



Strategy for Community- Based Policing in Bosnia and Herzegovina

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Acronyms

BiH	Bosnia and Herzegovina
BD	Brcko District
CBP	Community-Based Policing
DFID	Department for International Development
EU	European Union
EUPM	European Union Police Mission
HRW	Human Rights Watch
ICG	International Crisis Group
IPTF	International Police Task Force
JPDCD	Joint Project Development and Coordination Department
Mol	Ministry of Interior
MoS	Ministry of Security
NGO	Non Governmental Organisation
PAO	Public Affairs Office
SBS	State Border Service
SDC	Swiss Agency for Development and Cooperation
SIPA	State Investigation and Protection Agency
UK	United Kingdom
UNDP	United Nations Development Program
UNMIBH	United Nations Mission in Bosnia and Herzegovina

Foreword

This community-based policing (CBP) Strategy is intended to improve the rights and freedoms of all citizens of Bosnia and Herzegovina (BiH), promote equal access to justice, improve standards of public administration, improve the operational effectiveness of the police agencies and equip our country for EU accession.

This Strategy sits directly within the ongoing reform of the BiH police system. One of the reform initiatives is establishing de-politicised, impartial, accountable police agencies dedicated to the principles of community policing¹. This Strategy is aimed at helping the police agencies to improve relations with the community and to foster mutual trust.

This Strategy introduces CBP as an organisational philosophy that promotes partnership between police and community. It is based on the premise that both the police and community work together to identify problems such as crime, drugs, the fear of crime, and antisocial behaviours. The Strategy recognises that police agencies cannot solve all community problems; it focuses on core police responsibilities of protecting life and property, the prevention, investigation and detection of crime, with the goal of improving the overall quality of life in the community in partnership with other agencies. The philosophy is based on the principles of partnership, empowerment, problem solving, accountability, service orientation and project management.

This Strategy adopts the best practices and regulations of European countries which have been piloted and adjusted to the socio-political context of BiH. Its implementation will assist respective Ministries of Interior to demonstrate progress against the police reform objective to introduce democratic and service based policing. The effective application of this Strategy will help to address core security issues facing the BiH police today.

Based on BiH Ministry of Security decision no. 09-50-3142/06, issued on 09 August 2006, the working group to develop the Strategy was established with the following membership:

Mr. Zijad Kadic, representing BiH Ministry of Security,

Mr. Mijo Golub, representing State Investigation and Protection Agency (SIPA),

Mr. Mario Opacak, representing State Border Service (SBS),

Mr. Robert Cvrtak representing Federation BiH Ministry of Interior,

Mr. Darko Maricic, representing Republika Srpska Ministry of Interior,

Mr. Niko Salatovic representing Brcko District Police,

Mr. Dragoljub Subotic representing Canton 4 Ministry of Interior,

Mr. Sead Ibrulj representing Canton 7 Ministry of Interiors,

Mr. Halid Emkic representing the Joint Project Development and Coordination Department (JPDCD) of the European Union Police Mission (EUPM).

¹ International Crisis Group, *Policing the Police in Bosnia: A further Reform Agenda*, 10 May 2002.

We thank the members of the working group and the UK's Department for International Development (DFID)/ Swiss Agency for Development and Cooperation (SDC) funded secretariat who have prepared this Strategy.

Executive Summary



Assisting BiH police agencies to adopt a community-based policing (CBP) philosophy aims to increase the safety and security of Bosnian citizens. This Strategy is based upon the four key components of CBP: local policing; preventive policing; targeted policing; and partnership.

Before the development of the Strategy, aspects of CBP had been implemented in BiH through the efforts of local police in conjunction with international actors such as the International Police Task Force (IPTF), the European Union Police Mission (EUPM), the Department for International Development (DFID) and the Swiss Development and Cooperation Agency (SDC). These initiatives lay the foundation for CBP and built awareness and acceptance of the CBP philosophy. This Strategy arose from the recognition that there was a need to build upon these activities and take CBP forward in a coordinated and comprehensive manner across the whole of Bosnia and Herzegovina (BiH). Implementation of the Strategy will be assisted by the fact that CBP can be introduced in BiH without reference to contentious issues such as the re-structuring of the police.

The Strategy is based upon a mission statement and four strategic objectives, which are defined in line with community policing principles. Each of the strategic objectives has been further developed into strategic programmes, activities and key performance indicators for implementation of community policing. The final section of this Strategy contains an implementation plan with suggested timelines for the implementation of specific activities.

This strategic and operational framework will assist bodies within each of the different police agencies to implement strategic objectives, tailored to local circumstances across BiH.

The Strategy also assists international and local donors by providing a framework against which assistance can be provided, ensuring that support is coordinated and harmonised.

The core components of the Strategy are shown on the following page.

Mission of the National Community Based Policing Strategy:

Improving quality of life and maintaining a secure society in which each citizen shall feel safe by committing to cooperation with all segments of the community, through proactive and transparent work

Strategic objective 1:

To increase police capability to prevent and reduce crime, and other occurrences of anti-social behaviour, by giving priority to the problems that cause insecurity among citizens and community

1. Develop a standardised data collection system based upon standard processes within all police areas in cooperation with community
2. Develop a security assessment system based upon standard processes (information analysis, ranking priorities through application of decision support systems, knowledge management) within all police areas in cooperation with community
3. Develop a project management blueprint (framework) to address the priority issues arising from the standardised security assessment system
4. Review the security assessment system (from data collection through to project implementation and results)

Strategic objective 2:

To improve managements' capability to manage change

1. Develop and implement comprehensive training programmes for police managers on a continuous basis
2. Enhance the use of the existing human resources of the police
3. Develop and implement mechanisms for supervision and evaluation geared towards recognition of successful implementation of CBP principles

Strategic objective 3:

To improve cooperation with community, through partnership development with community stakeholders

1. Develop a standardised approach to identification and mobilisation of key stakeholders within community
2. Develop a standardised mechanism for identifying and resolving problems related to safety through partnership with local communities
3. Develop mechanisms to facilitate better understanding and trust between the police, community and other relevant stakeholders
4. Develop and disseminate educational material related to police and community partnerships

Strategic objective 4:

To increase public trust towards police by engagement and cooperation, including consultations, communication and citizen involvement

1. Improve communication between police and community
2. Enhance public engagement in police affairs
3. Standardise mechanisms for the exchange of information between the police and the public

1. The role of community-based policing in BiH police reform



The purpose of this Strategy is to improve the safety and security of Bosnian citizens through the introduction of community policing. Community policing is an approach that has been widely adopted in most democratic societies and promises to deliver significant improvements to BiH police operations. The success of community policing is based upon building close, mutually beneficial relations between police and community members.

To develop community partnership police must: develop positive relationships with the community; involve community in the quest for better crime control and prevention; and pool their resources with those of the community to address the most urgent concerns of community members. Striving for greater community partnership recognises that engaging with the community helps to develop trust between the police and community which in turn improves the work of the police.

Problem solving is the process through which the specific concerns of the community are identified and the most appropriate solutions to address their concerns are developed. In this way, problem solving in the context of community-based policing (CBP) involves more than simply the elimination and prevention of crime. It requires in-depth analysis of problems based on information and ideas generated by the community in partnership with police. This partnership approach results in creative and innovative solutions that are owned by the community in which they are implemented and are tailored to local circumstances. The outcomes of this process are safer and more secure communities and an improved relationship between police and citizens.

The introduction of community policing represents a substantial change in the way policing is undertaken in BiH today. Community policing does not imply that police are no longer in authority or that the primary duty of preserving law and order is subordinated. While community police officers have the same responsibilities to prevent and investigate crime as their predecessors, they seek to do so in a more effective manner. Embedding a culture of CBP requires significant change throughout all segments of the police organisation. The entire organisation, from senior management through to operations on the ground, must be involved in embedding the concept of cooperation with community members to promote and deliver improved safety and security.

Building trust between the police and community on this scale is a long process but ultimately it will reward BiH, with improved crime reduction and prevention, and in doing so will build safer and secure communities for BiH citizens.

2. Why develop a community-based policing strategy for BiH?

The tasks and challenges faced by police throughout Europe are common to the experiences of police in BiH. Police tasks such as: the prevention and detection of crime; the establishment and maintenance of public law and order; and responding to citizen calls for assistance, are common to most police structures in Europe and the world. In addition to carrying out similar tasks to the police in BiH, police throughout Europe also have similar authorities and face similar challenges. Consequently, it is important for police reforms in BiH to be informed by lessons learned in other countries.

The Strategy addresses key weaknesses, in the existing police system and will enable the delivery of necessary improvements in BiH police services. It builds upon a range of CBP initiatives that have been introduced with the help of various international donors from 1996. The Strategy brings coherence to these initiatives and progresses the adoption of CBP into a uniformed national approach. The implementation of the Strategy will assist BiH fulfil its EU pre accession requirements and help to develop modern police agencies that implement international best practice. For all of these reasons the adoption of CBP has sustained widespread support from all key stakeholders.

Community policing was first introduced to BiH by the United Nations Mission in BiH (UNMIBH) and its police segment, the International Police Task Force (IPTF), which was active from 1996 until the end of 2002. Through this initiative, the first training on community policing was given at an introductory level to all police officers in BiH.

The European Union Police Mission (EUPM), established on 11 March 2002 and started on 1 January 2003, gave further impetus to CBP. The Mission pursued activities addressing a broad Rule of Law agenda, part of which was "Programme No.5 – Public Order and Security". Project 5.5 of this programme was the implementation of community policing. Despite the project being presented to all police stations in BiH, implementation was fragmented. This fragmentation was a result of the project document providing only a general framework for community policing rather than providing a more detailed understanding of the approach to all police stations. As a result, understanding of community policing varied, and some police stations were more successful and comprehensive in its implementation than others. An additional problem was that some police stations misinterpreted CBP to mean only the provision of more friendly police officers. The fragmented adoption of these first steps towards community policing combined with the misunderstandings that prevailed, are two reasons why a national CBP Strategy has been developed.

This Strategy will make a contribution to BiH's preparation for accession to the EU. A recent feasibility study noted that BiH must achieve substantial reform in the police, and improve the prevention and reduction of crime in order to meet EU accession requirements. This Strategy recognises lessons learned from community policing experiences internationally, and has developed an approach that is tailored to the context and needs of BiH police and citizens.

A coherent CBP Strategy, and its subsequent implementation, will help: modernise BiH police; introduce a standardised approach to community policing across all of BiH; bring BiH closer to standards of policing in EU countries; and help reduce and prevent crime, assisting to strengthen security in BiH. The Strategy is further assisted by the fact that the approach can be introduced without reference to contentious issues such as the re-structuring of the police.

3. Context of the Community-Based Policing Strategy

The development of this Strategy was influenced by three key sources of information:

- An assessment of the important aspects of the security situation in BiH;
- An assessment of the perception of citizens toward the police service;
- Lessons learned and achievements of community policing pilot projects.



Figure 1: Key influences on the development of the Community-Based Policing Strategy.

Each of these key sources of information shaped the Strategy in important ways:

- The assessment of BiH security highlighted deficiencies in the current approach to policing and provided a benchmark for the Strategy's implementation;
- Feedback from citizens identified what citizens thought of the police and identified where the police service needs to improve; and
- Results from the pilot projects allowed the identification of successful ways to implement a CBP philosophy based on initiatives that have been tried and tested in BiH.

As a result of these three important influences the strategy directly responds to the current security situation and citizen needs, is grounded in international best practice and promotes solutions that have been developed and successfully applied in BiH.

3.1 *Important aspects of the security situation in BiH*



The current security situation of BiH provides an important setting for the CBP Strategy. Current assessments of the security situation in BiH note significant improvements in security since the signing of the Dayton Agreement, but stress the need for ongoing reform. The development and implementation of this Strategy will assist to improve both the actual and perceived security of BiH citizens.

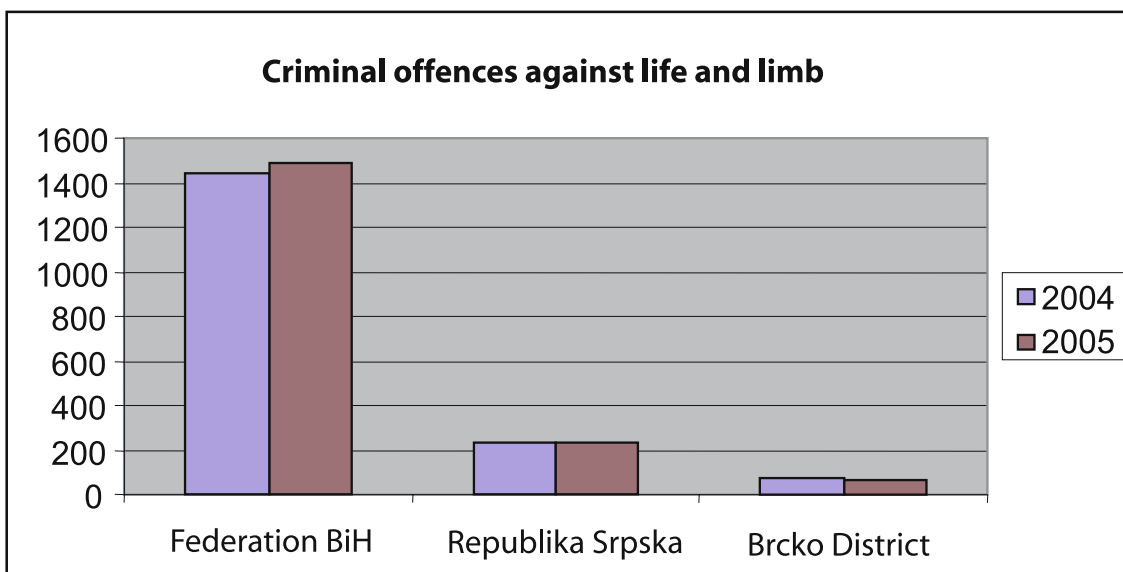
Effective community policing must rely on both objective and subjective information. This part of the Strategy presents objective crime statistics that are currently available. In order to ensure an adequate and comprehensive response to the needs of the community, the police must also collect and analyse subjective information, which is discussed in section 3.2 below.

The following data indicating some aspects of the security situation in BiH is based on the report produced by the BiH Ministry of Security (MoS) for year 2005².

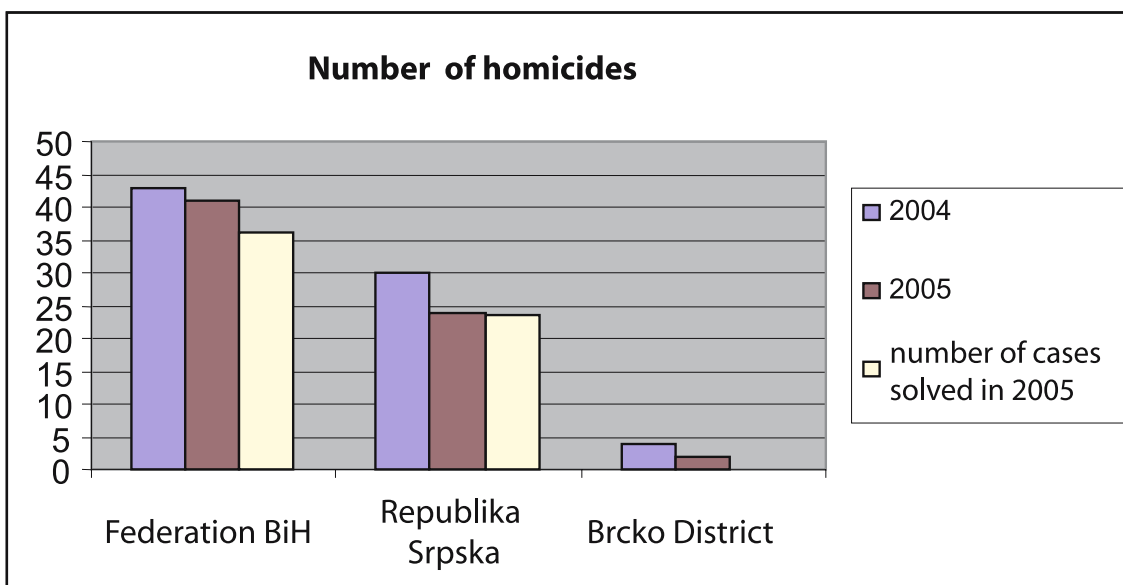
Criminal offences against life and limb

In 2005 there were 1,786 criminal offences against life and limb registered in BiH, a 1.59% increase in comparison to 2004. Homicide is the most serious criminal offence in this category. In 2005, there were 67 homicides registered, a 14.92% decrease in comparison to 2004. The graph below represents the change of offences in the Federation of BiH (FBiH), the Republika Srpska (RS) and Brcko District (BD) in comparison to 2004.

² Report on Security Situation in Bosnia and Herzegovina for 2005, BiH Ministry of Security, April 2006



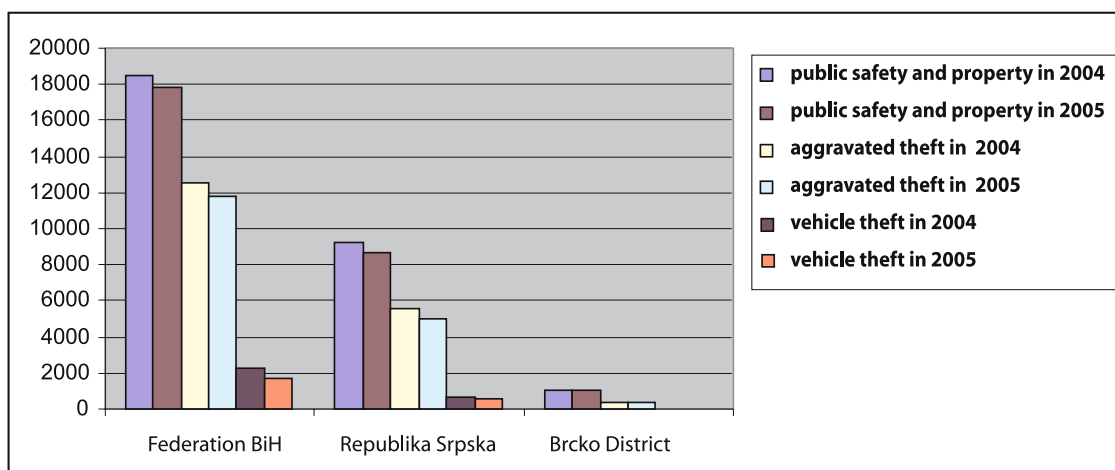
The next graph represents number of homicides broken down between the FBiH, the RS and BD. The majority of homicides were registered in the FBiH, followed by the RS and the BD. This difference is not surprising as the FBiH has a larger population than the RS and BD. The FBiH, the RS and BD all reported a decline in the number of homicides from 2004 to 2005. The percentage of successfully solved homicide cases is very high.



Criminal offences against public safety and property

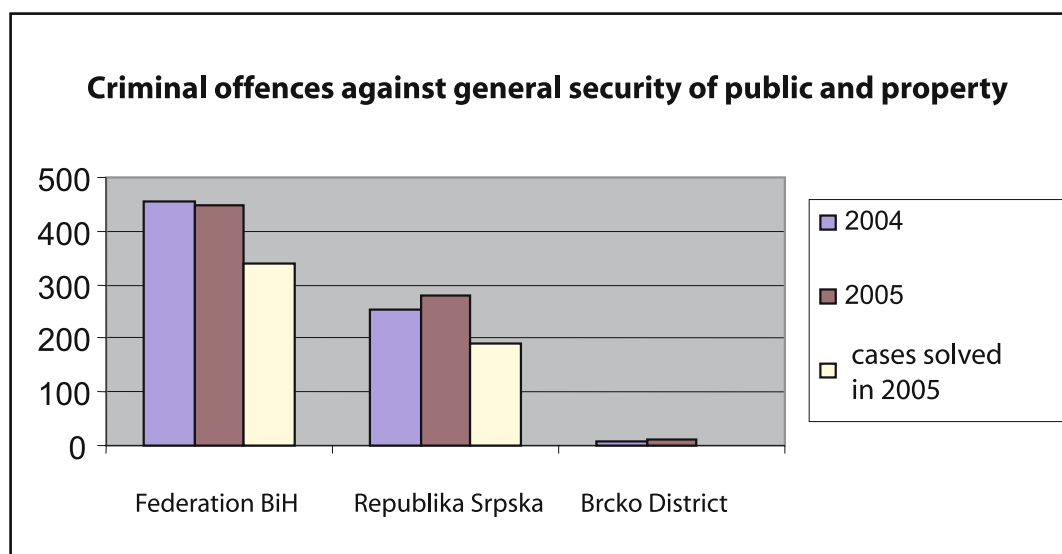
In 2005, there were 27,470 criminal offences against public safety and property registered in BiH, which is a 4.9% decrease in comparison with 2004. The most visible offences in this category are aggravated theft with 17,182 recorded cases, which is 7.4% fewer than recorded in the previous year.

The following diagram shows the number of criminal offences against the public safety and property including cases of aggravated theft and vehicle theft with comparative figures for 2004 and 2005. It is important to note that in the past year the most frequent target of criminal offences were apartments, houses and shops. Vehicle theft is also a very significant security problem in BiH.



Criminal offences against general security of public and property

In 2005, there were 739 criminal offences against general public security and property registered in BiH, which is 3.2% increase in comparison with 2004. The largest number of criminal offences in this category was breaches of the peace and threatening behaviour.



This category of criminal offences, although not as common, has a lasting impact on public perception of crime and fear of crime. Though the FBiH has registered a decrease in the number of offences registered, the increase in the RS and an especially sharp increase in BD is concerning. In BD the majority of these offences were related to antisocial behaviour and cases of domestic violence. Considering that many of the cases of domestic violence go unreported³, which is the result of a deeply rooted culture of fear and shame, and in some cases negligence on part of the police,⁴ much has to be done in order to assist victims of this crime. It is important to emphasise that good cooperation between the police and the NGO sector in relation to domestic violence has already yielded good results, a trend that is expected to accelerate with the adoption of community policing philosophy.

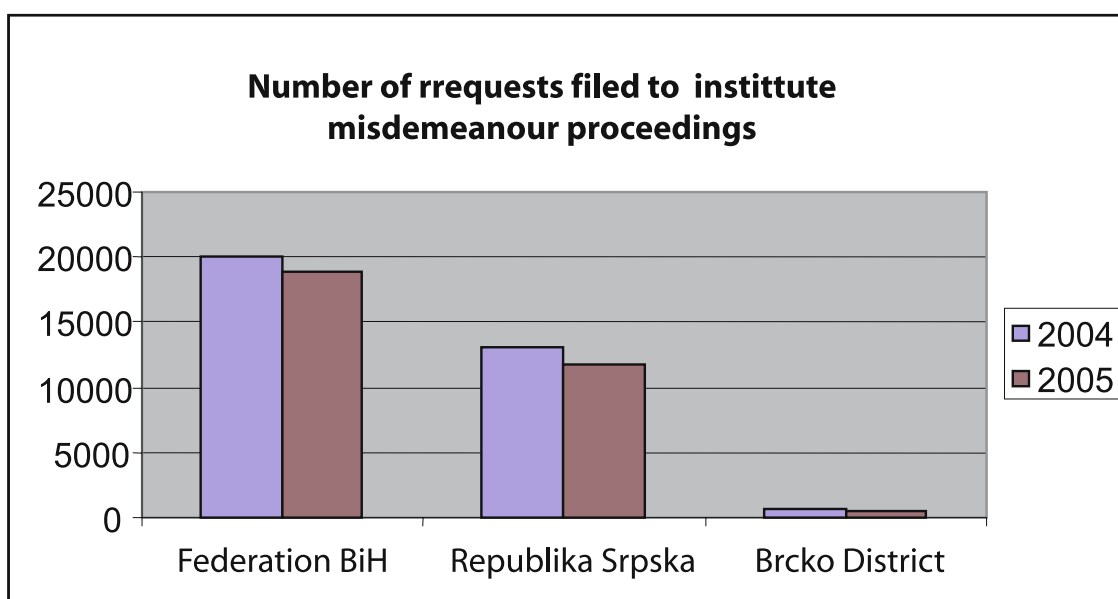
³ HRW World Report: *Women's Human Rights – Violence Against Women*, 1999

⁴ Ibid, "In post-conflict Bosnia, we found that, routinely, police flatly refused to intervene in domestic violence disputes."

Public law and order

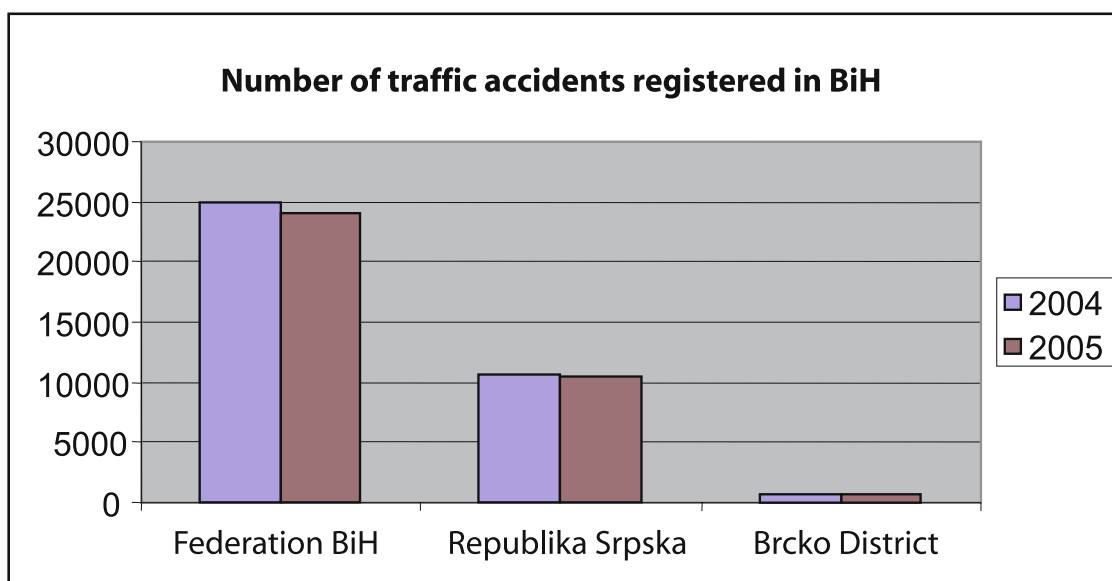
In 2005, there were 31,124 requests filed in BiH to institute misdemeanour proceedings related to the field of public law and order, which is 8.6% fewer in comparison with 2004. The most frequent criminal offences in this category include: assaults; particularly disobedience; undermining official persons; and public nuisance.

As represented in the graph below, the overall percentage of violations in the the FBiH as well as RS and BD have decreased. However, it is important to indicate that in the FBiH as well as in BD there has been an increased number of violations committed by teenagers and pupils attending schools. The CBP Strategy recognises this issue and offers a number of solutions, such as the establishment of a "school police officer". This project has already been piloted in many schools throughout BiH.



Traffic safety

As shown in the following diagram, in 2005, there were 35,236 traffic accidents registered in BiH, which is 3.3% fewer than experienced in 2004. As a result of these accidents, 380 fatalities were recorded, 14.21% fewer in comparison with the previous year. The most frequent causes of traffic accidents included: driving without due care and attention; violations of the right of way; illegal overtaking; and drink driving.



Although recent progress has been made in terms of traffic safety, BiH still has one of the highest levels of traffic accidents per capita recorded in Europe. In order to improve this situation, police agencies need to focus on prevention activities including improved communication with citizens. Management must also recognise the prevention work that is undertaken by police officers. This will require improved methods of supervision and guidance. Much has to be done to improve the image of traffic police officers who have been named by the general public as the most corrupt of all police units⁵. To a large extent this Strategy focuses on tools and methods needed for establishing better communication and improving the image of the police.

3.2 Public perceptions of the police as an organisation

Subjective information, gathered through research on citizen perception of crime, deviant behaviour and their general feeling of security, is very important for identifying citizen priorities in relation to security. Information obtained from gathering citizen perceptions on security situation often identify problems in the community that go outside areas that the police have traditionally been responsible for. For this reason, the police must develop partnerships with other community organisations which have a more appropriate role in resolving such issues.

Some data on citizens' perceptions of the police in BiH is already available from surveys focused on general levels of safety and security in Bosnia, and by surveys designed specifically to gain the public perception of the police. This Strategy will improve the quality of such information by developing mechanisms for the evaluation of citizen perceptions regarding safety and security.

Recent studies conducted by United Nations Development Program (UNDP) indicate that BiH citizen's trust and confidence in the security situation has fallen. The UNDP Early Warning System for the second quarter of 2006 reports that the Safety Stability Index for BiH, which measures economic, social and political stability and security "has fallen to its lowest level yet"⁶. This fall in citizen perception about the level of BiH security has been caused by the rise in petty crime in combination with increases in organised crime.



⁵ Almir Maljevic, Darko Datzer, Elmedin Muratbegovic, Muhamed Budimilic, *Overtly about police and corruption*, 2006

⁶ UNDP, Early Warning System, 2006 Second Quarterly Report, 2006

UNDP polls also show falling confidence in the specific performance of the police in 2006. This drop in confidence reflects both the deterioration in security and police attitudes and behaviour. Surveys show that the public is very concerned that corruption and abuse of office are widespread in the police. A recent Transparency International report⁷ indicated that 55% of BiH citizens consider most or all police officials to be corrupt. The report also revealed that out of 24 BiH institutions, 7.5% of citizens consider the police to be the most corrupt institution. This perception is based upon a rise in the percentage of citizens that have experienced or witnessed the abuse of police powers⁸ and on known problems with procedures such as a recent increase of arrests without warrants⁹. All of these contribute to the deterioration of trust between the communities and police.

Inappropriate and unprofessional conduct of police officers also contributes to the public's lack of trust in BiH police. In response to a question about the demeanour of police officers, 48.2%¹⁰ of surveyed citizens indicated that police officers were polite and decent. During the same survey, one in five surveyed citizens felt that when communicating police did not act professionally, citing that they were needlessly rude or tried to humiliate citizens¹¹. To build the trust required for an effective community partnership, police must treat people with respect and sensitivity. The use of unnecessary force and arrogance, aloofness, or rudeness at any level of the police agency will reduce the willingness of community members to ally themselves with the police. This Strategy aims to address inappropriate and unprofessional conduct in order to foster community partnerships.

3.3 Lessons learned and achievements of community-based policing pilot projects

The Strategy draws heavily upon the lessons learned from previous CBP pilot projects. Pilot projects have been supported by two key donors, The United Kingdom Department for International Development (DFID) and the Swiss Agency for Development and Cooperation (SDC) and have aimed to develop successful tools and processes to assist the implementation of CBP.

DFID, with funds from the UK Government Conflict Prevention Pool, implemented a project for the development and implementation of community-based policing and community safety strategies in two pilot areas (Žepče and Prijedor) that were designed to prevent and reduce crime and disorder, reduce tensions and build confidence in the police. The intention of this Strategy is to build on what has been achieved so far by the police in these areas and to strengthen their ability to sustain these strategies and their capacity to develop others in the future.

The SDC, with its main partner, the Police Administration of the Zenica-Doboj Canton also implemented a pilot project in the town of Zenica. The project consisted of two main parts: the first included training in areas such as field work, management, communication, and public relations; and the second provided additional support such as the reconstruction of reception areas, the provision of equipment, the development of prevention campaigns and the implementation of citizen surveys and polls. Upon the completion of the pilot phase the project was rolled out to the whole Canton, encompassing 450,000 citizens and 1,200 police officers.

Both pilot project initiatives devised successful tools and approaches for community policing. The lessons arising from these effective practices have been adopted in this Strategy.

⁷ Transparency International BiH, *Corruption Perception Study*, 2004

⁸ Ibid; abuse of police authorities increased from 5.8% to 8.2%

⁹ Ibid; footnote no5.

¹⁰ Almir Maljevic, Darko Datzer, Elmedin Muratbegovic, Muhamed Budimilic, *Overtly about police and corruption*, 2006

¹¹ Ibid;

4. Mission and core components of the Strategy



The mission statement for this CBP Strategy is:

To improve quality of life and maintain a secure society in which each citizen shall feel safe by committing to cooperate with all segments of community, through proactive and transparent work.

The mission statement is intended to focus the Strategy on improving the rights and freedoms of all citizens of BiH, promoting equal access to justice, improving standards of public administration, improving the operational effectiveness of the police agencies and improving the actual and perceived security situation in BiH. The mission was developed with reference to the following four key components of CBP:

Local policing: the police must do their job responsibly and at a local level, adapting to circumstances presented in the field and solving the problems of the community, with its active participation. This means being: visible in the community; communicating daily; and working with all members of the community in a fair and sensitive manner. This will ultimately lead to an increase in trust.

Preventive policing: the police must be able to respond appropriately to the needs of the public. Their response should reflect the level of seriousness of the need and should be professionally delivered. One aim of community-based policing is that the police should be more proactive; that their efforts should focus on the prevention of crime and disorder, rather than on dealing with incidents after they have taken place. This has implications for the way in which the police are organised and managed, and requires competent and committed leadership.

Targeted policing: policing should be based on reliable sources of information with analysis that identifies patterns of crime and tension in communities. Based on this information, police focus on targeting the causes of crime, implementing prevention strategies, rather than simply responding to the symptoms.

Partnership: the police and the public, local authorities, service providers and businesses must work together to identify problems and policing priorities, solving them in a manner which deals with causes as well as effects. Without such a partnership approach, the police act in isolation, and can only respond to incidents as they occur.

5. Mission and strategic objectives

Four strategic objectives support the execution of the mission statement as shown in the diagram below. In turn, each objective is supported by strategic programmes, activities and key performance indicators for the implementation of CBP.



Strategic programmes, activities and key performance indicators for each strategic objective are provided in the following pages.

Strategic Objective 1

To increase police capability to prevent and reduce crime, and other occurrences of anti-social behaviour, by giving priority to the problems that cause insecurity among citizens and community

- Strategic Programmes**
- 1.1 Develop a standardised data collection system based upon standard processes within all police areas in cooperation with community
 - 1.2 Develop a security assessment system based upon standard processes (information analysis, ranking priorities through application of decision support systems, knowledge management) within all police areas in cooperation with community
 - 1.3 Develop a project management blueprint (framework) to address the priority issues arising from the standardised security assessment system
 - 1.4 Review the security assessment system (from data collection through to project implementation and results)

Strategic Programme 1.1

Develop a standardised data collection system based upon standard processes within all police areas in cooperation with community

Desired Outcome:

This activity aims at ensuring that data collection needed to analyse and assessing the overall security situation is collected in an organised and standardised fashion.

Priority activities needed to deliver the strategic programme:

- 1.1.1 Establish a coordination body for Strategy implementation
- 1.1.2 Conduct analysis of current crime data being collected and methods of data collection
- 1.1.3 Identify data needed for establishing a security assessment system and establish gaps
- 1.1.4 Develop a standardised approach to data collection based on previous analyses
- 1.1.5 Adopt a standardised approach to data collection in each police area
- 1.1.6 Purchase necessary equipment, hardware and software to enable adoption of standardised data collection procedures
- 1.1.7 Train personnel to support data collection system



Key Performance Indicators:

- Standardised approach to data collection established
- Standardised approach to data collection adopted in each police area
- Hardware and software equipment purchased
- Personnel trained in data collection system

Strategic Programme 1.2

Develop a security assessment system based upon standard processes (such as information analysis, ranking priorities through application of decision support systems, knowledge management) within all police areas in cooperation with community

Desired Outcome:

This activity aims at ensuring that the systems and procedures used for data analysis and decision making are harmonised across all police agencies and regions. Having a standardised approach to data analysis and priority setting will assist an accurate representation of the security situation to be made.

Priority activities:

- 1.2.1 Develop uniform measures and standards for security situation analysis in cooperation with community including:
 - a) Security situation analysis with emphasis on causes;
 - b) Undertaking public opinion polls to measure the public's perception of the security situation;
 - c) Analysis of citizens' complaints.
- 1.2.2 Develop uniform standards for ranking priority criminal activities and issues of security including:
 - a) Ranking of priorities;
 - b) Consultation with the community;
 - c) The creation of partnership councils with the community
- 1.2.3 Train personnel to support data analysis and priority setting system

Key Performance Indicators:

- Standardised approach to data analysis developed
- Standardised approach to data analysis adopted in each police area
- Standardised approach to priority setting in consultation with the community developed
- Standardised approach to priority setting in consultation with the community adopted in each police area
- Personnel trained in data analysis and priority setting system

Strategic Programme 1.3

Develop a project management blueprint (framework) to address the priority issues arising from the standardised security assessment system

Desired Outcome:

This activity aims at ensuring that all police agencies implementing community policing projects have the required project management capability to successfully complete the projects.



Priority activities:

- 1.3.1 Produce standardised operational plans for solving priority security issues including:
 - a. Identification of activities and responsibilities for all stakeholders;
 - b. Identification of measures to monitor results;
 - c. Identification of HR and training needs;
 - d. Identification of partners and responsibilities;
 - e. Identification of material and technical resources needed for the implementation of plan
- 1.3.2 Standardise implementation of operational plans by defining deadlines, responsibilities, people in charge, performance measurements, and engagement of other community stakeholders
- 1.3.3 Review operational plan implementation and progress report

Key Performance Indicators:

- Standardised operational plans developed and adopted in each police area
- Standardised implementation plans developed and adopted in each police area
- Operational and implementation plans reviewed in each police area

Strategic Programme 1.4

Review the security assessment system (from data collection through to project implementation and results)

Desired Outcome:

This activity will help facilitate priorities and projects that are identified correctly and that review and correction mechanisms are established.

Priority activities:

- 1.4.1 Develop standardised review mechanism of the security assessment system
- 1.4.2 Develop standardised feedback mechanism

Key Performance Indicators:

- Standardised review mechanism developed
- Standardised review mechanism adopted in each police area
- Standardised feedback mechanism developed
- Standardised feedback mechanism adopted in each police area

Strategic Objective 2

**To improve
managements'
capability to
manage
change**



Strategic Programmes

- 2.1 Develop and implement comprehensive training programmes for police managers on a continuous basis
- 2.2 Enhance the use of the existing human resources of the police
- 2.3 Develop and implement mechanisms for supervision and evaluation geared towards recognition of successful implementation of CBP principles

Strategic Programme 2.1

Develop and implement comprehensive training programmes for police managers on a continuous basis

Desired Outcome:

This activity will help to build “buy” in of the managerial staff, which is crucial for the planning and rollout of the CBP philosophy

Priority activities:

- 2.1.1 Assess existing skills of police managers in each of the police areas
- 2.1.2 Design curriculum, based on skills assessment, for continuous training of senior and middle-level police managers pertinent to the implementation of key concepts related to CBP
- 2.1.3 Implement training programmes for police managers in each of the police areas
- 2.1.4 Develop textbooks, guidelines and other publications in relation to community policing and its practical application in BiH
- 2.1.5 Train general police trainers to cascade the principles of CBP throughout the policing agencies by using knowledge gained from security marketing, transactional analysis, PR etc.



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Key Performance Indicators:

- Training curriculum designed and adopted
- Increased numbers of police managers attending formalised training on an annual basis
- Standard review mechanism for education material established
- General police trainers trained

Strategic Programme 2.2

Enhance the use of the existing human resources of the police

Desired Outcome:

This activity aims at improving the efficiency and visibility of the police based on community and policing needs

Priority activities:

- 2.2.1 Design and adopt organisational standards that promote the principles of CBP
- 2.2.2 Assess existing organisational rulebooks and their applicability in relation to the organisational standards and identify gaps
- 2.2.3 Harmonise organisational standards and implement required changes, focusing on defining project management and coordination
- 2.2.4 Develop models for management of police officers that will allow for police officers to have increased self-initiative, creativity and accountability
- 2.2.5 Identify successful initiatives that will promote better understanding and trust with police and the community



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Key Performance Indicators:

- Organisational standards that promote the principles of CBP designed and adopted
- Models for management developed that promote increased self-initiative, creativity, competition and accountability of police officers

Strategic Programme 2.3

Develop and implement mechanisms for supervision and evaluation geared towards recognition of successful implementation of CBP principles

Desired Outcome:

This activity aims at ensuring that: police officers that have embraced the concept of CBP; are supervised and evaluated appropriately; and recognised for their efforts.

Priority activities:

- 2.3.1 Assess existing mechanisms for supervision and evaluation and identify gaps
- 2.3.2 Design improved mechanisms, based on the assessment, for supervision and evaluation for each of the police areas
- 2.3.3 Implement redesigned mechanisms for supervision and evaluation in each of the police areas
- 2.3.4 Conduct training for project managers responsible for implementation of CBP Strategy

Key Performance Indicators:

- Improved mechanisms for supervision and evaluation designed
- Improved mechanisms for supervision and evaluation implemented
- Project managers trained

Strategic Objective 3

**To improve
cooperation
with the
community,
through partnership
development
with community
stakeholders**

Strategic Programmes

- 3.1 Develop a standardised approach to the identification and mobilisation of key stakeholders within the community
- 3.2 Develop a standardised mechanism for identifying and resolving problems related to safety through partnership with local communities
- 3.3 Develop mechanisms to facilitate better understanding and trust between the police, community and other relevant stakeholders
- 3.4 Develop and disseminate educational material related to police and community partnerships

Strategic Programme 3.1

Develop a standardised approach to the identification and mobilisation of key stakeholders within the community

Desired Outcome:

This activity will help to assist police to recognise and establish contact with genuine representatives of local communities.

Priority activities:

- 3.1.1 Design a standardised approach to identify key stakeholders within the community
- 3.1.2 Provide training to relevant police personnel on how to implement the standardised approach
- 3.1.3 Develop a standardised approach to the mobilisation of key stakeholders within the community e.g. a community safety forum

Key Performance Indicators:

- Standardised approach to the identification of key stakeholders within the community developed
- Training to relevant police personnel provided
- Standardised approach to mobilisation of key stakeholders within community developed



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Strategic Programme 3.2

Develop a standardised mechanism for identifying and resolving problems related to safety through partnership with local communities

Desired Outcome:

This activity aims at establishing a mechanism so that the community, with the assistance of the police, will be able to take part in identifying and resolving community issues, e.g. through a community safety forum.

Priority activities:

- 1.1.1 Assist in developing guidelines for how community safety forums should work including:
 - a) Agreed guidelines of how issues are identified through community safety forums;
 - b) Agreed guidelines on how responsibility for the problems is allocated;
 - c) Agreed administrative procedures (such as who chairs meetings, and who performs the secretariat functions).
- 1.1.1 By using project management methods (e.g. security marketing, SARA), develop and implement mechanisms for resolving the concrete security problems of the community, with full participation and cooperation of the appropriate stakeholders.

Key Performance Indicators:

- Standardised mechanism for identifying and resolving problems related to safety through partnership with local communities developed
- Staff trained in using project management methods (e.g. security marketing, SARA) and practical projects implemented

Strategic Programme 3.3

Develop mechanisms to facilitate better understanding and trust between the police, community and other relevant stakeholders

Desired Outcome:

This activity aims to improve relationships between the police and community through activities such as sporting or cultural events.

Priority activities:

- 3.3.1 Introduce permanent regions and sectors which police officers will patrol for a longer period of time with the aim of implementing CBP principles
- 3.3.2 Identify successful ways of improving relationships between the police and communities and create and disseminate case studies on these methods to all police agencies.

Key Performance Indicators:

- Permanent regions and sectors for patrol introduced
- Successful ways of improving relationships between the police and communities identified, case studies created and disseminated

Strategic Programme 3.4

Develop and disseminate educational material related to police and community partnerships

Desired Outcome:

This purpose of this activity is to ensure that the police, and other members of the community, are informed of each others duties and responsibilities. This activity links with activities related to Strategic Objective 4 dealing with communication.

Priority activities:

- 3.4.1 Develop and disseminate educational and other materials which promote police / community partnership and similar values
- 3.4.2 Develop and disseminate internal information on the CBP Strategy
- 3.4.3 Promote a positive police image in the community through increased cooperation with different institutions within the community



Key Performance Indicators:

- Educational and other materials related to police and community partnership developed and disseminated
- Internal information material developed and disseminated
- Cooperation between police and community institutions increased

Strategic Objective 4

To increase public trust towards police by engagement and cooperation, including consultations, communication and citizen involvement

Strategic Programmes

- 4.1 Improve communication between police and community
- 4.2 Enhance public engagement in police affairs
- 4.3 Standardise mechanisms for the exchange of information between the police and the public

Strategic Programme 4.1

Improve communication between police and community

Desired Outcome:

This activity seeks to facilitate increased provision of transparent information about police work, and in doing so increase public trust and confidence.



Priority activities:

- 4.1.1 Train all police officers in “transactional analysis” (communication and conflict management)
- 4.1.2 Advance public relations in each police area by:
 - a) Developing a communications strategy
 - b) Developing curricula in line with training needs assessments
 - c) Training the appointed spokespersons and management personnel
 - d) Investing in equipment needed to enhance the quality of information exchange
 - e) Developing a system that increases the amount of information available to each Public Affairs Office (PAO)
 - f) Advancing capability of the public affairs offices
 - g) Organising media campaigns promoting partnership and cooperation between the police and the community

Key Performance Indicators:

- All police officers trained in transactional analysis
- Communication strategies developed and adopted in each police area
- Capacity of Public Affairs Office increased

Strategic Programme 4.2

Enhance public engagement in police affairs

Desired Outcome:

This activity aims to promote police as a service to citizens, build public trust and confidence and build a partnership approach between the community and police.

Priority activities:

- 4.2.1 Develop and implement public engagement strategies in each of the police areas
- 4.2.2 Support the establishment of community safety forums in applicable police areas
- 4.2.3 Establish communication links with the public with the aim of addressing community problems

Key Performance Indicators:

- Public engagement strategies developed and adopted in each of the police areas
- Designated community safety forums designed and established
- Communication links with the public established

Strategic Programme 4.3

Standardise mechanisms for the exchange of information between the police and the public

Desired Outcome:

This activity will open up communication channels between police and citizens, and assist in ensuring transparency and feedback.

Priority activities:

- 4.3.1 Develop and implement standards for the exchange of information and for receiving feedback from the public and other institutions outside the police (NGOs, public institutions etc.)
- 4.3.2 Establish “satellite” stations centred upon issues related to safety in those police areas, where deemed applicable
- 4.3.3 Define standards for police reception areas
- 4.3.4 Renovate police reception areas which are not in line with the defined criteria and standards
- 4.3.5 Continue and advance the implementation of the “open door” project in each of the police areas
- 4.3.6 Standardise the information made available to citizens
- 4.3.7 Develop plans for working with and supporting victims of crime



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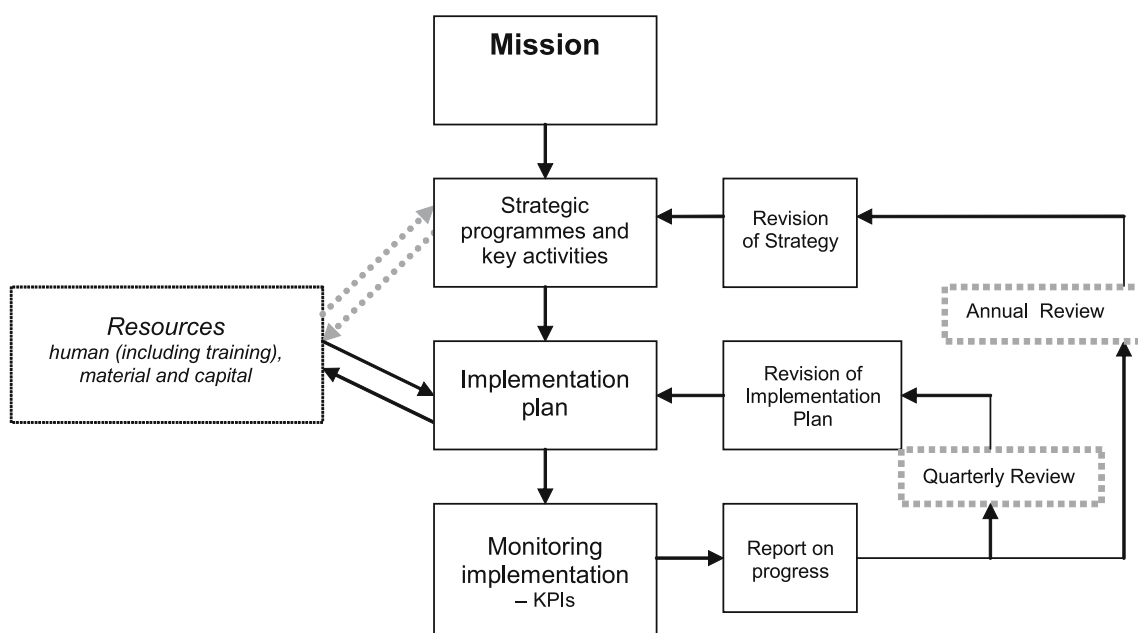
Key Performance Indicators:

- Standards for information exchange developed and implemented in each of the police areas
- Designated “satellite” stations designed and established
- Project plans for the renovation of reception areas in each applicable police areas developed and adopted
- The number of police areas implementing the “open door” project is increased
- Information to be made available to public identified and standards developed and adopted
- Plans for supporting victims of crime developed and adopted for each police area

6. Monitoring, evaluation and implementation

This Strategy is intended to embed the concepts of community policing by setting the strategic directions and priorities for applying community policing in all police authorities in BiH. The key activities under each of the strategic programmes have been translated into a plan for the Implementation of the CBP Strategy that provides timeframes for the implementation of key activities. Once the Strategy has been adopted, responsibility has to be assigned for monitoring and reporting on the Strategy's implementation, including subsequent budget allocations, and for reviewing and updating the Strategy annually. Ideally, for this purpose, an implementation committee would be established that includes representatives of relevant police agencies.

The relationship between the various components of the Strategy and its monitoring and evaluation mechanisms are presented in the illustration below.



Progress reports against the Implementation plan should be produced on a quarterly basis, at a minimum. Reporting could be more frequent if desired. Progress reviews against the Implementation plan should inform revisions of the Implementation plan.

On an annual basis, the Strategy should be reviewed to assess whether and to what extent changes need to be made to the strategic directions envisioned in the Strategy.

Based on the Implementation plan, each police agency should devise their own implementation plans outlining implementation activities, as well as the resources needed and the people responsible for activities. A joint steering board for CBP could be tasked with reviewing these individual plans in order to identify any potential implementation issues arising for the Strategy as a whole.

Detailed implementation and monitoring mechanisms will be agreed once the Strategy has been formally approved.

ANNEX:
Implementation Plan for
Community - Based
Policing Strategy in BiH

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Foreword

The Community Based Policing Strategy was developed to assist BiH police agencies adopt a policing philosophy that aims to increase the safety and security of Bosnian citizens and improve the effectiveness and efficiency of police work. This strategy, based around the principles of: partnership; empowerment; problem solving; accountability; prevention; transparency; service orientation and project management aims to improve public trust and confidence and to strengthen the rule of law. Core components of the national strategy are shown below.

Mission of the National Community Based Policing Strategy:

Improving quality of life and maintaining a secure society in which each citizen shall feel safe by committing to cooperation with all segments of the community, through proactive and transparent work

Strategic objective 1:

To increase police capability to prevent and reduce crime, and other occurrences of anti-social behaviour, by giving priority to the problems that cause insecurity among citizens and community

1. Develop a standardised data collection system based upon standard processes within all police areas in cooperation with community
2. Develop a security assessment system based upon standard processes (information analysis, ranking priorities through application of decision support systems, knowledge management) within all police areas in cooperation with community
3. Develop a project management blueprint (framework) to address the priority issues arising from the standardised security assessment system
4. Review the security assessment system (from data collection through to project implementation and results)

Strategic objective 2:

To improve managements' capability to manage change

1. Develop and implement comprehensive training programmes for police managers on a continuous basis
2. Enhance the use of the existing human resources of the police
3. Develop and implement mechanisms for supervision and evaluation geared towards recognition of successful implementation of CBP principles

Strategic objective 3:

To improve cooperation with community, through partnership development with community stakeholders

1. Develop a standardised approach to identification and mobilisation of key stakeholders within community
2. Develop a standardised mechanism for identifying and resolving problems related to safety through partnership with local communities
3. Develop mechanisms to facilitate better understanding and trust between the police, community and other relevant stakeholders
4. Develop and disseminate educational material related to police and community partnerships

Strategic objective 4:

To increase public trust towards police by engagement and cooperation, including consultations, communication and citizen involvement

1. Improve communication between police and community
2. Enhance public engagement in police affairs
3. Standardise mechanisms for the exchange of information between the police and the public

1. Introduction

This is an implementation plan that accompanies the Community Based Policing (CBP) Strategy. The plan provides guidance on how to implement the strategy by identifying the actions and resources required to take the strategy forward. The plan also identifies key responsibilities for strategy implementation and provides suggestions to donors about how best to support the strategy with international assistance.

Specifically, this document aims to:

- Set out the guiding principles for the implementation of the strategy;
- Propose a governance structure to deliver the strategy;
- Set out the timeframe for the implementation of key activities identified in the CBP Strategy;
- Identify high level resource requirements for key activities;
- Identify implementation responsibilities; and
- Provide guidance for possible assistance provided by international donors.

2. Guiding principles of Strategy implementation

The successful implementation of the strategy relies on the following key guiding principles:

- **Flexibility** – The CBP strategy provides strategic objectives and priority programmes for the adoption of CBP across BiH. At the level of adoption, flexibility is provided to police agencies to adopt and/or tailor CBP tools and approaches as appropriate to their individual circumstances and needs. The Strategy allows for CBP approaches to be tailored to individual circumstances within a national agreed framework.
- **Consistency** – The strategy provides a framework for the adoption of community based policing across BiH. It is important that the implementation of the CBP strategy ensures that while CBP tools and methods may be applied flexibly on the ground, that commitment to and delivery of outcomes against the main objectives of CBP is consistent. Through a consistent approach to implementation, the benefits of CBP should be achieved equally throughout BiH.
- **Coordination** – It is essential that the implementation of the strategy is well coordinated for implementation to be effective, efficient and successful. Coordination must apply across institutions (ie police agencies, relevant ministries and international donors) and across activities themselves (ie coordinating with other policing or public sector reform initiatives that are taking place at the same time). It is important that the strategy be rolled out in parallel by all police agencies in BiH.
- **Ownership** – Representatives of police agencies from each level of government participated in the creation of the CBP strategy. It is essential that this representation be continued in implementation to ensure ongoing ownership and commitment by all police agencies.
- **Realistic About Resources** – it is essential that the implementation of the Strategy is realistic about the resources available. Implementation must be rolled out in a way that acknowledges the resources required and the resources available. Required resources will include: technical assistance, infrastructure and equipment.
- **Monitoring and Evaluation** – It is essential that the progress of the implementation of the Strategy is monitored and evaluated. This will allow for progress to be assessed and for lessons learnt throughout the implementation to be identified.

- **Lessons Learnt** - it is important that lessons learnt throughout the evaluation are fed back into the roll out of the implementation plan to allow a process of continuous improvement. This will allow implementation to be improved as the process moves forward.
- **Reporting** – It is essential that the progress of the implementation is reported to BiH police agencies, donors and BiH citizens.

Incorporating these principles in the implementation of the Strategy will assist all police agencies and citizens to receive the benefits of CBP equally and the implementation of the Strategy to be undertaken in a professional, transparent and accountable way.

3. Governance arrangements for Strategy implementation

Successful implementation of the Strategy relies upon a body being responsible for the implementation of the Strategy. This body must lead and promote the Strategy and ensure that the guiding principles identified above are incorporated into its implementation.

It is recommended that a CBP Implementation Committee be established, to fulfil this role. It is recommended that the participants of the CBP working Group, which devised the CBP Strategy, be appointed to the CBP Implementation Committee. This would ensure that consistency between the intent and implementation of the CBP Strategy, and that representation from all police agencies at all levels of government is maintained. Specifically, the appointment of the existing Working Group members to the implementation Committee means that people that already demonstrate a high level of experience in and commitment to CBP are retained.

The mandate of the CBP Implementation Committee should include:

- Promoting the CBP Strategy;
- Coordinating implementation activities;
- Undertaking project management activities;
- Assisting all police services develop materials and training curriculum;
- Monitoring and evaluating the progress of the implementation of the CBP Strategy; and
- Reporting the progress of strategy implementation.

Under existing circumstances, the CBP Implementation Committee should be responsible to the Ministry of Security. If the joint Police Directorate is formed (as envisaged by the Police Reform Strategy) then the CBP Implementation Committee should be answerable to this Directorate.

It is recommended that the activities of the CBP Implementation Committee be supported by a secretariat. Without a secretariat it is unlikely that the strategy will maintain sufficient momentum and support to be implemented. This secretariat would assist the CBP Implementation Committee by undertaking duties such as:

- Promoting the CBP Strategy and its implementation;
- Preparing materials for CBP Implementation Committee meetings;
- Seeking and providing technical assistance for the Committee where required;
- Facilitating procurement of goods and services on behalf of the Committee;
- Undertaking research;
- Organising and facilitating meetings of the CBP Implementation Committee;

To implement the Strategy the CBP Implementation Committee must be able to communicate effectively with each police agency. To facilitate this it is recommended that each police agency create a unit for community based policing. This unit will then act as the focal point for the implementation of the CBP Strategy and becomes the contact point for the CBP Implementation Committee and the various police agencies.

4. Timetable, resource requirements and identification of implementation responsibilities for key activities of the CBP Strategy

4.1 Timetable

The implementation of the CBP strategy should take place over a three year period. The following table shows the timeframe over which activities identified in the CBP strategy should be implemented according to a short (0 – 12 months), medium (12 – 24 months) or long term (24 – 36 months) timeframe.

4.2 Resource Requirements

At this stage it is not possible to provide specific costing for the implementation of the CBP strategy because the details of what each activity will require has not yet been determined. It is possible at this stage to provide high level indications of the resources required in three key areas: technical assistance (including training, public relations, and legal assistance); infrastructure; and equipment. While some activities will be able to be implemented with existing resources, additional donor assistance will be required across these three key areas. This may provide a useful guide for donors who are keen to assist the CBP strategy, and have a preferred way of delivering assistance (e.g. equipment or training).

4.3 Responsible

The table below also identifies who will be responsible for implementation of each activity.

	CBP Implementation plan	High Level Resource Requirements/ Tools (e.g. Technical assistance, Infrastructure, Equipment, Legal changes)	Responsibility	Implementation timetable (months)					
				0	6	12	18	24	36
1.1	Develop a standardised data collection system based upon standard processes within all police areas in cooperation with community								
1.1.1	Establish a coordination body for strategy implementation	Technical, support from a secretariat.	BiH Ministry of Security						
1.1.2	Conduct analysis of current crime data being collected and methods of data collection	Technical assistance, a research team experienced in data collection and analysis.	CBP Implementation Committee						
1.1.3	Identify data needed for establishing a security assessment system and establish gaps	As above	CBP Implementation Committee						
1.1.4	Develop a standardised approach to data collection based on previous analyses	Technical assistance as above. Equipment and possible software development if a suitable system is not already available.	CBP Implementation Committee						
1.1.5	Adopt standardised approach to data collection in each police area	This should be able to be completed by local project implementation teams.	Police Administrations						
1.1.6	Purchase of necessary equipment, hardware and software to enable adoption of standardised data collection procedures	Technical installations teams. Equipment purchase	CBP Implementation Committee						
1.1.7	Train personnel to support data collection system	Technical assistance to train police officers in data analysis	Police Administrations						
1.2	Develop a security assessment system based upon standard processes (such as information analysis, ranking priorities through application of decision support systems, knowledge management) within all police areas in cooperation with community								
1.2.1	Develop uniform measures and standards for security situation analysis in cooperation with community including:	Technical assistance to develop survey instruments that establish the community's perceptions, this expertise should be available in country.	CBP Implementation Committee						
	a.) Security situation analysis with emphasis on causes	Technical assistance to develop the internal capacity to analysis of data.	CBP Implementation Committee						
	b.) Undertaking public opinion polls to measure the public's perception of the security situation	Technical assistance form partner agency.	CBP Implementation Committee						
	c.) Analysis of citizens' complaints	Internal capability	Police Administrations						

	CBP Implementation plan	High Level Resource Requirements/ Tools (e.g. Technical assistance, Infrastructure, Equipment, Legal changes)	Responsibility	Implementation timetable (months)					
				0	6	12	18	24	36
1.2.2	Develop uniform standards for ranking priority criminal activities and issues of security including:	Technical assistance to develop data analysis capacity.	CBP Implementation Committee						
	a.) Ranking of priorities	As above	Police Administrations						
	b.) Consultation with the community	Internal capability existing, as a result of previous projects.	Police Administrations						
	c.) The creation of partnership councils with the community	As above	Police Administrations						
1.2.3	Train personnel to support data analysis and priority setting system	Technical assistance to train police officers in data collection and standardised systems	Police Administrations						
1.3	Develop a project management blueprint (framework) to address the priority issues arising from the standardised security assessment system								
1.3.1	Produce standardised operational plans for solving priority security issues including:	Technical assistance, to develop operational plans.	CBP Implementation Committee						
	a.) Identification of activities and responsibilities for all stakeholders	As above	As above						
	b.) Identification of measures to monitor results	As above	As above						
	c.) Identification of HR and training needs	As above	As above						
	d.) Identification of partners and responsibilities	As above	As above						
	e.) Identification of material and technical resources needed for the implementation of plan	As above	As above						
1.3.2	Standardise implementation of operational plans by defining deadlines, responsibilities, people in charge, performance measurements, and engagement of other community stakeholders	Technical assistance in assessing and reviewing operational plans.	CBP Implementation Committee						
1.3.3	Review operational plan implementation and progress report	As above	CBP Implementation Committee						
1.4	Review the security assessment system (from data collection through to project implementation and results)								
1.4.1	Develop standardised review mechanism of the security assessment system	Technical assistance. (This should be included in technical assistance provided for the development of strategic programme 1.1)	CBP Implementation Committee						
1.4.2	Develop standardised feedback mechanism	As above	CBP Implementation Committee						
2.1	Develop and implement comprehensive training programmes for police managers on a continuous basis								

	CBP Implementation plan	High Level Resource Requirements/ Tools (e.g. Technical assistance, Infrastructure, Equipment, Legal changes)	Responsibility	Implementation timetable (months)					
				0	6	12	18	24	36
2.1.1	Assess existing skills of police managers in each of the police areas	Technical assistance Training needs analysis and review of training methodologies, and delivery capability.	Police Academies						
2.1.2	Design curriculum, based on skills assessment, for continuous training of senior and middle-level police managers pertinent to the implementation of key concepts related to CBP	Technical assistance developing the internal capacity to design curriculum, by training curriculum designers.	Police Academies						
2.1.3	Implement training programmes for police managers in each of the police areas	Technical assistance to address identified gaps in the delivery capability. Infrastructure - Up grading of training facilities where required.	Police Administrations/ Academies						
2.1.4	Develop textbooks, guidelines and other publications in relation to community policing and its practical application in BiH	Internal capability.	Police Academies						
2.1.5	Train general police trainers to cascade the principles of CBP throughout the police agencies. For example, by using the 'security marketing' course	Technical assistance training.	Police Academies						
2.2.	Enhance the use of the existing human resources of the police								
2.2.1	Design and adopt organisational standards that promote the principles of CBP	Technical assistance from secretariat.	Police Administrations/ Academies						
2.2.2	Assess existing organisational rulebooks and their applicability in relation to the organisational standards and identify gaps	Technical assistance from secretariat and legal assistance.	Police Administrations						
2.2.3	Harmonise organisational standards and implement required changes, focusing on defining project management and coordination	As above	Police Administrations						
2.2.4	Develop models for management of police officers that will allow for police officers to have increased self-initiative, creativity and accountability	Internal capability	Police Administrations						
2.2.5	Identify successful initiatives that will promote better understanding and trust with police and the community	Internal capability	CBP Implementation Committee						
2.3	Develop and implement mechanisms for supervision and evaluation geared towards recognition of successful implementation of CBP principles								
2.3.1	Assess existing mechanisms for supervision and evaluation and identify gaps	Technical assistance to undertake HR review.	CBP Implementation Committee						
2.3.2	Design improved mechanisms, based on the assessment, for supervision and evaluation for each of the police areas	As above	CBP Implementation Committee						
2.3.3	Implement redesigned mechanisms for supervision and evaluation in each of the police areas	As above	Police Administrations						

	CBP Implementation plan	High Level Resource Requirements/ Tools (e.g. Technical assistance, Infrastructure, Equipment, Legal changes)	Responsibility	Implementation timetable (months)					
				0	6	12	18	24	36
2.3.4	Conduct training for project managers responsible for implementation of CBP strategy	Technical assistance to develop the internal capacity to implement and manage projects. Training. Equipment such as computers for project managers.	Police Academies						
3.1	Develop a standardised approach to the identification and mobilisation of key stakeholders within the community								
3.1.1	Design a standardised approach to identify key stakeholders within the community	Internal capability, with support from secretariat.	CBP Implementation Committee						
3.1.2	Provide training to relevant police personnel on how to implement the standardised approach	Internal capability	Police Academies						
3.1.3	Develop a standardised approach to the mobilisation of key stakeholders within the community e.g. a community safety forum	Internal capability	CBP Implementation Committee						
3.2	Develop a standardised mechanism for identifying and resolving problems related to safety through partnership with local communities								
3.2.1	Assist in developing guidelines for how community safety forums should work including:	Internal capability already in existence, as a result of previous projects.	CBP Implementation Committee/ Academies						
	a.) Agreed guidelines of how issues are identified through community safety forums	As above	As above						
	b.) Agreed guidelines on how responsibility for the problems is allocated	As above	As above						
	c.) Agreed administrative procedures (such as who chairs meetings, and who performs the secretariat functions)	As above	As above						
3.2.2	By using project management methods (e.g. security marketing, SARA), develop and implement mechanisms for resolving the concrete security problems of the community, with full participation and cooperation of the appropriate stakeholders.	Technical assistance to develop the internal capacity to implement and manage projects. Training.	As above						
3.3	Develop mechanisms to facilitate better understanding and trust between the police, community and other relevant stakeholders								
3.3.1	Introduce permanent regions and sectors which police officers will patrol for a longer period of time with the aim of implementing CBP principles	Internal capability	Police Administrations						
3.3.2	Identify successful ways of improving relationships between the police and communities and create and disseminate case studies on these methods to all police agencies	Internal capability	Police Administrations						
3.4	Develop and disseminate educational material related to police and community partnerships								
3.4.1	Develop and disseminate educational and other materials which promote police / community partnership and similar values	Internal capability	CBP Implementation Committee/ Police Academies						

	CBP Implementation plan	High Level Resource Requirements/ Tools (e.g. Technical assistance, Infrastructure, Equipment, Legal changes)	Responsibility	Implementation timetable (months)					
				0	6	12	18	24	36
3.4.2	Develop and disseminate internal information on the CBP strategy	Internal capability	CBP Implementation Committee/ Police Administrations						
3.4.3	Promote a positive police image in the community through increased cooperation with different institutions within the community	Internal capability	Police Administrations						
4.1	Improve communication between police and community								
4.1.1	Train all police officers in "transactional analysis" (communication and conflict management)	Technical assistance to develop the internal capacity	CBP Implementation Committee/ Police Administrations						
4.1.2	Advance public relations in each police area by:	Technical assistance Public Relations.							
	a.) Developing a communications strategy	Internal capability using previously trained curriculum designers.	Police Academies						
	b.) Developing curricula in line with training needs assessments	Technical assistance specialised trainers.	Police Academies						
	c.) Training the appointed spokespersons and management personnel	Equipment, computers cameras.	Police Administrations						
	d.) Investing in equipment needed to enhance the quality of information exchange	Internal capability. Legal change in rule book to allow this to happen.	Police Administrations						
	e.) Developing a system that increases the amount of information available to each Public Affairs Office (PAO)	Technical assistance specialised trainers.	Police Academies						
	f.) Advancing capability of the public affairs offices	Technical assistance specialised trainers.	Police Academies						
	g.) Organising media campaigns promoting partnership and cooperation between the police and the community	Technical assistance specialised trainers.	Police Academies						
4.2	Enhance public engagement in police affairs								
4.2.1	Develop and implement public engagement strategies in each of the police areas	Internal capability supported by the secretariat.	Police Administrations						
4.2.2	Support the establishment of community safety forums in applicable police areas	Internal capability	Police Administrations						
4.2.3	Establish communication links with the public with the aim of addressing community problems	Internal capability.	Police Administrations						
4.3	Standardise mechanisms for the exchange of information between the police and the public								
4.3.1	Develop and implement standards for the exchange of information and for receiving feedback from the public and other institutions outside the police (NGOs, public institutions etc.)	Internal capability with support from the secretariat.	CBP Implementation Committee/ Police Administrations						
4.3.2	Establish "satellite" stations centred upon issues related to safety in those police areas, where deemed applicable	Internal capability	Police Administrations						

	CBP Implementation plan	High Level Resource Requirements/ Tools (e.g. Technical assistance, Infrastructure, Equipment, Legal changes)	Responsibility	Implementation timetable (months)					
				0	6	12	18	24	36
4.3.3	Define standards for police reception areas	Equipment for reception areas such as computers and furniture.	Police Administrations						
4.3.4	Renovate police reception areas which are not in line with the defined criteria and standards	Infrastructure - renovation of reception areas to meet minimum standards.	Police Administrations						
4.3.5	Continue and advance the implementation of the "open door" project in each of the police areas	Internal capability	CBP Implementation Committee						
4.3.6	Standardise the information made available to citizens	Internal capability	CBP Implementation Committee						
4.3.7	Develop plans for working with and supporting victims of crime	Technical assistance in victim support, restorative justice, victim interviewing techniques.	CBP Implementation Committee						

6. Supporting Toolkit material

A toolkit of supporting resources and approaches will be made available to support the implementation of the CBP Strategy. The resources and approaches documented in the toolkit will reflect practices that have been successfully developed and applied in BiH police agencies.