



THE GAMBIA POLICE FORCE COMMUNITY POLICING TRAINING MANUAL



FORWARD FROM IGP'S DESK

Community policing is a globally recognized tool for effective police service delivery through the partnership and involvement of the communities in policing programs and activities geared towards improved community safety and security. More, diverse and wide spread criminality coupled with other limitations in terms of logistics and other resources makes it an important tool to bridge the gaps for effectively combating crime.

Over the years, the Gambia Police Force has been implementing community policing programs and activities. However, with the coming into force GPF Community Policing Training Manual which is in-line with the Gambia Police Force Strategic Plan (2018-2023), as well as the CP Strategy and Implementation Plan (2019-2024) will significantly bolster GPF-Community partnership to prevent and respond adequately to crimes within the framework of democratic policing principles.

Therefore, it is envisaged this important document will complement and enhance the systematic approach to community policing program/activity implementation for desirable outcomes of effective prevention and responsiveness to incidence of crime for improved community safety through greater community collaboration and ownership.

I must stress that the manual is not only a guide for the police but also for all the stakeholders and I strongly encourage optimal usage in that regard.

On behalf of the Senior Management and staff of the entire GPF, I extend our profound and most sincere appreciation to all the friends and partners of GPF particularly the Office of the UNDP Resident Representative, the Rule of Law office and the consultant for bringing this project to fruition.


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LIST OF ABBREVIATIONS

CP	-	Community Policing
CPCs	-	Community Policing Coordinators
CPOs	-	Community Police Officers
CPSCs	-	Community Policing Supervisory Committees
CPV	-	Community Policing Volunteer
CPVFPs	-	Community Policing Volunteers Focal Points
GPF	-	Gambia Police Force
IGP	-	Inspector General of Police
ILP	-	Intelligence Led Policing
MEL	-	Monitoring, Evaluation and Learning
NGOs	-	Non-Governmental Organizations
NVC	-	Non-Verbal Communication
PIOs	-	Public Information Officers
S.A.R.A	-	Scanning Analysis, Response and Assessment
SGBV	-	Sexual and Gender Based Violence

THE PURPOSE OF THIS MANUAL

This manual is to be used by the police and other stakeholders to guide the process of building partnerships to proactively address community problems that lead to crime and disorder.

VISION- To be a highly successful and accountable police organisation dedicated to the delivery of security services in tandem with the principles of good governance, rule of law and respect for human rights.

MISSION- To deliver professional police services in fulfilment of the constitutional mandate of crime prevention, detection, apprehension and prosecution of offenders for a secure and peaceful environment for social and economic development for all.

GOALS- To transform the GPF into a highly professional motivated and client centered workforce that is able to reassure and protect the public from emerging cybercrime, terrorism and all other forms of crime.

VALUES

The GPF shall seek to uphold these core values:

- a. Professionalism
- b. Neutrality
- c. Integrity
- d. Respect for diversity
- e. Accountability

OBJECTIVES

- a. Establish trusting and respectful relationships through high visibility, proactive and positive engagement with the community for effective problem solving.
- b. Empower police and members of the community through training to raise their awareness of the issues affecting community safety and jointly solve them.
- c. Acquire the skills to proactively identify and analyse problems and in collaboration with the community develop appropriate responses to solve them and improve safety.
- d. Improve the ability of GPF personnel to be community service-oriented and deliver services in a professional, efficient and accountable manner.

MODULE ONE

FUNDAMENTALS OF COMMUNITY POLICING

1.1 Introduction

The Gambia Police Force (GPF) is charged with the responsibility of providing and maintaining internal security in the country. The mandate and functions of the GPF are provided for in the Constitution under S.178 and the Police Act Chapter 18:01 Vol IV Laws of the Gambia. The police are mandated by law, under S.4 of the Police Act to protect life and property, detect and prevent crimes, apprehend and prosecute of offenders, preserve law and order, and the due enforcement of all laws and regulations with which they are charged with.

The GPF have used the traditional reactive policing approach to conduct its operations in the country in order to fulfil its statutory functions with significant results. In the past 20 years however, the police have been relegated in terms of resources with negative impact on efficiency and professionalism resulting in loss of trust and confidence by the citizens it is meant to serve. The adoption of Community Policing (CP) model seeks to move the police away from reactive to proactive, problem solving and service oriented policing approach to reduce crime, enhance community safety and improve public perceptions of the police.

It means policing with the community and all police personnel have a role to play. Officers need to engage with communities and partners at all levels in order to identify crime and safety issues and come up with solutions together. In doing this they provide opportunities for participation, set local priorities, and work in partnership with the community, relevant stakeholders and other government & non-government organisations to provide protection and reassurance. This Training Manual is to provide the skills set needed by the GPF to make CP work and build a safer Gambia in partnership with the community.

1.2 Definition of Community Policing

Throughout the development of community policing various definitions, meanings and practices have made the concept difficult to define. In general it is agreed that community policing involves community engagement and problem-solving with an emphasis on police-community partnerships to solve the underlying problems of crime, the fear of crime, physical and social disorder, and neighbourhood decay. Other Characteristics of CP:

- a. Community policing is both a philosophy and an organisational strategic approach to more effectively achieve the objectives of democratic policing.
- b. It is a practical approach in that it requires structures, processes and systems to be in place in order to respond to community problems.
- c. Community policing focuses on crime and social disorder through the delivery of police services that includes aspects of traditional policing, as well as crime prevention, problem solving, community engagement, partnerships and organisational reforms.
- d. Community policing model balances reactive responses to calls for service with proactive problem-solving centred on the root causes of crime and disorder.
- e. It requires police and citizens to join together as partners in the course of both identifying and effectively addressing cause of community problems.

1.3 Dimensions of Community Policing

Community Policing thrives on four (4) major dimensions with its associated common elements occurring within each dimension. These four (4) dimensions with three (3) of the common elements occurring within each other are:

1.3.1 Philosophical Dimension

This refers to the ideals and beliefs underlying CP. Three important elements include - **citizen input, broad functions and personal service.**

- a. **Citizen Input:** refers to the citizens' inputs to the police policy and priorities in the form of support and co-operation. Thus, in order to enhance citizens' input, the following techniques are required:
 - i. **Community Forums:** These are forums where chiefs and opinion leaders, residents and Police Commanders/Officers meet to deliberate on issue related to crime within the community and overall police policies, priority and issues.
 - ii. **Community Service:** This is where surveys are conducted through telephone, mails, newspapers, research etc. to solicit the views of the community on police policies and issues that are related to crime prevention.
 - iii. **Town Meetings/ Forums:** These are public meetings to which the public are invited in order to provide inputs and advice on policies priorities and issues.
- b. **Broad Functions:** CP sees policing as a broad function not limited to law enforcement & public order. It considers conflict resolution (domestic violence & helping victims), preventing accidents, fighting the fear of crime, traffic duties.
- c. **Personal Services:** CP eschews bureaucratic behaviour and places emphasis on personal services, whereby officers deal with citizens in a friendly, open and personal manner.

1.3.2 Strategic Dimension

This dimension of CP involves key operational concept that translate philosophy into action. The strategic dimension has three (3) important elements that ensure its success. These include:

- a. **Re-oriented operation:** This involves the less reliance on the patrol car and more emphasis on face-to-face interaction, Examples of re-oriented operation include foot patrols such as bicycle, motor bike patrols to compliment traditional modes.
- b. **Prevention Emphasis:** This model tries to implement a prevention method of crime control such that citizen victimization is prevented rather than reactive investigation and rapid response to crime. Thus, CP lays emphasis on prevention as an essential part of a police Officers duty. Some of these methods includes Neighbourhood Watch Committees where the police work closely with the residents of a community in a co-operative manner to prevent crime.
- c. **Geographic Focus:** Community Policing is tailored on geographical location where there is stronger bonds between the officers and residents of a particular locality in order to increase co-operation, trust and accountability. Some of these methods that

lay emphasis on localities include: Permanent beat assignment in which patrol officers are assigned to particular places for extended periods rather than being rotated.

- d. **Beat Teams:** Where a team of officers worked a particular beat/area specialist. Where detectives and other specialists are assigned to certain locations instead of one detective handling all or at least majority of crimes occurring in one area.

1.3.3 Tactical Dimension

This dimension translated ideas, philosophies and strategies into concrete programme, tactics and behaviour. Thus, this model emphasizes change in the behaviour of police officers from the bureaucratic bottlenecks to a more friendly, open and personal manner in the performance of their duties. Community Policing through this dimension has the following three elements that ensure its success.

- a. **Positive Interaction:** This lay emphasis on officers discarding the hitherto negative attitudes that are manifested in arrest procedures, extortion, searches and the inability to make things much better for victims. Engage in the positive interaction in order to build familiarity, trust, and confidence on both sides.
- b. **Community Forum:** These are gatherings where officers are expected to attend meetings of neighbourhood watch Committees/Community Policing Volunteer (CPV) groups to discuss crime prevention methods and to learn from them, their priorities and programmes on crime related issues in their localities.
- c. **School Visitation;** Officers can also go into schools through school base policing method to interact with the youths and staffs on crime related issues.
- d. **Interactive Patrol:** Officers are required to stop and interact/talk with more residents of the areas they patrol rather than merely watching the people.
- e. **Partnerships:** By this, it is expected that the police and the public shall see themselves as partners against crime and eventually work together to identify and solve problems. Police-community partnership includes citizens' patrol where neighbourhood watch committees in conjunction with the local police patrol their neighbourhood to ward off crime.
- f. **Landlords and tenants.** Landlords and tenants are also essential/vital stakeholders in crime prevention that officers work with closely in order to improve not only leasing and rent related issues, but crime prevention issues.
- g. **Problem solving:** This employs the police to adopt a problem solving orientation towards Policing rather than the incident oriented approach. This entails officers searching for the underlying condition that give rise to incidents and then try to control or prevent future incidents. Therefore, the need to utilize landlords, school heads, opinion leaders, Imams/Bishops, and others to identify problems, analyse them and brainstorm possible solutions.

1.3.4 Organisation Dimension

Organisational dimension relates to changes in administration, management and supervision of the police service so as to reflect the ideas of CP. Crucial to its successful implementation are:

- a. **Structure:** This relates to decentralization of police structure where authority and responsibility can sometimes be delegated to subordinates to act more independently and be more responsive.
- b. **Management:** CP often utilizes various leadership styles, management and supervision that lays emphasis on flexible organizational culture and values (proactive) rather than written roles and discipline (reactive & responsive).
- c. **Information:** CP practices require information flow which is credible, timely, detailed which emphasize quality over quantity

1.4 Community Policing Goals

Management practices that restrict the flow of communication and stifle innovation are giving way to the belief that those actually working in the community can best understand its needs and develop ways to meet them hence there is growing recognition in policing that police personnel and staff should have inputs into decisions about their work.

Community-oriented policing is proactive policing that needs to be owned by the entire police organization. Its vision and intent must be mainstreamed in policies, procedures, job descriptions, supervisory practices, management direction, performance evaluations, personnel development processes and all day-to-day activities and interactions with the public.

Community policing is based upon a set of five strategic principles aimed at improving the quality of life for all citizens. These principles are at the heart of all CP efforts. These are: Partnership, Empowerment, Problem-solving, Accountability, Service Orientation and Feedback. Each principle must be recognised as being mutually dependent on each other, and therefore not to be applied in isolation. For example, **partnerships** must be viewed as a critical element of **problem solving** and, additionally, recognised as a mechanism for **accountability**.

Flexibility and local need must determine local policing practice because what suits one area may not suit another. In spite of this, CP goals of Partnership, Empowerment, Problem-solving, Accountability, Service Orientation and Feedback must be seen as the bedrock of all CP activities and practices.

1.4.1 Partnership

Community policing is based on the premise that the police and citizens can and should work together to identify and effectively solve community problems. Partnership should be broadly representative of the community; involving all affected participants from government, neighbourhoods, social, civic, educational and religious groups to identify, address and solve problems.

The main objective of partnership is to determine, through consultation, community needs and policing priorities, and to promote police accountability, transparency and effectiveness. The pursuit of solutions may take a variety of forms. A patrol officer in police/community partnership may be involved in talking to local business owners to help identify their problems and concerns, visiting residents in their homes to offer advice on security, and helping to

organize and support neighbourhood watch groups and regular community meetings. For example, the patrol officer will solicit information from members of the community about a string of burglaries and then revisit those residents to inform them when the burglar is caught. The District Police Officer will explain and discuss controversial police tactics so that community members understand the necessity of these tactics for public and officer safety.

Research shows that successful partnerships depend on the following:

- Shared vision about prevention, with commitment to the development and maintenance of partnerships between local agencies from the private, public and voluntary sector;
- Clarity of purpose and roles;
- Consistent participation by senior members of agencies to fund, plan and oversee targeted and structured problem oriented crime prevention;
- Dedicated leadership/co-ordination to service the work of the local partnership;
- Adequate resources for the partnership;
- Partnership in addressing specific problems in specific areas;
- Routine communication between high-level and lower-level partnerships;
- Up to-date education and training in crime prevention for those with community safety responsibilities;
- A high quality information system to enable police data and other data routinely to be used in the process of problem solving.

Partnership Activities

Activities could include crime prevention initiatives, education, enforcement, youth social schemes, helping accident or crime victims, helping resolve domestic and neighbourhood conflicts (e.g., family violence, landlord-tenant disputes, or ethnicity problems), working with residents and local businesses to improve neighbourhood conditions, controlling automobile and pedestrian traffic, providing emergency social services and referrals to those at risk (e.g., adolescent runaways, the homeless, the intoxicated, and the mentally ill), and providing a model of citizenship (helpfulness, respect for others, honesty, and fairness).

1.4.2 Empowerment

The creation of a sense of joint ownership for reciprocal behaviour, skills, and attitudes, which allows members of “communities” and police officers to express their concerns. This implies that there is a need to raise community awareness of the issues affecting community safety. Operationally this will require a management style which empowers officers to tackle issues raised locally, and offer support and guidance to officers exercising initiative and creativity. Empowerment will:

- a) Reduce administration;
- b) Aid problem solving;
- c) Improve accountability.

Every community in The Gambia should have a dedicated policing team with lead responsibility for policing its area. Members of these teams, to be led by Community Policing Coordinators (CPC), should be empowered to determine their own local priorities and set their own objectives within the overall Divisional Policing Plan and in consultation with Community Policing Supervisory Committees (CPSCs), Community Policing Volunteers Focal Points (CPVFP), CPVs and the community. Selection and tenure of officers must reflect the needs of

the community in terms of skills and commitment. The community should also be empowered to identify problems in their areas and play a part in the solution together with police and other agencies.

1.4.3 Problem-Solving

Problem solving is a broad term that implies more than simply the elimination and prevention of crimes. Problem solving is based on the assumption that crime and disorder can be reduced in small geographic areas by carefully studying the characteristics of problems in the area, and then applying the appropriate resources to solve the problem. This is on the assumption that individuals make choices based on the opportunities presented by the immediate physical and social characteristics of an area. By manipulating these factors, people will be less inclined to act in an offensive manner.

Problems can affect a small area of a community, an entire community, or many communities. Community problems might include the following:

- a. An unusually high number of burglaries
- b. Prostitutes in clubs creating nuisance in adjacent streets.
- c. Disorderly youth who regularly assemble in the motor parks.
- d. An individual who persistently harasses and provokes community members.
- e. Rape and violence against women

The assumption is that these problems have underlying causes. These underline conditions may be understood by analysing the characteristics of the people involved, such as offenders and potential victims, the social setting in which these people interact, the physical environments, and the way the public deals with these conditions.

A problem created by one underlying condition may generate one or more incidents but the incidents may appear unrelated.

Case Study – Problem Solving

For example, social and physical conditions of abandoned house or apartments may generate burglaries, acts of vandalism, intimidation of pedestrians by unruly teenagers, and other incidents. In traditional law enforcement, the approach would be to arrest the burglars or the unruly teenagers. In problem solving approach, it is assumed that merely arresting the burglars or unruly teenagers will not curb the problem as long as nothing is done about the abandoned apartment which creates the opportunity in the first instance. Solving the problem will require making use of community consultation, partnerships and analysis of information.

Problem solving approach also assumes that families and individuals living within any community can be adversely affected by only a small number of offenders. It is the behaviour of such offenders that leads to a crippling sense of fear for many and denies people the right to have quiet enjoyment of their home, property and surrounding environment. Thus, effective problem solving and information exchange can reduce the number of victims of crime as well as promoting a greater sense of safety.

There are as many solutions as there are problems hence problem solving give room for creativity, imaginations, perseverance and solutions that are tailored to the specific concerns of each community. These solutions range from simple, inexpensive measures to complex, long-term answers that will require significant investment of staff and resources. Basically this may involve:

- i. **Eliminating the problem entirely.** This type of solution is usually limited to disorder problems. Examples include destroying or rehabilitating abandoned buildings that can provide an atmosphere conducive to crime.
- ii. **Reducing the number of the occurrences of the problem.** Drug-dealing and the accompanying problems of robbery and gang violence will be decreased if the police and community, schools, churches, mosques and hospitals for instance work together to set up drug counselling and rehabilitation centres.
- iii. **Reducing the degree of injury per incident.** For example, police can teach and can advise women in the community on ways to minimize the chances of being raped or being subjected to domestic violence.
- iv. **Improving problem handling.** Police should always make an effort to treat people humanely by seeking to ease their trauma or working with other specialised agencies.
- v. **Manipulating environmental factors to discourage criminal behaviour.** This can include collaborative efforts to add better lighting, remove overgrown weeds and seal off vacant or abandoned buildings.

1.4.4 Accountability

Community policing creates a form of accountability and mutual checks and balances between the police and the community they serve through shared responsibility for solving problems. Accountability will be realised by creating mechanisms through which patrol and CP officers can be made answerable for addressing the needs and concerns of the communities they serve. This will require the shifting of initiative, decision making and responsibility downward within the police organization necessitating the adoption of a flexible style of management. This relates to changes in administration, management and supervision that emphasizes the value of the patrol function and the patrol officer as an individual.

Under CP, many decisions will have to receive inputs from the patrol and CP officers, flowing from the bottom up instead of from the top down. Consequently, the police command structure must be decentralised, structured and operated in a manner that supports the efforts of the patrol officers and that encourages a cooperative approach to solving problems. Accountability becomes a natural consequence of the new management structure. On the one hand, accountability rests on the transparency of the police and, on the other hand, on the responsibility of the community to assist the police in preventing and combating crime and disorder. There is, therefore, a joint responsibility and a joint accountability. This change is expected to improve the overall performance of the GPF.

1.4.5 Service Orientation

This is expressed in the concept that the “public” is the “**customer**” and the law enforcement agency is the “**service provider**.” To best serve the “customers,” their needs must be taken into account. Service delivery must reflect the concept that the police exist to serve the community and that the various needs of local communities must be taken into account, to enable the delivery of a professional, community-centred service that is effective, efficient, appropriate and accountable.

In order to best serve the community, police officers should ask themselves the following questions:

- Do you listen?
- Do you and your personnel display kindness and courtesy in dealing with members of the public?
- Are we easy to approach?
- Do you keep your promises?
- Do you provide quick and effective response to request for police assistance?
- Are you responsive and sensitive to the needs of the community?
- Are you willing to do more than is normally expected of us?
- Do you follow up calls for assistance?
- Do you treat people fairly and appropriately?
- Are you committed to high ethical standards and behaviour?
- Do you have a relationship of trust with your community?
- Do you comply with Human Rights in all your practices?
- Do you eschew or condone corruption, misbehaviour, criminality, indiscipline and malpractice?
- Are people with problems dealt with by someone who has the required knowledge, skills and attitude to be effective?
- Do you show genuine interest in the concerns of community members?
- Are you willing to work hard to resolve community problems?
- Are your policemen clean and smart?
- Are community or individual problems resolved quickly, without being subjected to a lengthy and bureaucratic process?
- Are you meeting the community's policing or community safety needs?
- If you can't meet the needs - who can?

This emphasis on community involvement and need, does not detract from a police officer's duty to comply with standard investigative procedures in areas such as crime scene preservation, evidence gathering and handling. This should not be viewed as undermining the relationship with the community because such procedures ensure consistency of police actions and integrity when evidential or investigative procedures are examined.

1.5 Four Elements of Community Policing

- a. Consultation with communities:** This is a process of consulting communities to get their regular inputs about crime, disorder and activities that generate fear. This is important because the community know more about crime and other public safety issues in their own neighbourhoods than the police and their input is essential to the effective use of police and other law enforcement resources.
- b. Responding to communities:** This is the act of responding to the security needs of individuals and groups living in their communities. Community policing officers will treat members of the community as clients to be served.

- c. **Mobilizing communities:** Mobilisation refers to the activities that CP officers undertake in organising the community to help them in protecting members of society, and solving problems that generate crime, violence or insecurity. This could for example involve mobilising the community to provide information about crime and criminals or serving as CPVs in crime prevention campaigns.
- d. **Solving recurring problems:** This is CP proactive approach to change conditions that led to crime rather than responding repeatedly to individual incidents. Under problem solving CP officers' conduct analysis of patterns of criminality and disorder, identify recurring problems treat crime as a part of group of other problems to be solved, not as separate events where one or more persons are caught and punished while the same problem kept re-occurring.

1.6 Principles of Community Policing for GPF

The following principles identify important elements of successful CP and what will guide The Gambia CP philosophy and approach.

- a. **Communities are the focus of the Gambia policing**
Community policing allows the police and the community to work closely together in creative ways to solve the problems of crime, fear of crime, physical and social disorder and neighbourhood decay, to improve the overall quality of life in the community.
- b. **Police are visible, accessible and client centred**
Community policing must be a fully integrated approach that involves everyone in the organisation. The approach places demand on the police to maintain daily interaction, direct, face-to-face contact with the people they serve in a clearly defined beat area. Ultimately, all officers should practice the CP approach of being visible, accessible and accountable to the people they serve.
- c. **Police listen to their local community**
Community policing recognise that the policing need of communities differ in a variety of ways. Policing approach must respond to fit each community needs and render customised service to fix community problems to enhance community safety and security. It is, therefore, important for the police to hear and listen to the community and to adapt according to the needs and priorities expressed and give feedback on actions taken by them to ensure safety.
- d. **Police provide opportunity for community participation**
Community Policing accepts that police agencies cannot solve crime and disorder problems on their own and should work with citizens to identify, prioritise and effectively solve community problems.
- e. **Problems are identified and responded to on a local level**
Community Policing moves away from the incident-driven style of traditional policing to a more problem-oriented approach. Police are no longer restricted to law enforcement of visible patrolling. A variety of strategies and tactics are introduced in order to find more lasting solution to crime and order policing-related problems with the support of private citizens, public and private agencies at Area/Ward, district, region and national levels.

f. Community Policing is a move from reactive to proactive policing

The focus of the police is broadened from a reactive focus on serious crime to a proactive focus on the prevention of crime, finding solution to community problems and addressing the causes of crime and disorder.

g. Inter-agency cooperation

Community policing requires extending the traditional role of the police and broadening its mandate to proactively curb crime and disorder and improve the wellbeing of the community. This is no easy task for the police alone to undertake, therefore the police require inter-agency support and cooperation. Typical examples are cases of drug addiction where CP could engage relevant agencies to rehabilitate the victims as alternative to arrests and prosecution.

h. Communication and information flow between the police and the community

Routine exchange of information on a reciprocal basis between the police and the community through formal contacts and informal networks help the police and the community to solve crime problems and maintain public safety and security.

i. Community policing recognises the need for decentralised policing structure.

To implement real CP philosophy and practices, GPF must empower CP and front line officers who acts as a direct link between the police and the people in the community. This involves a decentralization of responsibility and autonomy to CP and front line officers through the process of participative management where decision-making, innovation, and creativity are encouraged at all levels of the police organization.

j. Respect for human rights and special consideration for vulnerable groups.

Community policing and frontline officers must respect citizens' human rights and pay special attention to the needs of the elderly, citizens with disabilities and women and children. Special consideration must be given to issues of abuse, Sexual and Gender based violence (SGBV)

k. Accountability is key in Community Policing to encourage transparency.

Community policing organisational strategy demands that everyone in the police department understands the need to focus on solving community problems in creative ways in partnership with the community. To achieve success, greater discretionary power is granted CP and frontline officers to make decisions. This additional responsibility however goes with accountability to the police management and the community they serve. Similarly, the citizens' must be accountable following their rights and responsibility in identifying, prioritising, and solving problems, as equal partners with the police. In this way, there is mutual accountability and respect for stimulating community safety.

1.7 Benefits of Community Policing

Police managers recognize that the ability of the police to maintain security and manage crime through law enforcement based exclusively on their own resources is limited as are never enough police to provide an effective visible deterrent to crime or to be on-hand when emergencies occur. By enlisting the cooperation of the public, police get improved information about crime, moral support for their activities and increased trust and respect that enhances effective performance. On the other hand, members of the community are afforded the opportunity to contribute to how they are being policed and are principal stakeholders in

problems solving mechanism with greater security and safety for their community. Thus, the implementation of CP brings benefits both for the police and community and they can be identified as follows:

- a. **Community trust.** When community works together with police to build safer environment, it allows community to have more trust and less fear in police. The community will have better understanding of law enforcement which helps them to respect police work. It also encourages the community to participate in making their own environment safer with the police and other law enforcement agencies.
- b. **Crime prevention.** When there is improved community trust in the police, the citizens are encouraged to report community concerns which may give rise to criminal activities or social problems. They will be motivated to report cases such as quarrelsome families, unruly bars, repeat offenders, dangerous physical conditions, and rude or harassing behaviours, including bullying, which instigates violence or distress.
- c. **Information sharing.** Information from members of the community is critical to the success of virtually all police operations. The criminals live with the people and members of the community are usually the victims of crime. In most criminal investigations, the initial questions of who, where, when, how, are always provided by the victim or bystanders. These basic information are critical to the success of any criminal investigation.
- d. **Advance warning.** The public can also provide information about conditions that lead to problems for the police. It should always be kept in mind that men and women often have different perceptions of security or access to information about possible threats and that should be considered in both risk assessments and the planning of activities.
- e. **Community resilience.** Crime prevention depends a great deal on what the public does for itself by way of enhancing its own community's resilience to criminal threats. Community policing gives priority to educating people about measures they may take to protect themselves, such as avoiding high crime areas, securing their cars, establishing neighbourhood watch schemes and installing locks and alarms in their homes
- f. **Prudent use of resources.** Effective information sharing between the police and the community could help the police channel available resources to targeted subjects or locations. It makes it easy for the police to identify habitual criminals and hot spots thereby enhancing planning and execution of successful police operations with limited resources.
- g. **Mutual respect.** Community policing provide opportunities for individual member of the community to have better understanding of police operations, their strengths and challenges and respect their efforts. On the other hand the individual could make valuable contributions into problem solving with great satisfaction. The CP problem solving approach promotes understanding of differing viewpoints and gives room for mutual respect. The police becomes more accountable, more trusted and more respected.

1.8 Disadvantages of Community Policing

Despite the good intention & lofty ideas about CP, the following consideration should be noted

carefully during implementation.

- Community Policing requires extensive planning & preparation by the police
- Community Policing requires extensive training of police officers.
- Officers deployed to work in the community are required to perform several functions.
- In spite of great intentions and efforts, not all CP projects succeed. Where a CP projects fails, the public will blame the police.
- A certain amount of opposition to CP should be anticipated both from the community and the police.

MODULE TWO

IMPLEMENTATION OF COMMUNITY POLICING

2.1 Community Engagement Methods and Practices

2.1.1 Community Engagement

Community Engagement is key to the implementation of CP. Community Engagement refers to activities that foster positive interactions between community members and GPF members. This is carried out by employing CP ideals, creating opportunities for constructive exchanges, and promoting collaboration between the community and GPF, while enhancing trust and legitimacy. There are three specific methods of engagement by which all GPF officers are to positively engage with the community: **Informal Community Engagement**, **Formal Community Engagement**, and **Daily Problem Solving**.

INFORMAL COMMUNITY ENGAGEMENT

Refers to ad hoc opportunities to interact with community members. This could include activities such as playing ball with children in the neighbourhood or having a conversation with a community resident or business owner during a foot patrol assignment. Simply being present does **not** qualify as Informal Engagement. Central to this activity is interaction and conversation with community members.

FORMAL COMMUNITY ENGAGEMENT

Refers to participation in neighbourhood and community meetings/events. It involves establishment of external partnerships that focus on long-term programs to promote and foster police-community interaction. Like being present in graduation or wedding ceremonies. It is a way of providing opportunities to discuss policing matters with members of the community.

DAILY PROBLEM SOLVING

Refers to efforts to address or resolve different problems and issues within the communities that GPF serves. These problems can range from minor disputes between neighbours to high-risk youths menace or lesser offense issues. While these problems may not always present an immediate public safety concern, if left un-addressed they can lead to future issues and calls-for-service. Through Daily Problem Solving, officers will work with community members to address community concerns on an ongoing basis.

2.1.2 Key Stakeholders in Community Policing

There are many stakeholders that must be engaged in the CP process, however, six stakeholders are traditionally regarded as very key. Each of these groups individually affects every aspect of community life and when they work together they provide the basis for community safety.

a. The Police

All police units and staff have a role in CP. In addition to traditional law enforcement to maintain safe communities, police officers are expected to engage in proactive policing by engaging with communities and partners at all levels in order to identify crime and safety issues and come up with solutions together.

b. The Community

The community and its members are essential to the effective implementation of community-based policing. They should be involved in defining the problems and exploring solutions aimed at addressing local crime and disorder problems.

c. Government

Elected and appointed government officials discharge important functions on behalf of communities across the Gambia and should be included early in the planning process. They can provide invaluable assistance and support for the projects, strategies and overall community development.

d. The Business Community

Private sector businesses provide services and economic contribution to the society and have the power to be influential lobby groups. It is therefore important to include them in the planning processes as they are able to provide much needed resources to support community initiatives.

e. Non-Government Organizations

Non-Governmental Organizations (NGOs), community-based organizations, the voluntary sector, the mosque and the church play an important role in the community as they provide social services that are complementary to law enforcement initiatives aimed at improving community safety and security.

f. The Media

The media is a very influential and important entity and can assist in educating and informing the public about CP activities. Most importantly, local media can assist in announcing meetings and educating the public about various safety and security issues. Social Media is a very effective tool to engage especially the youth population in crime fighting efforts. This platform is instant, with wider reach and useful to both citizen and police.

2.1.3 Considerations for Other Stakeholders

In order to identify potential stakeholders, consider the following six questions:

- a. Who cares if the problem is solved or the issue is addressed?
- b. Who is affected by the problem or issue?
- c. Who can help solve the problem or address the issue?
- d. Who brings knowledge or skills about the issue?
- e. Who will benefit if the problem is solved or the issue is addressed?

f. Who would bring a diverse viewpoint to the collaboration?

Other Stakeholders May Include the Following:

- School administrators and other school personnel
- Elected officials
- Private security outfits
- Youth organizations
- Community-based organizations
- Faith-based organizations
- Community activists
- Women groups

2.1.4 Building Partnerships

Community policing involves collaboration between the police and the community to identify and solve community problems. This entails that communities must take a unified stand against crime, violence, and disregard for the law. They must partner with their local police to take part in crime-prevention and intervention activities. GPF on the other hand must help build the capacities of the communities to be capable of carrying out activities in support of policing efforts so that crime and disorder will not thrive.

Community policing is democracy in action. It requires the active participation of local government, civic and business leaders, public and private agencies, residents, churches, schools, and hospitals. All who share a concern for the well-being of the community should bear responsibility for protecting the community.

The role of CPCs and patrol officers in problem solving, is central to CP. The police structure should therefore be reorganized and decentralized to give them more power to do their jobs with the communities they serve with greater discretion.

To build an effective partnership, CPSC's will coordinate and provide oversight at the District level, while CPCs will coordinate with CPVFP to select members from the community and establish CPV groups. The size of a Ward CPV group will be determined by the size of the Ward population.

2.1.5 Benefits of Partnership Building

- Increase information sharing between Community and Police.
- Reduce duplication of effort.
- Involvement of the community in policing their community
- Efficient use of Police resources.
- Reduce crime and road trauma – that individual could not achieve alone.
- Use shared knowledge “a problem shared is a problem halved”
- Provide effective means of addressing important issues and resolving them peacefully.
- Improvement of relationships between diverse groups in the community

2.1.6 Process of Building Community Partnerships

Community policing partnership is based on police and members of the community coming together with shared responsibility to identify and solve problems of crime and order maintenance, thereby improving the quality of life in the area. In general, the following steps are involved in the process:

- Step 1 - Information Gathering
- Step 2 - Analysis of the Community
- Step 3 - Relevant Groups Identification
- Step 4 - Identification of Leaders
- Step 5 - Building Consensus
- Step 6 - Quality Control and Continuous Development and Updating

Step 1: How to Gather Information

Crime information can be gathered from several sources other than reported crimes. These include gathering information about a particular crime through informal conversation with citizens, and taking note of the peculiarity of specific communities. Apart from crimes, police officers need to gather information about the levels of unemployment for youth and adults as well as other types of information that might explain the prevalence of particular crimes in a particular community. Officer must gather, document and share this information with the relevant police unit in an effort to solve the problems on a long-term basis.

Step 2: How to Analyse and Profile the Community

One of the duties of a police officer is to prepare a profile of the neighbourhood to which he/she is assigned. Police Officers must be knowledgeable of the history of the community, its citizens, past and present problems in order to effectively engage citizens. These profiles should contain information on crime, unemployment, youth at risk and other social and economic factors that impact the community. It should include a description of the population, roads, community assets, social infrastructure, government agencies and buildings, clubs, location of residences, health facilities, and places of business, as well as vulnerable and hotspot areas.

A map should be developed showing all these characteristics. This should be supported with analysis of the stakeholder groups in the community. Identifying the interests that stakeholders have in common, and helping them determine how they can contribute to CP and the benefits they can derive, is an important step in building organized stakeholder participation in CP.

Step 3: How to Identify Relevant/Important Groups in the Community

GPF officers commanding Divisions/Stations and CP officers should identify the values of each group in the community based on the services they provide, or could provide, to community safety and security. The Community Police Officers (CPOs) can set up meetings to educate the public about the initiatives of the police force and from there get a sense of the actors who might play an active role in the community safety process. The Police should then coordinate the CPVs at the various Wards with other agencies to organize meetings to address community safety needs. This will be followed with the development of community Action Plan. All police officers will work closely with the CP officers in the division to achieve these common objectives.

Step 4: How to Identify Community Leaders

Community leaders are persons who are respected, law abiding and have a good reputation and service records within the community. Community Policing officers must collaborate with them to use their influence to mobilise support for CP initiatives. Their cooperation should be sought to identify suitable persons the police could work with to contribute to community safety and security.

Step 5: How to Identify Problems, Agree on Priorities and Implement Plans

There will be many different views on what the main problems in a community are and how important these are to the different stakeholders. The problems may include missing persons, domestic violence, abandoned vehicles, open drunkenness, prostitution, drug selling/use, night noise, illegal vending (shacks) or truancy. Besides having an impact on health and safety, these problems could lead to major crimes and social disorder if not addressed. In order to build consensus among different community groups, meetings should be held to facilitate the exchange of information and discussion. Effective use of S.A.R.A analysis tool would eventually lead to identification of the main problems and agreement on the priorities. In this way the different groups would be united for a common goal. Once areas of agreement are identified by the community groups, an action plan should be developed stating goal to be achieved, roles and responsibilities and resources needed, and timelines for these targets.

2.1.7 Issues that affect partnership

- **Resources:** Encourage all partners to contribute to both financial and human resources.
- **Leadership:** Share opportunities for leadership that encourage people to take responsibility.
- **Diversity:** Effective management of diversity to generate different thoughts which may provide the most creative and successful solution.
- **Youths:** Involving youths would encourage them to share responsibility and can offer a view that adults may not consider.
- **Timeframes:** Ensure they are realistic and achievable. Don't set someone up to fail.

2.2 Community Policing Problems Solving Approach

What is a Problem?

Any condition that alarms, harms, threatens, causes fear or has potential for disorder in the community, particularly incidents that may appear to be isolated but shares certain characteristics such as common pattern, victim or geographic location.

Analyse the Problem

Community policing and patrol officers who work with the community and diverse groups, will often face a wide range of problems on a daily basis either individually or as part of a team. Problem solving is a methodical and analytical approach to defining complex problems. This could only be achieved through thorough understanding of the given problem, by identifying the true causes and designing an appropriate response so that suitable solutions can be provided. This will prevent further incidents and ensure appropriate allocation of resources. Analysis should include both quantitative and qualitative data/information. Problem solving is a pro-active, preventative process that:

- Looks at crime and disorder problems,
- Understands the conditions that give rise to these problems,
- Draws from a range of solutions (not just criminal law and arrest) to address the root causes of problems, and
- Assesses and reassesses the effectiveness of the applied solutions.

In order to solve problems of concern to both police and communities, it is necessary to think strategically about addressing these problems. It is necessary to look for patterns. The focus should be on the people, places, and activities that are related to certain crimes and problems.

A concentration of problem incidents and occurrences. A relatively small number of locations and offenders are involved in a relatively large number of crimes. Also, a small number of victims account for a large amount of victimization. Identifying and locating multiple offenders, repeat victims and recurring locations, would have a strong impact on crime, fear and disorder in communities.

Do you know of offenders who continually cause problems in your community?
Do you know of locations that repeatedly require police attention?
How can you get information to assist you in determining where problem incidents are concentrated?
If you cannot easily access this information, what other means can you use to get this data?

Focus on Outcomes

In problem solving, it is important to look at the outcomes rather than only at those people committing the crime. For example, if a community is complaining about missing children, it may not be effective to simply arrest the kidnapper. The bigger problem of child trafficking and organized crime should be addressed in order to develop effective solutions.

Use of Community “Guardians”

When searching for solutions to a problem, it is often helpful to identify “guardians” that may assist in fixing the problem. These “guardians” can be people, institutions, laws or codes, fixtures, traffic signs, traffic lights, etc. The “guardians” can do something about the problem and stay behind once the police have gone. They exercise control over each side of the crime triangle to make communities safe and more resistant to crime.

2.3 Crime and Disorder Triangles

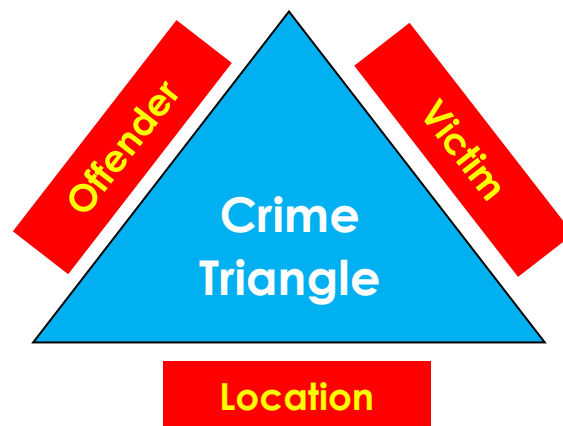
Triangles are often used to understand and visualize crime and disorder problems. In these triangles, three elements must be present in order for a crime to occur. It can be compared to a fire triangle – in order for a fire to occur, the three elements of fuel, heat and oxygen must be present. This is the same for crime and disorder. If any one of the triangle elements is missing, crime and disorder will not occur.

Example #1

In this triangle, three factors must be present for a crime to occur: **an offender, a victim and a location**. If it takes a combination of these elements to commit a crime, then taking away one of the sides of the triangle will prevent a crime from occurring.

Once you determine who and what is on each side of the crime triangle, you must conduct an analysis before devising strategies to fix the problem. Find out as much as possible about the victims, offenders and locations to develop an understanding of what is causing the problem. Questions should be asked and answered about each side of the crime triangle, starting with who, what, when, where, how, why, and why not.

Figure 2.1 – Crime Triangle



Example #2

Another example of a triangle used when understanding crime and disorder problems includes the following elements: desire; ability; and opportunity. This triangle focuses on the offender. An offense will occur if the offender:

- Wants to commit an offense (steal a car)
- Has the ability to do so (the tools and skills to break into a locked vehicle), and
- Is provided with an opportunity (the car is available in a vacant parking lot)

Figure 2.2 – Disorder Triangle



Case Studies

Consider the following case study:

Disturbances have been taking place in a residential neighbourhood by a mentally disturbed adult who is neither institutionalized nor closely supervised by family or competent authorities. This man repeatedly throws debris against the houses of the residents. The occupant of one of the attacked homes reported that the police never responded to any of her telephone calls.

Using the triangle #1 described above, analyse the case and come up with solutions to the problem.

Consider the following questions in your analysis:

What questions do you have about the offender side of the triangle?

What questions do you have about the victim side of the triangle?

What questions do you have about the location side of the triangle?

Where do you go to get sources of information?

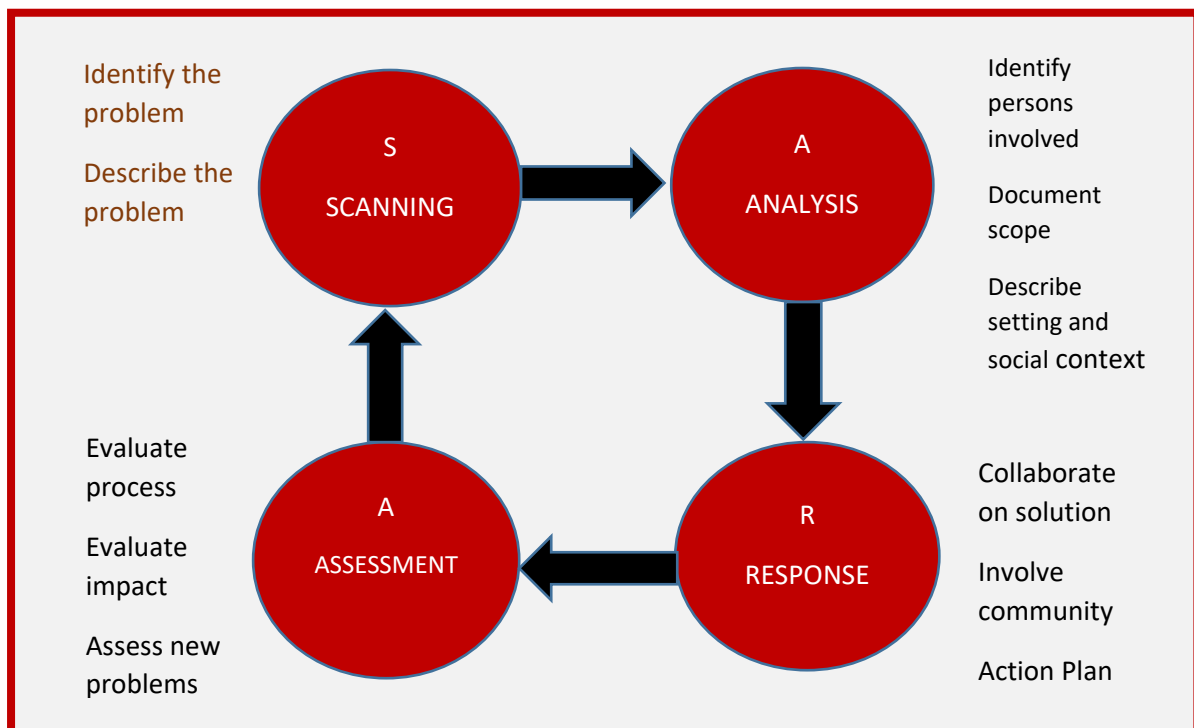
What will residents expect in terms of outcome?

What type of information should be conveyed to the residents to assure them that the problem is being/ has been addressed and to eliminate their fears?

2.4 Solving Problems Together (S.A.R.A Model)

All parties involved in CP project are expected to use the Scanning, Analysis, Response and Assessment (S.A.R.A) evaluation model in resolving problematic issues. Most often than not problems or issues of importance to the community will be discovered by CP or patrol officers closest to the scene. Depending on the seriousness of the issues, CP officers have the discretion to take action or report to their supervisors. This is where CP S.A.R.A problem solving approach is applicable.

Figure 2.3 - S.A.R.A. MODEL – (Scanning, Analysing, Responding, Assessing)



Step 1-Scanning

A problem is not an isolated incident; it is a group of related incidents. Much of the crime, disorder and fear in communities are concentrated, as noted earlier. Look for patterns of persistent problems in the community and define the specific problem rather than looking at it too broadly. The key is to identify the **specific** problem that is of concern to you **and** the community. There are many ways to identify crime problems, including:

- Community surveys
- Community meetings
- Individual conversations with community members
- Information/data from other agencies
- Complaints
- Crime analysis
- Conversations with supervisors
- Conversations with investigators and inspectors
- Information from local government offices
- The media

Scanning entails

- Identifying recurring problems of concern to the public and the police
- Identifying the consequences of the problem for the community and the police
- Prioritizing those problems
- Developing broad goals
- Confirming that the problems exist
- Determining how frequently the problem occurs and for how long
- Selecting problems for closer examination

The following questions may be asked

- What is the nature of the problem?
- How was the problem identified?
- Who identified the problem (community, police officers, politicians, press)?
- Why was this problem selected over other problem areas?
- What was the initial level of diagnosis/unit of analysis (crime type, neighbourhood, specific premise and specific offender group)?

Step 2: Analysis

Analysis is the most difficult and time-consuming step in the problem solving process. Patterns of incidents require analysis. You must determine the underlying causes of the problem in order to solve it. Problems rarely develop quickly, therefore solutions should not be devised quickly either. There is no one size fits all solutions. In this phase of problem solving, you will need to look at the problem objectively and consider as many factors as possible. Considering the crime triangles described earlier can do this. By analysing the three sides of the triangle (for

example, the offender, victim, and location) as well as identifying any possible “guardians”, a more effective solution can be developed. Factors to be considered include:

- Identifying and understanding the events and conditions that precede and accompany the problem;
- Identifying relevant data to be collected;
- Researching what is known about the problem type;
- Taking inventory of how the problem is currently addressed and the strengths and limitations of the current response;
- Narrowing the scope of the problem as specifically as possible;
- Identifying a variety of resources that may be of assistance in developing a deeper understanding of the problem;
- Developing a working hypothesis about why the problem is occurring;

Some questions that may be of help in analysing a problem may include:

Victims

- Who are the victims?
- What do the victims have in common?
- Are there any other potential victims?
- Have there been any injuries?
- Why are the victims vulnerable at this particular time? In this particular location?
- What resources do the victims have to strengthen themselves against the problem?
- Are the victims willing to prosecute/testify?

Offenders

- How many are there?
- Who are they? Names?
- What are they wearing? Descriptions?
- How old are they?
- Are they local?
- Are they mobile? Car description, license number?
- Do they have criminal records?
- What time of day, week, and month do the incidents take place?
- Do they have weapons?

Location

- Why this particular location?
- Why would offenders be here? Is there a school nearby?
- Where do the offenders go? Is it near the location?
- Where were the victims coming from?
- Where were they going?
- Are there other features of this location that may be contributing to the problem?

- Any helpful locations nearby? Schools? Businesses?

Step 3: Response

When looking at how to respond, you must consider the impact of the problem on your specific community. The best solutions are usually those that combine criminal justice and non-criminal justice actions focused on the particular problem and those that allow the community to better handle similar crime problems in the future. Thus, solutions should focus on the long-term and be focused on underlying causes to ensure effectiveness and permanence. Likewise, responses should be generated in collaboration with your partners.

The goals of the response are to:

- Clarify the problem (education)
- Reduce frequency (reduction)
- Reduce harm (protection)
- Eliminate the problem
- Eliminate the cause of the problem (prevention)
- Strengthen partnerships (mobilize the community)

When developing solutions to problems, it is important to ensure that at least two sides of the triangle are addressed. Focusing only on the offender side, for example, often leaves room for new offenders to replace the old ones, because nothing has been done to change the location or victim sides. Response entails:

- Brainstorming for new intervention;
- Searching for what other communities with similar problems have done;
- Choosing among the alternative interventions
- Outlining a response plan and identifying responsible parties
- Stating the specific objectives for the response plan
- Carrying out the planned activities

The viability of various responses may be assessed by the answers to these questions:

- What can the community do to affect the victim, locations and/or offender?
- What can other agencies do to affect the victim, location, and/or offender?
- Is it legal? Is it possible to do?
- Are there resources available?
- Which strategies should we do first?
- What will I do?

Step 4: Assessment

Assessments allow the CP officer to determine if the problem-solving effort was successful and to re-think approaches if it was not. Assessment should involve the use of both quantitative and qualitative measures to determine effectiveness, depending on the problem being addressed. Quantitative measures may include number of calls, arrests, etc. Qualitative measures look at other factors such as whether there has been a reduction in related crimes, an improvement in community conditions, increased public satisfaction with police response, or a reduced fear of crime. In summary, assessment entails:

- Determining whether the plan was implemented (a process evaluation);
- Collecting pre- and post-response qualitative and quantitative data'

- Determining whether broad goals and specific objectives were attained;
- Identifying any new strategies needed to augment the original plan; and
- Conducting ongoing assessment to ensure continued effectiveness

Relevant questions when assessing the problem may include:

- Has the problem been eliminated?
- Has harm or frequency been reduced?
- How do we know?
- Is the problem still a priority? What are the results? What impact did the response have on the problem?
- Who was involved in the evaluation?
- If there was no improvement in the problem, were other efforts considered to handle the problem?
- What response goals were accomplished?
- How could you have made the response more effective?
- Will your response require continued monitoring or a continuing effort to maintain your results?

When assessing the solutions, what types of questions can you ask to determine if there is increased public satisfaction with the police response? How can you determine if there is a reduced fear of crime?

Case Study

Consider the following problem:

Your community has complained of recurring incidents where the public has contacted the police with complaints that affect the quality of life of the community. The residents have stated that there has been a number of times when incidents were reported to the police and the police did not respond to their telephone calls for service, nor had the police attempted to offer a satisfactory explanation for the decision not to respond nor act on the complaint. One of the recurring complaints involves the operation of a nightclub in the midst of a residential area. The residents of the neighbourhood have repeatedly complained to the police about the noise level of the club, the operating hours, and prostitutes working in the club.

Using the problem-solving model provided in this module, attempt to find possible solutions to handle this complaint. Use the following Question Guideline in your analysis.

Questions to Guide the Exercise

- Is the problem really a crime, fear or disorder problem?
- Given limited resources, is this problem a community priority or should it be?
- Is the problem identification narrow enough, or should the problem be broken down into smaller component problems?
- Is the analysis thorough?
- Are there other sources that should be tapped for information about the problem?
- Are the solutions long-term?
- Will the solutions' impact continue after the police stop focusing resources on the problem?
- Are the solutions designed to leave the community better equipped to resist similar problems in the future?
- Have you considered “guardians”?
- Do the solutions take into account interests of members of the community?
- Was a full range of resources considered in addressing the problem? Are more creative options available?
- Do the proposed solutions effectively target at least two sides of the triangle?
- Will the solutions work?
- Does the problem-solving effort support a working collaboration between the police and those impacted by the problem?
- Are the assessment measures proposed sufficient to determine whether the solutions made an impact on the problem?
- Are the measurements sufficient to evaluate the community's definition of a successful outcome?

2.5 Feedback

Measuring the effectiveness of services provided must include a return of information about the result of the process, “feedback.” The service provided must have the input of the customer, members of the community, through feedback in order to accurately assess the effectiveness of the services being provided by asking ourselves the following questions:

- Are we easy to do business with?
- Do we keep promises?
- Do we meet the standards that we set for ourselves?
- Are we responsive to the needs of our “customers”?
- Do we **listen** or do we “**tell**”?
- Do we “follow up” **promptly** and **thoroughly**?
- Do we share successes, failures and information?

2.6 Benefits of the Problem Solving Approach

While it is not compulsory to use the S.A.R.A model for solving crime and quality-of-life problems, it is important to use a similar model, a structured process, to collaborate and solve the community’s specific problem. This will ensure that all parties are working on the same problem and bringing together their resources in a concerted effort. There are a number of benefits to this approach to problem solving. Some of the benefits include:

- Clearer understanding of causes of community problems

- Better working relationships with community partners
- Better use of community resources
- Reduction in demand for police services
- Increased public satisfaction with police services
- Less fear of crime
- Improvement in quality of life
- Better understanding of the community's perspective/ viewpoint on delivery of police service
- Developing and maintaining trust within the community

MODULE THREE

OFFICERS' TOOLS FOR EFFECTIVE COMMUNITY POLICING

3.1 Strategies for Building and Maintaining Rapport

Constructive rapport based on a foundation of trust is the value that underlies and links the components of community partnership and problem solving. Without trust between police and citizens, effective policing is impossible. In some communities, it will take time to break down barriers of apathy and mistrust so that meaningful partnerships can be forged.

Ideally, the CPO needs time to familiarize with the police district and patrol area once assigned. He/she should find creative and innovative methods to become acquainted with the community members.

Generally building rapport would be based on an officer's ability to:

- Maintain the highest standards of professionalism.
- Develop knowledge of leading citizens and assets in the communities (Magistrates, religious leaders, pressures groups and others)
- Develop knowledge of criminals, gangs and crime hot spots.
- Walk a beat and engage individuals in conversation.
- Partner with residents to tend to situations of public disorder.
- Address crime problems in the area of geographic responsibility.
- Inquire into the well-being of vulnerable persons in the community
- Make positive contact with citizens, e.g. daily greetings,
- Learn about past efforts by the community and find ways to be supportive.
- Avoid disparaging comments about the community's efforts.
- Make an effort to learn people's names and to share yours as well.
- Participate in community activities.
- Extend courtesy and demonstrate respect.
- Be knowledgeable about cultural norms of the community.
- Have an understanding of the issues in the community such as unemployment, and illiteracy.
- Facilitate mediation where appropriate.

3.2 Building Community Trust

Building trust depends largely on police officer's interpersonal skills, effective communication and listening, and being honest and transparent in dealing with members of the community. An officer must maintain a delicate balance between empathy and law enforcement especially during the execution of duties. By attending to issues or complaints promptly coupled with timely feedback, mutual respect and trust are built over time between police and residents in the community. Trust would lead to effective partnerships and commitment by all stakeholders.

3.3 Professionalism and Ethical Behaviour

An officer should be exemplified both in private and official dealings. It is important to honour obligations and ensure impartiality in the performance of individual duties and other transactions. Fraternizing with criminal elements and unsavoury characters, for whatever reasons, is unethical and compromises one's standing in the community. In addition, relying

on a limited number of sources generally does not provide good intelligence. Remember to always respect the confidentiality of sources within the community.

3.4 Procedural Justice and Community Policing

Issues such as police use of force, officer misconduct, and perceptions of biased policing practices in high-crime areas have severely challenged police-community relations in communities across the nation. Fear and mistrust of the police have often prevented the successful implementation of CP. These broken relationships ultimately keep the community and the GPF from actively partnering to prevent crime and ensure safety.

3.4.1 What is Procedural Justice?

Procedural justice has both theoretical and practical dimensions. Theoretically, procedural justice is the idea that authority figures (police, courts, etc.) gain trust and respect from the public when they use a fair, unbiased process within their official capacity. In a practical setting, procedural justice refers to whether the actions and procedures used by a police officer are such that community members feel they are being treated fairly and with the proper respect. Within this practical definition, procedural justice can be broken down into four separate elements: voice, neutrality, respect, and trustworthiness:

<i>Voice</i>	<ul style="list-style-type: none"> • <i>Opportunities for voice.</i> • <i>The opportunity to state one’s case, tell one’s story;</i> • <i>Answer questions from the individual.</i> • <i>The opportunity for community input when policies are being created and implemented.</i>
<i>Neutrality</i>	<ul style="list-style-type: none"> • <i>Impartiality in decision making.</i> • <i>Consistent and rule-based decision making.</i> • <i>Transparency and accountability allow people to see that decision-making has been neutral.</i> • <i>Ensure the contact is no longer than reasonably necessary.</i>
<i>Respect</i>	<ul style="list-style-type: none"> • <i>Fairness in the processes.</i> • <i>Respect for people and their rights.</i> • <i>Treating people with dignity and showing sensitivity to their status as members of the community.</i> • <i>For example Introduce yourself and explain the reason for the contact as soon as possible</i>
<i>Trust</i>	<ul style="list-style-type: none"> • <i>Transparency in actions.</i> • <i>Demonstrating that you are trying to do what is right.</i> • <i>For example provide an explanation at the conclusion of the interaction and be professional and courteous throughout the interaction.</i>

It is important to note that in policing, procedural justice applies not only to each individual action or encounter involving a police officer and a member of the community. Procedural justice also applies to the broader issue of setting public safety priorities. In CP, the community’s, trust, cooperation, partnership and support are essential key components of police crime reduction strategies to address community concerns and problem solving. Conversely, the effectiveness of these strategies can be undermined by a lack of trust in the police or belief that the police act inappropriately. Under true procedural justice, community members feel they have a voice in these larger decisions as well.

3.5 Accountability

The police are responsible for providing twenty-four hour policing service to the community. In CP context, every police officer is responsible for specific areas in the community. This means that the officer should know what is happening in terms of crime, disorder and other security issues when posted in a particular area. He/she has a responsibility to share information with the appropriate parties and take the necessary actions to address these issues.

Every member of the GPF should feel responsible for the work they do, including both recognition for the positive and accountability for the negative. Ownership for the actions of the Force goes a long way towards earning the trust and respect of the Gambian community, and lays the foundation for open and lasting relationships.

Accountability and responsibility are for both positive and negative actions. Officers should know they will get credit when they do something good, and that the onus is on them for inappropriate conduct. Officers must make public apologies and own up to shortcomings when relevant, and then correct them, and supervisors must identify misconduct and intervene

3.6 Beat Patrolling

For the past two decades police activity in the Gambia has been, for the most part, reactive. Police interactions with the community are limited to the police checkpoints that are in place throughout the country. This most often bring disrepute to the image of the force. Community policing encourages regular patrol of areas to improve police-community relations and create a great deal of valuable information from the public that could produce effective responses to security issues. It is expected that at least 85% of the GPF be committed to the patrol function.

Good patrol planning is critical for successful CP. Specific beat areas need to be defined which allow regular community interaction and the development of cooperative relationships. The patrol area should be a geographic locality that is small enough so that patrol officers can patrol it several times during each shift. Foot and bicycle patrols are recommended because they make the patrol officer more approachable and allows for closer contact between police staff and members of the community.

Under CP, the patrol officers fills four specific roles. These are planner, community organizer, problem solver, and communicator. Additionally, the patrol officer has several other responsibilities which are “general” in nature, such as public order maintenance, crime prevention and law enforcement.

An effective CP patrols require GPF structure change from the traditional command to more of a guidance model that would empower patrol officers to take joint action with the community with guidance from senior officers. Patrol officers form the backbone of all police operations and must be empowered with necessary skills to be creative and problem solving. This will enable them to take initiatives on their own with minimum supervision, take greater ownership of their patrol areas, and can be held accountable for their actions.

a. Types of Beat

There are different ways of patrolling a given area:

- **Fixed Route System:** under this system, the officer is detailed to patrol along a given route and to be at a definite route at a definite time.

- **Semi-Discretionary System:** the officer is expected to be at a certain place at a certain time, in between these, he patrols his area at his discretion, and is not tied to definite routes.
- **Discretionary System:** this system requires the officer to patrol an area at his discretion and need not follow fixed routes or make points at any fixed time. This is the most applicable to CP.
- **Aberdeen System:** this system is named after a town of Scotland and issued when manpower is inadequate. A patrol car conveys a number of men to part of a town, they then leave the vehicle, patrol the area and at an arranged time are picked up and conveyed to another part of the town where the procedure is repeated again.

b. Rules and Methods of Patrolling Beats

The rules and methods of patrolling beats are:

- i. Beat must be properly walked at the speed of 2 miles per hour.
- ii. An officer must be civil and polite when dealing with the public.
- iii. An officer must show special vigilance in the early hours of the morning.
- iv. An officer must on no account be idle or engage in gossip. (Idling or gossiping entails relaxation of vigilance. The public is always watching and do not admire idleness on the part of a public servant).
- v. An officer must pay careful attention to protection of life and property.
- vi. An officer must be suspicious while on beat and use his discretion before challenging anybody.
- vii. An officer must give special care to children and aged people.
- viii. An officer must at all times be smart.
- ix. An officer must not leave his beat unless properly relieved.
 - x. No drinking or eating is allowed while patrolling beats.
 - xi. Lying, sitting, leaning or sleeping on duty is not allowed.

c. Time of Duty and Relief

Beat duty reliefs are normally three in a day as follows:

- Morning duty – 0600 - 1400hrs
- Afternoon duty – 1400 - 2200hrs
- Night duty – 2200 - 0600hrs

NOTE: Officers should parade at least 30 minutes before assuming duty. This will help in studying and familiarizing with current matters relating to the area.

d. Occasions Justifying Leaving Beats

Beats must not be left during tours of duty except in the following cases:

- i. When you are properly relieved.
- ii. On genuine medical grounds.
- iii. In cases of fire alarms.
- iv. When taking a prisoner to the police station.
- v. When pursuing a Felon.
- vi. In cases of serious incidents e.g. murder or accident.
- vii. In cases of serious and important emergencies.

Beat duties are an intrinsic aspect of policing that can go a long way in preventing and solving criminality. It is therefore expedient that officers take it seriously and adhere to the various rules guiding this exercise.

3.7 Basic Communication Skills

Effective communication is required in the work of CP. This is essential within the police for passing and receiving information across work-shift handover times or between colleagues on 24-hour basis. It is vitally important that key issues are clearly identified, and that those receiving information understand its significance. Effective communication is also required between the CP officers and the community stakeholders in order to manage stakeholders' relationships and the expectations of stakeholder groups.

Good communication setting ensure that two-way communication is maintained through feedback. Where there is communication of any kind, there are always those who send a message and those who receive it. Having good communication skills involves being aware of both sender and receiver.

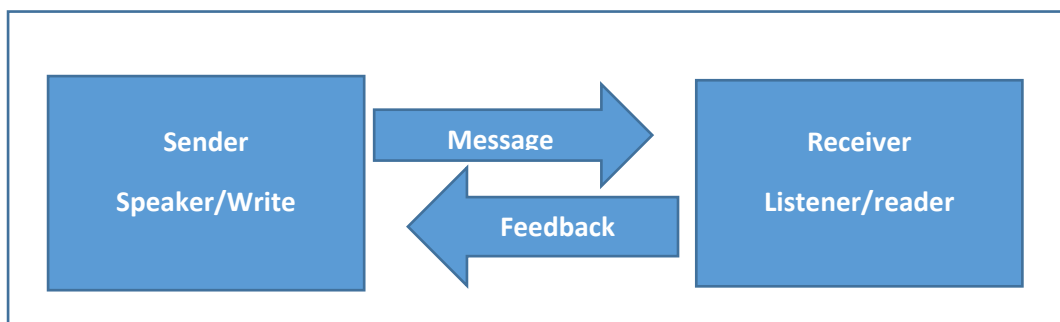
Communication takes many forms, for example:

- Talking
- Listening
- Body language
- Tone of voice
- Writing
- Sharing ideas or information online.

We often change the way that we speak depending on the circumstances; most of us, for example, watch what we say so as not to offend or upset others. But the verbal or spoken aspects of communication form only a part of what is going on. Whenever someone communicates with another person, they are engaged in a constant process of interpretation to try and make sense of what is going on.

The main reason for speaking or writing is to communicate with other people. This consists of giving them a written or spoken message they can understand and respond to. Feedback is very essential in communication in any CP setting to ensure that two-way communication is maintained. See diagram below.

Figure 3.1– Feedback in Communication



To effectively communicate, the different stakeholders must be identified and their interests considered. Working with multiple stakeholders can be a complicated process and you may have to adopt different ways of communicating and engaging with different community stakeholders. Stakeholders can have competing views on their community's interests and

activities so it can be difficult to negotiate between them. You can use the power/interest matrix to think about possible aims of your communications with different stakeholders: this is depicted in the Figure below

Figure 3.2- Power / Interest Matrix

		LEVEL OF INTEREST	
		LOW	HIGH
POWER	Low	Monitor & Inform	Inform & Consult
	High	Keep satisfied	Engage & influence

Each of the boxes tells us the type of communication strategies we might use with each of the different stakeholder categories.

Based on the diagrams, there are different levels of communication which will suit the different stakeholders as follows:

High power/high interest people must be fully engaged. This group is the one that the GPF Command level will work with closely.

High power/low interest people need to be involved in determining any decisions arising from what is being communicated.

Low power/high interest people need to be kept well informed and consulted.

Low power/low interest people should be monitored but they may not want to become heavily involved in the organisation’s work.

Managing the sometimes diverse interests and demands of different groups in any community is a challenge. Effective communication can help coordination of work within the community and build consensus on what makes the community safer and more cohesive.

a. Some common examples of community communication:

i. High power/high interest groups may be engaged by methods such as:

- Public testimony in government venues (such as local councils)
- Service user and other stakeholder representatives on boards
- Participation in collaborative project teams and task forces

ii. Common methods for ensuring low power/high interest groups are informed or consulted are:

- Regular meetings with community representatives
- Periodic meetings with stakeholder groups (such as community meetings)
- Conducting case studies with service users and providers.
- Social media engagement activities e.g. Facebook or Twitter groups

iii. Typically lower interests groups can be kept informed by such things as:

- Website communications
- Annual reports and other publications provided to the public press releases

- Partner service events e.g. fire and rescue, police or emergency services presence at a school anniversary
- Guest speaking engagements at meetings

These communication methods are more participatory and engaging with stakeholders in a way that empowers them and gives them a voice. They are ways in which police and CP officers can communicate with community stakeholders, and manage their relationships and expectations effectively.

b. Some Considerations and Strategies to Bridge Communication Gaps

- i. Share and receive information and feedback across a range of communication channels that are equally accessible to all community members.
- ii. Be prepared for community emotions, questions, and concerns.
- iii. Potential modes of communication are:
 - Internet
 - Newsletters
 - TV
 - Social media
 - Community networks (e.g. faith, community benefit organization, local business networks)
 - Phone calls to individuals
 - Communication while on patrol
- iv. Respond to requests for service and information in a timely and transparent manner.
- v. Follow up on all calls and complaints with explanations for actions and responses, even if original concern was not fully addressed. Community members want to be kept informed as they are being assisted, not only after the fact.
- vi. Conduct specific outreach to vulnerable populations, women, children, elderly, physically challenged, victims of SGBV etc. and solicit conversation, input, and collaboration from them.
- vii. Officers should maintain empathy when interacting with the community regardless of circumstance but especially with the vulnerable groups.
- viii. Humility, apology, and remorse, where appropriate, are important aspects of these efforts.
- ix. Transparently communicate, publicize, and educate community about GPF goals and policies to increase understanding from the community. This will establish connection between the community perceptions of what GPF is doing and what it does. An understanding of the cause of that divide will enable effective communication.
- x. Publicize Department data more broadly than it currently is, such as:
 - Crime statistics
 - Arrests
 - Trainings that GPF members receive
 - GPF goals
- xi. Ensure newsletters and social media updates are frequent, accessible, and widely publicized
- xii. Update GPF website to be user-friendly and enable easy access to information

3.8 Useful Hints about Report Writing

It is mandatory for CP or patrol officer to be able to write good reports of his/her activities and situations in his/her beat. This forms part of performing police job appropriately and effectively. Items to include in report writing are:

- a. Description of the crime scene
- b. Complete (accurate) Address
- c. Specific crime committed
- d. Crime scene evidence
- e. Locations
- f. Date
- g. Time
- h. How did you come upon the scene?
- i. Description of crime committed
- j. Details about other officers involved
- k. Any other relevant factors

Other critical factors to be considered by officers:

- a. **Start the report as soon as possible:** Before writing a report, police officers must thoroughly think of what happened and put down some critical points as soon as possible after the incident.
- b. **Give basic facts:** Give basic facts in the prescribed forms clearly stating name, nationality, age, gender, address, occupation, religion, phone number and date, your name, ID number and names of other officers who were present.
- c. **Describe what happened:** Here, officers must describe nature of the incident or what happened. Officers must not write based on what they think might have happened prior to the incident. Officers must stick to the facts as much as possible. In report writing, there should be a detailed sequential description of what actually occurred. Using the full names of the people that are included in the incidence is paramount in the report. Individual actions must be described separately in a new paragraph having in mind: who, what, when, why, where, and how of what happened must be answered.
- d. **Be Comprehensive:** In police report writing, it is sometimes important to include direct quotations from witnesses and other people who give information about the incident. Accurate description of officer's role in the course of what happened need to be detailed. Should an officer applied force, he/she should not gloss over it but report how he/she handled the situation and its aftermath.
- e. **Use Diagrams:** Pictures or diagrams in report writing provide more information about a scene. This should be considered if it is difficult to explain certain information in words. For instance, in the case of auto accidents, it can be much clearer to illustrate with a picture or a diagram on how the accident happened.
- f. **Be Accurate:** Accuracy refers to indicating in the report whether the officer personally witnessed the incident or he was told, which is called 'hearsay'. Report personal involvement and what were said and done by others as such even when you think they

are lying. Include any information about the demeanour of the witness, in case what he or she told you becomes controversial.

- g. Be Clear:** Report writing should not contain confusing language in describing what occurred. Writing should be concise and very clear. The use of legal or technical words should also be avoided as much as possible.
- h. Maintain Integrity:** It is important that an officer is truthful by writing an honest account of the situation. Writing something untrue may end up surfacing later and might jeopardise and cause problems for the people involved in the incident.
- i. Editing Report:** Before a report is submitted, it must be edited and proofread by the writer. Read through the report over and over to make sure it is easy to understand by ordinary persons. All facts, including spellings of names, dates, times, addresses, license plate numbers, among others, must be double checked. Look for obvious gaps in the narrative and fill them. It is important to check out for spelling and grammatical errors.

3.9 Mediation

3.9.1 General Overview

Mediation is a negotiation between two or more parties facilitated by an agreed-upon third party. When two parties in conflict can't come to an agreement but want to avoid an expensive, time-consuming, and potentially rancorous lawsuit, mediation is often their most logical choice.

Mediation can help resolve a wide range of disputes. A divorcing couple that can't reach agreement on child custody might try mediation. So might siblings who disagree about issues related to an inheritance, or companies that are fighting over a failed venture.

Mediator applies communication skills, objectivity, and creativity to help disputants reach their own voluntary solution to the conflict. A good mediation will always end in a "win-win" situation.

Mediation can be conducted in the court system, in community centres, police stations, in schools or in any setting where the disputants choose to use a third party to help settle their differences.

Many incidents of violent crimes occur between individuals who are known to each other; and are often the result of interpersonal conflicts including revenge and retribution for unresolved issues.

While mediation is an alternative solution to conflict management, it is *not a substitute* for enforcing the law. Mediation could be very useful tool for a CP or patrol officer as an instrument to resolving conflicts and problems in the community before they escalate.

One key to successful mediation lies in the neutrality of the mediator. Unlike a judge, the mediator does not have the authority to impose a decision upon the disputants which is in tandem with CP problem solving approach.

3.9.2 Mediation Structure

Mediation is a structured process with the following flexible basic steps:

- a. **Planning:** Before the mediation begins, the mediator helps the parties decide where they should meet and who should be present. Each side might have lawyers, co-workers, and/or family members on their team, depending on the context.
- b. **Mediator's introduction:** With the parties gathered together in the same room, the next step is for the mediator, to introduce the participants, outline the mediation process, and lay out ground rules.

The Mediator presents the goal for the mediation process, and establish ground rules. The mediator should pay special attention to this stage because first impressions are important.

- c. **Opening remarks/Problem determination:** Following the mediator's introduction, each side has the opportunity to present its view of the dispute without interruption. In addition to describing the issues they believe are at stake, they may also take time to vent their feelings.
- d. **Joint discussion:** After each side presents its opening remarks, the mediator and the disputants are free to ask questions with the goal of arriving at a better understanding of each party's needs and concerns.

Because disputing sides often have difficulty listening to each other, mediators act like translators, repeating back what they have heard and asking for clarification when necessary. If parties reach an impasse, mediators diagnose the obstacles that lie in their path and work to get the discussion back on track.

- e. **Caucuses:** If emotions run high during a joint session, the mediator might split the two sides into separate rooms for private meetings, or caucuses.

Often, but not always, the mediator tells each side that the information they share in caucus will remain confidential.

The promise of confidentiality can encourage disputants to share new information about their interests and concerns. They could be more transparent about the real root cause of the problem.

- f. **Negotiation:** At this point, it's time to begin formulating ideas and proposals that meet each party's core interests—familiar ground for any experienced negotiator. The mediator can lead the negotiation with all parties in the same room, or can engage in “shuttle diplomacy,” moving back and forth between the teams, gathering ideas, proposals, and counterproposals.
- g. **Conclusion:** The mediation should conclude with a final restatement and clarification of the terms of the resolution by the mediator.

Examples of Cases to Be Mediated

No criminal misconduct shall be mediated, however mediation can be considered in any of following cases among others depending on circumstances:

- **Family:** Separation, divorce, child custody, inheritance problems
- **Work Place:** Wrongful termination, workers compensation, discrimination, grievances and labour management
- **Public:** Victim-offender, environmental, land use, civilian complaints against police actions, dispute between community members.
- **Commercial:** Landlord / Tenants, failed contracts.

3.9.3 Benefits of Meditation

- The concerns of both sides are heard and addressed and all parties work towards a durable solution.
- It allow police officers to explain their actions.
- This process fosters understanding especially if there is a history of problems between the police and community members.
- It provides both parties with control over the resolution. Many community members find this process empowering and highly satisfactory because it promotes effective community participation.
- It is less time consuming and involves less or no cost at all.
- It is a confidential process; it does not stay on your records. This allows citizen and police officers to speak freely.

3.9.4 Skill of a Mediator

- Good listening skills
- Good communication skills (verbal and nonverbal)
- Ability to pick up non-verbal cues and reflect upon them
- Good empathic understanding
- Good prompt questioning skills

3.10 Gender and Community Policing

Women are often reluctant to go to police stations, or at times do not even have the freedom of doing so, especially in cases where gender-based violence is perpetrated by family members. Community Policing is intended to further a range of objectives, including more inclusive decision making on community problems and security issues, and improving security for all sections of a community, including women and other marginalised groups.

Sexual and Gender Based Violence is one of the crime issues confronting The Gambia communities and a systematic involvement of women to collectively identify the root drivers of SGBV and other problems is imperative to developing coordinated responses to them. Community policing pilot scheme indicates the prevalence of domestic violence in the selected communities necessitating the need to develop the skills of police personnel and members of the community to address gender problems.

3.10.1 Gender and Community Policing Approach

In implementing Community Policing programmes and initiatives, the following focus are to be considered to ensure gender inclusive approach.

- a. Police and CP Committees should examine gender-specific barriers to participation and find ways to overcome them
- b. Get influential partners involved to ensure the process is inclusive or to respond to gender-specific security needs such as developing relationships with organisations or initiatives working on GBV, if they exist locally.
- c. It is necessary to ensure that women and men have an equal say in the problem identification and prioritisation process. This ensures that security concerns that are of particular relevance to women are not deprioritised on the basis that men are less affected.
- d. When Police-communities analyse the causes of and solutions to security concerns, it is important to look at whether and how gender norms might cause or exacerbate these problems, in order to identify effective solutions.
- e. In problem solving, analysis should include how ideas about masculinity and femininity influence men's and women's behaviour in relation to the problem and potential solutions.
- f. Involvement of both male and female police officers in CP will build the confidence of women or other marginalized groups and encourage their participation in CP initiatives.
- g. A participatory approach to Monitoring, Evaluation and Learning (MEL) involves bringing communities together to discuss the impacts, challenges, and future direction of their community security programmes and it is important to include relevant gender indicators.

3.10.2 Community Policing and Sexual and Gender Based Violence

It must be stated that it is not the duty of CP Unit to investigate of SGBV but in most cases CP and patrol officers are the first responders to cases of SGBV. It is therefore critical to provide practical guidance to police to enable an effective and gender sensitive response to violence against women and girls, including sexual assault.

3.10.3 Prevention of SGBV

Crime prevention aims at reducing the opportunities to offend. For crime prevention to be effective and impactful, the police need to be supported by the communities they serve. This can only be achieved in collaboration with affected communities. CP officers and the community should understand the following principles in preventing cases of SGBV:

- a. Prevention starts with the ability to identify and analyse the root causes of SGBV in order to find solutions;
- b. Prevention of SGBV requires a collaborative approach between the police, other agencies/service providers and the local community;
- c. Priority should be on activities that focus on interventions to stop violence, prevent future violence and encourage women and girls to report for their own safety;
- d. Protection involves raising public awareness about SGBV, its causes, and the consequences to women and girls, their families and their diverse communities as well as the punishment that alleged perpetrators can and should face;
- e. Promotion of access to the police without discrimination and prioritizing a victim/survivor-centred approach will be more successful for crime prevention;
- f. Another key aspect of prevention is being able to analyse the problem in order to identify solutions and implement prevention strategies using ZARA problem solving approach;
- g. Engage in outreach programs for women on their human rights and youths by engaging in school based prevention programmes; and

- h. Increased public trust and confidence towards the police are signs that prevention strategies are working.

Problem analysis should include why is the problem occurring? The questions could be:

- What is the victim profile?
- What is the offender profile?
- Location of crime?
- Nature of the crime?

3.10.4 Ten things all men can do to help prevent SGBV

- a. **Own the problem** – Take time to reflect on the issue of SGBV and don't become defensive when men are viewed as perpetrators. .
- b. **'Do the Knowledge'** – Learn more about the subject.
- c. **Talk to others** – Talk to other men on the issues to help them overcome their defensiveness.
- d. **Speak to the women in your life** – Listen to their experiences of harassment and abuse. Learn from these experiences.
- e. **Have courage** to look inward and determine to make a difference.
- f. **Be that role model.** Be a gentle man, be kind. Your sons will learn to do as you do. Your daughters will learn how men will treat them.
- g. **Be an ally for women** –Support women and other men who are taking a stand against harassment.
- h. **Support others** – Where you suspect a friend or relative is a victim/survivor of abuse, support them.
- i. **Challenge others** – When you hear peers or others acting in an abusive way, say something.
- j. **Challenge the culture** – Have courage to challenge the culture that boys and men grow up in.

3.10.5 Initial Contact and Actions

A positive initial contact experience with the police and justice system is crucial for victims/survivors of violence. Police officer must demonstrate commitment to the victim's health and safety, take her complaint seriously, allow for her story to be heard and be assured that she is well supported on her journey through the justice system. The following should be noted:

- Understanding how trauma effects victims/survivors of SGBV differently is of critical importance when engaging with them;
- The priority, above all for the police as first responder is the victim/survivor's safety;
- The quality of service that a victim/survivor receives is entirely dependent on the empathy, understanding and commitment of the police officer attending.
- It is important to understand the principle of **'every contact leaves a trace'**, when it comes to engaging with the community, therefore the quality of that initial contact is vital.
- A basic rule is that the victim/survivor and alleged perpetrator need to be separated to enable the victim/survivor to be spoken to on their own, in order to establish what has happened
- Undertake a risk assessment centred on the victim/survivor and any vulnerable family members, such as children, and consider what needs to be included in a safety plan;

- DO NOT commence any form of mediation, as this is not the role of the police. The responsibility of the police is to gather all evidence through a thorough investigation and present the facts for a prosecution to be considered.
- Secure and preserve any potential evidence at the earliest opportunity. This includes identification, preservation and, where appropriate, collection of evidence
- Taking positive action and explaining this to the victim/survivor
- Addressing counter allegations

3.10.6 Interview Approach

Community policing or patrol officers as first responders to the case of SGBV are required to know basic actions before the arrival of investigators or experts. Sometimes the greatest support to a victim/survivor is to show that she is believed and that you have sympathy for the ordeal she has experienced. Building trust, confidence and rapport with the victim/survivor is key to them feeling able to tell their story in full. The following interview principles and initial steps should be observed:

- **Brief Interview:** The initial interview with a victim/survivor who first reports a sexual assault should be brief
- **Police Attitude:** Victims/survivors often feel intimidated, ashamed, or afraid when the police respond to them with detachment, harshness, disbelief, or dismissal.
- **Environment:** Make sure privacy can be maintained, that the victim/survivor is safe and secure, that there will be no interruptions, ideally in a victim/survivor-friendly room or building, and where she will not come into contact with the alleged perpetrator. The victim/survivor must be handled with care and respect;
- **Staffing levels:** Having just one officer present when the victim/survivor is spoken to is ideal, unless the investigating officer is not of the same gender, in which case a second person may be required.
- **Free narrative:** Allow the victim/survivor to recall the incident without interrupting them; don't expect chronological order.
- **Active Listening:** Use positive Non-Verbal Communication (NVC) or body language – eye contact, posture, facial expressions such as smiling where appropriate, nodding of head to show empathy;
- **Avoid negative body language:** such as lack of eye contact, folding of arms, looking away or past victim/survivor, shaking of head, negative facial expressions e.g. frowning;
- **Use of language:** positive expressions describe possibilities, options, choices and alternatives, negative expressions describe what cannot be achieved;
- **Adapt communication style** according to the age and/or ability of the victim/survivor; Children, particularly if they are young, should not be considered as 'small adults', so speak and behave in a way they understand.

3.11 Community Policing Human Rights Practice

3.11.1 What is human rights?

Human rights are universal legal guarantees protecting individuals and groups against actions by Government that interfere with fundamental freedom and human dignity. Human rights law obliges Governments to do some things and prevent them from doing others.

Sections 17 – 28 of the Constitution of the Republic of The Gambia, 1997 provides for the Protection of Fundamental Rights and Freedoms of the Gambians. Those pertinent to the Police

are: Right to Life, Protection of Right to Personal Liberty, Protection from inhuman Treatment, Right to Privacy, Freedom of Speech, Conscience, Assembly, Association and Movement, Rights of Women, Rights of Children and Protection from Discrimination. It is the duty of every Gambian and especially the police to uphold and defend these rights.

3.11.2 Human Rights Elements of Community Policing

- a. Establish a partnership between police and law-abiding members of the community
- b. Adopt a community relations policy and plan of action
- c. Recruit from all sectors of the community
- d. Train officers to deal with diversity
- e. Establish community outreach and public information programmes
- f. Liaise regularly with all groups in the community
- g. Build contacts with the community through non-enforcement activities
- h. Assign officers to a permanent neighbourhood beat
- i. Increase community participation in policing activities and community-based public safety programmes
- j. Involve the community in identifying problems and concerns
- k. Use a creative problem-solving approach to develop responses to specific community problems, including non-traditional tactics and strategies
- l. Coordinate policies, strategies and activities with other government agencies, and with NGOs

3.11.3 Police and Violations of Human Rights Standards

- a. Law enforcement officials shall respect and protect human dignity, and shall maintain and uphold the human rights of all persons
- b. Law enforcement agencies shall be accountable to the community as a whole
- c. Effective mechanisms shall be established to ensure internal discipline and external control as well as the effective supervision of law enforcement officials.
- d. Law enforcement officials who have reason to believe that a violation has occurred, or is about to occur, shall report the matter.
- e. Provisions shall be made for the receipt and processing of complaints against law enforcement officials made by members of the public, and the existence of those provisions shall be publicized
- f. Investigations of violations shall be prompt, competent, thorough and impartial
- g. Investigations shall seek to identify victims; recover and preserve evidence; discover witnesses; discover cause, manner, location and time of the violation; and identify and apprehend perpetrators
- h. Crime scenes shall be carefully processed
- i. Superior officers shall be held responsible for abuses if they knew, or should have known, of their occurrence, and did not take action.
- j. Police are to receive immunity from prosecution or discipline for refusing unlawful superior orders.
- k. Obedience to superior orders shall not be a defence for violations committed by police officer

3.11.4 Benefits of Respect for Human Rights

An effective police service is the one that serves as the first line of defence in the protection of human rights. Respect for human rights by the police, is in addition to being a moral, legal and ethical imperative, a practical requirement for law enforcement as it enhances effectiveness. When police are seen to respect, uphold and defend human rights:

- a. Public confidence is built and community cooperation fostered;
- b. Legal prosecutions are successful in courts;
- c. Police are seen as part of the community, performing a valuable social function;
- d. An example is set for respect for the law by others in the community;
- e. Police are closer to the community and can prevent and solve crimes through proactive policing;
- f. Support is elicited from the media, from the international community, and from higher authorities;
- g. A contribution is made to the peaceful resolution of conflicts and complaints.
- h. Police can work in a way that does not rely on fear and raw power, but instead on regard for the law, honour and professionalism.

3.12 Intelligence-Led Policing and Community Policing

There are diverse interpretations of Intelligence-Led Policing (ILP). Intelligence-led policing is crime fighting that is guided by effective intelligence gathering and analysis.

Though it is proactive in nature like Community Policing, ILP is mainly used in connection with serious and organized crime, prolific offenders, criminal hotspots and crimes that generally cause public concern.

It facilitates crime and harm reduction, disruption and prevention through strategic and tactical management, deployment and enforcement.

ILP is designed to assist law enforcement managers to make informed and evidence-based decisions – not only in their strategic prioritization, but also in operational day-to-day planning.

ILP is a top-down, decision-making and a managerial model in contrast Community policing is, a typical bottom-up approach, aimed to enhance trust and confidence between police and the public.

The model places emphasis on the relationship between the criminal analysis and the decision-makers. The decision-makers (managers) task, direct, advice and guide the criminal intelligence analysts. First, the decision-makers have to ensure that their intentions are explained and understood. Second, the analysts interpret the criminal environment, and third, influence the decision-makers with the analysis findings. Based on these findings, the decision-makers (fourth) impacts on the criminal environment through strategic management, action plans, investigations and operations.

Community policing focuses on collective problem solving, crime prevention and the building of trust between the police and the communities they serve. The specific focus of CP is increasing and improving relations between the community and the police, and involves a fundamental shift toward identifying local crime and disorder concerns jointly with the police, and where possible, addressing and resolving them jointly. Community policing can also lead to better and more reliable communications with and from the public.

Although CP officers should not be tasked to gather intelligence, increased trust can represent an invaluable source of community information and awareness for the police. This has the potential to become valuable information for the police to plan and target their anti-crime and terrorism operations more effectively, and thus, community policing and ILP directly support one another.

ILP and CP are complementary and mutually supportive approaches that still have some distinct characteristics with regard to their orientation, hierarchical focus and the decision-making actors, described in Table below

Table 3.1- Comparison of key dimensions of community policing and intelligence-led policing

	COMMUNITY POLICING	INTELLIGENCE-LED POLICING
Orientation?	Local communities	Criminal groups, prolific and serious offenders, counter-terrorism
Hierarchical focus?	Bottom-up	Top-down
Who determines priorities?	Community concerns/demands	Policymakers and police management from criminal intelligence analysis

The criteria for success and the expected benefits of both approaches are similar, aiming for:

- Increased police effectiveness based on increased information flow.
- Increased community safety and security resulting in increased public satisfaction.

Gathering of intelligence should never be the primary objective of CP but can be a by-product of effective CP.

3.13 Community Policing and Media Relations

The availability of a vibrant media has created a platform for sensitising members of the public on the incidences of crime and their roles and responsibilities in preventing and fighting crime. The GPF needs an effective, viable media-relations function to help build positive community relations, which translate into community support for the force

3.13.1 Procedures

Identification of Stakeholders: Prior to developing media relations policies and procedures, agencies should identify relevant stakeholders and their needs to determine what information should be released, which communication models should be used to release the information, and any specific procedures that should be implemented.

Public Information Officers (PIOs). At least one person should be responsible for handling news media inquiries. This person may be responsible for answering media inquiries; overseeing the dissemination of information to the media, including public records; and advising other personnel on issues pertaining to public information or interaction with the media.

Regular meetings: Regular meetings between the police personnel and members of the media are important to foster positive working relationships. Regular meetings give GPF and media representative’s opportunities to discuss issues of mutual interest and concern and afford both parties the opportunity to interact without the pressures of news conferences and disputes.

Ethics: Law enforcement agency employees should interact with the media in a professional and ethical manner.

Incident Scenes: GPF should indicate an officer who will be working with the media at incident scenes to ensure the appropriate dissemination of information. The officer should be responsible for ensuring that no information that could endanger law enforcement personnel or

the general public is released. Photography and newsgathering should always be permitted only outside the established perimeter around the crime scene.

The Police should consider the release of the following information based on the guidelines of International Association of Chiefs of Police:

- The immediate facts and circumstances about a crime or incident;
- Basic information about victims;
- Description of suspects;
- Basic description of weapons and vehicles used;
- Basic description of stolen items;
- Basic description of injuries and condition of victims;
- The name, age, address and other basic information about arrestees and the charges against them;
- Information contained in arrest warrants and other applicable crime or incident reports

On the other hand, police should consider prohibiting the release of the following, as governed by applicable law:

- Names, addresses, and any other information that may identify victims of a sexual offense, child abuse, or any other crime where the privacy of the victim is protected;
- Names, addresses, and basic information about juveniles;
- Active criminal investigative information, active criminal intelligence information, and surveillance techniques;
- Names of informants and information provided by them;
- Internal investigations;
- Names of witnesses;
- The identity of critically injured or deceased persons before next-of-kin notification;
- Home address, telephone numbers, and familial information of law enforcement personnel;
- Any other information prohibited from public disclosure.

3.13.2 Social Media

Law enforcement agencies are increasingly exploring the potential of social media engagement as a strategy to improve communication and public relations with the communities they serve. This unit focuses on how the GPF can use social media engagement to improve communication and community relationship building, and what strategies leverage this technology most effectively.

Community policing uses community partnerships and problem-solving techniques to address concerns related to crime, social disorder, and fear of crime. Transparent and open communication with community members is essential to building relationships that increase trust in police and lead to the development of collaborative solutions to problems.

Goal: Improving community engagement and transparency; by increased dissemination of information to members of the public and increased community input in police problem solving approach to crime, order and safety concerns.

a. The importance of Social Media

- To inform the public about safety issues, road closures, and ongoing investigations;

- Social media allows law enforcement to shape emerging narratives and communicate directly with the public, rather than rely on traditional media outlets to cover events and provide information;
- Social media also helps agencies target their communications or broaden their outreach;
- Social media can be used to promote transparency by making the information widely and publicly accessible
- To encourage or motivate citizens to become involved in CP
- Communication and transparency are essential to building police-community relations and public trust
- Enhanced communication, facilitated by social media engagement, can lead to greater community cooperation in partnerships to prevent crime.
- Notifying public of public safety concerns;
- Community outreach and engagement;
- Notifying public of non-crime issues (traffic);
- Monitoring public sentiment;
- Intelligence gathering for investigations.

b. Types of Social Media

The most widely use social media platforms are:

- Facebook,
- Twitter,
- LinkedIn,
- Nixle,
- Instagram,
- Nextdoor,
- Google+,
- YouTube

The GPF can use multiple platforms based on capacity to manage them. Must be able to consistently post content, monitor user engagement, and respond to users.

Management of the social media: This role should be delegated to the GPF Public Relations Officer and CP Focal Point Officer. Their functions are to post, update, delete and archive materials for social media.

The GPF management should avoid imposing too much restrictions but there should be sufficient accountability and oversight while ensuring channels for the dissemination of relevant and useful information to the public.

c. Effective Strategies

Develop Relationships with Community members and organizations that have large audiences. By interacting with these people or organizations via social media makes it more likely that they will in turn reply to or share your police posts with their audience, exponentially increasing the number of people who will see and/or share the posts.

Determine appropriate time to schedule your post based on research: Schedule Posts for the beginning of the week when possible; posts showing officers at work or events in the community or posts providing crime prevention tips may be good for weekend posts.

Include media such as photos and videos in your posts: This is because images are more likely to catch people's eye and attention. Contents may include photos of officers participating in community events, event posters, and photos of missing persons or suspects for identification.

Regularly Monitor Social Media Mentions of GPF: Regular monitoring of posts about GPF on social media, and then classify each information as positive, negative, neutral, or not applicable, can help track not only the public's engagement with the GPF but also whether that engagement is positive or negative.

d. Creative Ways

Newspapers, fliers, and radio spots, TV Program, community meetings and workshops, a street, parade targeting a specific neighbourhood problems, award-winning CP program and production of a documentary film profiling the GPF and CP.

MODULE FOUR

ESTABLISHMENT OF COMMUNITY POLICING STRUCTURES

4.1 Establishment of Police Community Policing Volunteers

Structured consultation between the police and the different communities about local problems, policies, priorities and strategies is essential. The overall goal is to enhance the ability of the police to combat and prevent crime and disorder and to address other community needs in partnership with the affected community. The establishment of CPVs is considered most viable vehicle of implementation of CP in The Gambia.

4.2 Roles of the GPF Leadership in Community Policing

- a. To drive the CP process by providing leadership
- b. Maintaining a vision and managing through values rather than rules
- c. Mobilization of resources
- d. Coordinating with other external community of interest
- e. Avoiding top-down decision making
- f. Focusing on teamwork
- g. Encouraging creativity, risk taking and tolerance of honest mistakes
- h. Creating an open environment that encourages providing and accepting feedback
- i. Seeking inputs before decisions are made; asking people who do the work about ways to improve the process
- j. Developing goals and plans to achieve them

4.3 Establishing Community Policing Committees and Volunteer Groups

The Ward is the smallest geographic unit of the community in the Gambia. Under the Local Government Administration, several Wards can form a District, there are several Districts within a Region and there are Seven Administrative Regions in the country. The number of wards in districts and the number of Districts within each Region vary. In order to bring policing closer to the people, each Ward should establish a CPV group which would serve as a link between the local population and the police personnel who provide those services. In essence, CP structure will be viewed against the administrative structure of Region, Districts and Wards.

Community Policing in The Gambia will operate at the Regional, District and Ward levels and consists of:

- Community Policing Coordinators (Police officers attached to CP Unit at all levels)
- Community Policing Supervisory Committee (Influential members of the Region/District/Wards)
- Community Policing Volunteers Focal Points (Heads of CPV groups)
- Community Policing Volunteers (Volunteers who enrolled to serve his/her community)

4.3.1 Community Policing Coordinators

It is expected that all police personnel in the Regions, Districts and Wards would be involved in implementing CP policies, programmes and activities in their daily operations. In order to achieve effective coordination and coordination the Regional Police Commissioners or the Officer Commanding, Districts, as applicable will deploy **CPCs** to the CP Units under their jurisdictions to facilitate CP engagements within the Region/District.

The CPCs will serve as a link between the police and:

- a. Region/District CPSCs,
- b. CPVFPs,
- c. CPVs Groups and;
- d. Communities they serve.

Roles of CPCs

- a. Facilitate the establishment of CPSCs, CPVFP and VPVs.
- b. Facilitate meetings and regular interactive forums between the CPV groups and their communities
- c. Conduct training programmes to develop the skills of police personnel, CPVFP, CPVs and members of the community for effective implementation of CP
- d. Collect, collate and analyse data to define community problems and proffer appropriate solutions in partnership with the community.
- e. Facilitate the development and implementation of a comprehensive Action Plan with realistic goals and objectives
- f. Facilitate the development and implementation of effective communication and public awareness programmes about CP.
- g. Ensure CPVs operate with due respect to ethical values, gender sensitivity, human rights and laws of the land.
- h. In conjunction with CPSC, monitor and evaluate the impact of CP activities and programmes on crime reduction, problem solving and improved quality of life in the communities.
- i. Coordinate with the CPSCs, CPVFPs, CPVs and the community to design and implement CP programmes and activities.
- j. Collaborate with the CPSC to review CPV guidelines, programs and activities to meet the needs of the community.

4.3.2 Community Policing Supervisory Committees

Each Region/District/Ward will establish CPSC to provide guidance and oversight related to implementation of CP Action Plan, policies and activities in their area. The Committee will consist of representatives from different sectors and interests in the community. This group will meet quarterly.

a. Regional Supervisory Committee

- Governor/ Mayor
- Regional Police Commissioner
- Regional Director of Health
- Regional Director of Education
- Office of Chief Executive Officer
- Regional CP Coordinator
- Community Development Officer
- Representative of opinion leaders
- Renowned individual within the region
- Representative of Human Rights Commission
- Youth representative
- Women representative
- Representative of transport union

- Representative of the CPVFPs
- CSO Representative

b. District Supervisory Committee

- Chief
- National Assembly Member
- Officer Commanding (O/C),
- Community Development Officer
- Renowned individual within the community
- District Health Officer
- Head of school (primary and secondary)
- Religious leader
- Women representative
- Youth representative
- District CPC
- Representative of the community.
- Retired police officer

c. Ward Supervisory Committee

- Ward Councillor
- Village Alkalo
- Station Officer
- Religious leader
- Renowned individual within the ward
- Women representative
- Youth representative
- Any other member of the community deemed to be relevant to be part of the Committee.
- Retired police officer

Roles of Community Policing Supervisory Committee

- Provide oversight and ensure CPVs operate with due respect for ethical values, gender sensitivity, human rights and laws of the land.
- Coordinate with the CPCs to mobilize the communities to establish CPV groups
- Establish mechanisms for participative management of the CPV groups
- Conduct internal audit of the District Police to determine their challenges and mobilise support to mitigate them
- In partnership with the CPC, conduct community audit to define its problems and develop a comprehensive Action Plan to proffer appropriate problem solving solutions.
- Facilitate the conduct of workshops to educate members of the public on CP
- Mobilize resources to further CP programmes and activities
- Create key linkages between the police, CPV groups, local authorities, other agencies and communities
- In conjunction with CPCs, monitor and evaluate the impact of CP programmes on crime reduction, problem solving and improved quality of life in the communities.
- Collaborate with the CPC to review CPV guidelines, programs and activities to meet the needs of the community.
- Support the establishment of CP Forums in coordination with the police

4.3.3 Community Policing Volunteers' Focal Points

Each CPV will elect a Community Policing Volunteers' Focal Points (CPVFP) person to coordinate the activities of the CPVs at the Ward level and serve as a liaison between the CPV group, the CPSC and the CPCs. The CPVFP will serve a two year term on rotational basis.

Roles of CPVFP

- The CPVFP will provide liaison services between the CPVs and the CPC and CPSC
- Conduct meetings of the CPV and direct the affairs of the meeting
- Initiate programmes and activities for the CPV group in coordination with the CPC
- Document and report the activities of the CPVs to the CPCs
- Ensure CPVs are accountable with due respect for ethical values, gender sensitivity, human rights and laws of the land.

4.3.4 Community Policing Volunteers

Community Policing Volunteers (CPVs) are made up of members of the community who volunteer to help to reduce crime and disorder, solve community problems and bring about improved quality of life to the community. Community Policing Volunteers will provide direct support to CPCs, patrol teams and GPF in general. They help boost police efforts, use their unique skills, abilities, experience and local knowledge to make positive contributions by supporting local communities and helping the police to provide wider-skilled services.

Success depends on the level of commitment of the individual involved and the amount of free time devoted to the program.

a. **Enrolment**

This is usually based an open invitation to all those who want to be involved in policing their community with the police. They represent the various interests in the community. The primary focus is addressing crime and policing-related needs of the different members of a community within a particular Ward or station area.

- b. **Setting up CPVs:** The Officer Commanding, District and District CPCs will partner with the District Supervisory Committee to facilitate the holding of a community general meeting. The participants at the general meeting will then be encouraged to join the CPV the CPV.

c. **Selection Criteria:**

- Must be a resident of the community area
- Pass criminal background check
- Members must be at least 18 years of age
- Representative of the diversity of the community
- Must be physical fit
- Completing CPVs enrolment form

- d. **Appointment of Executives-**Each CPV group will appoint its executives to be headed by a CPV Focal Point Person who would serve as a liaison person, linking the CPV group to CPC and CPSC.

Roles of Community Policing Volunteers

CPVs will work in teams on their own or in joint patrol with the police of their community area on foot, bicycles or vehicles.

Activities

- Be a point of contact for the community, providing reassurance on community safety and wellbeing.
- They will work as a team in collaboration with the police and community stakeholders to resolve long term community issues.
- Report all security threats within the community to the police
- Share timely local intelligence on criminal activity with the police
- Provide first response to survivors of violence with immediate social support, protection, shelter etc.
- Conduct regular Beat Patrols in coordination with the police
 - They can attend to incidents relating to:
 - Anti-social behaviour
 - Theft or damage to property
 - Neighbourhood disputes
 - Road traffic incidents
 - Concern for welfare or missing person's enquiries and searches

4.4 Community Policing Volunteers Code of Conduct

- a. All members are to operate within the framework of promoting security, public safety and order in close coordination with the police
- b. All operational activities of the CPVs to be coordinated by CPC at District, Division/Station and Ward level with support from the District CPSC
- c. CPV's activities should be proactive in nature and/or proffer solutions to crime
- d. CPVs shall have the powers to arrest when necessary in the absence of the police at the time and the person shall be immediately handed over to the police
- e. Support from any member of the community is meant to enhance their operations only and should not be solicited for personal benefits by any member
- f. Any support from any member of the community is to be communicated to the CPC at the District level and recorded for reference purposes
- g. No CPV should operate clandestinely in any part of the country without full knowledge of their operations to the police
- h. Minutes of the meeting of CPV shall be shared with the Police
- i. The Office of the IGP reserve the right to suspend, terminate or disband any CPVs if found to be operating outside of their mandate without prior notice

4.5 Conducting Meetings

- a. Where will the meeting be held?
- b. Who are the audience and how many are they?
- c. Prepare thoroughly for the meeting
- d. State the purpose of the meeting
- e. Identify the benefits of working together
- f. Identify the benefits of individual partners
- g. Provide information about the problem being addressed
- h. Explore a common ground among diverse partners – a shared vision

- i. Clarify roles and responsibilities
- j. Motivate partners to become committed to the partnership

Meeting Schedules: The various Committees should meet at least:

- **Regional committees** – Quarterly
- **District Committees** – Monthly
- **Ward Committees** - Bi-weekly

4.6 Suggested Police-Community Engagement Activities

- a. Information sharing about crime, criminals and social problems
- b. Crime prevention campaigns
- c. Donating facilities and equipment
- d. Promoting unifying recreational programmes
- e. Sensitisation and awareness training about protection (personal, physical & environmental)
- f. Mediating local disputes.
- g. Community mobilisation for sanitation and bush clearing
- h. School visitations
- i. Crossing school children and the elderly
- j. Organising sport events/competitions/road matches
- k. Attending community meetings and events
- l. Participating in neighbourhood watch
- m. Participating in police surveys
- n. Follow police on social media

4.7 Conducting Police and Community Audit

Establishment of the various layers of CP structures is just a starting point. There are other steps to be taken to ensure effective performance and realization of the goals and objectives of CP. Once CPSC has been constituted, a workshop will be conducted to thoroughly brief its members on the aims and principles of CP. The members of the CPSC will then arrange and conduct an audit of the police establish in their areas; such as Regional headquarters, District headquarters, Divisions, Stations and Posts. The purpose of this audit are to:

- a. Measure the current strategies, structures, culture and management style of the different police outfits against the requirements of CP;
- b. Determine shortcomings and areas of change;
- c. Determine how the current strategy, structure, culture and management style at the regions, district, station, post and units should be adapted in order to support the implementation of CP.

The following elements may provide a framework for the internal audit

A	Crime Analysis	It is necessary therefore to first conduct a thorough crime analysis in order to determine the exact nature of the crime problems being experienced by the community.
B	Responding to Calls	Data on complaints or calls which have their origin in the District area, but which are received and/or attended by other units (e.g. the Flying Squad), should be included in this analysis.

C	Community Initiatives	Programmes being implemented to address community needs or problems. Do these programmes address a specific need or contribute to the solution of a specific problem being experienced in the District area? Which of these programmes should be adapted, reinforced or terminated?
D	Management	Is participative management being implemented at the station, branch or unit in terms of planning and decision making processes? Do officers and supervisors work together to promote CP goals, objectives and activities sufficiently at the District, Station and Posts?
E	Culture	Is change in attitude and management promoted and supported at the District, Station and Posts? Have procedures and practices been modified in order to improve, streamline, and simplify the delivery of service to the community? Have all members of the District been adequately briefed on fundamental human rights, Gender and Sexual Based Violence (SGBV)?
F	Investigation of Crime	In what way do the principles of CP guide the Detectives/Investigators in their work with particular emphasis on treatment of victims, witnesses and vulnerable groups?
G	Partnership Policing	To determine the levels of involvement and commitment of communities to CP, the level of interactions between the police and the community and community-satisfaction with Police service delivery.

Step 2.1. Analyse Data and Provide Findings

What new initiatives and activities should the station undertake?	What initiatives and activities should the station upgrade or improve?	What initiatives and activities should the station maintain?	What initiatives and activities should the station downgrade or decrease?	What initiatives, activities, etc. should the station scrap?
How should management practices at the District, Station and Posts be modified to support CP				

4.8 Developing Community Policing Action Plan

The Regional Commissioner, Officer Commanding District, O/C Station and In-Charge Post, will ensure that every unit in their respective areas has a written strategic plan embracing CP with measurable goals, timelines and resources regardless of the unit's specialty. Because every police station and every community is unique, the list of strategic or critical issues that are identified by the internal audit will differ from station to station and from community to community. The plans must be based on guidance provided in the CP Strategy and Implementation plans to ensure that action plans collectively support the overall goal of CP. Example of Action Plan template:

- a. Outline the GPF relevant formation's current practices related to CP and align to each relevant objective in the Strategic Plan.
- b. Determine a new set of strategies to most effectively meet the CP objectives relevant to the formation. This can include existing practices proven to be effective, as well as new and improved ones.
- c. Develop action plans to implement strategies, including timelines and resources.
- d. Determine metrics to track activities and outcomes of the formation's CP strategies. See the Monitoring Activities and Impact section below for details.

Once the specific strategic issues that need to be addressed have been identified, a comprehensive action plan should be compiled with the inputs and assistance of all police personnel and staff of the formation. Such plan should provide for:

- a. Goals
- b. Objectives
- c. Action steps
- d. Resources
- e. Responsibilities
- f. Time frames
- g. Evaluation

The Region or District Training Manual and Community Policing Manual should be updated or developed to reflect guidance and priorities from the Action Plan.

In the interim the Regional Commissioner / O/C District should draft a new CP order that reflects the priorities, goals, and actions of the region/district.

4.9 Mobilising Resources

Like every other organization, police-community partnership requires resources to support their activities. Possible funding sources include corporate sponsorship and donations from members of the businesses community resident in the communities. Without sufficient means, there could be discouraged CPV members. Identify financial needs, and develop and implement strategies to secure those resources. It may be difficult for organizations or individuals to make financial contribution or donate money but in-kind contributions can be explored such as meeting space, photo-copying, telephone, water and food.

The most common element in CP is human resources. CPCs and CPVFPs must however manage the CPVs carefully. Time is a scarce resource to be used wisely. Carefully allocate tasks among all volunteers to utilize available human resources most effectively and equitably. Respect each individual's time and personal circumstances

4.10 Monitoring and Evaluation

This is to monitor the activities and impact of CP on the community. This will allow the police and the community to understand which programs and strategies are most effectively fulfilling communities policing goals and how the police should direct its resources going forward.

4.10.1 Survey of District Police

Proposed data sources which would enhance the monitoring of the District CP progress on the goals and objectives outlined in the Strategic Plan are:

i. Training Data

Involves tracking all trainings taken by police personnel. Training data can be expanded to track both GPF trainings offered to the community and trainings provided by the

community to GPF personnel. This should include the demographics of participants and the specific CP topics offered.

ii. Human Resources Data

GPF should track basic demographic information of its personnel.

iii. Station Data

Refers to a wide range of data collected at the station. This could be used to increase consistency of officer assignments as a means of improving relationships with the community.

iv. Community Engagement Log

Collect data on community meetings and events using data collection template. Examples include tracking participation of women, issues raised by the community, and level of officer involvement in community meetings and events. These logs can be electronic instead of paper based to increase the ease of documenting and analysing data.

v. Communications Log

Data on a variety of tools in use to communicate information to the public, such as district station newsletters, social media posts and website updates.

vi. Referral Data

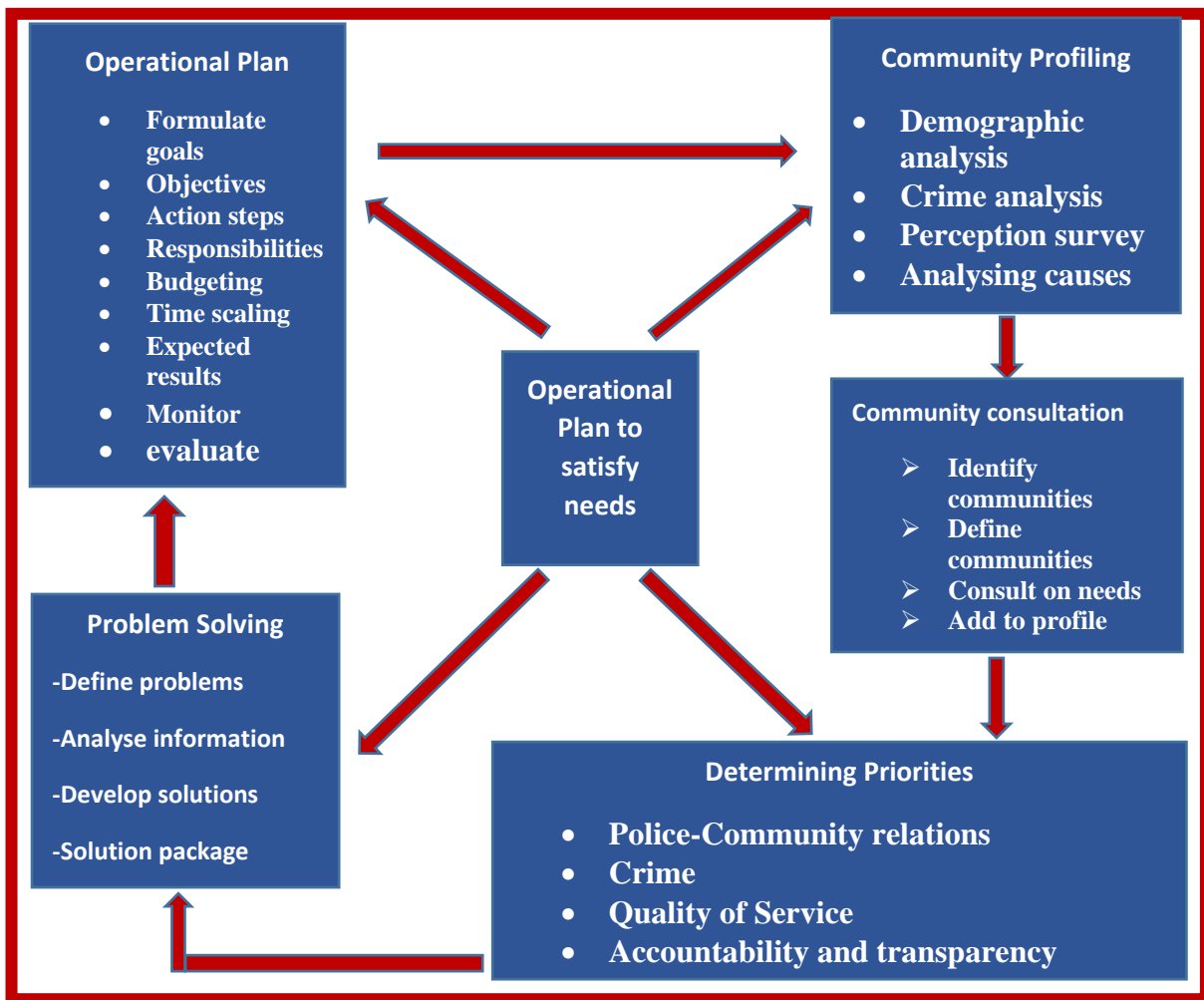
Data of individual's police encounter and refer to other services. The police could monitor the frequency of these recommendations in relation to total engagements with community members to demonstrate the utilization of non-police services to address problems.

vii. Surveys

Periodic surveys to measure whether the Police is providing fair and impartial treatment to all residents and to identify gaps in services.

- **Community Policing Coordinator-Community Survey:** To gauge the public's perception of the Police.
- **Customer Survey:** Gauges individuals' satisfaction with interactions with District Police officers, whether by phone, online, or on the street.
- **Participant Survey:** Refers to surveys directed towards community members that have ongoing involvement with the police, such as members of CPSC and CPVs. This survey aims to gauge participants' satisfaction with their involvement.
- **Staff Survey:** Gauges Police officers perspectives on CP, including the effectiveness of current strategies, status of current police-community relations, and support and recognition for CP efforts.
- **Training Survey and Post-Training Survey:** Gauges satisfaction and behaviour change for both Police members and community members participating in CP trainings, as well as the trainers. Includes surveys taken immediately after a training, as well as a post-training survey 3 or 6 months later.

Figure 4.1– Community Needs



4.10.2 Community Survey and Profiling

Once the survey of the police is completed, attention should shift to Community survey and profiling. This is vital in order to determine the nature of the community and the needs and concerns of community members. The following survey instruments will help provide a comprehensive picture of the community:

- A demographic analysis of the community;
- An unemployment analysis;
- A crime analysis;
- the standard of police-service;
- The nature of other community needs.

a. Demographic analysis

Population characteristics and trends need to be known in order to identify current and predict future policing problems and community needs. The starting point is to clearly delineate the boundaries of the community involved. The following questions could be considered as part of the demographic analysis:

- i. The current size of the population in the area

- ii. The age and gender composition of the population with associated problems and concerns
- iii. The ethnic, cultural and/or linguistic composition of the population
- iv. The rate of growth of the population and the rate of urbanisation.
- v. Type and number of business and manufacturing establishments in the District area

b. Unemployment analysis

Due to link between rising unemployment and rising crime figures, an unemployment analysis is very important. The following questions can be used as part of an unemployment analysis:

- i. What is the size of the economically active population in the CP area? (This includes informal employment).
- ii. How many unemployed people are there in the area?
- iii. What is the average income per household?

c. Crime analysis

Crime analysis provides insight into changing or persistent crime problems in the area. The focus is on dynamics of crime over a given period. Proper crime analysis is very important because:

- i. It helps to identify the exact nature of the crime problem in the District area;
- ii. It highlights the fact that individual incidents are often related to one another in terms of territorial distribution, time, and/or persons involved and therefore assists problem-oriented policing;
- iii. It helps to identify groups with a high victimization risk as well as groups with a high propensity for criminality; and
- iv. It helps identify common denominators that can be used to activate and mobilize the various communities of interest in the area.

The most important crime-problem in the District area such as domestic violence may be chosen based on responses to the following criteria:

- i. **The frequency of the crime;**
- ii. **The impact of the problem** - How big a problem it is? How many people are affected? What losses result from the problem?
- iii. **The seriousness of the problem** - How much danger, damage, loss, public concern, or political sensitivity does the problem generate? Is it an issue that has an impact on police-community relations?
- iv. **The complexity of the problem** - How complex is the problem? Will the police be able to do something worthwhile about the problem? What are the resource implications for the department?
- v. The solvability of the problem - What degree of impact can police efforts have on the problem?
- vi. **The interest in solving the problem** - Despite the validity of the problem, there must be interest by both the police and the community in resolving the issue.

d. Opinion survey

Obtaining input from the community is a critical component of the community profile. It is possible to determine the opinions of residents in a number of different ways depending on the level of resources available and the nature of the community. Some techniques for obtaining community input include:

- i. Meetings and consultations with local community groups;
- ii. One-to-one meetings with important community leaders and opinion formers;
- iii. Community input to the Community Police Forum;
- iv. Personal observation;
- v. Analysis of calls for service and complaints against the police;
- vi. Analysis of media reports;
- vii. Suggestion box at the community service centre;
- viii. Formal surveys.

It should be noted that a community profile must be updated regularly as new issues emerge or the community changes. Furthermore, collecting information for the community profile should involve active interaction and consultation with the community. A well-executed Police and Community surveys should lead to a review of the CP Action Plan for improvement on programs and activities.

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