farmers on the local market you also discovered that the feeling of insecurity extends beyond the reaches of the city and to the area north of Akkabar. Cattle herders avoid the area, as many boys who led their livestock to that area have not returned, while animals were found scattered or not at all.

Task:

The new arrivals at the team site ask you to brief them on the situation in Akkabar from a COP perspective. They want to know more about the community and about recurring problems.

They ask you to propose an activity for community engagement which all of you can work on together.

1. Identify potential challenges regarding community engagement. How could they be overcome?
2. Use the COP tools that you know and prepare a short briefing (8-10 minutes) for your UNPOL colleagues, which includes all of the aspects mentioned by the new arrivals.

Carana Activity 3: Intelligence-led Policing and Reporting

Directions:

1. Work in small groups
2. Complete the task.

Time: 90 minutes (60 minutes activity, 30 minutes debrief)

Task:

1. The focal points of the UNAC police component for (1) Child Protection (2) Gender and (3) POC have requested assessment reports from all team sites regarding their area of responsibility. Based on what you learned about international standards and based on UNPOL concepts on the topics of
   a. Child Protection,
   b. SGBV, CRSV and
   c. POC,

You are asked to assess the specific situation in Akkabar outlined in the CoP exercise and prepare a general report. Make sure to address:
   - the vulnerability of children,
   - the general situation of women and
   - the vulnerabilities of all other relevant groups.

Carana Activity 4: Capacity-building and Development and HRDDP

Directions:

1. Work in small groups.
2. Read the task and situation.
3. Complete the task using the matrix.

Tips to complete the matrix:

- Focus on the three areas:
    1. the enabling environment,
    2. the organisational level and
    3. the individual level
- Populate the matrix with the topics (words, <u>not</u> the numbers of the paragraphs).
- Note that the matrix has been reduced from 6 to 4 dimensions to reduce complexity.
- Note that para. 1 to 17 contain the <u>accumulated</u> information from their conversations with stakeholders, various reports and the survey as outlined in para. 3. Information gathered in the field is never presented to IPOs with a "tag for the correct perspective to apply". Such information rather comes from observations.
- Tell participants that this exercise will likely draw them out of their comfort zone.
- First try to allocate the topics towards environmental sustainability, conflict prevention and human rights; if none of these dimensions are suitable, they should be allocated under policing practice.
- It has proven to be helpful to use para. 2 to 4 as examples for the population of the matrix. Go through para. 2 to 4 with the entire group of participants before handing the task over to them.
- DO <u>NOT</u> split the exercise into smaller sections. All participants need to work on the 17 paragraphs provided in the exercise.
- DO <u>NOT</u> show the expected Outcome to participants when you debrief the exercise!
- When debriefing, consider asking participants the following question:
  "What does this exercise do for us?" Answer: It requires participants to identify issues which can later be addressed during the CBD process. It offers a glimpse into a complex environment where issues on various levels have to be taken into account.
- IF participants do not feel comfortable with using the matrix, they may use a simple chart instead. Participants may also choose to use different visualisation methods such as bar charts, connections diagrams, heat maps, scatter plots etc. if they are more familiar with their use.

Time: 60 minutes (45 minutes activity, 15 minutes debrief)

Task

Conduct a CBD analysis of the Galasi Criminal Investigations Services (CIS), the units which you are responsible for, based on the situation described below. Prepare a structured document which outlines (bullet points) relevant issues identified during the analysis.

When using the matrix provided to you (Annex 1), consider that each issue that you identify relates to at least one area and one dimension. Add the issues to the matrix in the cell where the applicable area and the applicable dimension intersect.

Situation

1   You have been assigned as the responsible UNPOL CBD adviser to the Galasi Criminal Investigations Services (CIS). You have basic knowledge about the Carana National Police (CNP) and police in the capital.

2   The CIS is charged with investigative tasks. This includes criminal offenses such as theft, violent extremism, burglaries, arson, homicide and cases of SGBV as well as civil offenses. Environmental offenses are generally neglected. The CIS is also commissioned with cooperation with other national and international law enforcement agencies. CIS in Carana is highly decentralised. There is little specialist support for investigations from a centralised agency. This is also true for the CIS in Galasi. Apart from cases that are related to violent extremism, there is no structured division into specialised units. The assignment of cases takes place on the basis of availability and personal preference.

3   As you begin your assignment as CBD adviser, you intend to improve your knowledge base about the Galasi CIS. You talk to several persons and stakeholders whose contacts have been provided to you by your colleagues from UNAC. You also receive various reports on the Galasi PD as well as a recent community perception survey. As you engage your newly acquired sources and read the documents, you gather numerous pieces of information:

4   Procurement is centralised at the staff department for finance. Galasi CIS has no influence regarding the procurement process. Procurement generally does not meet the requirements as identified by CIS.

5   Human rights complaints, as they reach the CIS, are not followed up systematically, but only when there is sufficient external pressure, especially through the international community.

6   POC is considered as the prerogative of the military, CNP does not have its own policies regarding POC but rather adapts military concepts and procedures to address POC situations.

7   CIS does not make use of media in order to address communities. CIS does not have a media relations unit of its own.

8   Galasi PD does not provide a policy on whistle-blowers.

9   CIS's forensic capabilities are very limited. There is no certified laboratory for serological tests, no specialised personnel for surveillance tasks and a lack of surveillance and electronic surveillance equipment. Electronic monitoring is being done irregularly by other government entities for unknown reasons. There are no standardised procedures for this type of investigation.

10   CIS has an investigative function for all Galasi PD to counter impunity. There are no standard practices for this task and no dedicated officers. Reporting on these investigations goes through the regular chain of command.

11   Within CIS registers exist on a per unit basis. There is no centralised database nor an interface with databases outside of Galasi PD (e.g., other PD databases, vehicle information, international databases such as INTERPOL).

12   CIS works largely disconnected from uniformed police in Galasi who actually engage with the local communities on a day-to-day basis. This practice does not yield a flow of information about the potential of crime prevention strategies and POC prevention activities or available tools such as early warning mechanisms, cooperation with social services and private entities that offer support for endangered groups/minorities.

13   Crime induced riots take place in Galasi which also tend to transform into ethnic conflicts, targeting minorities in Galasi (looting, beatings, killings in extreme cases). These situations are regarded as public order management issues. CIS does not regularly engage in operations addressing riots and does not initiate investigations into occurring crimes claiming that it is a waste of resources due to minimal chances of identifying perpetrators on an individual basis.

14   CIS rejects cooperation with journalists, perceiving them as nosy and disruptive to their work while redirecting requests and inquiries to Galasi PD Chief of Staff.

15   Galasi PD lacks equipment and infrastructure management as well as a requirements-forecast. Hence, there is no management of short-, middle- and long-

term impact of procurement. Certainly, procurement does not include the aspect of gender-sensitivity.

16   Criminal statistics are not generated on a regular basis. Data is being collected ad-hoc when requested by CNP leadership or by the political level. Data collection is conducted manually, with pen and paper. Data is generally not disaggregated by sex, age etc. There is no data collection on CNP's use of force, arrest and comparable enforcement actions.

17   A group of UN member states under the umbrella of Interpol initiated a multilateral project called "Police Support for Galasi" for the Galasi PD, with multiple initiatives, including human rights training, focused on the prevention of human rights violations, workshops to review the legal framework and policies, to introduce best practices from around the world and finally draft SOPs concerning the Galasi PD's approach to mainstreaming human rights and gender perspective into their policing practices. The reception of this initiative amongst Galasi PD's leadership was diverse. CIS leadership was quite receptive while leadership of other departments was very reserved, even undermining the process. The reactions could be related to personal history and potential impact on individual careers and aspirations.

18   […]

Carana Activity 4: UNPOL CBD Areas-Dimensions Matrix

			Dimensions			
			1 Policing Practice	2 Environmental Sustainability	3 Conflict Prevention	4 Human Rights
Areas	1 Police Professionalism and integrity	Knowledge and Skills				
		Command and Control				
	2 Administrative Systems	Human Resources				
		Budgeting				
		Logistics				
	3 Legal and Policy Framework	Police Law/Act				
		Police Policy				
	4 Accountability Mechanisms	Internal Oversight				
		External Oversight				
		Code of Conduct and Disciplinary Measures				
	5 Stakeholder Management	Engagement				
		Coordination				
		Donor Management				

# Carana Activity 5: Intelligence-led Policing and Protection of Civilians

Directions:

1. Work in pairs.
2. Read the situation.
3. Complete the task.

Time: 60 minutes (40 minutes activity, 20 minutes debrief)

Situation

Two weeks after you sent your reports to the UNAC HQ you engage in some joint patrolling in the wider Akkabar area with another UNPOL colleague and an FPU squad. One day of patrolling stood out.
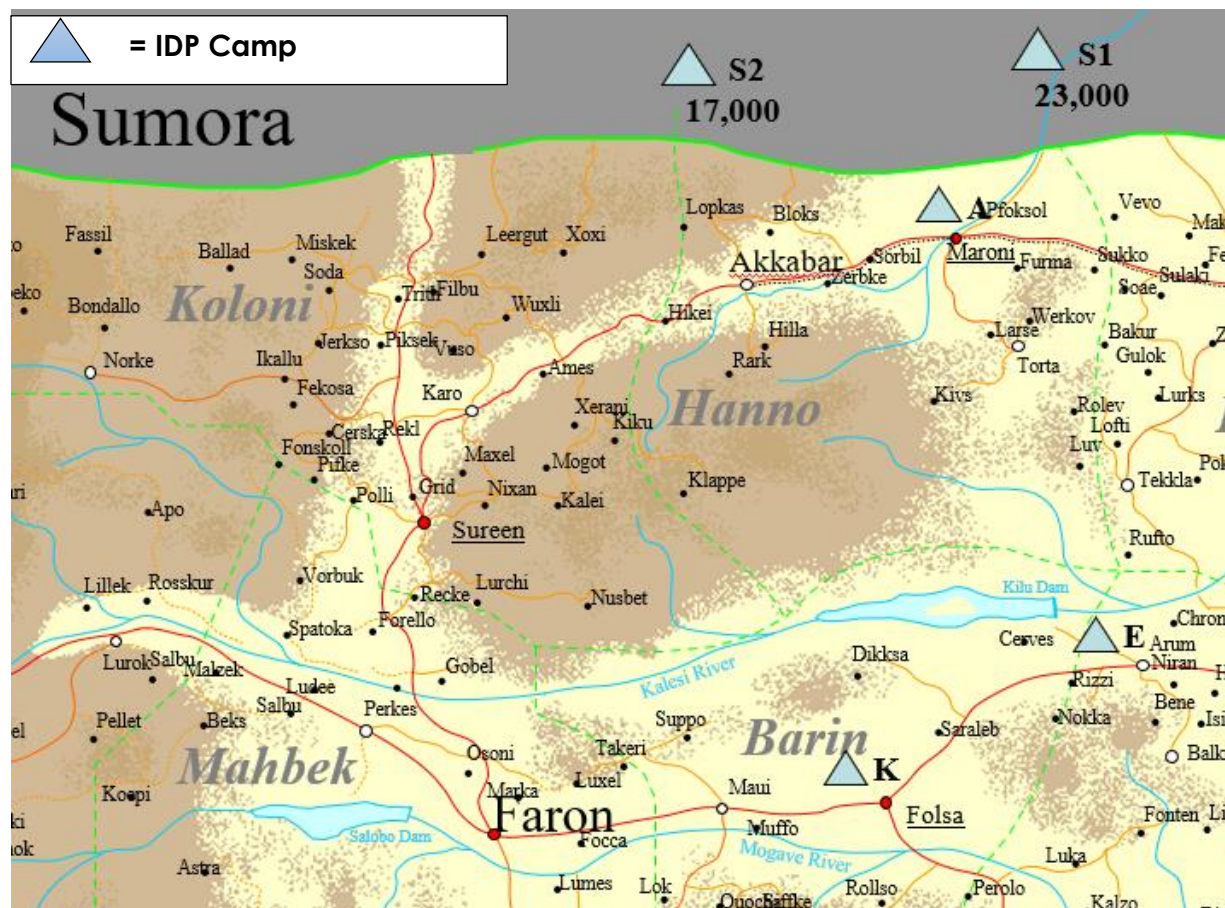
Stop 1

For the first stop, you visit the main mining areas to the south-east and north-east of Akkabar. You encounter the large coal mines, which have shaped Akkabar as one of the prime mining hubs in Carana. The expectations you had based on the descriptions from the local market, materialise. Working conditions look to be extremely hard, inexorable even, non-discriminatory for sex, age or physical handicaps of those who carve their living out of the ground. You are sure to have spotted many minors, some of them likely not older than 8 or 9 years old, performing legwork for those men and few women who perform the actual mining of the coal. You learn that the Kori workers in the south-eastern mines intend to protest against the working conditions and against unequal payment for their work. However, so far they have abstained from organizing a strike. A local Falin militia that crosses back and forth between Sumora, Hanno and Koloni has warned the foremen who also act as the spokesmen for the workers that it will forcefully end any protest, which intends to promote the conditions for Kori workers, as they occupy Felani jobs. The outspoken support of the militia for the Felani workers already fuelled tensions between Felani and Kori workers and led to violent confrontations. The Kori workers fear that if the militia is not brought to order, it will not wait for an excuse to attack the workers and drive them from the mines, violating and killing those who resist.

Stop 2

The second stop leads you to a small farming community north of Akkabar as you intended to shed some light on the talks of young herders disappearing in the hills. One of the women in the village tells your UNPOL colleague about the fate of her two eldest sons. Your colleague ascertains that the younger brother willingly joined a criminal group who uses the secluded border crossings in the area to smuggle all kinds of goods and especially narcotics for some of the local criminals and militias. The older brother became the target of an act of revenge. A small flock of sheep belonging to one of the farmers from the neighbouring community had died in a waterhole which is situated between the two villages. Apparently, the man held an old grudge against the farmers you were visiting and claimed that the eldest son had scared the flock, driving them into the water and letting them drown in the muddy lakebed. The young man, fearing the revenge of the neighbouring community, was taken in by an armed group which engages in various criminal activities but also fought against the MPC during the conflict.

Return

As you return to the team site, your UNPOL colleague engages in a lively discussion about the new information which you have gathered. You are cut short by the remarks of the FPU's NCO who is riding with you in the car. He points at scattered settlements, rugged tents and some quickly assembled huts which line the dirt road towards Akkabar. The NCO notes that the people squatting here are mostly IDPs who left Koloni when the Movement Patriotique de Carana (MPC) conducted its last large offensive during the

conflict. The squatters are unprotected by large and subject to violence, robberies and sexual assaults by criminal groups, which prey on those who live in the camp sites. Back in Akkabar, your colleague asks you for your help in reporting the findings from the day's patrol.

Task

1. Identify all situations that must be reported.
2. Determine, which units within the mission and which partners would be interested in that information and for what reason.
3. Establish the type of report, that is suitable for each situation as you and your colleague write the reports.
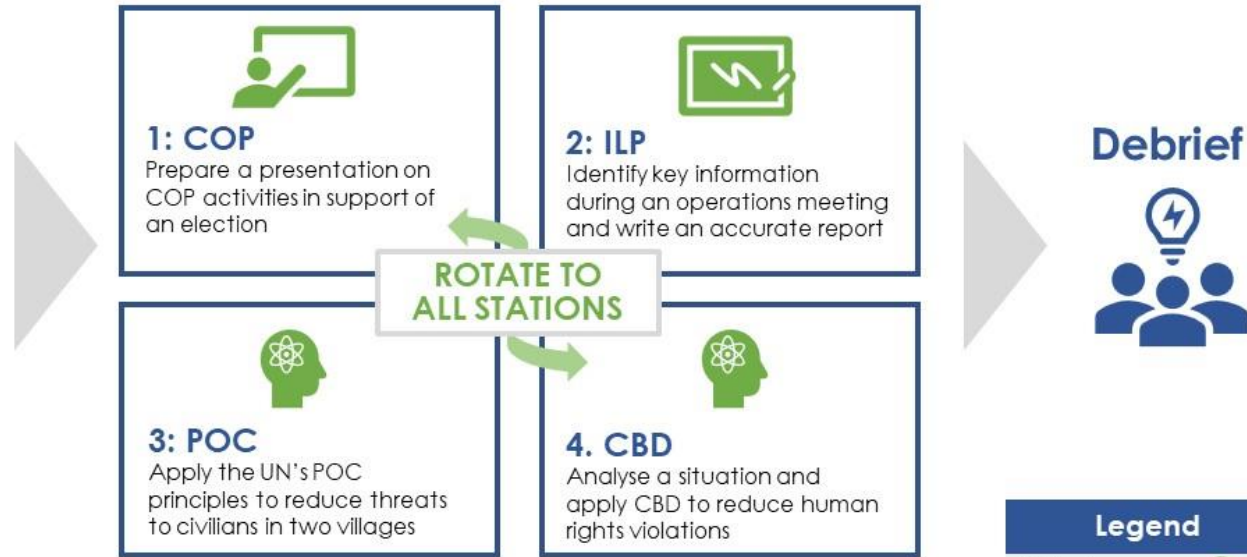
Capstone Exercise

Capstone Logistics Overview

Description:
Four scenarios, completed in rotation. The scenarios encompass elements from all the STM lessons allowing you to demonstrate your knowledge, skills, and abilities and reflect on what you have learned.

Purpose:
This capstone indicates your readiness for your job as an IPO.

1: COP
Prepare a presentation on COP activities in support of an election

2: ILP
Identify key information during an operations meeting and write an accurate report

ROTATE TO ALL STATIONS

3: POC
Apply the UN's POC principles to reduce threats to civilians in two villages

4. CBD
Analyse a situation and apply CBD to reduce human rights violations

Debrief

4 hours total
50 minutes per scenario
- 35 minutes for group work
- 15 minutes presentation and discussion
10-minute break between scenarios

Evaluation is based on ability to analyse situations then make and communicate decisions based on UN guidelines and policies.

Legend	
Critical thinking	
Writing	
Understand and explain	
Reflect	

Capstone 1 (50 minutes): Community-Oriented Policing – Electoral Security

Scenario

National elections are planned to take place in Carana 9 months from now. You have recently been deployed to FARON as a COP officer.

Task

You have been tasked by the head of your unit to prepare a short presentation (8 to 10 minutes), which covers potential activities that you and your colleagues in the COP unit in FARON could initiate in order to support the national elections.

Capstone 2 (50 minutes): Intelligence-led Policing – Environmental Crimes

Task

Work individually. Write a report that contains the key information that is relevant for the mission.

Hint: You will not be able to include all of the details in your report.

Capstone 3 (50 minutes): Protection of Civilians

Scenario

You are deployed in a team site in SUREEN as a COP officer. On a joint patrol with your local counterparts, you visit a village in the hills to the south-east of the city. As you engage with the villagers, you address the security situation of women and girls gathering firewood and fetching water. The villagers tell you that the situation recently changed considerably. In the past, just like in the neighbouring village down the road to LURCHI in the east, girls and women were at risk of being assaulted on their way to the next water hole or gathering branches and twigs in the hills.

Several months ago, an NGO dug a well south of the village in order to secure the water supply for the village, cutting the distance between the village and its nearest water supply considerably. At first the villagers were very supportive of the project. However, after a couple of weeks herders who keep their livestock to the south of the village started bringing their herds to the newly dug well and even claimed it for themselves, denying access to anyone from the village you are visiting. The villagers tried to defend what they felt was their right of access to the water well and ousted the herders they encountered at the well. The herders reacted by assaulting two women who were on their way to the well and threatened to attack the village once they had gathered enough support from the other villages that belonged to their tribe.

Task

You report your findings through the chain of command. Your team site commander acknowledges the threat to the villagers. He asks you to provide some suggestions on how to address the situation in the village that you visited, but also in the village next to the road to LURCHI.

Provide suggestions on how the mission could help both villages based on the UN's Protection of Civilians concept.

Suggestions on how the mission could help both villages based on the UN's Protection of Civilians concept.

Capstone 4 (50 minutes): Capacity-Building and Development – Human Rights Violations

Scenario

You are deployed as a Capacity-Building and Development Adviser to the team site in AKKABAR. During a meeting with a local human rights group, you become aware of complaints about Human Rights (HR) violations committed by CNP. During the last week alone, CNP allegedly maltreated civilians in three cases during checkpoints and one search operation in a domestic building. After the meeting you reach out to a local police officer with whom you have built a good relationship. He trusts you. He refuses to provide any specifics but generally confirms the allegations on the condition of strict confidentiality.

Task

Consider the individual level, the organisational level and the environment in which the CNP operates in Akkabar. How can you address the situation in order to decrease the number of HR violations in the future? What do you have to take into consideration?

Debrief

Reflect on what you learned throughout this course.

Confidence Survey – Pre-Course

Confidence Survey

Check one (✓): ☐ Pre-Course ☐ Post-Course

Circle the number that indicates your current confidence level in performing each of the following actions in a Peace Operations environment:

		Lowest				Highest
1	Applying principles of Community-oriented Policing	1	2	3	4	5
2	Applying principles of Intelligence-led Policing	1	2	3	4	5
3	Applying principles of Protection of Civilians	1	2	3	4	5
4	Applying principles of the Use of force and firearms	1	2	3	4	5
5	Applying principles of Arrest and Detention	1	2	3	4	5
6	Applying principles of Monitoring, Mentoring and Advising	1	2	3	4	5
7	Applying principles of Capacity-Building and Development	1	2	3	4	5
8	Applying principles of the United Nation's Human Rights Due Diligence Policy	1	2	3	4	5
9	Identifying the command structure of UNPOL	1	2	3	4	5
10	Identifying the regulatory framework guiding UNPOL and IPOs	1	2	3	4	5

Confidence Survey – Post-Course

Add the total numerical value of the circled response then divide by 10 to calculate an average. Compare the pre- and post-course averages.

Pre-Course Self-Confidence **Total**	/50	**Post-Course** Self-Confidence **Total**	/50
Pre-Course Average		**Post-Course Average**	

Confidence Survey

Check one (✔): ☐ Pre-Course ☐ Post-Course

Circle the number that indicates your current confidence level in performing each of the following actions in a Peace Operations environment:

		Lowest				*Highest*
1	Applying principles of Community-oriented Policing	1	2	3	4	5
2	Applying principles of Intelligence-led Policing	1	2	3	4	5
3	Applying principles of Protection of Civilians	1	2	3	4	5
4	Applying principles of the Use of force and firearms	1	2	3	4	5
5	Applying principles of Arrest and Detention	1	2	3	4	5
6	Applying principles of Monitoring, Mentoring and Advising	1	2	3	4	5
7	Applying principles of Capacity-Building and Development	1	2	3	4	5
8	Applying principles of the United Nation's Human Rights Due Diligence Policy	1	2	3	4	5
9	Identifying the command structure of UNPOL	1	2	3	4	5
10	Identifying the regulatory framework guiding UNPOL and IPOs	1	2	3	4	5