

# **Community Policing Technical Visit**



**Brazil**  
**May 23 – June 16, 2005**

**Inspector Rick Haddow**  
**Debra Perry**  
**Calgary Police Service**

## INTRODUCTION



The World Fisheries Trust (WFT) is a non-governmental organization (NGO) operating out of Victoria, British Columbia, Canada. The WFT is involved in a three year Brazilian inland fisheries project funded by the Canadian International Development Agency (CIDA). This is an expanded project following a successful Brazil Migratory Fish Conservation initiative completed in 2001. The current project focuses on creating and implementing a model for sustainable socio-environmental river management. The primary

areas of involvement are the northeast and central-west portions of the country in the basin of the São Francisco River. The project encompasses fisheries technologies as well as the social aspects of the Brazilian inland fisheries.

The World Fisheries Trust is working with numerous Brazilian and Canadian partners representing communities, government, academia, industry and non-governmental agencies. The principle Brazilian partners are the Federal University of São Carlos and the Federation of Artisanal Fishermen of Minas Gerais.

The primary components of the project are:

- Building fishing community capacity for co-management
- Building sustainable livelihoods in fishing communities, including alternative livelihoods
- Transferring technologies to secure and build the fisheries resource
- Developing policies for sustainable fishing and community participation in management
- Creating local and international awareness of Brazilian river fisheries and ecosystems
- Creating opportunities for youth and families.

Part of the bilateral co-operation between Brazil and Canada is the transfer of technologies and experience that can be shared through technical visits and workshops. These experiences certainly include community policing activities. The Brazilian Military Police are responsible for many different functions including environmental policing. Policing inland fisheries is an important component of environmental policing for the Military Police of Minas Gerais (PMMG). The state of Minas Gerais incorporates most of the São Francisco River basin which creates a challenge in providing environmental policing services. It has been recognized that community policing principles and practices are relevant and transferable to environmental policing functions.

In November 2003, representatives from the World Fisheries Trust and the Military Police of Minas Gerais visited the Calgary Police Service on a community policing technical visit. They were exposed to a variety of initiatives that emphasized citizen/community participation and interaction with the police in identifying and delivering policing services. In particular, the concept and positive impact of including volunteers in developing and delivering pro-active policing programs was explored. Some time was also spent on reviewing organizational values and incorporating community policing principles throughout the organization.

Subsequently, representatives from the Calgary Police Service participated in a policing technical visit to Brazil in May/June 2005. The activities included:

- Participation in a UNIDA (Amazon Integrated Unit of Environmental Defence) workshop exchanging experiences with Minas Gerais environmental police
- Meeting with a cross-section of police and other organizations involved in inland fisheries
- Visit to the Amazon to view community policing initiatives
- Field visits to fisheries and policing situations on the São Francisco river
- Workshop to facilitate discussion of community policing principles and training, conflict and problem resolution, and to identify opportunities for integration and cooperation.

### **PARTICIPANTS of TECHNICAL TEAM**

Joachim Carolsfeld (World Fisheries Trust)

Tenente Ferraz (Polícia Militar)

Capitão Cicero (Polícia Militar)

Debra Perry (Calgary Police Service - Canada)

Inspector Rick Haddow (Calgary Police Service - Canada)

Herb Redekopp (Department of Fisheries & Oceans – Canada)

Miguel Ribon (Instituto Estadual de Florestas - IEF)



### **LOCATIONS & ORGANIZATIONS VISITED**

**Belo Horizonte:** Polícia Militar, Instituto Brasileiro do Meio Ambiente e dos Recursos Naturais Renováveis - IBAMA, Instituto Estadual de Florestas – IEF.

**Santarém:** Unidade Integrada de Defesa Ambiental-UNIDA, Polícia Civil, Polícia Militar, IBAMA, Comunidade Vila Amazonas, Faculdades Integradas do Tapajós, Instituto Amazônico de Manejo Sustentável dos Recursos Ambientais – I.A.R.A., Centro de Capacitação do Pescador Artesanal – Colônia de Pesc. Z-(20), Instituto Sócio Ambiental – ISAM, Guarda Costeira.

**Brasília:** IBAMA.

**Pirapora:** Polícia Militar, Entraposta De Pesca de Pirapora Colônia Z-01, Colônia de Pesca do Vale do São Francisco.

**Três Marias:** Polícia Militar, Fishing Colony representatives.

### **IDENTIFIED THEMES**

The technical visit provided excellent opportunities to meet with a cross-section of government representatives, police officers and NGO personnel. Of particular value was the opportunity to make on-site visits to fishing colonies and to interview fishermen and their families on both the Amazon and São Francisco rivers. A number of community policing themes were identified and were discussed at a Community Policing Workshop held in Belo Horizonte. The themes relate to basic community policing and problem solving principles that are relevant to all policing agencies that value citizen participation and wish to create trust and faith in the service provided. Observations confirmed that the themes have been incorporated into the project to various degrees as a result of the collaboration of multiple agencies and at the initiative of World

Fisheries Trust personnel. The Polícia Militar will have to take on more of a lead role in the future to ensure continuity of current initiatives and to facilitate continued public participation and collaboration of agencies. The identified themes are as follows:

1. Public approval, support and participation. Ensure opportunities exist for citizens to provide input and participate in issue identification and resolution. Citizen ownership of issues creates accountability and support with all stakeholders.
2. Identify partners and define roles and responsibilities and communicate this information to all stakeholders. Create efficiencies by resolving any duplication of functions.
3. Identify key people, groups, or agencies in each area - all have different local priorities and challenges. Capitalize on community capacity.
4. Localize - utilize local people with knowledge, understanding and desire for change and positive development. Assist in obtaining support from higher levels where applicable.
5. Review and adapt legislation where needed through a consultative process. Communicate and educate stakeholders of decisions and anticipated or intended outcomes. Ensure consistent application of the law.
6. Provide short term or long term training and ongoing support for different groups and demographics.
7. Pursue alternative funding. Fine revenue should be re-invested into policing activities.
8. Provide conflict mediation by local people who possess trust, respect and appropriate knowledge of issues so they can mediate conflict between stakeholders.
9. Supplement resources through the utilization of volunteers or agents.
10. Capitalize on current structures, relationships and processes to address other issues.
11. Learn from successful projects and best practices but make adaptations to address local concerns.
12. Implement crime prevention and pro-active initiatives as opposed to relying solely on reactive policing and strict enforcement. Attempt to identify and resolve underlying social issues that contribute to crime and disorder.

## **OBSERVATIONS**

The project has successfully mobilized some communities and developed partnerships with appropriate stake holders. Community participation was epitomized by the utilization of fishermen on the Amazon River as volunteer agents to assist in environmental policing in their local areas. The agents have ownership of the issues and are proud of their involvement. This co-management initiative appears to be transferable to the São Francisco River with the understanding that the structure and processes may have to be adapted to local needs and conditions. Continued training is required for the agents to communicate the anticipated outcomes and personal benefits of pro-active measures, the need for compliance, and the rationale of regulations and environmental policies. This initiative also requires the support and participation of the Polícia Militar in collaboration with IBAMA. There was also a strong interest amongst fishermen on the São Francisco River to be involved in monitoring water quality and investigating fish die offs.





It was noted in Pirapora, in particular, that the relevancy of fishing regulations was an issue. Although it appears that some of the regulations and the rational supporting them are dated and questionable the Polícia Militar feel obliged to enforce the law. This has created some animosity and reduces respect and the potential for positive interaction and collaboration with the police. The positive outcome is that this is recognized as an issue and stakeholders including the Polícia Militar are addressing ways to incorporate public and government participation in reviewing regulations and policies in a timely manner based on current data.

It became quite apparent that government resources, revenue and priorities are an issue as they are in any country. Discussions with members of the Polícia Militar and IBAMA revealed that although river and fisheries management is very important they also have competing priorities and challenges of equal concern and that resources and funding are limited. This issue illustrates that the primary components of this project are very relevant and are critical to the sustainability of inland fisheries.

The level of community capacity building, community organization, co-management initiatives, and partnership development is encouraging. Discussion with stake holders and attendance at various meetings identified that training workshops and project management support have paid dividends in terms of developing leadership, enabling ownership and participation in issue resolution, and facilitating partnerships. The level of organizational development and participation was especially evident in the fishing communities. Community capacity building is always a work in progress, however, it appears that there is a solid foundation on which to build.



Discussions with fishermen and other stakeholders revealed that there is strong anticipation of positive and timely outcomes as a result of their participation and collaboration. Expectations have been created. It is essential that these expectations be managed and are realistic as they will impact the continuity and credibility of this project.

It appears that there is inconsistent support and participation of police in this project. Discussions with police officials in Belo Horizonte indicated a strong level of support, however, in the smaller centres there are varying opinions about the level of support that can be committed. This issue was explained as a matter of the need to address other priorities and available resources and funding. The police, in particular the Polícia Militar, have to be significant partners in this endeavor as they are the first line of contact with the fishermen and are automatically involved in collateral issues. They are also in the best position to be one of the lead agencies and to facilitate public support and participation. Commitment of the Polícia Militar is crucial to the sustainability of this project.

## CONTRIBUTIONS



1. Participated in a Community Policing Workshop where identified themes were shared and discussed.
2. “Community Policing and the Calgary Police Service” presentation given at several venues. Discussed the need for partnership between citizens and the police and described the fundamental and key elements of community policing and the Calgary Police Service community policing experience. Calgary Police Service organizational values were also reviewed.

### Fundamentals of Community Policing:

- The power of the police is dependent on public approval
- The role of the police is to prevent crime and disorder
- Police constantly demonstrate absolute impartial service to the law
- Willing cooperation of the public in observance of the laws
- The police are the public and the public are the police.

### Key Elements of Community Policing:

- Consultation between police and communities about problems, policies and priorities
- Adapting strategies to meet the needs of different neighborhoods
- Mobilizing resources of a community, including police, citizens, government and the private sector
- Solving problems with community partners by studying the factors contributing to calls for Service then planning to correct these conditions and take remedial actions.



3. Provided a Calgary Police Service Community Policing training module that can be adapted to Brazilian training requirements. The objectives of the training are to:
  - Address the realities and constraints of the front-line officers, with regards to community policing
  - Acknowledge and build on existing community-oriented approaches
  - Emphasize that community policing is important at all levels of the organization
  - Create opportunities for police officers to integrate community policing practices into their day-to-day tasks
  - Provide a forum for patrol officers to share information and expertise
  - Develop a foundation of knowledge and skills that police officers can draw from as they advance in their careers.

## CONCLUSION

It was felt that the technical visit provided an excellent exchange of community policing experiences as well as project management concepts. Challenges faced by our Brazilian counterparts may be a little different than our own but community policing practices are just as relevant. The common denominator in both countries is that we are dealing with people and issues that are important to both them and their communities. Of particular significance was the level of citizen participation and commitment that was witnessed. The fishermen volunteer agents on the Amazon, for example, set a high standard of participation and ownership.

There are two areas that the Calgary Police Service may be able to assist the Policia Militar with. The Calgary Police Service has extensive volunteer participation and would be able to share experiences, programs and volunteer management processes. Also, the Calgary Police Service would be willing to share police training initiatives with a focus on community policing. It may be beneficial to have Brazilian representatives travel to Calgary and be involved in a technical visit in relation to these two subjects.