



## 2001-2003 Canadian Police Peacekeeping and Peace Support Operations

The 2001-2003 Canadian police contribution includes successful monitoring and training of local police; planning and implementation of police elements in several missions; investigation of war crime atrocities and participation in a pilot project in refugee camps. As a result, several countries are beginning to move from conflict to peace building and reconciliation with strengthened democratic institutions.

This period demonstrated the importance of placing Canadian personnel in strategic positions around the world, and the value of timely reporting, giving Canada the ability to influence policy decisions within missions. Establishing clear goals and achieving measurable results were a priority for 2001-2003 Canadian police peacekeeping and peace-building operations. The following pages present profiles of Canadian peacekeeping and peace support missions for this period.

### RCMP Peacekeeping Missions Around the World, 2001-2003



## KOSOVO



## UNITED NATIONS MISSION IN KOSOVO (UNMIK) UNMIK CIVILIAN POLICE

In operation since June 1999  
2001-2003 Canadian contribution: 92 police officers  
Language of operation: English

### Mandate

Canada supports UNMIK's mandate to maintain civil law and order in Kosovo and has contributed up to 40 police officers to the UN mission, as part of an international civilian policing contingent of approximately 4,500.

### Activities of Canadian Police

Canada is viewed as a pioneer of human rights and community policing. The Canadian police contribution to Kosovo has been supported through the partnership of the RCMP and more than 20 other Canadian police service agencies. Since UNMIK's creation in June 1999, Canadian police personnel have occupied key administrative and operational positions within civilian police contingents. The following are some examples covering the 2001-2003 period.

In 2001-2002, a Canadian police officer was the Director of Operations of UNMIK, overseeing all day-to-day UNMIK police operational matters within Kosovo.

The position of Regional Commander for the Mitrovica Region was also held by a Canadian officer, where he oversaw the day-to-day activities of more than 430 international police officers, 600 Kosovo police officers and local staff.

A Canadian officer was named the Chief Intelligence Analyst of the newly formed Kosovo Organized Crime Bureau (KOCB) while another officer works for the Proceeds of Crime Unit. The KOCB works closely with the Kosovo Force (KFOR) (NATO) military intelligence units.

Canadian officers continue to serve as investigators on the Central Criminal Investigation Unit as well as the Regional Serious Crime Units which work closely with the International Criminal Tribunal for the former Yugoslavia (ICTY) investigators to assist in securing evidence against those responsible for human rights violations.



Two Canadians form part of the International Police Training Centre (IPTC), which provides mission orientation to new civilian police officers arriving in mission on a wide variety of specific topics. One individual has also travelled to host nations to conduct mandatory testing of English language abilities, as well as driving and shooting skills.

UNMIK police set up the Kosovo Police Service Employees' Appeal Board to deal with appeals resulting from internal discipline matters involving KPS officers. At its inception, a Canadian officer was named as the Chair of the Board due to his extensive background in such matters.

One Canadian police officer is attached to the Regional Internal Investigations Unit and another to the media office of the Border/Boundary Police Unit.

## Initiatives with the Local Population

Canadian police officers, along with their Swedish counterparts, held a Thanksgiving barbecue in October 2002 in the village of Plementine, at a Roma displaced persons camp outside of Pristina. More than 1,000 Euros were raised for the event where over 400 people attended. After the barbecue, a movie was played for the children.

In December 2002, Canadian officers launched Operation M.i.T.S. (Mitts, Toques and Scarves). Over \$1,500 Cdn. was raised to purchase more than 450 sets of mittens, toques and scarves, which were distributed to the villages of Glogovac, Fushe Kosove and surrounding area. As well, a quantity of baby sleepers were purchased for orphaned children at the hospital and orphanage.

Operation Festive Cheer, which received donations in excess of 1,500 Euros, enabled police officers to purchase more than 300 bags of groceries to be distributed on New Year's day to those in need in Glogovac and Fushe Kosove.

## Achievements

UNMIK police have created an organizational structure similar to most modern police services. It provides internal administrative support to civilian police officers and operational support to the mission. UNMIK police have executive policing authority throughout Kosovo and regional internal investigations units have been created within each region. Civilian police officers arriving in missions now benefit from updated lecture material compiled from those who have served over the first 42 months in Kosovo.



UNMIK police continue to work closely with the Kosovo Force (KFOR) (NATO). Together, they prepared joint security arrangements to allow for a democratic voting process throughout the region. The provincial and municipal elections held in November 2001 and 2002 proceeded without incident. UNMIK and KFOR also conducted daily joint patrols, which included establishing roadblocks and conducting joint searches of local businesses and residences in support of criminal investigations and weapons searches. These efforts provided a high level of security and helped build confidence in police support. The Kosovo Organized Crime Bureau (KOCB) was also established, working hand in hand with KFOR intelligence to combat organized crime.

As of February 2003, several of the Border/Boundary crossing points were turned over to the Kosovo Police Service (KPS). The UNMIK Border/Boundary Police still provide officers to mentor and monitor KPS officer activities. These officers have successfully intercepted weapons, drugs and false passports. UNMIK continues to develop training courses for the KPS officers.

The Human Rights Unit established at UNMIK Operations Headquarters in Pristina works closely with United Nations High Commission for Refugees (UNHCR) ICTY and offers administrative support on human rights-related investigations. The Central Criminal Investigations Unit in Pristina also works closely with ICTY investigators to assist with securing evidence against those responsible for human rights violations.

The Kosovo Police Information System (KPIS), launched in 2000, not only enables the KPS to capture electronic data related to ongoing investigations and motor vehicle registrations, but also tracks and monitors crime trends. The KPI System is now in all police stations throughout the province.

December 2002 saw the first police station in the town of Gračanica turned over to the total control of the KPS. UNMIK will still provide civilian police officers to monitor and mentor the KPS officers. There are plans to turn over control to an additional 12 stations to the KPS by the end of 2003.

## Challenges

Civilian police continue to deliver day-to-day policing services in a difficult and challenging environment in the face of short rotational cycles. Increases in resources are needed in order to more effectively carry out the mission.

As well, there is a need to establish a judiciary and detention system within the country. Currently UNMIK police have been tasked with interim detention duties.

## KOSOVO



## UNITED NATIONS MISSION IN KOSOVO (UNMIK), ORGANIZATION FOR SECURITY AND CO-OPERATION IN EUROPE (OSCE) POLICE EDUCATION AND DEVELOPMENT

In operation since June 1999

2001-2003 Canadian contribution: two police officers

Language of operation: English

### Mandate

The mandate of the OSCE Police Education and Development, in accordance with Security Council resolution 1244, is to provide the delivery of a competent and democratically-oriented police service and to restore trust and confidence in law enforcement among the citizens of Kosovo.

### Objectives

Objectives of the mission are to provide police training expertise and to assist in the recruiting, training and organization of a Kosovo Police Service (KPS).



### Activities

Canadian police personnel formed part of a multinational organization of more than 80 active and retired police educators from 23 different nations deployed to the Kosovo Police College in Vucitrn. They were responsible for recruiting and selecting personnel for the KPS. They also researched, designed, delivered and evaluated basic police officer training and police supervisory and management training for the KPS as well as training for UNMIK police personnel. Canadian police personnel working at the Kosovo Police College assisted with the administrative functions at election polling stations throughout the mission during local elections in the fall of 2001 and 2002. They also prepared and delivered a number of general police courses such as: traffic accident investigations, supervisory and mid-level management development courses offered to post-graduate KPS officers.

### Achievements

Basic police curriculum has been developed and is being delivered to the KPS cadets in the form of an eight-week basic training program. An additional 19-week advanced training curriculum has been developed and is being delivered to the graduating cadets. Curriculum for supervisory and mid-level management training has also been developed.



A Primary Field Training Officer Program has been established. This system identifies a civilian police officer to act as a coach/mentor for KPS members for the purpose of structured development. In-service training for specialized courses has also been developed. These courses include driver training, firearms use, report writing, computer skills, criminal investigations, sexual assault investigations as well as middle and senior management courses. By the end of April 2003, 22 classes had graduated through the KPS College for a total of 5,535 male and female cadets from different ethnic backgrounds. A number of KPS officers have travelled to the United States and Germany to obtain additional specialized training.

## Challenges

The success of the KPS College training can be, to a certain extent, measured by the number of graduating cadets. However, the Field Training Program will determine the actual efficiency of the KPS in the long run.



# BOSNIA AND HERZEGOVINA



## UNITED NATIONS MISSION IN BOSNIA AND HERZEGOVINA (UNMIBH) INTERNATIONAL POLICE TASK FORCE (IPTF)

In operation May 1997 to December 31, 2002  
2001-2002 Canadian contribution:  
16 police officers  
Language of operation: English

### Mandate

The mandate of the International Police Task Force (IPTF) was to rebuild a civil society in Bosnia and Herzegovina by strengthening joint institutions and facilitating the return of refugees and displaced persons.



### Objectives and Activities

The work of the IPTF focussed on respect for human rights, the implementation of community policing and the accountability of police to the population. Also, it facilitated the selection and recruitment of ethnic minorities into local police and developed training standards and modules for the two police academies. Activities included:

- monitoring, observing and inspecting law enforcement activities and facilities;
- advising and training law enforcement personnel;
- advising government authorities in Bosnia and Herzegovina on the organization of effective civilian law enforcement agencies;
- ensuring the existence of conditions for free and fair elections;
- training trainers and assisting in the development of systems which will allow police to assess, identify, develop and deliver their own police training;
- introducing community policing; and
- recruiting minorities into local police forces.

The majority of Canadian police officers who served in Bosnia and Herzegovina provided support to local police management. The Canadian contingent commander ensured that incoming Canadian police officers were in positions that allowed for the monitoring and support of police managers.

One Canadian officer was responsible for setting up the newly-formed State Information and Protection Agency (SIPA), responsible for the protection of Bosnian state officials visiting dignitaries and state-owned buildings. Another Canadian police officer worked as a coordinator within the Community Policing Advisory Office. He was involved in the



implementation of several community-based policing projects. Another Canadian was the lead investigator on the Intervention Task Force. In this capacity, he provided advice and guidance to local managers on serious crime investigations. Canadians have also been the main investigators on high-profile investigations, such as the dismantling of a human smuggling ring involving women destined for prostitution and escort services in Eastern Europe.

Positive feedback on the work of Canadians ensured future positions for Canadian police officers in the newly formed European Union Police Mission (EUPM) which took over from the IPTF on January 1, 2003.

## Achievements

Citizens from all ethnic minorities increasingly reported infractions to their local police. This suggested that the people of Bosnia and Herzegovina trusted that the local police would professionally investigate their complaints and respect their human rights in the process. The proposed numbers of minority recruits were respected and all classes trained cadets of mixed ethnicity. Seventeen per cent of the graduating classes were comprised of women.

In addition, by the end of December 2002, the State Border Service (SBS) had realized its target goal of having 100 per cent of the Bosnia and Herzegovina border protected.

## Challenges

Although the environment was generally more stable, citizens from minority groups continued to report complaints in applying for relocation to their residences, which were inhabited by other groups during the civil war.

Progress has been made in including all ethnic groups as part of the policing system. This has been made possible through the downsizing of the old police structure in favour of a politically driven, but more transparent police system. Although progress has been made, further monitoring is required.



# BOSNIA AND HERZEGOVINA



## EUROPEAN UNION POLICE MISSION (EUPM)

In operation since January 1, 2003  
Total 2003 Canadian contribution:  
six police officers  
Language of operation: English

### Mandate

The EUPM builds on the successes of the United Nations International Police Task Force (IPTF), by monitoring, mentoring and inspecting through co-location with local police at mid and senior levels; and by facilitating and enabling development programs for middle and senior police levels and appropriate Ministries in Bosnia and Herzegovina.



### Objective

The EUPM, supported by the community institution-building programmers of the European Union, aims to establish sustainable policing arrangements under Bosnia and Herzegovina ownership. Under a broader rule of law approach, and in line with the General Framework Agreement for Peace (GFAP), the arrangement was established in accordance with European and international practices thereby raising Bosnia and Herzegovina police standards.

### Activities

As set out in the goals of the EUPM, the activities of the civilian police monitors were to:

- improve management principles, delegation of power and planning activities through management and operational police reviews;
- advise and monitor professionalism and ethics at the ministries and senior police levels; and
- monitor the exercise of appropriate political control over the police.

One Canadian officer was selected to form part of the EUPM Deputy Commissioner's personal staff which gave the officer an opportunity to assist in the development of mission strategies. Two Canadian officers were control team co-locators for mid-management level and two



Canadian officers were deployed as liaison officers between the EUPM, the local police and the NATO military Stabilization Force (SFOR).

Another Canadian investigator continues to be seconded to the Office of the High Representative (OHR) where they mentor local fraud investigators and provide guidance to government officials. The anti-fraud department has undertaken high-profile fraud investigations, including a complex investigation uncovering a financial institution's involvement in funding separatist groups.

## Challenges

To build on the achievements of the UN, IPTF will continue to work to raise the current Bosnia and Herzegovina police standards to those of the European and international community by the end of its mandate in December 2005.



## MACEDONIA



## ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE (OSCE) MACEDONIA: SPILLOVER MONITOR MISSION TO SKOPJE

In operation since August 13, 2001  
2001 to 2002 Canadian contribution:  
three police officers  
Language of operation: English

### Mandate

The mandate of this mission is to monitor developments along the Serbian borders and in other areas of Macedonia that could suffer from the spillover of conflict in the former Yugoslavia. Monitoring takes place in order to promote respect for territorial integrity; to maintain peace, stability and security; and to help prevent possible conflict in the region.



### Objective

To build confidence within the community, the monitors help maintain stability and security in the country. Regular reporting takes place on many issues pertaining to security, including the civil unrest in the northern border areas. Monitoring of illicit arms, human trafficking as well the return of refugees and internally displaced persons also occurs.

### Activities

Police officers were deployed to sensitive areas concurrently with the phased redeployment of national police. They not only provided assistance in ensuring a phased and coordinated redeployment by the national police, but also assisted in the training of a multi-ethnic police force at the Macedonian Police Training Centre.

One Canadian officer was deployed as a senior police advisor. His role was to monitor and assist in the redeployment of the national police into one of the villages in the conflict zone. He worked to build the confidence of the villagers in the national police and provided advice on policing practices. He was also responsible for the administrative functions pertaining to the international officers at his station.

Two Canadian officers were deployed as basic training instructors at the multi-ethnic police training centre outside of Skopje. They were responsible for the preparation and delivery of classes in more than 40



general police study courses including officer survival, victim statements, domestic violence awareness and policing in a multi-ethnic society. One officer was also instrumental in the development of a community-based policing program.

## **Challenges**

It is a challenge to sustain a multi-ethnic police training program, while building on the reintegration of local police into the towns and villages in the conflict zones.

## SERBIA



### ORGANISATION FOR SECURITY AND COOPERATION IN EUROPE (OSCE) MISSION TO SOUTH SERBIA

In operation since May, 2001

2001 to 2002 Canadian contribution: one police officer

Language of operation: English

### Objective

To contribute to the stability and security in the area, it was decided that multi-ethnic police officers, upon completion of joint training, would be deployed to the existing police force in southern Serbia, with the aim of rebalancing the ethnic Albanian presence in the police structures.

### Activities

Police officers acted as teachers, mentor guides and information officers when assisting incoming police cadets during training. They were responsible for developing appropriate and applicable training standards. They also screened incoming cadets to ensure that the course requirements were met and assisted in the testing and assessment of all cadets.

One Canadian officer was deployed to the Mitrovo Polje Police Training School in South Serbia, where he was responsible for the development, preparation and delivery of general police studies during the 12 week training course. Courses included democratic policing principles, gender issues, crime scene management and domestic violence awareness. After several months at the Police Training Centre this officer was transferred to Belgrade where he was the program manager responsible for policy dealing with organized crime under the Serbian Police Reform initiative sponsored by the OSCE.

### Challenges

A challenge lies in continuing to sustain a professional multi-ethnic police training program that will ensure acceptable policing standards in the south Serbian municipalities of Presevo, Medvedja and Bujanovac.

## TIMOR-LESTE



**UNITED NATIONS MISSION IN SUPPORT OF EAST TIMOR (UNMISET) (TIMOR-LESTE), FORMERLY UNITED NATIONS TRANSITION ADMINISTRATION IN EAST TIMOR (UNTAET)**

**In operation since: May, 2003**  
**2001 to 2003 Canadian contribution:**  
**20 police officers**  
**Language of operation: English**

### Mandate

On May 20, 2002, the UN mission changed its name from the United Nations Transitional Administration to East Timor (UNTAET) to the United Nations Mission in Support of East Timor (UNMISET), when East Timor became an independent country after a three-year transitional process under the guidance of the UN. The new nation is now known as Timor-Leste.

The mandate of this mission is to provide assistance to core administrative structures critical to the viability and political stability of East Timor, including interim law enforcement and public security functions, and assistance in the development of the National Police Service of Timor-Leste (PNTL)

### Objectives

The primary tasks of the United Nations Police (UNPOL) are to prepare the PNTL for the complete handover of executive policing, and to provide a positive and professional influence on UN operations within UNMISET.

### Activities

Officers assisted UNMISET with executive policing and imparted on the PNTL the requisite knowledge for an eventual handing over of all policing functions. They also assisted UNMISET and PNTL senior management with strategic planning for police operations.

Officers also trained local police and imparted knowledge so that they can eventually assume total responsibility of the Police Academy and curriculum. As part of their duties, officers continued to provide field coaching, in-service training and monitored and provided advice to PNTL personnel for the eventual handing over of all policing duties.





Canadian police officers are active in all areas of law enforcement administration and operations. All Canadian police officers remain actively engaged in coaching and guidance to the PNTL officers in their daily activities. Areas of development include, training in the proper techniques to be used in securing crime scenes, witness/suspect/victim statement taking, community patrols both on foot and with police vehicles, arrest procedures and preparing the investigative file for court. The program is similar to field recruit training programs provided to police officers in Canada.

In the past two years, Canadian officers have occupied a number of high-profile positions within the United Nations Police including: the Chief of Operations, Chief of National Investigations, Chief of Strategic Planning, Special Assistant to the Police Commissioner, District Commander, Officer in Charge of Vulnerable Persons and Organized Crime Units, and Technical Advisors to Specialized Units commanded by PNTL officers.

As of November 2001, Assistant Commissioner Peter Miller of the RCMP has been the UN Police Commissioner in Timor-Leste.

## **Initiatives with the Local Community and Youth**

Throughout Timor-Leste, Canadian police officers are living and working in the communities they serve. Canada's philosophy of community-minded service has earned them considerable praise and respect for their dedication and quality service.

Canada is contributing \$50,000 Cdn. to the PNTL for community policing initiatives. This will enhance the image of the police, promote community confidence and reach out to children to build trust and teach them that the police are their friends. A poster campaign, football tournament, bike patrol and "train-the-trainer" programs are expected to receive funding in conjunction with other donors.

## **Achievements**

The recruitment and training of police for the PNTL nears its target of 2,830 officers for June 2003. In-service training is focussed on mid- to high-level management as officers are promoted into the senior ranks of the organization.

Police officers with the PNTL are being integrated into all facets of policing under the close supervision of their UN colleagues.

In accordance with the handover of policing services, a number of districts and special units are now being commanded by the local police. Under this arrangement, the international and national police operate as a joint service under the unified command of the UN Police Commissioner.



## Challenges

By January 2004, the handover will be complete and the PNTL will be vested with full command and control authority for policing throughout the country. Beyond January 2004, a limited number of international police will remain in an advisory role. The local government and the international community will continue to work together to energize judicial development.

Since the independence of Timor-Leste, crime has remained comparatively low. However, the emergence of various groups with ulterior motives are threatening to destabilize the security situation. International and domestic efforts are being taken to fortify the capacity of the military and police in Timor-Leste to respond to these recent trends.

The UN Police, with the assistance of local government and donor countries, will continue to work to ensure that the challenges to development of the PNTL surrounding transportation, communication and equipment are addressed. They will continue to provide the resources and support that are required to do the job.





**SIERRA  
LEONE**



**UNITED NATIONS ASSISTANCE  
MISSION IN SIERRA LEONE  
(UNAMSIL)**

**In operation since October 22, 1999  
2001-2003 Canadian contribution: up to  
seven police officers  
Language of operation: English**

## **Mandate**

The mandate of UNAMSIL is to provide a safe and secure environment for all persons by ensuring that civilian law enforcement agencies operate in accordance with internationally-recognized standards and with respect for internationally-recognized human rights and fundamental freedoms.

UNAMSIL is also mandated to assist the efforts of the Government of Sierra Leone to extend its authority, restore law, order and stability.

## **Objectives**

Police objectives are to support UNAMSIL's mandate in advising and assisting the Sierra Leone Police Force (SLPF) on restructuring and training.

They also work to positively influence the UN Mission through the strategic placement of Canadian police personnel within the Civilian Police (CIVPOL) organization.

## **Activities**

Canadian police advised and assisted the SLPF in the development of professional recruiting and training programs as well as with the development and delivery of professional and democratic policing operations in designated areas, which may include Disarmament, Demobilization and Reintegration (DDR) camps. In addition, they assisted in the professional administration of the UNAMSIL CIVPOL component of the Mission.



## Achievements

Canadian police officers were involved in all aspects of training and development administered by the Hastings Training Academy on the outskirts of the capital city of Freetown. This included the development of course content and training standards in the areas of police defensive tactics and intervention models for managing violent incidents. Canadian police officers participated in the design, development and delivery of a “train-the-trainer” course for the SLPF which was intended to assist in the delivery of training programs to officers. Course content delivered included various international covenants on human rights which the police are obligated to respect.

Canadian police officers worked with SLPF senior management in the development of new recruiting and promotion policies. These included the writing of entrance examinations and the administration of a transparent testing program with more than 500 applicant examinations being processed.

Furthermore, Canadians assisted in the development of examinations and marking schemes for recruits required to undergo two weeks of remedial training at the Police Training School in Hastings.

Efforts are ongoing to ensure that examination standards are being appropriately administered and meet the needs of the organization.

# SIERRA LEONE



## SIERRA LEONE: SECONDMENT TO THE SPECIAL COURT FOR SIERRA LEONE (SCSL)

In operation since October 2002  
2001-2003 Canadian Contribution: one police officer  
Language of operation: English

### Mandate

The Special Court for Sierra Leone has been established to investigate serious crimes that were committed against citizens during the period of civil unrest prior to the involvement of the United Nations Assistance Mission in Sierra Leone (UNAMSIL) in 1999.

These crimes include: crimes against humanity, war crimes and other serious violations of international humanitarian law and Sierra Leonean law. The root cause of this decade-long conflict was diamonds and control of the diamond trade.

Unlike other international tribunals such as International Tribunals for the former Yugoslavia and Rwanda, which were established by resolutions of the Security Council and constituted a subsidiary organs of the UN, the Special Court for Sierra Leone was established by an agreement between the UN and the Government of Sierra Leone.

### Objective

The police objectives for this mission are to identify and prosecute before the Special Court those individuals who bear the greatest responsibility for human rights violations committed within Sierra Leone during the period of civil unrest prior to the involvement of the United Nations Assistance Mission in Sierra Leone (UNAMSIL) in 1999.

### Activities

Working with a multinational team under the direction of a special prosecutor, seconded officers conducted complex criminal investigations, which included collecting physical evidence and interviewing witnesses.



## Achievements

The work performed by the investigative team enabled the Special Court for Sierra Leone to hand down its first indictments in March of 2003. Seven former Revolutionary United Front (RUF) and the Armed Forces Ruling Council (AFRC) junta leaders and one current government minister were accused of war crimes committed during the country's decade-long civil conflict. Those indicted included the RUF leader and several battlefield commanders and local politicians. The Special Court's work continues inside and outside of the country to identify those who bear the greatest responsibility for war crimes committed in Sierra Leone.



**GUINEA**



**GUINEA: SECONDMENT TO THE UNITED NATIONS HIGH COMMISSION FOR REFUGEES (UNHCR)**

In operation since January 2003

2001-2003 Canadian Contribution: two police officers

Language of operation: French



## **Mandate**

The mandate of this mission is to enhance the capacity of the Guinean Police in addressing safety in refugee camp environments. In response to a UNHCR request, Canada is playing a key role in refugee security management, liaison and capacity-building activities, directly supporting the Government of Guinea's assigned Mixed Brigade for Refugee Security.

## **Objectives**

The police objectives are to provide a safe and secure environment for all refugees in camps, under the responsibility of the Guinean Government, by ensuring that civilian law enforcement agencies operate in accordance with internationally-recognized standards while respecting internationally recognized human rights and fundamental freedoms.

Police support the UNHCR's mandate in Guinea by advising and assisting the Government's dedicated security forces for refugee security on capacity-building, restructuring and training.

Police also provide a positive and professional influence on UNHCR operations, Guinean Bureau of Refugee Coordination (BCR) and the Guinea Mixed Brigade.

## **Activities**

Officers delivered capacity-building activities and provided timely advice to the Republic of Guinea, UNHCR, BCR and the Mixed Brigade on capacity-building measures and specific training requirements and activities. Also, in collaboration with UNHCR staff, officers planned, developed and provided technical assistance to implement a structured national program with specific training modules for the Mixed Brigade officers concerning public security.

Officers analyzed existing refugee camp security arrangements and provided advice on their implementation. They also served as the liaison between the UNHCR, the Guinean Bureau for Refugee Coordination (BCR) and the Mixed Brigade. In addition, officers reported on an ongoing basis directly to UNHCR's country representative through the Head of Sub-Office and provided timely analytical advice and professional opinion on refugee camp security matters in Guinea.

## Achievements

The planning, application, management and monitoring of policing standards appropriate to a complex refugee environment will allow UNHCR to directly influence and effectively contribute in a manner that best supports the government in undertaking its responsibilities in safeguarding the institution of asylum for bona-fide refugees entering its territory. The focus is to assist the Government of Guinea in undertaking its responsibilities, while the overriding theme and the day-to-day activities will involve applying capacity-building measures within a strictly defined time frame and ensuring an effective “hand-over” of task to a Guinean senior counterpart.





## Further Reading

The Canadian Police Arrangement, Policy Framework

The Canadian Police Arrangement, Annual Report 2001-2003

RCMP Directional Statement 2003/2004