



2006-2008 Biennial Review

International Peace Operations Branch

*Canada's police community...
working together to build a more secure world*



CANADIAN POLICE IN INTERNATIONAL PEACE OPERATIONS

Current and Completed Missions



CURRENT MISSIONS

Afghanistan

Combined Security Transition Command – Afghanistan (CSTC-A)
Embassy of Canada (Kabul)
European Union Police (EUPOL) Mission
Kandahar Provincial Reconstruction Team (KPRT)

Bosnia-Herzegovina (BIH) – European Union Police Mission (EUPM)

Côte d'Ivoire – United Nations Operations in Côte d'Ivoire (UNOCI)

Haiti – United Nations Stabilization Mission in Haiti (MINUSTAH)

Kyrgyzstan – Organization for Security and Cooperation in Europe (OSCE) Centre in Bishkek

Lebanon – United Nations International Independent Investigations Commission (UNIIC)
– Internal Security Forces (ISF) Support

Sierra Leone – Special Court for Sierra Leone (SCSL)

Sudan – United Nations Mission in Sudan (UNMIS)

Switzerland – The Geneva Centre for the Democratic Control of Armed Forces (DCAF)

Timor-Leste – United Nations Integrated Mission in Timor-Leste (UNMIT)

COMPLETED MISSIONS

Afghanistan – United Nations Assistance Mission in Afghanistan (UNAMA)

Democratic Republic Of Congo (DRC) – EUPOL Mission in Kinshasa

Iraq – Security Sector Reform Project

Jordan – Jordan International Police Training Center (JIPTC)

Biennial **Review** 2008-2008 International Peace Operations Branch

***Canada's police community...
working together to build a more secure world***

RCMP International Peace Operations Branch

Telephone: (613) 993-4915
Fax: (613) 993-3522
Email: peacekeeping@rcmp-grc.gc.ca
Internet: www.rcmp.ca/peacekeeping/index_e.htm
Mailing Address: RCMP Headquarters
1200 Vanier Parkway
NPS Building, 3rd Floor
Ottawa, ON K1A 0R2

Cat. no: PS61-10/2008
ISBN: 978-0-662-05887-8
PHOTO CREDITS: 2006-2008 Canadian Police Peace Operations

ACRONYMNS

AMIS	African Union Mission in Sudan
ANCOP	Afghanistan National Civil Order Police
ANP	Afghan National Police
ANSF	Afghan National Security Forces
AU	African Union
BiH	Bosnia and Herzegovina
CF	Canadian Forces
CIDA	Canadian International Development Agency
CPA	Canadian Police Arrangement
CSTC-A	Combined Security Transition Command - Afghanistan
DCAF	(The Geneva Centre for the) Democratic Control of Armed Forces
DDR	Disarmament, Demobilization and Reintegration
DFAIT	Department of Foreign Affairs and International Trade
DRC	Democratic Republic of Congo
EU	European Union
EUPM	European Union Police Mission
EUPOL	European Union Police
HNP	Haitian National Police
HSU	Health Services Unit
IPCP	International Police Coordination Board
IPOB	International Peace Operations Branch
IPP	International Police Peacekeeping and Peace Operations Program
IPU	Integrated Police Unit
ISAF	International Security Assistance Force
ISF	Internal Security Forces
JIPTC	Jordan International Police Training Center
KPRT	Kandahar Provincial Reconstruction Team
MINUCI	United Nations Mission in Côte D'Ivoire
MINUSTAH	United Nations Stabilization Missions in Haiti
MoI	Minister of the Interior
MOU	Memorandum of Understanding
NGO	Non-governmental organization
OHS	Occupational Health and Safety
OSCE	Organization for Security and Co-operation in Europe
PARE	Physical Abilities Requirement Evaluation
PNTL	East Timor Police Service
PRT	Provincial Reconstruction Team
RCMP	Royal Canadian Mounted Police
SIPA	State Investigation and Protection Agency
SLPF	Sierra Leone Police Force
SSPS	South Sudan Police Service
UN	United Nations
UNAMA	United Nations Assistance Mission Afghanistan
UNAMID	United Nations African Mission in Darfur
UNAMSIL	United Nations Assistance Mission in Sierra Leone
UNIIC	United Nations International Independent Investigations Commission
UNMIBH	United Nations Mission in Bosnia Herzegovina
UNMIS	United Nations Mission in Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNOCI	United Nations Operations in Côte d'Ivoire

TABLE OF CONTENTS

Message from the Director General of International Policing	4
Message from the Director of the International Peace Operations Branch	5
Overview	6
About the International Peace Operations Branch.....	7
The Canadian Police Arrangement.....	8
Factors for Canadian Police Participation.....	9
Strategic Direction for International Peace Operations.....	10
Mission	10
Vision	10
Key Strategies	10
Progress to date.....	11
Police Services: Help Build Canada's International Policing Capacity.....	12
Process for Canadian police services to join the program	12
Process for police personnel: from selection to deployment.....	12
Health and Safety on International Peace Operations	15
Canadian Policing Partners	16
Current Missions	18
Afghanistan	
CSTC-A	18
Embassy of Canada (Kabul).....	19
EUPOL	20
KPRT.....	21
Bosnia-Herzegovina – EUPM.....	22
Côte d'Ivoire – UNOCI	23
Haiti – MINUSTAH	24
Kyrgyzstan – OSCE Centre in Bishkek	25
Lebanon	
UNIIIC	26
ISF Support.....	26
Sierra Leone – SCSL	27
Sudan – UNMIS.....	28
Switzerland – Geneva DCAF.....	29
Timor-Leste – UNMIT.....	30
Completed Missions	31
Afghanistan – UNAMA	31
DRC – EUPOL Kinshasa.....	32
Iraq – Security Sector Reform Project	33
Jordan – JIPTC.....	34



MESSAGE FROM THE DIRECTOR GENERAL, INTERNATIONAL POLICING

I'm pleased to present the International Peace Operations Branch Review for 2006-2008. This review highlights the mandates and activities of current and completed operations. It also recognizes the outstanding contributions to peace operations made by Canadian police personnel both abroad and here at home.

With close to 20 years of international experience, Canada is an acknowledged leader in police peacekeeping. Many nations around the world recognize and hold in high esteem the "Canadian way" of policing.

As a result of our contributions and those of the international community, several countries are beginning to move from failed or fragile conflict states to nations with more secure environments where sustainable development is underway, institutions are strengthened and governance is stable.

International policing and cooperation have truly become entrenched in the RCMP's daily operations. The Government of Canada recognizes that this country has a significant role to play in helping fragile states. To ensure we are providing the best possible service, we need to be strategic about where Canadian police personnel are deployed. This means we must be very alert to the dynamics that shape the international environment.

The 2006 Canadian Police Arrangement enables us to anticipate and prepare for the types of requests we are likely to receive. This is making us more effective in the fight against transnational crime and has positioned Canada to play a significant role in establishing international peace and security.

While the Canadian police community has been recognized internationally for our leadership in policing, we will not rest on our laurels. We continue to be deeply committed to providing assistance to countries in need, with the knowledge that establishing peace and security in far-off lands serves to assure peace and security at home.

I would like to take this opportunity to reiterate my deep appreciation of the brave women and men who go the extra mile to make this world a safer place. This review is dedicated to these individuals and to their families, who support them and patiently wait for their safe return.

Thank you.

Chief Superintendent **David Beer**



MESSAGE FROM THE DIRECTOR, INTERNATIONAL PEACE OPERATIONS BRANCH

Over the past several years, the world of international peace operations has evolved significantly, prompting the International Peacekeeping Branch to change its name to the "International Peace Operations Branch" (IPOB).

This name reflects the fact that the role of police on peace operations has developed from a traditional peacekeeping role (monitoring/observing) to a much broader one. It also reflects the types of missions we are involved in, which have expanded to include deployments on behalf of various multilateral agencies as well as bilateral agreements with specific countries.

Since the last review was published, Canada's International Police Peacekeeping and Peace Operations Program (IPP) became a fully funded program of the RCMP. At the same time, the policy framework for the program, the Canadian Police Arrangement (CPA), was significantly modified.

Under the new CPA, IPOB is mandated to support the deployment of 200 police per year and develop a pool of up to 600 pre-trained candidates. This will enable Canada to be more responsive to foreign requests for police assistance.

In September 2007, CPA partners developed a strategic direction for the program (p. 10). Our new mission, "Canada's police community... working together to build a more secure world," underscores the RCMP's commitment to develop effective partnerships with government and police services across the country.

A recent analysis indicates that, within the next five years, Canada may be called upon to deploy up to 500 police annually to international

peace operations. IPOB is in the early stages of implementing comprehensive, multi-year human resource and communication strategies to respond to this growing demand and raise awareness about the important role of Canadian police in building a more secure world – both at home and abroad.

While some aspects of the program have changed, others have not. Serving on a mission continues to be an excellent opportunity for police officers. Moreover, it is not the individual alone who benefits. Participating police agencies and the communities they serve get back a police officer with improved leadership, organizational and problem-solving skills. Building police capacity overseas helps us here in Canada too, because we are proactively involved in addressing crime at its source – before it spreads to our communities.

In closing, I would like to thank the men and women who serve on missions. I am tremendously proud of the leadership Canadian police have provided in the service of peace around the world. Without their dedication and sacrifice, and without the support of their families, this program would not be possible. I would also like to recognize our Canadian police and government partners for their efforts in making this program a success, as well as the tireless work of the IPOB staff in Ottawa.

I look forward to your continued support as we celebrate 20 years of Canadian police contributions to international peace operations in 2009.

Superintendent **Douglas Coates**

OVERVIEW

From April 2006 to March 2008, 381 candidates from 23 police services across Canada took on the challenge of serving on peace operations overseas. They joined a global contingent of 9,500 police officers from 90 countries who are working to bring security and stability to countries in failed or fragile states.

The first deployment of Canadian police under Canada's IPP took place in October 1989 when 100 RCMP members were sent to Namibia.

In 1995, municipal and provincial police services began contributing members to the program. They have since worked closely with the RCMP to meet foreign demand for Canadian police assistance, as well as to deliver many aspects of this international policing program.

Over the past two decades, approximately 2,500 police have served on 50 peace operations in 26 countries around the world. Currently, Canadians are serving on missions in Africa, Asia, the Middle East, Eastern and Western Europe, and the Americas (Haiti).

All deployments are on a voluntary basis.

Canadian police work closely with domestic and international partners to rebuild and strengthen police services and related public institutions in countries experiencing conflict or upheaval.

The role of police varies widely with any given mission, from training and mentoring local police to providing humanitarian assistance, ensuring security for elections and investigating major crimes or human rights violations.

By supporting local law enforcement agencies and helping them maintain law and order, Canadian police set the stage for a safe and stable environment. This paves the way for humanitarian assistance, social and economic development, and ultimately, sustained peace. It also prevents criminal activity from spilling across borders into other countries – including Canada.



About the International Peace Operations Branch

On behalf of the Government of Canada, IPOB manages the deployment of Canadian police personnel to countries experiencing or threatened by conflict and in need of capacity building in failed or fragile states.

The branch consists of a diversified team of professionals, including police and civilian personnel from the RCMP and partner police services, who are responsible for:

- developing doctrine and policy for international police program management,
- planning, evaluating and reporting on missions,
- recruiting, selecting, preparing and deploying candidates from the RCMP and other police services across Canada,
- providing deployed personnel with medical, emotional and logistical support throughout their deployment, and
- managing the reintegration of personnel after a mission.

The branch also communicates the results and impacts of its operations to government and police partners as well as to the Canadian public. Located at the RCMP Headquarters in Ottawa, the branch is part of the International Policing Directorate, which falls under Federal and International Operations.



THE CANADIAN POLICE ARRANGEMENT

The Canadian Police Arrangement (CPA) is the policy framework which guides the Government of Canada's response to foreign requests for police assistance. Its mandate is to support the government's commitments to build a more secure world through Canadian police participation in international peace operations. This work is critical to longer-term security system reform and conflict-prevention efforts.

The CPA's objectives are:

- to strengthen the Government of Canada's ability to plan and develop rapid and coordinate whole-of-government responses to international crises in support of Canadian foreign assistance priorities.
- to enhance international capacity to promote comprehensive and sustainable rule of law through the re-establishment of effective public institutions such as law enforcement and judicial systems.
- to provide police expertise, training and advice to police services in those states that require assistance, including those which have recently experienced or are threatened by conflict, so that local police services may carry out their responsibilities in accordance with democratic principles and international human right conventions.

First established in 1997, the CPA was significantly revised in 2006 to help Canada respond to foreign requests for police assistance in a more coordinated and proactive manner.

The new CPA established Canada's IPP as a fully funded program of the RCMP. It also provides the funding necessary to deploy

200 Canadian police to missions overseas and develop a pool of up to 600 candidates trained and available for rapid deployment. This expanded program will provide Canadian police agencies with the capacity to meet the growing demands of international deployments while continuing to effectively police their own communities.

How it works

The CPA is comprised of four partners who are involved in deciding which international peace operations Canadian police should be deployed to:

- the Department of Foreign Affairs and International Trade (DFAIT);
- the Canadian International Development Agency (CIDA);
- Public Safety Canada, and
- the Royal Canadian Mounted Police (RCMP).

DFAIT is the first point of contact for foreign requests for Canadian police assistance, which come from organizations such as the United Nations (UN) and the European Union (EU), as well as from individual countries.

Deciding whether to recommend Canadian support for these requests depends on the type of policing services required. The CPA lists 12 major factors that are considered in determining whether Canada should participate in a given mission (see Factors for Canadian Police Participation on p. 9).

Factors for Canadian Police Participation

1. **Canadian foreign policy interest:** What foreign policy and development interest would be served by Canadian participation in a mission?
2. **Official request:** Has an official request for civilian police been issued by a multilateral organization? The organization must have a mandate from its member states for regional and national security activities, or be in support of other international police operations as agreed to by the three signatory ministers.
3. **Authority:** Is the lead organization competent to support the operation? Is there a clear and efficient division of responsibilities between civilian and military resources and are there agreed operating procedures?
4. **Mandate:** Does the mission have a clear and achievable mandate?
5. **Purpose:** What is the purpose of the civilian policing element within the mission? Is the mission likely to serve the cause of peace and lead to a political settlement and peace building in the long term?
6. **Agreement of the parties:** Have the principal antagonists agreed to a cease-fire and to Canada's participation? Is there commitment to a peace process?
7. **Role:** Is the role contemplated for Canadian police appropriate for their skills and the philosophy of Canadian policing?
8. **Expected results:** What are the expected results in furthering Canada's international peace and security objectives? To what extent will Canadian police be able to contribute to the successful implementation of the mission mandate?
9. **Safety and security:** Is the location where Canadian police will be living and working sufficiently safe (including health care, living conditions and legal system) and secure enough for them to accomplish their goals?
10. **Logistics and funding:** Is the mission adequately and equitably funded? Is there adequate Canadian and international logistical support?
11. **Capacity:** Will Canadian participation jeopardize other international commitments?
12. **Duration and exit strategy:** Are the conditions for conclusion of the mission clear and measurable? What is the duration of the operation?

STRATEGIC DIRECTION FOR INTERNATIONAL PEACE OPERATIONS

In the fall of 2007, IPOB held a planning session with its partners and stakeholders to develop a strategic direction to guide the program over the next five years. Participants identified a range of critical issues and produced the following mission, vision and key strategies.

Branch staff is working diligently to implement the new strategic direction and build a robust, modern program.

“The mission underscores the fact that partner police services ... are critical to the success of the program.”



Mission

Canada's police community ... working together to build a more secure world.

The mission underscores the fact that partner police services, with the strength of their contributions and the diversity of their members' experience, are critical to the success of the program. It unites Canadian police services under the banner of peace and recognizes our collaborative efforts to promote peace and stability in Canada and around the world.

Vision

The vision is intended to describe what the program will look like in five years. IPOB will have:

- the capacity to manage the deployment of 500 Canadian police to peace operations
- a new business model and organizational structure
- a law-enforcement capacity-building program
- the capacity to contribute to formed police units (FPU), and
- a rapid-deployment capacity.

Key strategies

- **Building human capacity:** provide the necessary quality and quantity of police officers to peace operations in a timely manner.
- **Horizontal relationships:** provide more effective and integrated Canadian management and support to international peace operations.
- **Responsive and holistic approach:** ensure integrated and coordinated deployments throughout the spectrum of conflict.



Progress to date

- A new business model and organizational structure have been implemented. The branch has reorganized its teams and is streamlining its business processes to increase efficiency and respond to the current environment of more complex and demanding missions. In addition, the branch is increasing staff levels in the coming two fiscal years in response to the growing demand for Canadian police assistance.
- Comprehensive strategies on human resources and communications have been prepared and are in the early stages of implementation.
- An active recruiting campaign is also in the early stages, and will target both the RCMP (in the regions and divisions) as well as other Canadian police services.
- A streamlined annual deployment and training schedule is being created to facilitate HR planning and reduce the branch workload.
- Plans are being developed to incorporate competency-based management into the selection, training and performance evaluation of candidates.
- The pre-deployment preparation session is being transformed into a problem-based learning model which includes e-learning and more mission-specific training.
- Steps are being taken to have a more comprehensive approach to re-integration that recognizes and capitalizes on individual mission experience.
- The branch is incorporating a doctrine-based approach to all aspects of the program to ensure that lessons-learned and best practices are identified and applied in order to constantly improve service delivery.
- Recruiting and communications tools are being developed for the RCMP and its partners.

POLICE SERVICES: HELP BUILD CANADA'S INTERNATIONAL POLICING CAPACITY

Based on a recent analysis, within the next five years, Canada may be called upon to deploy up to 500 police per year to international peace operations to meet foreign demand. IPOB is actively reaching out to the RCMP and police services across Canada to contribute candidates to the program.

Process for Canadian police services to join the program

Police services can participate by entering into a Memorandum of Understanding (MOU) with IPOB. Here is an outline of the process:

- Expression of interest from Chief of Police (verbal/written).
- IPOB sends information package including draft MOU to Chief of Police or contact person.
- IPOB Director and Chief hold initial discussions.
- Police service consults with police services board, union/association and legal services regarding potential participation.
- Police service provides financial figures (e.g. salary and benefits) to IPOB.
- IPOB and police service negotiate particulars of MOU.

Process for police personnel: from selection to deployment

Serving on a mission is an exciting opportunity for police to travel and work internationally in support of peace and security. IPOB collaborates closely with the RCMP's regional human resources and participating police services to coordinate all aspects of the process for participating in peace operations overseas.

While the majority of the postings are for serving police officers, there has been demand for civilian subject-matter experts which may increase in the near future.

Recruiting and selection

- Candidates must meet selection criteria set by the UN or other participating multilateral organizations, as well as the RCMP and participating police services.
- The RCMP's regional HR advisors and participating police services are responsible for recruiting candidates and making the initial selection based on the criteria provided.
- IPOB's Mission Selection team is responsible for making the final selection of candidates based on the entire process (e.g. medical and physical aspects).
- The Mission Selection team can assist and advise participating services throughout the process.

General selection criteria

- Minimum of five years of operational policing service
- Possess current valid certification in first aid and CPR
- Have strong interpersonal, organizational, leadership, coaching and team skills
- Demonstrate flexibility and innovation
- Be computer literate, with knowledge of Microsoft Office
- Have excellent oral and written communications skills
- Have experience with standard shift 4x4 motor vehicles
- Be prepared to work and live in a difficult environment
- Meet medical and psychological requirements as determined by Health Services
- Complete PARE (Physical Abilities Requirements Evaluation) in four minutes or less

Medical

- Determination of medical fitness for mission duty is based on the completion of medical assessments involving laboratory and other specialized tests and immunizations and a full psychological evaluation.
- The branch's Health Services Unit establishes relationships with its counterparts in RCMP divisions and within partner police services to keep them informed of a candidate's pre- and post-mission medical requirements.

Physical fitness

- Candidates must successfully complete the RCMP's PARE in four minutes or less.

Joining instructions

Six weeks before the pre-deployment preparation session, candidates receive a package with various forms and instructions, including:

- passport application
- information on mission pay and benefits
- information on travel arrangements to Ottawa and to the mission
- kit and clothing form
- information on the country of posting, including geography, climate, clothing needs, water availability, food, currency exchange and language.

Pre-deployment preparation session

Prior to departing for a mission, all candidates attend a one- to two-week session in Ottawa to prepare for working and living in an international mission. The session is divided into five sections, with content tailored to requirements of each mission:

- operations (mandatory skills training, e.g. firearms, self-defence, use of force)
- health briefing (health hazards and medication required for a given mission)
- administrative briefings (travel allowances, *Canada Labour Code*, DFAIT/CIDA briefings)
- cultural awareness briefings (social and cultural norms of the country of posting, how to work with various international partners);
- specialized training (specific to each mission; can include human rights and international law, the structure of the UN, the role of UN Police, mine awareness, map reading, etc.).

Deployment

Candidates are usually deployed from Ottawa shortly after the pre-deployment preparation session.





Female police officers needed!

Did you know that female police officers make up only 10% of Canadian contingents currently serving on international peace operations? The contribution of women police is an important element of these operations. Indeed, virtually every mission we undertake has as a primary objective the promotion of gender equality and balance within the context of security sector reform.

Female officers provide a positive role model for women living in unstable countries. They also help international police organizations such as the UN Police to reflect the mixed composition of the communities they serve.

HEALTH AND SAFETY ON INTERNATIONAL PEACE OPERATIONS

The health and safety of police personnel serving on international peace operations are of paramount importance to the RCMP. IPOB's Health Services Unit (HSU) is responsible for ensuring that participants are physically and psychologically healthy prior to deployment, during mission, and when they return to Canada.

HSU, with the assistance of an occupational safety officer, conducts regular occupational health and safety (OHS) assessment visits to mission countries, including most recently, Haiti, Sierra Leone, Congo, and East Timor. The unit then provides the branch with OHS assessment reports which outline current working and living conditions of members, health and safety hazards, mission-specific stressors, and the capabilities of local health facilities and related services. These assessment reports are also used to prepare the health briefings that HSU provides participants during the pre-deployment preparation session.

While members are in mission, HSU is responsible for coordinating their health care, which may involve their return to Canada for further assessment and treatment. The

unit provides psychological support to assist members with mission-related stressors (e.g., medical emergencies, chronic stress, and acute stress reactions). It also coordinates post-mission medical and psychological evaluations to ensure participants are fit to return to work in Canada.

The unit includes a Member Assistance and Family Support Coordinator who is available to provide support to all police personnel deployed on mission. The coordinator offers referral services and support to families during missions and the reintegration period. The coordinator also co-facilitates a series of re-entry sessions which enables returning participants to discuss their mission experience and their transition back into the workplace and home after the mission.



CANADIAN POLICING PARTNERS

IPOB collaborates closely with numerous Canadian police services to meet the growing international demand for police expertise. What started in 1995 with a few partners has evolved into a strategic, multi-agency program that represents a truly Canadian contribution to international peace operations.

Below is a list of our policing partners whose members participated on international peace operations during fiscal years 2006-2008:

Western Canada

Edmonton Police Service
Medicine Hat Police Service
Regina Police Service

Central Canada

Ontario

Durham Regional Police Service
Greater Sudbury Police Service

Ottawa Police Service
Ontario Provincial Police
Peterborough Lakefield Community
Police Service

Quebec

Sécurité publique de Rivière-du-Loup
Sécurité publique de Saguenay
Service de la Police Ste-Thérèse
Service de la police de la Ville de Blainville
Service de police de la Ville de Mirabel
Service de police de la Ville de Montréal
Service de police de la Ville de Québec
Service de police de Saint-Jérôme
Service de protection des citoyens de Laval
Sûreté du Québec

Eastern Canada

Cape Breton Regional Police Service
Charlottetown Police Department
Halifax Regional Police Service
Royal Newfoundland Constabulary
Saint John Police Force

MISSIONS



CURRENT MISSIONS

AFGHANISTAN

Combined Security Transition Command – Afghanistan (CSTC-A)

- In operation since 2006; Canadian police participating since February 2007.
- Canadian contingent: currently deployed to four operations in Afghanistan, with government authorization to deploy up to 50 police officers to the country.

Description

CSTC-A was established by the U.S. government to assist the government of Afghanistan and the international community to reform, train, equip and operationalize the Afghan National Security Forces (ANSF) and the Ministry of the Interior (MoI). CSTC-A works in partnership with the government of Afghanistan, lead nations, including Canada, and the international community.

Expected Outcomes

- Plan, program and implement the establishment of a self-reliant, self-sustaining and enduring ANSF, including a competent Afghan National Police (ANP) force, capable of conducting independent operations. This will help to ensure a stable Afghanistan, strengthen the rule of law and deter and defeat terrorism within its borders.



Results

- In recognition of Canada's reputation for leadership in policing, a Canadian police officer was assigned to mentor the Kabul City Chief of Police. The officer provided hands-on assistance in the daily operation and restructuring of a major police force serving a population of three million.
- Assisted in providing logistical and training support to ANP members guarding the Kabul City gates, enabling them to better prevent criminals, including insurgents, from entering the city, and thereby increasing security to the city.
- Implemented projects to upgrade ANP police stations and checkpoints in Kabul and surrounding areas. This enabled the ANP to create a more permanent police presence in these areas, deterring criminals from gaining a foothold and increasing the sense of security for citizens.
- Coordinated the development, mentorship and training of the Afghanistan National Civil Order Police (ANCOP). ANCOP provides tactical response to situations beyond the capacity of regular uniformed police, and allows Afghanistan to build up multiple layers of professional police response.

<http://www.cstc-a.com/>

AFGHANISTAN

Embassy of Canada (Kabul) - Senior Police Adviser/Liaison Officer

- In operation since May 2007.
- Canadian contingent: currently authorized for one police officer.

Description

Supports the Canadian Embassy in Kabul by providing expert advice on police reform in Afghanistan drawing on consolidated guidance from DFAIT, on personal expertise and on various Canadian civilian police contingents in Afghanistan.

Expected Outcomes

- Working in cooperation with Afghan, Canadian and international partners, assist in the transition of the ANP to a sustainable, modern law enforcement institution.

Results

- Involved in the creation of an extensive network of Canadian and foreign government partners, NGOs and other stakeholders that has helped other Canadian police working in Afghanistan to meet their objectives. The professional contacts have proven extremely beneficial to broader embassy operations and programming.
- Provided critical experience and policy guidance to DFAIT and CIDA on police reform programs, counter-terrorism, counter-narcotics, and inter-agency coordination with police and security organizations from partner countries.
- Acted as a focal point for the Government of Afghanistan and its partners to interact with the Canadian Embassy on all law enforcement and related rule-of-law issues, both with the ANP and the counter-narcotics police of Afghanistan.
- Delivered essential support to the civilian police program at the KPRT, by ensuring effective communication between the embassy and KPRT on police activities and programming, as well as advised DFAIT on potential civilian police deployments with partner organizations such as EUPOL and CSTC-A.

CURRENT MISSIONS

AFGHANISTAN

European Union Police (EUPOL) Mission

- In operation since June 2007; Canadian police participating since September 2007.
- Canadian contingent: currently deployed to four operations in Afghanistan, with government authorization to deploy up to 50 police officers to the country.

Description

The mission works towards the creation of a professional, functional and ethnically balanced Afghan police force under Afghan ownership that respects human rights, operates within the framework of the rule of law, is trusted by and responsive to the needs of Afghan citizens.

Expected Outcomes

- Improve upon the cohesion and coordination amongst international partners by bringing them under one chain of command.
- Support the development of an MoI capable of effectively managing the ANP with integrity.
- Advise on police-related criminal justice matters.
- Contribute to legislative developments and overall strategy.
- Assist the Attorney General's Office's criminal investigations department and criminal investigations police in order to create effective cooperation mechanisms.
- Aid the ANP in developing and implementing a national training strategy.
- Assist the ANP in establishing an effective border management system.



Results

- Developed many new relationships with governmental and non-governmental partners.
- Created a presentation package on the International Police Coordination Board (IPCP) and presented it during the Regional Command North Conference.
- Initiated the creation of a reporting system and an IPCP database to assist in harmonizing and coordinating efforts by international partners and the Afghan government to rebuild the country's police services.

http://www.consilium.europa.eu/cms3_fo/showPage.asp?id=1268&lang=EN

AFGHANISTAN

Kandahar Provincial Reconstruction Team (KPRT)

- In operation since 2005.
- Canadian contingent: currently deployed to four operations in Afghanistan, with government authorization to deploy up to 50 police officers to the country.

Description

Twenty-four PRTs help the government of Afghanistan extend its authority and ability to govern, rebuild the nation and provide services to its citizens. The Canadian-led KPRT is composed of diplomats, development experts, police officers and military members who focus on security, governance and development. The mandate of Canadian police at KPRT is security sector reform, which includes building the capacity of the ANP.

Expected Outcomes

- Establish relationships and serve as the main contact point between KPRT and local police.
- Monitor, advise, mentor and train Afghan police in cooperation with KPRT partners.



Results

- Assisted in the introduction of the new CSTC-A initiative called Focused District Development in November 2007. This intensive, 16-week training program involves removing ANP members by district, retraining, reintegrating and mentoring them in the field to provide a consistent level of tools and instruction.
- In cooperation with the Canadian Forces (CF), improved the ANP's ability to carry out its duties and establish a more professional image by distributing uniforms, equipment and vehicles to its members. Established inventory control for equipment supplied to ANP.
- Provided intermediate training in areas such as managing police stations (standard operating procedures), first aid, handling weapons and improvised explosive devices response.
- Conducted training in sentry and personal security duties; checkpoint management; search procedures for persons, vehicles, houses and buildings; and patrol procedures. Assisted in the development of a police vehicle repair and maintenance program.
- Assisted CF personnel in relocating checkpoints from schools to other locations and cleaning the schools to restore them to the community.

<http://www.canada-afghanistan.gc.ca/>

CURRENT MISSIONS

BOSNIA-HERZEGOVINA (BiH)

European Union Police Mission (EUPM)

- In operation since 2003.
- Canadian contingent: currently authorized for up to three police officers.

Description

The United Nations Mission in Bosnia (UNMIBH) began with the signing of the Dayton Peace Accord in December 1995. In 2003, the EUPM replaced UNMIBH, undertaking a three-year mandate to establish a modern, sustainable, professional and multi-ethnic police agency that is trained, equipped and able to assume full responsibility to independently uphold law enforcement. That mandate was expanded in 2006 to ensure the police agency operates according to commitments made with the EU, specifically regarding organized crime and police reform.

Expected Outcomes

- Support local police in the fight against organized crime by assisting in planning and conducting major crime investigations.
- Strengthen internal and external control, inspection and accountability of Bosnian police.
- Provide technical and operational policing expertise and assistance.
- Assist civil judicial authorities in analyzing, investigating and prosecuting illegal activities.
- Support the development of a more productive relationship between police agencies and the prosecutors' offices.
- Provide guidance to the EUPM on the delivery of policing services in Bosnia-Herzegovina.

Results

- Held key positions advising on police restructuring, border policing, economic crime and counter-terrorism.
- Provided support for long-term investigations into political corruption, mismanagement of a major public corporation, misappropriation of land and possession of illegal weapons.
- Worked with the Economic Crime and Corruption Unit to successfully prepare and prosecute high profile theft, fraud, corruption and illegal weapons cases. This has enabled the country to improve its ability to deal with institutionalized corruption, as witnessed by the arrests of a Supreme Court judge and Deputy Special Prosecutor.
- Assisted the State Investigation and Protection Agency's (SIPA) War Crimes Investigations Centre by mentoring, monitoring and overseeing a number of investigations.
- Helped develop more positive relationships between police and prosecutors, thereby improving the quality and effectiveness of investigations.
- Assisted with developing the BiH Border Police and consolidating SIPA into an operational police agency with enhanced powers to fight major/organized crime.
- Established a police steering board co-chaired by EUPM and local authorities to facilitate the coordination and exchange of police information.

<http://www.eupm.org/>

CÔTE D'IVOIRE

United Nations Operations in Côte d'Ivoire (UNOCI)

- In operation since April 2004.
- Canadian contingent: currently authorized for up to nine police officers.

Description

UNOCI was created when the UN Security Council adopted resolution 1528, after determining that the situation in the country continued to pose a threat to international peace and security in the region. The mandate is to restore a civilian policing presence and re-establish the authority of the judiciary and the rule of law throughout Côte d'Ivoire.

The crisis of November 2004 continued to impact the ability of police to move forward on several key initiatives dealing with police restructuring. A second crisis in January 2007 forced most police, including Canadians, to temporarily relocate to Gambia. However, a number of positive steps were taken (see Results below).

Expected Outcomes

- Develop core policing functions in the areas of administration, strategic planning and human resource management.
- Assist local authorities to develop an interim police force.
- Advise, train and monitor local police on maintaining law and order as well as provide advice on disarmament, demobilization and reintegration (DDR), human rights monitoring and election security.



Results

- Consistently held key positions within this mission, including civilian police commissioner, chief of staff, and station commander.
- Instrumental in establishing a school for auxiliary police in the rebel-controlled North, as well as providing them with training to help support the DDR process.
- Trained and mentored national police personnel working in areas such as customs, airport security, riot/crowd control and traffic. Provided training on maintaining public law and order, human rights, community policing and criminal investigations. Assisted in developing training programs on gender-specific issues and developed community policing programs.
- Participated on a human rights commission and a sexual exploitation and abuse committee.
- Implemented coordinated border patrol initiatives with UN Police in Ivory Coast, Liberia and four bordering countries. This resulted in better sharing of information among UN Police and more effective border patrol.

<http://www.un.org/Depts/dpko/missions/unoci/>

CURRENT MISSIONS

HAITI

United Nations Stabilization Mission in Haiti (MINUSTAH)

- In operation since June 2004.
- Canadian contingent: currently authorized for up to 100 police officers.

Description

Through MINUSTAH, UN Police are mandated to assist the Haitian transitional government with ensuring a secure and stable environment by monitoring, restructuring and reforming the Haitian National Police (HNP); developing a DDR program; assisting with the restoration and maintenance of law, public safety and order, and protecting UN personnel and facilities. UN Resolution 1780 adopted in late 2007 authorized an increase in the number of UN Police to help the mission better support the HNP.

Expected Outcomes

- Continue establishing a legislative framework and judicial reform and providing necessary support to rule of law institutions.
- Advance security sector reform in coordination with the international community.
- Reform the judiciary and correctional systems.
- Provide logistical and security assistance throughout the electoral process.
- Address the illicit cross-border trafficking of drugs, arms, and other illegal activity, to strengthen HNP capacities in these areas.
- Provide technical expertise to pursue a comprehensive border-management strategy for the HNP. This includes establishing sufficient patrols along maritime and land borders.
- Provide human rights training to the HNP, and other relevant institutions.

Results

- Held key leadership positions at the mission over the past several years, including police commissioner, deputy police commissioner and regional commanders.
- Monitored, mentored, trained and vetted police personnel. Helped recruit existing HNP officers to develop the HNP's capacity to deliver its own training.
- Worked with correctional officials to address overcrowding of prisons.
- Trained some 2,640 electoral guards, assisted with voter registration and identification, and provided security for electoral office operations.
- Improved professional standards for police; over 1,500 police officers graduated.
- Provided training and direct support to protective services for VIP delegations.
- Assisted with the investigation and reporting of human rights abuses.
- Led a fundraising effort to repair five fire trucks in Port au Prince. Previously, there was no capacity to respond to fires.

<http://www.un.org/Depts/dpko/missions/minustah/>

KYRGYZSTAN

Organization for Security and Co-operation in Europe (OSCE) Centre in Bishkek

- In operation since 1998; Canadian police participating since April 2007.
- Canadian contingent: currently authorized for one police officer.

Description

The Police Reform Program for Kyrgyzstan was launched on August 7, 2003, with the signing of a Memorandum of Understanding between the OSCE and the Kyrgyz government. In January 2005, the Presidential State Commission on Police Reform adopted a comprehensive reform strategy for the Kyrgyz Militia. The core element of the strategy is the transformation of the militia into a modern police service by January 1, 2011.

Expected Outcomes

- Improve the quality of police investigations.
- Strengthen drug interdiction capacities.
- Set up a modern and efficient police emergency call response centre.
- Establish an operational police information analysis system and audio-communication system for the Criminal Police.
- Strengthen police capacity to prevent conflict and manage public disorder.
- Introduce community policing methods.
- Improve the Police Academy.

Results

- Assisted the Mol with its mandate to reform the national police by introducing a national community policing program to nine pilot regions throughout Kyrgyzstan. Liaised with all levels of the Mol to provide advice and guidance on the implementation of the program, and participated in the opening of a community policing classroom.
- Conducted training sessions for Kyrgyz police officers in such areas as community policing, youth crime, domestic violence, cultural awareness and change management.
- Assisted in the procurement and distribution of police equipment such as computers, telephones, fax machines, furniture, radios and vehicles.
- Facilitated meetings between non-governmental organizations and the Kyrgyz Police to establish common ground, solve problems and build mutual trust.

<http://www.osce.org/bishkek/>

CURRENT MISSIONS

LEBANON

- United Nations International Independent Investigations Commission (UNIIIC)
- Internal Security Forces (ISF) support

- Both in operation since February 2008.
- Canadian contingent: UNIIIC – currently authorized for one civilian analyst; ISF – currently authorized for up to two police officers.

Description

Canada's Lebanon Relief Fund, a two-year, \$25 million initiative, was established in the summer of 2006 to respond effectively to relief, early recovery and stabilization needs in Lebanon.

Deployments under this fund are intended to support the Government of Lebanon in ensuring that the rule of law prevails; in strengthening police capacity to conduct law enforcement and maintain public order, and in improving the capacity of judicial police to conduct crime scene and major investigations.

Expected Outcomes

- **UNIIIC:** Deploy a civilian database analyst to support UNIIIC's investigation into the 2005 terrorist attack in Beirut which killed the former Lebanese Prime Minister Rafik Hariri.
- **ISF:** Deploy a training coordinator and forensic identification expert to develop forensic identification curriculum and provide training in forensic identification and crime scene management to ISF members. The deployed officers will work directly with the ISF Academy's Training Unit to help build its capacity in these areas.

SIERRA LEONE

Special Court for Sierra Leone (SCSL)

- In operation since October 2002.
- Canadian contingent: currently authorized for up to six police officers.

Description

The SCSL was established jointly by the Government of Sierra Leone and the UN on January 16, 2002. The Court is mandated to bring to justice those individuals bearing the greatest responsibility for serious violations of international humanitarian and Sierra Leonean laws committed in the territory of Sierra Leone since November 30, 1996.



Expected Outcomes

- Under the direction of the Prosecutor for the Special Court, Canadian police officers investigate and collect evidence related to violations of international humanitarian law committed in Sierra Leone during the civil war.
- Support the court in prosecuting those who bear the greatest responsibility for the violations.
- Train and mentor Sierra Leone Police Force (SLPF) officers assigned to the Special Court.

Results

- The work of the Special Court and police personnel, including Canadians, has played a major role in bringing criminals to justice. This in turn has helped consolidate peace and promote human rights within Sierra Leone.
- Thirteen people have been indicted from the three main groups of combatants during the civil war. Of those 13, five have been tried and convicted, four are on trial, one is at large and three have died while under indictment.
- In fiscal year 2006-2007, investigators worked on 300 investigative tasks associated to the case of Charles Taylor (former president of Liberia).
- Canadian police played a major role in establishing a witness protection program and a training program to sustain it. A Canadian was recently assigned to be Chief of the Witness Management Unit which is responsible for more than 500 witnesses for various international trials.
- Having Canadian officers in theatre has assisted the Financial Investigations Unit (Office of the Prosecutor) to manage and prepare complex cases with multi-country dimensions (e.g. Charles Taylor case).
- Due to the case presented to the Special Court, landmark convictions, including a conviction for recruiting child soldiers, were registered against three former Armed Forces Revolutionary Council members.

<http://www.sc-sl.org/>

CURRENT MISSIONS

SUDAN

United Nations Mission in Sudan (UNMIS)

- In operation since May 2006.
- Canadian contingent: currently authorized for up to 25 police officers.

Description

In March 2005, the UN Security Council established UNMIS after determining that the situation in the country continued to constitute a threat to international peace and security. UNMIS supports the implementation of the Comprehensive Peace Agreement signed between the Government of the Sudan and the Sudan People's Liberation Movement/Army. It is mandated to facilitate and coordinate the voluntary return of refugees and internally displaced persons as well as protect and promote human rights.

Expected Outcomes

- Assist in restructuring the South Sudan Police Service (SSPS).
- Ensure the development of core policing functions such as administration, strategic planning and human resource management.
- Advise, train and monitor local police on maintaining law and order.
- Assess the policing needs of the community.
- Develop a police training and evaluation program and assist in the training of police.

Results

- Assisted in the development of community policing programs and in planning for International Women's Day activities.
- Planned and coordinated the establishment of a new police training academy in the south region of Yei. To date, two buildings have been procured for the academy.
- Provided training to other UN Police to improve service delivery to the SSPS.
- In June 2007, one Canadian was deployed to an advance planning team to assist with establishing UNAMID (United Nations African Mission in Darfur), which began in January 2008.
- Advanced gender equality within the SSPS by ensuring that female recruits be trained for police duty and not relegated to secretarial functions as was the practice. Trained the first female troop of 20, four of whom are now UN-certified police trainers.
- Provided some of the first HIV/AIDS education and awareness sessions to SSPS members and the general public in Yei, where approximately 60% of the population has HIV/AIDS.
- Improved living conditions of detainees in the Yei police station and prison cells by carrying out physical repairs and establishing a regular sanitation routine and inspections.
- Arranged for the donation from Canada of 360 lbs. of clothes, toys and school supplies to a local orphanage.

<http://www.un.org/Depts/dpko/missions/unmis/>

SWITZERLAND

The Geneva Centre for The Democratic Control of Armed Forces (DCAF)

- In operation since 2006.
- Canadian contingent: currently authorized for one police officer.

Description

Initiated in 2000 by the Swiss Government, DCAF is an international foundation contributing to the democratization of defence and security sectors in countries in transition to democracy and societies affected by crisis or war. In 2006, Canada received an official request to second a senior police officer to develop a police program.



Expected Outcomes

- Develop and coordinate DCAF projects on police reform, education and oversight, as well as projects related to policing in peace support operations (UN, EU, OSCE, etc.).
- Develop a strategic plan for DCAF police reform work in South Eastern Europe, Asia, newly independent states (former USSR states) and Africa.
- Provide strategic advice on problems and issues relating to the policing sector; organize and participate in field missions, and organize conferences and events to support the Police Reform Program's activities.
- Establish and maintain contact with local, regional and other governmental and non-governmental organizations with a role in policing, including human rights advocacy groups.

Results

- Led the establishment of a new Police Reform Program, including a comprehensive strategic plan and standard operating procedures (SOP). The Police Reform Program's SOPs have since been adopted by some of the Centre's other teams. This was a significant contribution to the development of security system reform, doctrine and training in Europe.
- Supported the implementation of the Police Cooperation Convention for South East Europe, signed by Bosnia, Serbia, Montenegro, Albania, Macedonia, Romania and Moldova.
- Undertook various field missions to Africa, Eastern Europe and Asia to conduct needs assessments on behalf of multilateral organizations such as the UN and the OSCE.
- Organized a series of capacity-building seminars for the South Eastern Europe Police Chiefs Association for 2007-2009.
- Created a solid network of international security sector reform contacts. Established a strong reputation and demand for the program within DCAF.

<http://www.dcaf.ch/>

CURRENT MISSIONS

TIMOR-LESTE

United Nations Integrated Mission in Timor-Leste (UNMIT)

- In operation since April 2006, Canadian police participating since December 2006; other Canadian deployments occurred between 1999 and 2004 for previous UN missions.
- Canadian contingent: currently authorized for up to six police officers.



Description

As a result of violence that began in April 2006, the UNMIT was established on August 25, 2006. Its mandate is to support the Timorese government and relevant institutions with a view to consolidating stability, enhancing a culture of democratic governance and facilitating political dialogue. It supports the Timor-Leste National Police (PNTL) and assists in conducting a comprehensive security sector review. UNMIT's mandate includes executive power for UN Police officers.

Expected Outcomes

- Cooperate and coordinate with UN agencies and programs as well as other relevant partners to make maximum use of assistance in post-conflict peace-building and capacity building.
- Provide the PNTL with a positive and professional influence.
- Promote and defend international human rights standards.

Results

- Held positions of responsibility within the mission, such as head of the Integrity Investigations Unit and Commander of the Dili Police Station, among others.
- Created conditions for the rapid resettlement of the PNTL, so that Timor-Leste nationals could carry out law enforcement duties as soon as possible.
- Assisted the government in all aspects of ensuring a secure environment for the 2007 Presidential and Parliamentary Elections. Played a significant role in overseeing PNTL registration, screening and certification.
- Maintained law and order throughout the country. UN Police and PNTL investigators worked hard to bring to justice those responsible for the violence in Dili and surrounding districts.
- Conducted serious investigations, developed national policy and trained the PNTL within the sphere of the National Vulnerable Persons Unit; assisted in securing funds to construct a safe house for victims of domestic violence in the district of Covalima.

<http://www.un.org/Depts/dpko/missions/unmit/>

COMPLETED MISSIONS

AFGHANISTAN

United Nations Assistance Mission in Afghanistan (UNAMA)

- In operation since June 2003.
- Canadian contingent: authorized for one police officer.
- Completed in June 2006.



Description

UNAMA was established on March 28, 2002, with an original mandate to support the process of rebuilding and national reconciliation as outlined in the Bonn Agreement.

Expected Outcomes

- As the Senior Police Advisor with UNAMA, advise the Special Representative of the Secretary-General on policing and security-related issues.
- Identify areas requiring increased police advice, guidance and leadership.
- Collaborate with other international agencies and member states on recruiting and training ANP.

Results

- Worked closely with the Chief of the Kabul City ANP detachment on strategic and operational planning and provided on-the-job advice to personnel in the Kabul police district, in close cooperation with the International Security Assistance Force (ISAF).
- Improved standards for the selection of ANP Generals through the creation of standardized exams, interviews, and background checks.
- Assisted with the safe and secure inauguration of the Afghan Parliament in December 2005.
- Recommended eliminating an illegally armed group that was being used for UN protective services and had it replaced it with a Diplomatic Protection Corps which included ANP personnel.
- Aided in the creation of weapon law reform and a weapon registry.

COMPLETED MISSIONS

DEMOCRATIC REPUBLIC OF CONGO (DRC)

European Union Police (EUPOL) Mission in Kinshasa

- In operation since April 2005.
- Canadian contingent: authorized for up to three police officers until December 31, 2006.
- Completed June 30, 2007.

Description

In April 2005, the EU, in close coordination with the United Nations, launched a police mission in Kinshasa (DRC) within the framework of the European Security and Defence Policy (ESDP). The mission monitored, mentored, and advised the Integrated Police Unit (IPU), under a Congolese chain of command. It also ensured that the IPU acted according to international standards.

Expected Outcomes

- Support the establishment of an IPU through the rehabilitation and refurbishment of a training centre and the provision of basic equipment.
- Provide training of IPU personnel in areas of management and logistics, strategic planning, recruitment and training.
- Implement an IPU mandate for protection and security.
- Monitor and mentor the implementation of the IPU's mandate after the initial training phase.

Results

- Strengthened the IPU's capacity through technical training for more than 1,000 cadets, related to elections security, driver training, personnel database and identification cards, equipment storage and tracking system.
- Established effective working relationships among international forces.



IRAQ

Security Sector Reform Project

- In operation since June 2003.
- Canadian contingent: authorized for one police officer.
- Completed in June 2006.

Description

In May 2003, Canada deployed two senior police officers to Baghdad to work with the Mol to develop strategic plans for security sector reconstruction and police reform. As part of a multinational advisory team, Canadian police experts helped promote peace and security in Iraq. The police officers were mandated to support the creation of a democratic and credible police service.

Expected Outcomes

- Promote peace and security in Iraq by providing police-related expertise.
- Support security sector reform and the creation of a democratic and credible Iraqi police service.
- Provide positive and professional support to coalition partners, the Ministry of the Interior and the Iraqi Police and influence policy decisions relating to Iraqi Police reform.

Results

- Established qualifying standards for government employees (including police).
- Created a central forensics lab and five sub-labs, all with comprehensive forensics equipment. Established a forensics training program in partnership with Baghdad University.
- Provided oversight and support to the Special Police Commandos and the Emergency Response Unit to ensure a controlled, systematic approach to these specialized police functions.
- Provided new computers and related training to support the National Crimes Records Branch.
- Efforts to develop a National Policing Plan were stalled due to insurgency and security concerns.

COMPLETED MISSIONS

JORDAN

Jordan International Police Training Center (JIPTC) - Iraqi Police Training

- In operation since 2003.
- Canadian contingent: authorized for up to 20 police trainers.
- Completed in August 2007.

Description

In accordance with the UN Security Council resolution 1511 of October 16, 2003, Jordan partnered with a number of international partners, including Canada to assist in the rebuilding of Iraq through the establishment of effective Iraqi police and security forces.

When the focus of the mission at the Police Academy shifted to training Iraqi correctional cadets, Canada withdrew its police.



Expected Outcomes

- The mission concentrated on training police and developing partnerships to aid Iraq in building a national police force that meets international standards.

Results

- Over the course of four years, trained over 50,000 Iraqi police graduates (including border police) using internationally recognized curriculum and standards.
- Developed curricula that included police academics, defensive tactics, vehicle patrol and anti-terrorism techniques.
- Provided leadership skills and investigative expertise.
- Trained Iraqi instructors.
- Improved JIPTC infrastructure with Canadian donations of computers and the construction of new buildings.
- Improved security plans for both international staff and the centre.
- Established policies to deal with student unrest and protests.