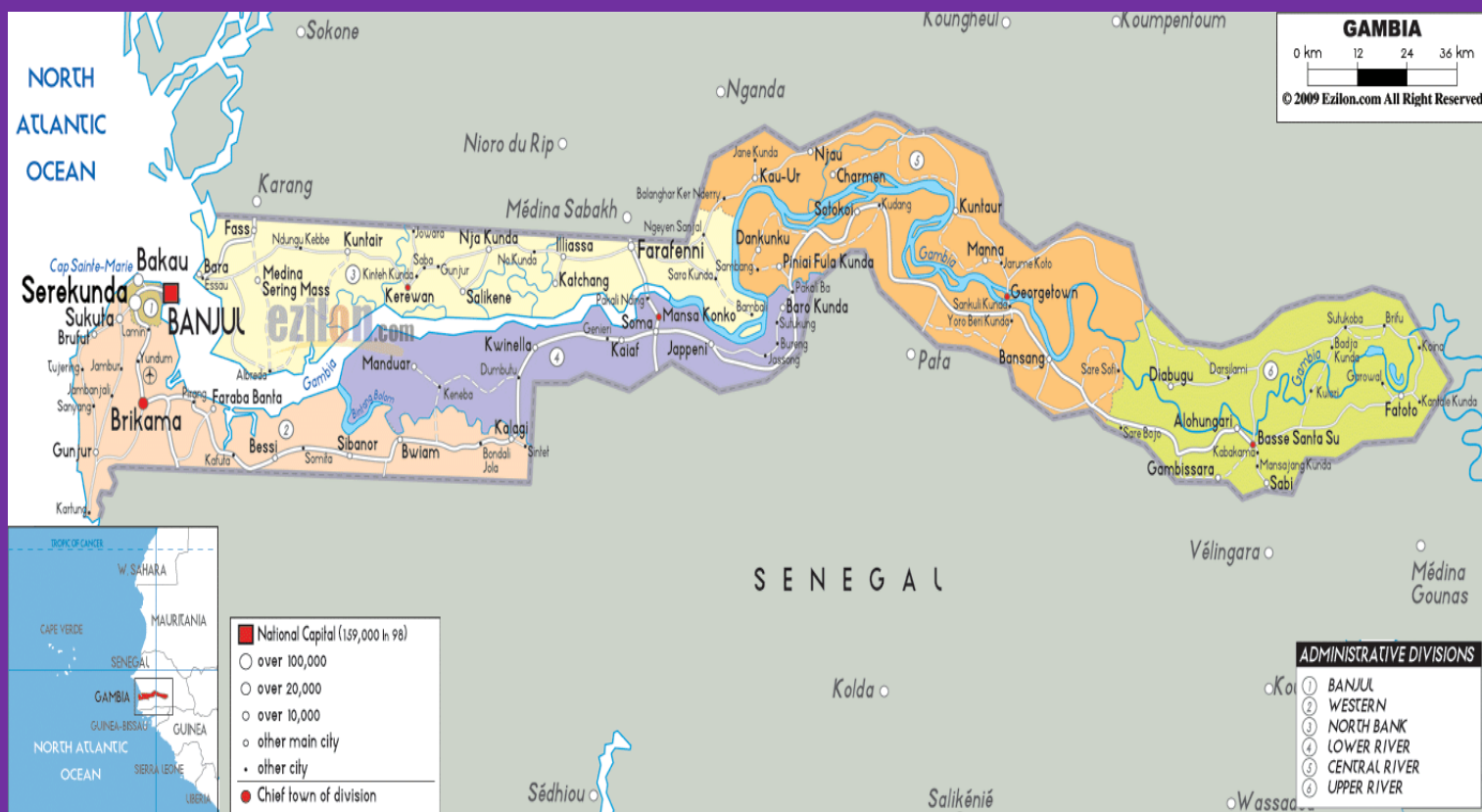




THE GAMBIA POLICE FORCE

DISTRICT COMMUNITY POLICING PLAN FOR SELECTED AREAS



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Acronyms

CP	-	Community Policing
CPCs	-	Community Policing Coordinators
CPFP	-	Community Policing Focal Point
CPOs	-	Community Policing Officers
CPSC	-	Community Policing Supervisory Committee
CPVFP	-	Community Policing Volunteers Focal Points
CPVs	-	Community Policing Volunteers
CSOs	-	Civil Society Organisations
GPF	-	Gambia Police Force
GPFPMF	-	GPF Performance Metrics Framework
NGOs	-	Non-Governmental Organization
S.A.R.A	-	Scanning, Analysis, Response and Assessment

1.0 Introduction

Insecurity affects everybody and endangers the basic principles of freedom which every citizen of The Gambia deserves to enjoy. The Gambia Police Force (GPF) is determined to fulfil its constitutional mandate of ensuring a secure and peaceful Gambia within the principles of good governance, rule of law and respect for human rights hence the adoption of Community Policing (CP) principles and practices. This makes security the business of all citizens and citizens cannot remain passive.

This District Community Policing Implementation Plan seeks to ensure the active involvement of all Gambians through Police – Community partnership and creative proactive problem solving approaches. Partnership with citizens aims at exploring different ways of identifying current and potential causes of criminality and problems of concern within the communities. By working together, Community Policing Officers (CPOs) and communities can discuss and prioritise problems in communities and develop police-community responses that are appropriate to local communities. Ultimately, the GPF will become part of the communities they serve, and be more accountable to them.

1.1 Methodology

The District Community Policing Implementation Plan is based on GPF Community Policing Strategy, Community Policing Implementation Plan and Community Policing Pilot Report. This Implementation Plan establishes a consistent approach for how GPF at the District level achieves the vision, goals and objectives outlined in the Plan. The focus is on implementing the strategies envisaged under the ongoing GPF decentralization management system that recognizes the Regional, District and Ward Administrative systems.

The downside of this plan is the inability to determine and analyse available resources to prioritize strategies across Districts and Wards and/or Police Stations and Posts.

1.2 Purpose

The Implementation Plan is the developed guidelines for successful implementation of Community Policing at the District Community level in selected areas.

1.3 Goal

To transform the GPF into a highly professional motivated and client centred workforce that is able to reassure and protect the public from all forms of criminality.

1.4 GPF Values

The GPF seeks to uphold the following core values:

- Professionalism
- Neutrality
- Integrity
- Respect for diversity
- Accountability

1.5 Objectives

The objectives are to:

- a. Have a safer Gambia community by improving relationships between the police and communities at local level through a professional and community-centred service that is effective, efficient, appropriate and accountable.
- b. Provide maximum police visibility and presence to promote trust and confidence and improve safety in the communities they serve.
- c. Build the skills and capacity of critical stakeholders (the Police, members of Community Policing Committees and Community Policing Volunteers) for effective policing in partnership with communities.
- d. Develop Police-Community joint responses to community problems and safety concerns towards finding solutions that are appropriate to local communities.
- e. Ensure GPF institutional commitment and support for CP implementation and programmes of initiatives
- f. Put in place monitoring and evaluation mechanisms to ensure successful programme implementation.

2.0 Community Policing Strategic Approach

The implementation of CP at the District level will focus on the following key areas:

- a. Community partnership and engagement
- b. High visibility policing
- c. Training and capacity building of Police Coordinators/CPVs/Community Policing Forums
- d. Community problem solving
- e. Accountability
- f. Positive public image
- g. Monitoring and evaluation

2.1 Community Engagement

Community engagement is an important aspect of CP. Building relationships is essential to the understanding of local crime and safety concerns and to regain trust & confidence. Once relationships have been restored they provide a good platform for problem solving. Principal stakeholders in CP in The Gambia includes all police officers, members of the community, Government, Non-Governmental Organization (NGOs) and Civil Society Organisations (CSOs).

2.2 High Visibility Policing

Currently the GPF has 101 police stations (Classes A, B and C indicating size and staff numbers) most of which are owned by the government and spread across the country. In addition there are 54 police posts most of which are in rented premises. At present, most police officers are engaged in offices without direct impact on the public, the new approach

requires that more officers are released to work with the communities to achieve high visibility and solve their problems.

2.3 Training

Training in CP philosophy will include practical ways of engaging with communities and working together with them to solve problems. Training will focus on building the skills of the police to engage and work in partnership with local communities. The training will also enhance the skill set of police personnel to provide a police service with a changed mind-set which is required for this approach to be successful.

2.4 Problem Solving

Problem solving is integral to CP approach. The key to successful problem solving is in local police and community working together to discuss and prioritise problems in the communities and jointly deciding on appropriate solutions. These entail:

- Looking at crime and disorder problems;
- Understanding the conditions that give rise to these problems;
- Drawing from a range of solutions (not just criminal law and arrest) to address the root causes of problems’ and
- Assessing and reassessing the effectiveness of the applied solutions

The most applied problem solving approach in CP is the S.A.R.A model with processes that involves scanning, analysing, response and assessment

Scanning	Identifying and prioritising the problem with the community
Analysis	Understanding the root causes of the problem
Response	Designing and implementing strategies with the community
Assessment	Evaluating effectiveness of solutions

2.5 Accountability

The GPF needs to be transparent in its functions and interactions with the general public to build and improve police-community relations and earn legitimacy and support for its CP initiative.

2.6 Positive Public Image

Community policing can foster a positive public image of the police by encouraging participation between police and community for the better understanding of tasks, roles and joint priorities. It is essential to have a strong media strategy to demonstrate the new CP philosophy and maximise exposure to communities across the country, at all levels.

2.7 Monitoring & Evaluation

Programme evaluation is essential for the overall success of the CP initiatives. Monitoring and evaluation of local initiatives will continue to determine best practices and to gain an understanding of what works and what doesn’t, and ensure that the programme is on track. There will continue to be local level internal police monitoring, District, Regional and

Headquarters' reviews of systems. There will also be opportunities for communities to provide feedback (including through Community Policing Supervisory Committees [CPSC] oversight) into these assessments.

Evaluation of the District CP will be carried out using Process Evaluation. Process Evaluation looks at how the programme is supposed to work, and how it actually worked. It focuses on the stages of the project to see if they have occurred as planned. Outcome/Impact evaluation examines the overall effectiveness of community policing in reducing crime rate as a result of CP program intervention.

3.0 Pre-Engagement Analysis and Assessment

A thorough contextual analysis and a needs and resources assessment are crucial to inform appropriate design, planning, implementation, monitoring, and evaluation of the District. Structured consultation between the local police and a community about local problems, policies, priorities and strategies is essential. The overall goal is to enhance the ability of the local police to combat and prevent crime and disorder and to address their community's specific needs in partnership with that community.

3.1 Planning Team

The first step in establishing District Community Policing (DCP) structure is the setting up of a Planning Team. This could be semi-formal or formal. The Community Policing Focal Point (CPFP) at the GPF headquarters, Officer Commanding (O/C) District/Station and Community Policing Coordinators (CPCs) at the District level will drive and coordinate the process with identified interested members of the communities within the District. The main tasks of the forum would be to ensure that planning and implementation programme proceeds smoothly.

3.2 Leadership

In order for CP to succeed at the District level, there must be commitment by the GPF senior, middle management and lower levels. The top echelon must demonstrate commitment to improve police-community relations. This can be measured by the actions on tough issues such as corruption, human rights abuses, excessive use of force, adequate allocation of resources to back the process and taking measures to increase police accountability to the public.

Capacity building to acquire basic management is necessary within the police to effectively engage with the communities and the public.

A dynamic community leader who is respected by the community at large should also be identified to drive the process and get others involved in the program. The O/C District and CPCs will provide leadership and guide the process but all member organizations and community leaders need to be recognized as equal partners on the Team.

The GPF must make clear from the beginning that the community owns the project. However, leaving them alone from start to assume full responsibility for their respective areas after the initial implementation may lead to a non-programmatic approach, and in all

likelihood will not change how policing occurs or result in long-term community police partnerships.

Shared responsibility is recommended based on assessed skills of the community in problem identification, problem solving, and resource identification. Decision making should be based on consensus incorporating the viewpoints of all the members in the final decision. This will ensure that they will be supported by all members of the Team.

Initial meetings should focus on

- a. The purpose of CP, repeatedly emphasizing the collaborative nature of the effort
- b. Why the District needs the CP approach.
- c. Information about quality of life, domestic violence, drugs, alcohol, and related crime problems.
- d. Exploring common ground among the Committee members.
- e. Identifying specific roles and responsibilities.
- f. Building relationships
- g. Motivating members to become committed to long-term impact.
- h. Developing system for ongoing communication
- i. Ensuring that all meetings are well-planned and facilitated
- j. Other information and skills training that the members may need in order to participate meaningfully and as equal partners should be discussed.

3.3 Action Plan

It is important to come up with Action Plan. This is crucial at the initial stage as lack of planning always cost valuable time. To make the planning process work, one needs to understand first what planning is and then the basic elements of a plan. Planning is nothing more than bridging the gap between where one is and where one wants to be. It involves taking stock of the current situation (assessing needs), identifying goals, reviewing alternatives, and designing methods for achieving goals.

Action Plan should include the following process:

- **Goals:** statements of what is intended. The statements indicate the changes that should result from the program.
- **Objectives**-statements specifying what is to be done to achieve a goal. They should be detailed, time framed, and measurable, and should reflect the desired outcome.
- **Strategies**-approaches to be implemented in addressing identified crime and community problems.
- **Activities**-tasks that are the elements of the chosen strategies.
- **Roles and responsibilities**-designation of who will carry out specific objectives or activities.
- **Resources**-all resources that will be needed to implement the plan and how they can be secured.

Every effort must be made to make the plan SMART; Specific, Measureable. Achievable, Realistic and with Timed. Teamwork is essential at this stage and this could be enhanced by maintaining communication through phone calls, minutes from meetings, committee reports, forming WhatsApp group, other social media platforms, newsletters, and regular updates.

3.4 Tasks and Activities of the Planning Team

3.4.1 Needs assessment

Needs assessment refers to collection and analysis of information required to determine the nature and extent of crime in the community. It includes the analysis of members of the community perceptions of crime and how they are affected by it, and information about the environment or conditions of a community. The process will enable the committee to identify specific needs and problems that can be addressed through crime reduction and problems solving such as drugs, violence, fear of crime or quality of life. Through assessment, their causes, their effects, and the resources available to combat them would be determined. Ultimately, the results of the assessment will enable the team to plan a course of action in line with the community's real and perceived needs and available resources. Thus laying a solid foundation for the whole CP efforts at the District level.

To make the assessment successful, the Planning Team would focus on **crime, drugs, violence, fear of crime and quality of life** which have been observed to be prevalent in the communities during the Pilot stage.

There are other reasons for the Needs Assessment. The assessment will:

- Document, list in order of priority, and clarify the existing crime and social problems.
- Provide a view of resident perceptions about crime, drugs, violence, fear of crime and quality of life problems.
- Provide a means of involving the community in problem identification.
- Provide information to the public about problems.
- Provide baseline data for evaluation.
- Provide initial direction for developing a work plan.
- Assist in setting program goals, strategies, and objectives.
- When the planning team has identified its information needs, it should determine the best methods for obtaining the information. Examples:
 - obtaining official statistics;
 - conducting surveys or interviews with a reasonable number of residents;
 - interviewing community leaders, women and youth groups;
 - meeting with CBOs, local NGOs and Civil Society;
 - holding community meetings; and
 - direct observations.
- Design data collection instruments (such as questionnaires) as necessary.
- Develop a plan and timeframe for collecting the information.
- Collect the data, which might include:
 - Demographic information.
 - Community opinions and attitudes.
 - Officers' knowledge of the community.

- Employment, housing, education, and health information.
- Crime Reports.
- Local crime statistics.
- Analyse the data, discuss the findings, and draw tentative conclusions on the nature and extent of crime, drug, violence, fear of crime and quality of life.
- Conduct a planning meeting and establish priorities on the crime and problems to be addressed.
- Prepare a report on the results of the needs assessment.
- Identify and select target communities and manageable areas.
- Report results to the community and test the conclusions.

3.4.2 Profiling the District

There should be a common frame of reference for describing the community as a whole. The following list of questions grouped by topics could be asked:

a. Population and Other Demographics

- What is the overall population? The population density? Is the area gaining or losing population? Why?
- What is the average household size? The average number of children per family?
- How many single-parent families are there? In how many families do both parents work outside the home? What are the day-care options for these families?
- Are there a significant number of single adults in the community? Retirees? Young children? Households composed of unrelated persons? Homeless persons?
- Are there seasonal variations in population (for such reasons as colleges, agriculture, or tourism)? What impact do variations have on the provision of police, public safety, and other services?
- What type of ethnic diversity is found in the jurisdiction? What is the history and what is the current status of relations among persons of different ethnic backgrounds?
- What are the jurisdiction's natural and designed borders or boundaries (such as shoreline, mountains, and interstate or major highways)? What relevance do they have to drug trafficking and crime?

b. Economics, Employment, and Housing (Quality of life)

- What is the average household income? Are there pockets of extreme poverty? Where are they?
- What is the District's unemployment rate? Is this rate significantly higher for teenagers?
- What portion of the District economy is represented by:
 - Agriculture?
 - Light industry?
 - Retail businesses?
 - Service businesses?
 - Tourism?

- What portion of adults in the District own their own homes?
- Are there institutions in the area such as prisons, youth centres, mental health facilities?
- Are there employment prospects for the jobless?
- What services and support do they need, and how were these needs identified?

c. Education and Training

- What is the educational level of community residents?
- What is the size of the public school population? What are the schools' strengths and weaknesses?
- What private schools are located in the community?
- What are the school dropout and truancy rates?
- What proportion of school children come from single-family homes? From homes in which both parents work?
- Are school buildings available for use by other agencies or community groups after school hours? Are fees for their use reasonable?
- To what extent are police involved with the schools? Do they conduct safety or drug education programs?
- How accessible are colleges and universities?
- What relationships exist with them for police officer training and education?
- Are there faculty members who could serve as a resource for CP implementation or evaluation?

d. Drug and Related Crime Problem Questions

- What are the most commonly abused drugs in the jurisdiction?
- How has this changed in recent years? Are drugs that have not been a problem in the past becoming available?
- How have the number of drug-related arrests and citizen complaints changed in recent years?
- Where and how are the drugs sold? On the streets? From private residences or businesses scattered throughout the area? In the schools?
- If drug activity centres on a particular street or neighbourhoods, what are the physical conditions in those neighbourhoods, such as type and condition of housing, lighting, abandoned cars, and traffic patterns?
- Who are the drug sellers? Who are the drug purchasers? Adults or juveniles? Residents or transients? Unemployed? Students? Gangs?
- What are the nature and extent of violence associated with drug activity? Or other criminal activity such as burglaries, robberies, or auto thefts?
- Is marijuana grown in the jurisdiction or surrounding area?
- Is the district distribution point for illegal drugs and why?
- What drug problems are occurring in surrounding districts? What is the likelihood that these problems may spill over into this district?
- To what extent are the community's youth experimenting with drugs and alcohol? What is the typical age of first use? What are users' attitudes about drugs and alcohol?
- What is their level of knowledge about the health, social, safety, and legal consequences of drug use?

- What are the main problems associated with the abuse or illegal use of alcohol, illegal sales to minors, bar fights, domestic assaults, drunk driving, public disturbances)?

e. Police and Criminal Justice Resources

- What strategies has law enforcement tried in the past to deal with drug and related crime problems? How well did they work?
- How many officers are assigned to drug cases?
- What training and experience have officers had in drug investigations?
- What training is needed?
- What equipment is needed for more effective handling of drug-related investigations?
- What measures have been taken to ensure officer safety?
- What arrangements have been made with other local agencies to address needs for equipment? Training? Patrol officers? Undercover officers? Investigators?
- How does the police work with other agencies?
- What happens to persons arrested for drug violations? How do the courts handle adult and juvenile drug cases for first offenders? Repeat offenders?
- How are case outcomes tracked?
- What legal issues need to be addressed? What police policies and procedures need to be committed to writing or revised?

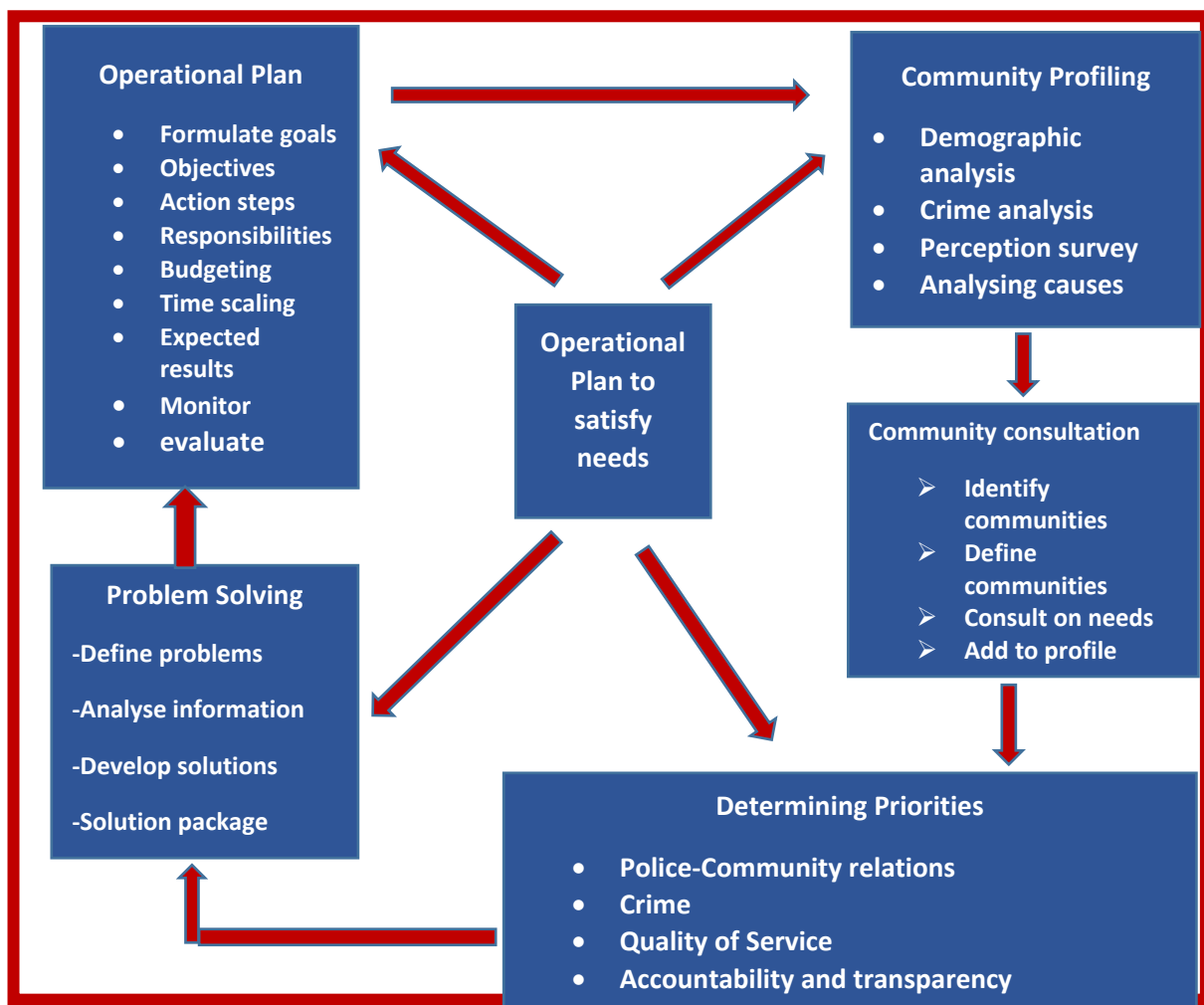
3.5. Community Surveys and Public Forums

Citizen surveys do not have to be lengthy or complicated to provide the planning team with useful information. A survey of all residents in a very small community or a sample of residents in a larger community can be done quickly and inexpensively; residents and colleges are frequently willing to assist as well.

Topics that should be explored in citizen surveys include:

- Crime victimization experiences.
- Observations of drug dealing, crime, and disorder.
- Perceptions of community conditions and quality of life.
- Fear of crime.
- Experiences with police.
- Attitudes toward police and other government agencies.
- Priorities given to various community problems.
- Participation in various community activities.
- Demographic information.
- Public forums are another means of obtaining information about residents' perceptions of problems, current services, and alternatives.

Figure 3.1 – Showing Community Needs Assessment



3.5.1 Resource Acquisition

During the planning phase, any resources needed to carry out the work should be identified. During this phase, steps should be taken to secure these resources and to manage them, contributing to effective implementation. These resources include:

- People
- Materials
- Time
- Money
- Facilities

3.5.2 Possible information Sources

- Police stations, units and records
- Police training School
- Citizen Surveys and public forums.
- Prosecutors
- Gambia Census data.

- District and city planning
- Social service agencies.
- Recreation centres.
- Social clubs.
- Religious institutions.
- Youth organizations.
- Community organizations.
- Business centres.
- Schools' administrators and teachers.
- Parent-teacher associations.
- District Education Boards
- Colleges and universities.

4.0 Implementation

4.1 Establish Community Policing Structures

Once the Planning Team has completed their assignment, the next phase is implementation. It is advisable that some members of the Planning Team are embedded in the implementation stage in various forms and capacities.

The Ward is the smallest administrative unit of the community in The Gambia. Under the Local Government Administration, several Wards can form a District and several villages can form a Ward. 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 Community Policing Volunteer (CPV) forums which would serve as a link between the local population and the police personnel who provide those services. In essence, Community Policing structure will be viewed and operated against the administrative structure of Regions, Districts and Wards. It will consist of:

1. Community Policing Coordinators - Police officers attached to CP Unit at all levels
2. Community Policing Supervisory Committee - Influential members of the District/Wards, which must include women and youth as members
3. Community Policing Volunteers Focal Points (CPVFP) - Heads of CPV forums
4. Community Policing Volunteers (CPVs) - Volunteers who enrolled to serve his/her community

4.2 Establish Community Policing Coordinators

It is expected that all police personnel in The Gambia - 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 at the District level, the O/C Districts, will deploy CPCs to the Community Policing Units under their jurisdictions to facilitate community policing engagements within the District.

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

- a. District CPSCs;

- b. Community Policing Volunteers' Focal Points;
- c. Community Policing Volunteer forums and;
- d. Communities they serve.

4.2.1 Roles of CPCs

- Facilitate the establishment of CPSCs, CPVFP and CPVs.
- Facilitate meetings and regular interactive forums between the CPV groups and their communities
- Conduct training programmes to develop the skills of police personnel, CPVFP, CPVs and members of the community for effective implementation of CP
- Collect, collate and analyse data to define community problems and proffer appropriate solutions in partnership with the community.
- Facilitate the development and implementation of a comprehensive Action Plan with realistic goals and objectives
- Facilitate the development and implementation of effective communication and public awareness programmes about CP.
- Ensure CPVs operate with due respect to ethical values, gender sensitivity, human rights and laws of the land.
- 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.
- Coordinate with the CPSCs, CPVFPs, CPVs and the community to design and implement community policing programmes and activities.
- Collaborate with the CPSC to review CPV guidelines, programs and activities to meet the needs of the community.

4.3 Community Policing Supervisory Committees

Each District and Ward will establish Community Policing Supervisory Committee (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 monthly.

4.3.1 District Supervisory Committee membership

- a. Chief
- b. National Assembly Member
- c. Officer Commanding,
- d. Community Development Officer
- e. Renowned individuals within the community, including a female member from the community
- f. District Health Officer
- g. Head of school (primary and secondary)
- h. Religious leader
- i. Women representative
- j. Youth representative
- k. District Community Policing Coordinator
- l. Representative of the community

- m. Retired police officer

4.3.2 Ward Supervisory Committee

- a. Ward Councillor
- b. Village Alkalo
- c. Station Officer
- d. Religious leader
- e. Renowned individual within the ward
- f. Women representative
- g. Youth representative
- h. Any other member of the community deemed to be relevant to be part of the Committee.
- i. Retired police officer

4.3.3 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 forums;
- Establish mechanisms for participative management of the CPV forums;
- 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 forums, 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; and
- Support the establishment of Community Policing Forums in coordination with the police.

4.4 Community Policing Volunteers' Focal Points

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

4.4.1 Roles of Community Policing Volunteers' Focal Points

- 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.

4.5 Community Policing Volunteers

Community Policing Volunteers 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. CPVs will provide direct support to Community Policing Coordinators, 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 on an open invitation to all those who want to be involved in serving their community in partnership 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 O/C 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.

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
- Complete 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.

4.5.1 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.

4.5.2 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

4.5.3 Community Policing Volunteers Code of Conduct

- All members are to operate within the framework of promoting security, public safety and order in close coordination with the police.
- All operational activities of the CPVs to be coordinated by Community Policing Coordinator at District, Division/Station and Ward level with support from the District Community Policing Supervisory Committee (CPSC).
- CPV's activities should be proactive in nature and/or proffer solutions to crime.
- CPVs shall have the powers to arrest when necessary in the absence of the police at the time and the person shall immediately be handed over to the police
- 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.
- Any support from any member of the community is to be communicated to the Community Policing Coordinator at the District level and recorded for reference purposes.
- No CPV should operate clandestinely in any part of the District without full knowledge of their operations to the police.
- Minutes of the meeting of CPV shall be shared with the Police.
- 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

4.6 Conducting Meetings

- Where will the meeting be held?
- Who are the audience and how many are they?
- Prepare thoroughly for the meeting.
- State the purpose of the meeting.
- Identify the benefits of working together.
- Identify the benefits of individual partners.
- Provide information about the problem being addressed.
- Explore a common ground among diverse partners – a shared vision.
- Clarify roles and responsibilities.
- Motivate partners to become committed to the partnership.

Meeting Schedules

The various Committees should observe the following meeting schedules as a minimum standard:

- **District Committees** – Monthly
- **Ward Committees** - Bi-weekly

4.7 Suggested Police-Community Engagement Activities

- Information sharing about crime, criminals and social problems.
- Crime prevention campaigns.
- Donating facilities and equipment.
- Promoting unifying recreational programmes.
- Sensitisation and awareness training about protection (personal, physical & environmental).
- De-escalating local disputes.
- Community mobilisation for sanitation and bush clearing.
- School visitations.
- Crossing school children and the elderly.
- Organising sport events/competitions/road matches.
- Attending community meetings and events.
- Participating in neighbourhood watch.
- Participating in police surveys.
- Follow police on social media.

5.0 Implementation Framework

5.1 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. The work of the Planning Team ceases the moment the CPSCs are fully constituted. It would now be the responsibilities of the CPCs, CPSCs and CPVFP to step into the shoes of the Planning Team to ensure consistency, standard and sustainability of CP programmes. Most of the variables used by the Planning Team, data sources and analysis remains valid in this context.

Once CPSC has been constituted, a workshop will be conducted to thoroughly brief its members on the aims and principles of Community Policing. The members of the CPSC will then arrange and conduct an audit of the police establishments in their areas; such as District headquarters, Divisions/Stations and Posts.

5.2 Developing Community Policing Action Plan

The O/C District, O/C Station and In-Charge Post, will ensure that every unit in their respective areas/jurisdictions has a written strategic plan embracing community policing 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 community policing.

5.3 Mobilising Resources

Like every other organization, police-community partnership require 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

6.0 Performance Indicators

There is need for clear picture of the progress being made. To assess whether CP is meeting the intended goals and on track as planned, get feedback necessary to adjust and coordinate with relevant stakeholders. The GPF Performance Metrics Framework (GPFPMF) is organized around six strategic pillars.

1. Management commitment and support for implementing Community Policing
2. Build the skills and capacity of critical stakeholders for effective policing in partnership with the community
3. Police-Community joint responses to community problems and safety concerns towards finding solutions that are appropriate to local communities.
4. Ensuring a safer Gambia community
5. Organizational framework for implementation, monitoring and evaluation of GPF Community Policing program
6. Institutional commitment and support for implementing Community Policing

Table 6.1-GPF Performance Metrics Framework

	Strategy	Indicators	Measures
Objective 1.	Management commitment and support for implementing Community Policing	GPF adopts and mainstreams CP	Annual plans are consistent with CP Strategy with focus on community concerns
	Output		
1.1	CP District Implementation Plan align with CP Strategy, CP Implementation Plan and GPF Strategic Plan	Community policing work plan for 2022-2021 approved	District Implementation Plan document
1.2	Appropriately skilled and qualified senior police officer practices Community Policing in the work place	All senior officers provided with CP training by end of 2023	Training and workshop record
1.3	Sustainability of the program is ensured through enhanced cooperation and coordination among the community and GPF at Headquarters (HQ), District and Ward levels	Quarterly meetings are held every year with improved coordination and collaboration established between Community representatives and the GPF at HQ and District and Ward levels	Minutes of the meetings
1.4	Key stakeholders informed	A minimum of two briefing with Ministry of Interior every year	Briefing records
Objective 2	Build the skills and capacity of critical stakeholders for effective policing in partnership with the community	Conducting regular training for GPF personnel and communities to enhance their capacity to implement Community Policing	GPF Training School and CP Unit HQ training records
	Output		
2.1	Training materials reflect uniform training curriculum standards	CP training modules for recruits, serving officers and CPVs developed and approved by GPF HQ	Training Curriculums; Course Materials
2.2	Number of qualified trainers on CP is increased within GPF	Training of at least 10 CPCs per District per year and 50 CPVs per Ward per year	Training institutions record - CP Unit GPF HQ record Course materials

2.3	Community policing training strategy mainstreamed in the training syllabus of GPF	CP training delivered to all recruit intakes at the Police Training School and continuous training for at least 300 serving officers per year	Training modules
2.4	Frequency of training on Community Policing increased with increased number of participants.	600 CPOs trained over five years	Training institutions record. Annual training plans.
2.5	Approval of CPVs Operational Guidelines for training	IGP and Senior Management approval	Training document
Objective 3	Police-Community joint responses to community problems and safety concerns towards finding solutions that are appropriate to local communities	Police in partnership with local communities, identify and deliver local solutions to local problems	Level of commitment of local policing team and initiatives to address local problems and issues using Community perception survey
	Output		
3.1	Regular community consultations and interactions conducted at the local and district level	Evidence of effective partnerships established with relevant agencies	Minutes/reports of community consultations
		Volume of partnership and resources mobilized is increased	Community Action Plan
3.2	District CP Implementation Plan and CP Dissemination Plan for effective Community Policing developed and implemented	District CP Implementation Plan and CP dissemination Plan in place	Policy Guideline documents
3.3	CP logical framework activities (LFA) and work-plan with partners and donors	Joint LFA and work plan in place (Who's involved in what? Who's responsible for what? Who has done what?)	Joint LFA document in CPU, GPF HQ
3.4	Communication and effective dissemination of CP programmes and initiatives to stakeholders	Communication and Dissemination strategy developed and implemented	Communication and Dissemination strategy document
3.5	Joint monitoring mechanism at community level	CPSC formed and functional in each District	CPCs record

3.6	Community Policing web portal developed and access made available to the concerned agencies	Functional Community Policing portal in Police Headquarters, functional and updated; and the frequency of information shared by the partners	Access statistics
3.7	Community members involved as speakers in training	Numbers of community members as guest speakers in various training programmes	Training institutions record CPU HQ records
Objective 4	Ensuring a safer Gambia community	Reduction of crime; implementation of police – community joint problem solving, community consultations, visible patrols and school visit programs by police	Public perception of crime trend data; and actual crime trend data
	Output		
4.1	Full time CPCs identified, assigned to a specific locality and trained	At least 20 CPCs identified and trained in each District	GPF record
		At least two visits (per month) to the CPVs by the CPCs is recorded and one visit by the supervisor (O/C) is confirmed	Community Policing Unit record
4.2	Documentation of Community profiles and community Action Plan	Each CPVs will have CPVs Operational Guidelines	CPVs Operational Guidelines
4.3	School visitation programme is institutionalized in day to day operation as part of local policing functions	Two school visits by each CPCs once a month	CPU record
		Resource materials developed for school liaison program	Resource materials
4.4	Reduced crime and increased feeling of safety among the community	Evidence in reduction of crime situation in specific locality	Crime statistics and community interview on community perception on crime.
4.5	CPCs establish relationship with vulnerable groups especially women who are victims of crime and assist with complaints	Increase in numbers of victims assisted and referred to the concerned agencies	Agency statistics and victim interview

Objective 5	Organizational framework for implementation, monitoring and evaluation of GPF Community Policing program	Multiple assessment of Community policing program of GPF	Analysis of performance information from across the programme
	Output		
5.1	CP is implemented in line with the ongoing GPF decentralization policy	IGP's directives and follow up actions to ensure implementation to Ward level	GPF HQ policy document
5.2	Training of CPCs and police personnel	Two police officers from each District and one from each Division/Station is trained in CP Monitoring and Evaluation	Training record
	CP monitoring and evaluation	M&E frame is agreed and functional in GPF	M&E report
5.3	Tools for evaluation are developed and adapted to suit the local context	Tools for evaluation are used for the regular monitoring of CP by the concerned CPCs	M& frequency record
5.4	Timely and quality M&E report is submitted to the concerned authority in a format that is easily understood and communicated	Quarterly report is prepared and submitted to the District CPAC	M&E report
5.5	Complaints reporting mechanism is developed and implemented by GPF up to Ward level	Number of complaints received and the actions taken	Police record and community interview
Objective 6	Institutional commitment and support for implementing Community Policing	Community Policing becomes mainstream policing model and supported by an effective institutional set up and resources	GPF organizational structure and Human Resource management policy.
	Output		
6.1	Build capacity of Community Policing Unit (CPU), HQ to develop appropriate policies and coordinate CP programmes	Training and deployment of more capable hands to CPUs at HQ, District and Ward levels	Improved capability of CP Focal Point Persons and CPCs at all levels
6.2	Increased coordination, monitoring and supervising skills of CPUs	All the personnel assigned in CPUs and CPCs are trained	Training records
6.3	Increase allocation of resources	Operating expenditures on CP relative to measures of policing outcomes	Budgetary allocation to CP

6.4	CP desks in Districts and Wards functional	CP desk in 53 Districts and 120 Wards are set up	Community Policing Desks
6.5	Review of GPF reward and promotion system to include commitment and implementation of CP as performance indicators	Performance evaluation of the GPF personnel include indicators of performance in CP	Performance appraisal forms and documents
6.6	Delivery on CP to have high priority in promotion exercises	CP officers promotion for effective service delivery to the communities they serve	CP included in promotion criteria and evidence of promotion

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