Philosophy and principles of community-based policing

SEESAC

South Eastern and Eastern Europe Clearinghouse
for the Control of Small Arms and Light Weapons

The **South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons** (SEESAC) has a mandate from the United Nations Development Programme (UNDP) and the Stability Pact for South Eastern Europe (SCSP) to further support all international and national stakeholders by strengthening national and regional capacity to control and reduce the proliferation and misuse of small arms and light weapons, and thus contribute to enhanced stability, security and development in South Eastern and Eastern Europe.

For further information contact:

Head, SEESAC
Internacionalnih Brigada 56
11000 Belgrade
Serbia

Tel: (+381) (11) 344 6353
Fax: (+381) (11) 344 6356
www.seesac.org

Philosophy and principles of community-based policing, SEESAC, 2006

Acknowledgements

This project was researched and written by Graham Mathias, David Kendrick, Gordon Peake and Hesta Groenewald of Saferworld during the Summer of 2003. The project team is grateful for the input received in the development of this 3rd Edition from Sharmala Naidoo, Graham Mathias and Simon Rynn of Saferworld, OSCE Mission to Serbia, the UNDP Country Office in Albania and the Albanian Police. It was copy-edited and project managed for SEESAC by Adrian Wilkinson and Anya Hart Dyke. Design and layout was done by Ivan Benusi. Cover photographs are courtesy of UNDP Albania.

© **SEESAC 2006 – All rights reserved**

ISBN: 86-7728-059-8

The views expressed in this report are those of the authors and do not necessarily represent those of the European Union, the United Nations Development Programme, the Stability Pact for South Eastern Europe or Saferworld. The designations employed and the presentation of material in this publication do not imply the expression of the European Union, the United Nations Development Programme, the Stability Pact for South Eastern Europe or Saferworld concerning the legal status of any country, territory or area, or of its authorities or armed groups, or concerning the delineation of its frontiers or boundaries.

Foreword

SEESAC has a responsibility within its mandate to advise on safe, effective and efficient SALW interventions and to provide support to projects relating to the control of Small Arms and Light Weapons (SALW) within the South Eastern and Eastern Europe region. The initial Community Based Policing (CBP) Principles and Philosophy study was conducted in the Summer of 2003 as part of a three-phase project in support of the work of the UNDP Albania Support to Security Sector Reform (SSSR) project. The second phase saw the development, by Saferworld (UK) in early 2004, of an operational framework document for the Albanian Police and on the basis of the 1st Edition UNDP Albania's SSSR project began its work on community-based policing.

Over the last several years the SALW intervention activities of UNDP have led to the development of new operational theories to support appropriate armed violence reduction and SALW control interventions. The Albania project was the first time that community-based policing in direct support of armed violence reduction and SALW control activities had been examined; this 2nd Edition reflects lessons identified from that work.

Community-based policing is increasingly being recognised as the most appropriate philosophical foundation for democratic policing. It is also recognised as an approach to policing that meets many of the post-confl ict safety and security challenges. It is, however, important to bear in mind that community-based policing is not a one-off effort, but a long-term strategic approach, and as such it needs to be implemented in a sustainable and systematic way. This approach is based on respect for human rights, accountability, and the need for effective police operations to be conducted in partnership with the recipient communities.

Saferworld Police and Access to Justice Advisers, who have had significant experience of community-based policing projects, conducted the research for the study. That research has been the basis for Saferworld developing, for instance, a comprehensive Democratic Policing programme (Community-based Policing) in Kenya, Community Safety initiatives in the Balkans and shaping international Security Sector Reform policy. Additional support was provided to SEESAC by the OSCE Mission to Serbia. The research drew on consultations with various agencies within Albania, FYR Macedonia and Serbia, together with the experiences of other international organisations. The result is this updated study, which recommends the principles and philosophy of community-based policing in support of SALW interventions.

Belgrade, 30 September 2006

Adrian Wilkinson
Head SEESAC

Contents

Foreword i
Contents iii
Philosophy and principles of community-based policing 1
1 Introduction 1
2 Principles and characteristics of community-based policing 3
2.1 Introduction. 3
2.2 What is community-based policing? 3
2.2.1 What is meant by 'community-based policing'? 4
2.2.2 Characteristics of community-based policing/democratic policing. 4
2.2.3 Community-based policing is not soft on crime! 4
2.2.4 Commitment to community participation. 5
2.2.5 SALW and community-based policing. 6
3 Implementing community-based policing - strategic management 8
3.1 A vision 8
3.2 A mission statement. 8
3.3 Identification of core business. 8
3.4 Corporate strategy by which vision/mission/core business is to be realised. 9
3.5 Strategic development plan. 9
3.6 Business/service implementation plan. 9
4 'Model' of community-based policing 10
4.1 The 'philosophy'. 10
4.2 The organisational structure. 10
4.3 The management policy. 10
4.4 The operational strategy for its implementation 11
4.5 The community-based policing process. 11
5 Key issues for undertaking community-based policing 12
5.1 Principles and strategies for implementing community-based policing. 13
6 Examples of community-based policing initiatives 24
6.1 FYR Macedonia. 24
6.1.1 Regional context: South Eastern Europe. 24
6.1.2 Introducing the police back into the community. 24
6.1.3 Lessons learnt. 24
6.2 Serbia 24
6.2.1 Piloting community-based policing. 24
6.2.2 Lessons learnt. 25
6.3 Entity of Kosovo 25

6.3.1 Community safety initiatives as a support to community-based policing. 25
6.3.2 Lessons Learnt. 25
6.4 South Africa. 26
6.4.1 Police officer and police person of the month award scheme. 26
6.4.1.1 Lessons learnt 26
6.4.2 Best community-based police station award. 26
6.4.2.1 Lessons learnt 27
6.4.3 Exchange study visit. 27
6.4.3.1 Lessons learnt 27
6.5 Malawi 27
6.5.1 Establishing community consultative structures 27
6.5.1.1 Lessons learnt 27
6.5.2 Developing a model community-based policing station. 28
6.5.2.1 Lessons learnt 28
6.6 Kenya. 28
6.6.1 NGOs building bridges between the police and the public 28
6.6.2 Lessons learnt. 28
6.7 Northern Ireland 29
6.7.1 The 'Markets' neighbourhood policing project. 29
6.8 Jamaica 29
6.8.1 Mediation process. 29
6.8.1.1 Lessons learnt 29
6.8.2 Youth crime reduction initiative 30
6.8.2.1 Lessons learnt 30
6.9 Pakistan. 30
6.9.1 Public-private partnership to deliver crime analysis. 30
6.9.2 Lessons Learnt. 30
6.10 Conclusion 31
Annex A(Informative)Terms and Definitions 33
Annex B(Informative)The UN Code of Conduct for Law Enforcement Officials 35
Annex C(Informative)Bibliography 37

Philosophy and principles of community-based policing

1 Introduction

This policy document forms the first part of a process of work that focused on community-based policing (CBP) and how it could be implemented in conjunction with armed violence reduction and small arms and light weapons (SALW) initiatives. The document has served, and continues to serve as a framework for the South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC) to guide the development and implementation of CBP in the region. It may also form part of a set of tools that the UNDP Bureau for Crisis Prevention and Recovery (BCPR) is producing. The second phase of this work has provided an operational framework for the UNDP Country Office in Albania for implementing CBP in Albania.

The regional context of security and policing in South Eastern Europe still poses many challenges. Under the governments of the former Yugoslavia and Albania's Enver Hoxha, police forces across the region were maintained as highly centralised and often repressive components of the socialist state apparatus. The turmoil of the 1990s saw the secession of the Yugoslav republics, in some cases through violent conflict, and the collapse of the Hoxha regime. The ongoing political and economic instability and the challenges of state formation have further aggravated conditions in already under-resourced state institutions. These events have shaped and affected the police as well. Cross-border co-operation between police forces has particularly suffered, as political animosity (in some cases open conflict) has often precluded any such co-operation, despite the increased need for control due to the rise in trafficking to supply the conflicts and black markets that developed across the region. Human rights abuses, corruption, politicisation, little or no accountability to the public, the assumption of military-style roles and exclusion of certain ethnic groups in the police are all characteristics that police forces across the region have exhibited at various points during recent years. There are however, various initiatives underway to address these problems (with international support), providing an ideal opportunity for introducing a community-based style of policing. One good example is the European Community sponsored PAMECA[1] initiative in Albania.

This policy document aims to set out the principles and key issues of undertaking successful CBP. It is divided into five sections. The first section explains what CBP is and outlines some characteristics of this style of policing. The second section explores the importance of a strategic management process in undertaking CBP. Based on the above, a 'model' of CBP is suggested in the third section. The fourth section is in a table format and is intended as a guide to some of the key issues that need to be addressed when undertaking CBP. The table outlines a total of twelve issues, and for each of them it suggests why they are important, what challenges can be expected when trying to implement them and which strategies and experiences can be drawn on to overcome these challenges. The suggested strategies in the table are based on real, practical experience of implementing CBP in many different regions, including Africa, the Caribbean, South Asia, South Eastern Europe and Western Europe. The final section presents a selection of CBP examples.

Throughout the document, the linkages between CBP and the problem of armed violence and SALW proliferation are highlighted, as the illicit flow and possession of SALW is a major exacerbating factor in safety and security problems in many communities around the world. In turn, attempts to tackle armed violence, SALW proliferation and to remove illicit weapons from society are unlikely to be successful until communities have confidence in the police and other security agencies.

CBP is closely related to democratic governance and a police service that is accountable to the law, not the Government. One writer aptly stated that ***'democratic government is more important for police reform than police reform is for democratic government'***. The protection and promotion of human rights are fundamental to CBP and should form an integral part of police training. Additionally, commitment and competent leadership by the senior executive is vital to securing real change.

---

[1] Police Assistance Mission of the European Community to Albania.

There are some circumstances in which it would be difficult if not impossible to undertake CBP and this has to be carefully assessed before external support is given to such an initiative. Experience has shown that in some countries where crime is perceived to be escalating or out of control, police reform is likely to be restricted or opposed. The means to unlocking this stance is to show the benefits of a CBP model and that it will not be introduced at the expense of public order and crime control.

2 Principles and characteristics of community-based policing

2.1 Introduction

In countries that are emerging from conflict or in transition to democracy, the police often have a history of being a tool for repression and there may be a temptation for any incumbent regime to continue using the police in this way. In these contexts especially, the historic legacy of the police force therefore necessitates the adoption of a different philosophy of policing, removed from regime support and party politics and with a clear distinction of duties from that of the military. This philosophy is one of focusing on communities – the public – and their needs and providing policing as a service to them in an accountable manner and through respect for human rights.

The notion of policing with the public is a very old concept that has become known as 'community' or 'community-based' policing and is also often referred to as 'partnership policing' and 'democratic policing'.

In helping to maintain peace, order and security in communities, police officers exercise the professional side of the partnership with the community by being responsible – but not exclusively – for the prevention and reduction of crime and the promotion of public order and individual safety. The role of the police is therefore fundamentally that of 'peace officers' rather than merely 'law enforcement officers'. This is best captured by Sir Robert Peel, the founder of the Metropolitan Police in London, who saw the role of the new police in 1829:

> ***'to maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police. The police being only members of the public that are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.'***

2.2 What is community-based policing?[2]

CBP is both a philosophy (a way of thinking) and an organisational strategy (a way to carry out the philosophy) that allows the police and the community to work together in new ways to solve problems of crime, disorder and safety issues to improve the quality of life for everyone in that community. The philosophy is built on the belief that people deserve and have a right to have a say in policing in exchange for their participation and support. It also rests on the view that the solutions to community problems demand allowing the police and the public to examine innovative ways to address community concerns beyond a narrow focus on individual crimes or incidents. It also cuts across work undertaken on specialised issue areas such as drugs, arms and human trafficking, and organised crime.

The philosophy of CBP in a number of countries has developed towards a professional police service and a responsible community in an open and accountable partnership. The role of the community is therefore that of informed and proactive individuals and representatives who voice their opinions, offer their expertise and resources and take responsibility for their actions. This philosophy enables a constraint to be placed on the state, and in particular the police, taking on too prescriptive and managerial a role.

The following quote from the Report of the Independent Commission on Policing for Northern Ireland[3] aptly summarises the crux of CBP (emphasis added):

> ***'The term [community policing] has many definitions and has become somewhat devalued by frequent and indiscriminate use. We have called this [...] "Policing with the Community" because we believe this encapsulates better what most people want to see – the police participating in the community and responding to the needs of that community, and the community participating***

[2] Many different definitions exist for community-based policing. The definition we propose here draws on the project team's experience of implementing community-based policing.

[3] Police reform was a major element of the 1998 peace agreement in Northern Ireland and an independent commission, led by Chris Patten, produced a report that has been implemented.

in its own policing and supporting the police. What we emphatically do not mean by "community policing" is vigilante groups policing neighbourhoods with baseball bats, or, at the other extreme, what the Philadelphia [(USA)] police chief, John Timoney, has described as "sitting around the trees, holding hands and singing Kumbaya".

What we do mean is: the police working in partnership with the community; the community thereby participating in its own policing; and the two working together, mobilising resources to solve problems affecting public safety over the longer term rather than the police, alone, reacting short term to incidents as they occur.'

2.2.1 What is meant by 'community-based policing'?

The following can be considered as the **fundamental principles of CBP**. The police need to:practice policing by consent not coercion;

a) practice policing by consent not coercion;
b) be part of the community not apart from it;
c) find out (together with the community) what the community's needs are;
d) work in partnership with other agencies and the public;
e) tailor the 'business' of policing to meet the community's needs;
f) be accountable for its 'business service'; and
g) provide a quality service.

2.2.2 Characteristics of community-based policing/democratic policing

The above principles can be translated into a set of characteristics of the police in a CBP/democratic policing paradigm. The police need to be:

a) a service not a force;
b) accountable to the law and the public;
c) open and identifiable;
d) professional;
e) people-centred – including, for instance, sensitivities around gender, age, and group identities;
f) delivering a quality service – efficient and effective;
g) visible and accessible;
h) consultative and participative;
i) proactive; and
j) preventative.

2.2.3 Community-based policing is not soft on crime!

Countries in transition or emerging from conflict experience significant social change, often coupled with a rise in criminality. Especially in these contexts, CBP is sometimes accused of being soft on crime. However, this is not the case:

a) CBP is tougher because, by practicing it, the public will demand and expect more from their Police Service;
b) the police need to be in the business of reducing fear amongst community members and making criminals fearful;
c) community-based policing is smart policing because:

- It mobilises the majority of law-abiding citizens to work with the police to reduce crime and arrest criminals – it recognises society's right to be protected against criminal activity;
- It means that by working with others in partnership, resources, ideas, responsibilities and solutions can be shared;
- It seeks to address the causes of crime and conflict in partnership projects with affected communities and other service providers (see later examples);
- It is intelligence-led, so that active and persistent criminals are targeted and good evidence is obtained that secures their conviction.

2.2.4 Commitment to community participation

CBP requires continuous, sustained contact with all sections of the local community so that together, the police and the community they work in (and belong to) can identify local solutions to local problems. The role is much more than being reactive; it requires a pro-active approach in which partnership policing will predominate. It also requires co-ordination with, and ongoing mutual support between the police and other criminal justice institutions.

Picture1: Training at the Kosovo Police Service School, 2004 (copyright UNDP Albania)

In referring to 'partnership' policing it needs to be understood that CBP implies a new contract between the police and the public they are there to serve. It seeks to reverse resentment, apathy and opposition to the police whilst restraining the impulse for the public to take the law into their own hands. This new relationship based on mutual trust and respect also suggests that the police can serve as a catalyst challenging people to accept their share of responsibility for the overall quality of life in their neighbourhood. Both sides of the partnership therefore have to know their responsibilities.

a) From the side of the police

- CBP requires an organisational strategy that ensures that everyone in the police organisation translates the philosophy into practice. The fundamental principles are that 'all policing is community-based policing' and that 'all police personnel are community-based policing officers'.
- This requires major changes in a police organisation, particularly the kind of organisation that is traditional and hierarchical and where power is vested in rank and position. CBP requires a significant change within police organisation to allow operational 'front line' officers greater autonomy to make decisions that implies enhanced respect for their judgement as police professionals.
- CBP requires a commitment on the part of the police organisation to mobilise and concentrate its resources to the 'point of service delivery'.
- It also requires that everyone in the police organisation accepts the need to focus on solving community problems in ways that are not only innovative but enlighten the public in the process of policing itself.
- CBP invests trust in those who are engaged in 'front line' policing – both police personnel and local people – by using their experience, expertise and knowledge to seek and find local solutions to local problems.
- CBP attempts to meet the needs of all groups in society, particularly the poor, disadvantaged and vulnerable, while taking into account the particular needs of women, children and the elderly. If high levels of crime can be reduced, social and economic development will improve, thus benefiting the economy and improving quality of life for all sections of the community.

b) From the side of the community

- The public, as citizens, must not only share in the rights, but also the responsibilities implicit in identifying and setting priorities and solving problems in a 'partnership' approach. CBP requires continuous, sustained contact with all sections of the local community so that together they can identify local solutions to local problems. It requires a proactive approach in which partnership policing will predominate.
- CBP promotes the judicious use of technology but it also strongly promotes the belief that nothing surpasses what dedicated individuals can achieve through talking and working together. Positive initiatives such as Victim Support, Neighbourhood and Business Watch, Schools Involvement Programmes and indigenous crime prevention/community safety structures all play their part in problem-solving and improving the overall quality of life for all citizens.
- Within different communities there will be different structures (organisations, associations, groups, both statutory and voluntary) that are already well established and that can be used (tapped into) to harness community safety and partnership. For example, public and private housing associations; resident associations; the business community (Chambers of Commerce); trade unions; voluntary organisations working with the poor, elderly, youth, vulnerable and disadvantaged; charitable organisations; international organisations such as Rotary; public utilities – water, gas and electricity – and particularly local public administration (local government/authority) etc. In some cases these will be informal structures, e.g. heads of clans or families. In time representatives from these various organisations/bodies can be used to set up a Police-Community Consultative Group/Committee that has a real influence on the development of CBP and on holding the police accountable for the service they provide.
- Mobilising and harnessing the knowledge, expertise and considerable resources of these organisations/structures to consider and focus on community safety issues and to solve problems and work in partnership with the police can be a very challenging and difficult task. This is particularly so when there is a history of distrust towards, or even fear of the police.

2.2.5 SALW and community-based policing

Living in poverty can mean far more than living without shelter or sustenance. It often also means living in fear without adequate means of protection or redress. Access to justice, safety and the right to live without fear is important to all. In particular, the fear of violent crime is a key threat to community safety and a challenge for both the community and the police to address.

Picture 2: Community Problem-Solving Group in Vlora, 2004 (copyright UNDP Albania)

CBP seeks to transform the culture of the police, increase their capacity and improve police-community co-operation in order to prevent crime, increase community safety and enhance sustainable development. In this effort, controlling the availability and circulation of SALW is a vital issue. The easy availability of SALW can turn domestic or property disputes into violent incidents and make crime much more violent. An increase in violence in turn seriously undermines prospects for social and economic development.

Reducing the number of firearms in circulation will improve public safety and security – the key aim of CBP. A number of measures can be taken to more effectively combat the spread of SALW, for example:

a) tighten controls on civilian firearm possession;
b) enhance the security of police stockpiles, keep accurate inventories of weapons and introduce a prohibition on officers taking arms home with them when off duty; and

c) introduce a new policy that police surplus weapons and arms seized from criminals should be destroyed to prevent them from leaking back into the illicit market.

In addition, SALW initiatives can directly strengthen CBP, for example:

a) capacity-building activities for the police on e.g. investigating SALW trafficking routes and techniques will increase the ability of the police to address SALW and other trafficking issues more effectively, thus improving the overall quality of policing;
b) a successful SALW collection process can be a good starting point for the police to build a more trusting relationship with the public because they will be seen to act to address problems of safety and security; and
c) successful awareness raising on the dangers of SALW can also provide an entry point for CBP in terms of initiating consultations between the police and communities.

Ultimately though, citizens will only be willing to give up firearms in their possession if they perceive an improvement in public safety and security and if they have a certain degree of trust in the police and other security agencies. This is where CBP can play an important role in strengthening SALW interventions. Similarly, if there is a good working relationship between the police and the community, it will be easier for the police to obtain information about arms caches or transit routes for arms trafficking. CBP can therefore support SALW interventions, for instance:

a) through police-community consultations, continuous dialogue and a trusting relationship can be established so that people may be more willing to part with their firearms and seek alternative (non-violent) solutions to addressing the root causes of crime and insecurity; and
b) partnerships established between the police and other institutions in society for CBP purposes could serve as useful platforms for addressing specific issues, such as SALW control and proliferation.

3 Implementing community-based policing - strategic management

The philosophy, principles and characteristics of CBP (as set out above) need to become part of the police organisation in order to ensure successful implementation. Quite simply: ***'if you fail to plan, you plan to fail'***. The police organisation therefore needs to ensure that it:

a) understands its 'customers', the people it serves;
b) understands the local and regional context in which it operates;
c) responds to the electorate;
d) sets and pursues clear and consistent objectives;
e) sets common objectives for all parties in the criminal justice system;
f) assigns clear management responsibilities;
g) trains and motivates people;
h) communicates effectively;
i) publishes information about its performance;
j) monitors results; and
k) adapts quickly/initiates change.

By undertaking a strategic management process as a first step, the police can ensure that they are clear about their priorities and the way in which they will undertake CBP. A useful starting point in this regard is to conduct a survey of the state of policing and public perceptions of the police.

The suggested components of a strategic management process are set out below. For a police organisation that already has these components in place, it may be merely a matter of adapting them or ensuring that they incorporate CBP principles. For other police services (especially ones that are newly established), this may be a completely new process.

3.1 A vision

An example of this could be 'To create a secure and safe environment for everybody' or 'To build safer communities, free of fear, through partnership'.

3.2 A mission statement

This should normally be a succinct statement of what the organisation is seeking to achieve, for instance 'A professional Constabulary Force delivering an accountable, quality and responsive service through community-based policing, especially in poor and vulnerable communities.'[4]

3.3 Identification of core business

It is critical that the police identify what their core business is, namely what their focus areas or primary functions are. These focus areas have to link closely to the principles of CBP, adapted to the priorities of the local context. The following provides examples of what the core business could comprise:

a) community safety and partnership;
b) provision of a 24-hour proactive response service;
c) management of crime reduction and crime investigation; and
d) provision of high visibility uniform police patrolling so as to reassure the public.

[4] Taken from the Jamaica Constabulary Force mission statement.

3.4 Corporate strategy by which vision/mission/core business is to be realised

The corporate strategy needs to show that the police organisation is unified about what it wants to achieve and needs to set out in clear terms what the police's organisational priorities and objectives are in the longer term.

3.5 Strategic development plan

The strategic development plan needs to set out in broad terms how the priorities and objectives will be achieved within a given timeframe (usually 3-5 years) and identify mechanisms for monitoring and evaluation.

3.6 Business/service implementation plan

The business/service implementation plan is the most detailed part of the strategic management process and needs to convert the intent and aims expressed in the previous stages of the process into meaningful and measurable activities. Key elements of this implementation plan should include:

a) ***'where are we and where are we going? Where do we want to be?'*** – A statement of key objectives and priorities;
b) ***'how do we get there?'*** – An action plan detailing ways in which services will be provided to achieve stated objectives, identifying any factors which may influence their achievement;
c) ***'what resources do we need?***' – An explanation of how available resources are to be used to put the plan into effect; and
d) ***'how do we know if we have been successful?'*** - Setting criteria by which performance is to be measured and agreeing key performance indicators.

4 'Model' of community-based policing

The preceding sections provide the constituent elements of what comprises CBP in terms of its principles and philosophy, as well as the strategic organisational process required for implementation. Based on this information, a suggested 'model' of CBP can be identified. The model is divided into four components, each containing what are considered to be key ingredients. Clearly these are not exhaustive, but aim to represent the core requirements for successful CBP. The four components of this CBP model are:

a) the 'philosophy';
b) the required organisational structure;
c) the management policy; and
d) the operational strategy for its implementation.

4.1 The 'philosophy'

a) focusing on continuous geographical responsibility – sector (neighbourhood) policing – as opposed to time-based responsibility (i.e. for an 8 hour shift);
b) core service provision by patrol officers;
c) long-term peace, safety and security are given priority over short-term crime control measures;
d) the creation of public consultation mechanisms with the objective of focusing on crime reduction, prevention and community safety issues;
e) new relations of multi-agency partnerships predominate;
f) a requirement to address social problems; and
g) the police and public engaged in joint working relationships of mutual responsibility.

4.2 The organisational structure

a) emphasis is on role not rank;
b) devolution of authority is a key element in the declared commitment to 'local policing meeting local needs';
c) local police 'commanders' will require more autonomy, including budgetary control, whilst being more accountable for service delivery;
d) adoption of a flatter rank structure with fewer management grades and more 'operational' (frontline) staff; and
e) less functional specialisation because 'operational' officers – patrol officers and first line supervisors – would be expected to cope with a range of new demands.

4.3 The management policy

a) internal and external communication – more emphasis on a 'bottom-up' approach and less reliance on formality and rank-based deference;
b) managerial authority would not come so much from rank but rather knowledge, responsibility and communication;
c) promotion would be performance-based;
d) personnel management policy shifts from being punishment-centred to being reward- and motivation-centred;
e) commitment to 'quality management';
f) proactive and participative management; and
g) decentralisation of resources and authority to the point of service delivery.

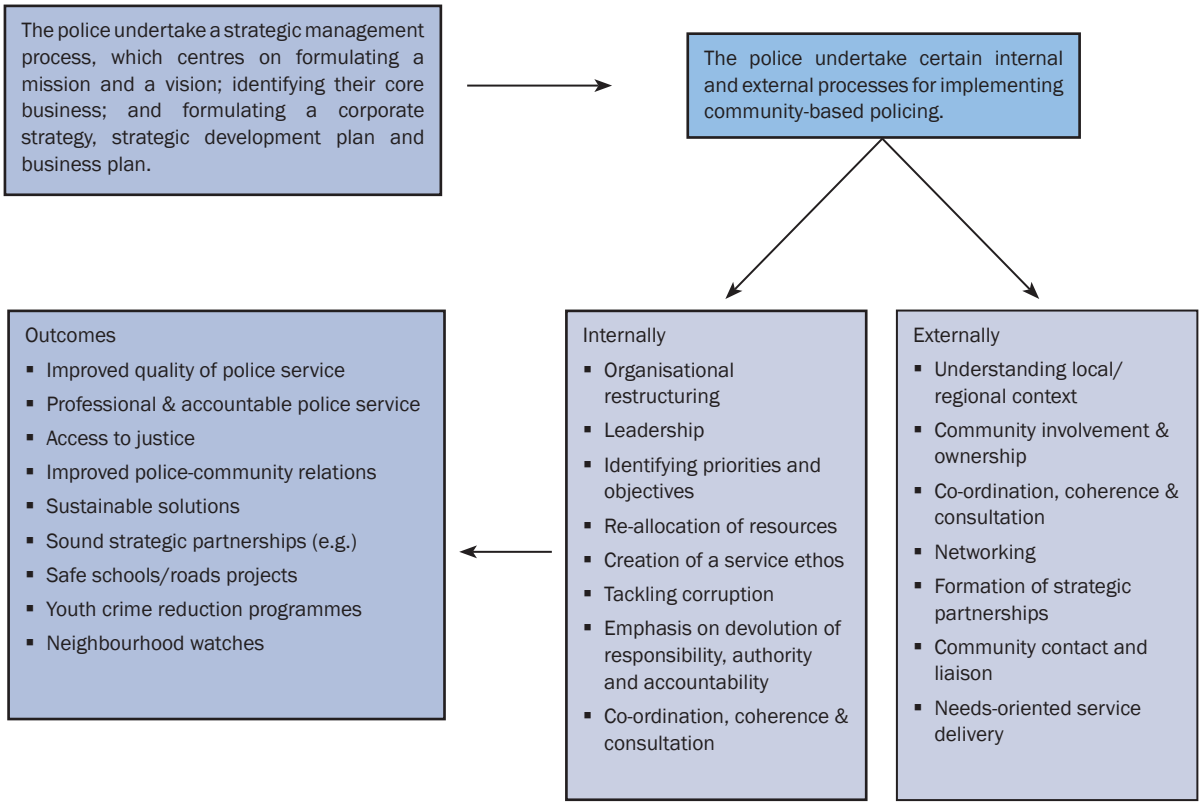
4.4 The operational strategy for its implementation

a) understanding the current state of policing and the relationship with the public;
b) producing a national policy framework and guidelines on CBP;
c) implementing CBP policing through pilot sites and pilot initiatives;
d) emphasising a problem-solving approach;
e) establishing an emergency rapid response facility;
f) undertaking intelligence-led policing;
g) building capacity on CBP and developing a targeted training programme;
h) adopting a team perspective/approach;
i) emphasising a visible, accessible, approachable and accountable patrol, and territorial responsibility;
j) enhancing the role of the public – crime control through the consent and co-operation of the community; and
k) forming working partnerships.

Community-based policing is about local policing meeting local needs

The above narrative identifies the philosophy and principles of CBP, seeks to show how this must be driven (implemented) through a strategic management process and suggests a systematic approach by way of a model. The diagram below presents a summary of this.

4.5 The community-based policing process



5 Key issues for undertaking community-based policing

The table that follows sets out in more detail some key issues that need to be addressed in the process of undertaking CBP. The table does not aim to provide an exhaustive list of all the issues and principles involved in CBP, but presents those issues that have repeatedly emerged, through practice, as crucial to the success of CBP.

The key issues have been grouped in two categories: those that need to be considered when planning and preparing to undertake CBP; and those that are particularly important to the implementation of CBP. However, the distinction is not absolute, as there are some issues that remain relevant throughout the entire process, such as developing and demonstrating effective leadership.

Although all the key issues focus mostly on what the police should do, the detailed information in the rest of the table also reflects challenges and activities that relate to the roles of the community and the Government (as appropriate) in undertaking CBP. The strategies that are suggested in the third column have been taken from actual CBP experiences in a variety of countries around the world and are therefore based on lessons learned in practice. These strategies suggest examples and ways forward in order to ensure that the key issues are appropriately addressed. In addition, examples of specific CBP activities in a variety of countries are contained in Section 6 below.

5.1 Principles and strategies for implementing community-based policing

KEY ISSUE	CHALLENGES	STRATEGIES AND EXPERIENCE
Preliminary issues for consideration before implementing community-based policing		
Demonstrating effective leadership (Also relevant to **Issues for Consideration** later in the table)		
▪ Leading by example and a commitment at the top is needed to drive reform processes and successfully implement CBP. ▪ Leadership is required at all levels within different institutions: e.g. on a national/ regional/district and municipal level within the police and government structures; and within the communities where CBP is being implemented.	▪ Lack of political will at the top. ▪ Insufficient understanding at the various levels of leadership of what CBP means and its benefits. ▪ In the extreme, lack of leadership can even stifle efforts that are driven from below. ▪ There may be a clash of agendas/interests between the leaders and pro-reform elements, which may hamper/stop reform efforts. ▪ Leaders at different levels that obstruct reform. ▪ Leaders who can drive change (champions for change) may be ignored because of prejudice and stereotyping, e.g. a view that older people resist/oppose change.	▪ Leaders can use their authority to 'drive' the implementation of CBP from the top and lead by example. E.g. the deputy police commissioner in a country implementing CBP visited the pilot sites and consulted the senior police officers there about what they have implemented, whether it was successful, what they have failed to implement etc. This meant that the commissioner held the senior officers accountable for their work and also gave them the opportunity to raise any problems or issues they are experiencing in doing this. By using his influential position in this way, the commissioner indicated the importance of CBP through his active involvement and requirement for action. ▪ Identify leaders who can drive change (champions) within leadership structures and ensure they are fully supported. ▪ Identify leaders early (both official and unofficial) who obstruct reform and devise ways to deal with them and the obstruction they cause. ▪ Ensure a clear corporate vision and mission statement that all leaders understand. ▪ Keep it simple – it has to filter through all levels of the police organisation or police service. ▪ If there is a history of SALW collection work, the leaders of that work may well be champions for expanding the work on SALW into CBP - thus continuing efforts at improving community safety and security.

KEY ISSUE	CHALLENGES	STRATEGIES AND EXPERIENCE
Understanding the local context		
▪ 'Local policing meeting local needs' – knowing local people and their problems. ▪ Knowing local institutions and building on them. ▪ Ensuring that the implementation of CBP fosters co-operation and harmony in the community by bringing people together from different groups to address common problems.	▪ Take care not to promote the negative aspects of existing or traditional methods and institutions. ▪ Be aware of the dangers of imposing an external model that may be inappropriate. The great strength of CBP is that it is sufficiently flexible to be adopted to meet local needs and conditions. ▪ There may exist some tensions between different groups (linguistic, ethnic, political, religious) in a community and these tensions need to be recognised and sensitively addressed when implementing CBP. This is one of the reasons why a pilot phase in such a community may prove to be very beneficial.	▪ Conduct an independent survey/assessment of structure, function and perceptions of the police as a starting point for reforms. ▪ Identify existing structures within a community, e.g. families, clans etc and people of influence within them, their degree of legitimacy in that community and their positive/negative impact on the effective implementation of CBP. Take into account that individual police officers are often part of this community and may therefore strengthen or weaken CBP implementation. ▪ Model police stations/offices can be used involving traditional leaders and institutions in order to demonstrate effective and successful implementation of CBP as a positive example to others. ▪ The primacy of local policing requires authority and responsibility to be delegated to the local police commander. This decentralisation of control requires fundamental changes in the role of senior officers at force/regional headquarters from an over-reliance on authority and direction to a more consultative and participatory style of leadership. ▪ The primacy of local policing requires the re-distribution of resources on the basis of needs identified between the local police commander and their public and not on internal hierarchical police structures based on rank and status. ▪ Traditional/existing structures may also provide entry points for identifying appropriate 'key players' and mechanisms to enable the effective introduction of CBP. Over time, more formal structures that focus on community safety issues may develop, such as local crime prevention panels, local schools, road/community safety programmes, local neighbourhood and/or business watch schemes, etc., and most importantly, a Police-Community Consultative Group. ▪ Focus on a 'best fit' (country/context specific) rather than only a 'best practice' approach to ensure that the style of CBP introduced is applicable and appropriate to the local context. ▪ Identify the social, political and economic conditions in the community that may lead to conflict and try to ensure that CBP does not aggravate, but actually mitigates, these tensions by e.g. ensuring that the community-police forums (and the police force itself) are fully representative of all groups in the community and that their concerns are taken into account and their rights protected.

KEY ISSUE	CHALLENGES	STRATEGIES AND EXPERIENCE
Understanding the regional context		
▪ Many criminal and safety problems have cross-border or regional implications, e.g. trafficking (drugs, humans, arms) or an uncontrolled flow of people or refugees.	▪ The host country may not be able to control destabilising factors that come from across their borders, e.g. armed conflict or organised crime operations in neighbouring countries. ▪ Border police, customs and immigration officials may not be able to control or address such problems due to lack of resources, corruption or poor co-ordination amongst different government agencies.	▪ Try to address some of the cross-border or regional problems within already established groups/fora such as regional police/security multi-agency groups or regional organisations (e.g. OSCE, SARPCCO, SECI Centre for Combating Trans-border Crime, ASEAN, OAS etc). Link CBP to other initiatives addressing specific security issues such as SALW proliferation/trafficking. ▪ Devise strategies for strengthening the capacity of border police, customs and immigration officials to address these problems. ▪ Devise specific strategies for taking into consideration the cross-border problems that will have to be addressed by CBP (especially in border areas). ▪ Conduct research of the regional context and the cross-border security and criminal problems.
Improving quality of service		
▪ CBP sees policing as a professional service to the public that responds to community needs. ▪ Quality of service consists of a number of different issues, e.g. capacity, resources, training, facilities, equipment etc., but above all the attitude on the part of the service provider that 'quality matters' and an ongoing desire to improve.	▪ Lack of sufficient training or appropriate recruitment. ▪ Lack of financial or technical resources and equipment. ▪ Poor existing basic facilities and infrastructure. ▪ Lack of appropriate communication mechanisms between the police and public and internally within the police. ▪ Authoritative and inflexible attitudes by leaders who decline to change and improve the service. ▪ Lack of understanding of what 'providing a public service' really means. ▪ No incentives to improve service – people in power having jobs for life who see no benefits in change, but only extra work and difficulties..	▪ To improve standards of service the police need to be easily accessible and responsive to the public. Police need to publish the standards of service they are committed to providing and for which they agree to be held accountable. Provide facilities to elicit feedback from the public and show a willingness to positively respond to justifiable criticism. ▪ Establish police stations/posts as the 'primary unit' of service delivery and develop 'centres of excellence' (model police stations). ▪ Establish a 'Citizen's Charter' in order that all police officers know what is expected of them and to which they will be held accountable (see also 'Developing effective partnerships' below). ▪ Introduce internal and external systems to monitor complaints of poor service and provide feedback to the public on steps taken to address problems and make improvements. ▪ Establish internal police suggestion scheme to improve service and performance.

KEY ISSUE	CHALLENGES	STRATEGIES AND EXPERIENCE
Enabling access to justice		
▪ CBP is an integral part of the broader criminal justice and security sectors of government, necessitating a corporate, coherent and mutually reinforcing approach to all the elements in this sector.	▪ Progress made by implementing CBP, can be undermined by an incompetent, unfair or corrupt judiciary in which the general public have no confidence. ▪ An unaccountable security sector can destroy CBP initiatives. ▪ Unwillingness by the criminal justice/ security sectors to have any meaningful communication with the civilian police organisation. ▪ Incoherent policies across the judicial, penal and police sectors can hamper CBP as well as SALW efforts (e.g. if amnesty laws on SALW ownership expire and no punitive action follows).	▪ Create an atmosphere of confidence and trust between the police, the criminal justice system and the rest of the security sector so that they can openly communicate together to agree common objectives and set priorities. ▪ Establish representative bodies to advise on legal reform to meet current and projected needs. ▪ Create 'Court Advisory Groups' to provide feedback on the administration of justice and bureaucracy. ▪ Establish a 'Court Witness Service' whereby victims and witnesses are supported at court by having procedures explained to them, thereby reducing their fear, anxiety and apprehension in giving evidence. ▪ All the above initiatives will support CBP by providing greater accessibility to the criminal justice process, more transparency in how justice is administered and allow the public to have their say in how they are dealt with by the system.

KEY ISSUE	CHALLENGES	STRATEGIES AND EXPERIENCE
Issues for consideration when implementing community-based policing		
Ensuring ownership		
▪ Needed at all levels and ranks of the police organisation and at all levels within communities. ▪ Is crucial in order that the police and the community will sustain CBP after external support has ended or where there is only limited external support. ▪ Authorises the community and the police to have a direct, positive impact on all 'quality of life' issues in that community, thereby ensuring that people are and feel safe. ▪ Need to get ownership and buy-in of police staff associations or unions (e.g. Police Federation in the UK).	▪ Competing interests between the different levels (this can also apply to the issue of demonstrating leadership). ▪ Externally imposed reforms may not engender the required local ownership. ▪ Ownership may be lacking if the stakeholders do not clearly see the benefits of undertaking the CBP reform process. ▪ People of influence obstructing reform. ▪ Champions for change may be overlooked or ignored because of prejudice or stereotyping, e.g. a view that older people resist/oppose change.	▪ Praise and recognition. ▪ Developing a national policy on CBP. ▪ Creation of community-police consultation structures. ▪ Flowing from the above, the public will have the feeling that they're being listened to, can influence policing and therefore can see visible benefit from their participation in the CBP process. ▪ If SALW interventions (collection, mappings, awareness-raising) have been conducted in a consultative manner, the structures within the police and the public who were involved in these efforts may implement CBP. ▪ Establishing 'dedicated task teams' within the police to assist understanding, develop ownership and support/co-ordinate implementation ▪ Participatory management – consulting people and listening to their views, involving them in decision making and obtaining their personal commitment to action. ▪ A lead-in inception phase (pilot stage) can greatly assist in developing the necessary commitment to CBP. Such a major change in policing requires careful introduction and management. A pilot stage allows for the early identification of difficulties that can be quickly addressed before they become major obstacles. ▪ Identify champions for change within the police and the community who support CBP and can take it forward. Devise practical ways in which they can be supported, e.g. targeted use of available resources on agreed priorities; allocate or if necessary divert financial resources to priority tasks.

KEY ISSUE	CHALLENGES	STRATEGIES AND EXPERIENCE
		▪ Within the police organisation: ▪ Recognition, where appropriate, by promotion; enhanced role with increased status (e.g. appointment as member of an advisory group on CBP policy/ procedures); selection for specialised training/personal development (including prestigious training courses abroad); top managers/leaders encouraging and recognising contributions officially; introduction through sponsorship of a 'Community Police Officer of the Year Award' - both the police officer and his/her family are recognised and receive an award, e.g. a family holiday. ▪ Allocate additional police resources (finances, equipment and personnel), however limited. Allocate a greater proportion of the overall police budget to the implementation of CBP on agreed criteria ensuring transparency and accountability. ▪ Introduce a human resources strategy that enables the selection of appropriate officers for key operational command positions. Try to maintain continuity of command positions. ▪ Connect with outside professional associations, institutes etc. to support and enhance the professionalism of the police. E.g. a certain police force were finalists in a prestigious people management award competition (run by the Chartered Institute of Personnel Development), obtaining international recognition for their work on police suicide prevention. ▪ Identify those obstructing reform early on and immediately devise ways for dealing with them. Ensure there is a clear understanding of what is required from leaders/managers in the change process. As part of a revised human resource strategy, personal appraisals should include advice, guidance, ongoing practical help (including mentoring if necessary), additional training and encouragement. Closely monitor responses and recognise and acknowledge progress or address the situation if there is no change. Appeal to self-esteem, self-interests and benefits, job satisfaction and the acceptance/support of the organisation; and advise on the impact on career prospects. Stress the importance of delivering a professional service that meets the needs of the public. If all this is unsuccessful, finally consider sanctions, e.g. not considered for advancement/personal development; sidelined; advised to retire (with or without financial inducement); and/or transferred and placed in a position of minimal influence (thereby being neutralised). ▪ Important: Many obstructing people will eventually respond, but some will never change and this has to be recognised and addressed. Be conscious that one can spend excessive time on those who will never change, sometimes to the detriment of champions and supporters.

KEY ISSUE	CHALLENGES	STRATEGIES AND EXPERIENCE
Developing effective partnerships		
▪ Partnerships between the police and the community are a key component of CBP.	▪ Lack of trust and respect from one or both sides will prevent partnership and co-operation on problem-solving. ▪ Some influential people will be very reluctant to change if they see no personal benefits, particularly in local government monopolies.	▪ Establish structures to enable police/public consultation and problem-solving, e.g. crime prevention panels, neighbourhood watch schemes, youth safety programmes, victim support schemes, building on partnership structures dealing with SALW issues, etc. ▪ SALW collection initiatives may provide partnerships for implementing CBP. Conversely, CBP partnership structures may serve to make SALW efforts more long-term and sustainable as an integrated part of community safety. ▪ Giving both the local police and local community the authority, responsibility and capacity for addressing crime and disorder. ▪ Establish a 'Citizen's Charter' for the police and public (prepared by them) for both to understand their responsibilities and rights and to be held accountable for their conduct. Suggested content can include: summary of the police corporate strategy; police mission statement; police code of values/ethics; statement of what the public can expect from the police; statement of what the police can expect from the public. Additionally, this can include details on the Standards of Service the police promise to deliver to the public, e.g. dealing with requests for help (emergency and non-emergency telephone calls, in written correspondence) and basic human rights (questioning, arrest, search, detention, bail, providing statements to the police, public demonstrations etc). ▪ Introduce performance indicators that are realistic, can be achieved and measured. Using these indicators, establish a monitoring and evaluation system to measure the effectiveness of CBP implementation. Specific issues can be highlighted within this evaluation, e.g. SALW.
Achieving sustainable solutions		
▪ CBP needs to be a long-term, lasting partnership that produces sustainable solutions to community problems.	▪ If it takes a long time for conditions to improve, support for undertaking CBP may wane.	▪ Ensure that some 'quick wins' are built into the process of establishing CBP so that momentum for reform is maintained. ▪ Ensure that outputs or outcomes are clear, as well as the benefit this brings in the short and long term, to the police and the community – incorporating SALW interventions as priority issues in this process.

KEY ISSUE	CHALLENGES	STRATEGIES AND EXPERIENCE
Ensuring police accountability		
▪ Police should be accountable to the Parliament and the public to ensure professionalism, respect for human rights and mitigate the likelihood of police abuses. ▪ Police services that are accountable are trusted and are therefore more capable of delivering a high quality service to the public. ▪ An accountable police organisation is more likely to be regarded as a professional service in the eyes of the establishment and 'intelligentsia' and as such is more likely to receive greater support, particularly in terms of resources.	▪ Weak oversight of the police may diminish its reputation and accountability. ▪ Lack of transparency by the police in the manner in which they serve the public will obstruct their accountability and undermine the trust of the public.	▪ Promote effective strategic management systems to enhance police accountability to the Parliament and the public. E.g. require the publication of police statistics on agreed performance indicators including the number of complaints against the police in all categories, i.e. alleged breaches of human rights, allegations of corruption, assault and violent behaviour, negligence and misconduct etc. Put in place complaints mechanisms e.g. ombudsmen. Require the publication of a local policing plan setting out agreed objectives and priorities following consultation with the public. Conduct regular police-community meetings that are open to the public and where minutes and actions are recorded as an accurate record of business. Make it a requirement by the Chief of Police for the local police commander to attend these meetings. It is necessary to define (institutionalise) the role and power of these assemblies: how participants of the assemblies will make decisions and how the decisions will be applied in the field. Require the publication of an annual policing report at the national level where the performance of individual police areas/divisions is fully documented and ensure that this report is available for scrutiny by the general public. ▪ Establish a 'Citizen's Charter' as an effective practical tool whereby the police can be held accountable (see also 'Developing effective partnerships' above). ▪ Create a fair and transparent police disciplinary policy and procedure that both the police and public have confidence in. ▪ Create mechanisms whereby the local community are consulted when transfers of their local police officers are being considered (the sudden, unexpected and unplanned transfer of key personnel causes considerable resentment in local communities and should be avoided whenever possible). Ensure that consultation mechanisms are institutionalised and feedback incorporated into police planning and activities. ▪ Ensure that the police's activities on SALW collection are transparent, that weapons are safely stored/destroyed as envisaged and that legislation (e.g. amnesty laws) is enforced equally across the board.

KEY ISSUE	CHALLENGES	STRATEGIES AND EXPERIENCE
Tackling corruption		
▪ Police corruption undermines public trust and confidence in the police, de-motivates champions for change in the police and diverts valuable resources from where they are most needed. ▪ Corruption undermines the basic fabric of society, the rule of law and order, and ultimately democracy itself. ▪ Corruption includes the acceptance of gifts and favours for ulterior motives and nepotism and prejudice when enforcing the law. ▪ Power and influence without accountability can corrupt.	▪ If corruption is endemic, it may be difficult to persuade police officers not to participate in corruption. ▪ In conditions where the police are poorly paid, corruption (in the form of bribes especially) may be the only way in which they can make ends meet. ▪ Corruption may be linked to political influences that span different government institutions.	▪ The political will to deal with the problem of corruption needs to be present. ▪ Identify and try to address the root causes of corruption, e.g. if low wages are a significant cause, this needs to be addressed in the longer term by the National Government. Conditions of service and facilities can also be a factor and this can be addressed by, for example, the provision of free public transport and free/subsidised housing. Sponsorship, that is officially authorised and transparent, can also be encouraged to assist, e.g. commercial companies can sponsor vehicles, equipment and the decoration/refurbishment of local police stations/offices. ▪ Introduce a robust anti-corruption policy and ensure that corrupt police officers are identified and dealt with quickly and fairly. ▪ Introduce a disciplinary policy and procedure that is fair and transparent. ▪ Identify senior officers who have the necessary ability and personal qualities to lead an anti-corruption unit effectively. ▪ Ensure that innocent victims of corruption know where and how to complain against police and are kept informed of the progress and outcome of their complaints.
Building capacity		
▪ *Training*: Provide appropriate training for the police in the philosophy and practical implementation of CBP. This should include how the CBP philosophy can be communicated to the public. ▪ *Resources*: Ensure that sufficient resources are allocated to CBP as a policing priority and that resources are used properly and to maximum effect. Make the most of existing resources.	▪ Weak leadership and ineffective management will undermine steps towards building capacity. ▪ Lack of resources or the inappropriate use of existing resources can obstruct the implementation of CBP and the capacity of the police in general to respond to change. ▪ An attitude of 'existing resources mean nothing' may mean dependence on outside support, ignoring the potential of using local resources well.	▪ Implement a training strategy that includes capacity and team-building skills for police supervisors and senior officers. Ensure that this strategy includes priority security issues such as addressing the illegal possession and circulation of SALW. ▪ Design and deliver a training programme on CBP to selected trainers in order that they can deliver training as near to the work place as possible. ▪ Design a public education programme to inform the public of the aims of CBP and the need for their involvement and highlight specific security threats to be addressed, e.g. SALW. ▪ Prepare a media strategy to communicate the aims/objectives of CBP to the general public. ▪ Prepare a 'CBP force policy' and a CBP manual of guidance to assist officers implementing CBP, including priority security issues such as SALW.

KEY ISSUE	CHALLENGES	STRATEGIES AND EXPERIENCE
		▪ Organise regular meetings of pilot site commanders, trainers and other key leaders to share experiences, identify good practice and difficulties and to contribute to policy and procedures. ▪ Ensure that the CBP training programme includes police officers attached to Headquarter units and specialist branches, especially those not operating at a local level, so that they understand CBP and are aware of its implementation.
Enhancing co-ordination and coherence		
▪ Duplicated or contradictory reform efforts cause confusion, waste resources and can destroy or limit the will for undertaking CBP. ▪ Co-ordination and coherence are important within new initiatives (e.g. a broader justice and security sector reform or SALW intervention) and between institutions working in the same area (region, country, district, province, municipality, prefecture, etc).	▪ Competing agendas between or within the implementing institutions (e.g. different government departments or within the same department or police structures). ▪ Competing agendas and institutional 'competition' and 'jealousy' between external actors (e.g. donors) supporting CBP processes or between individuals professing to support CBP. ▪ Undertaking reform and CBP without taking into account the existing structures and initiatives.	▪ Establish broad consensus with all the implementing agencies or institutions on the overall objectives of CBP and how this fits with any ongoing or envisaged major reform initiatives for the police and the broader criminal justice and security sector, including SALW initiatives. ▪ Establish a communication/consultation process between external actors (e.g. donors) in order to ensure agreement on the main objectives of their support and the added value of each actor's contribution. ▪ Establish a communication/consultation process between a wide range of community leaders in order to obtain their agreement and support for the objectives of CBP and for them to value all individual contributions. ▪ Use existing structures and initiatives flexibly and to the best advantage when implementing CBP. ▪ Identify people in the community (not necessarily those in positions of authority) who are particularly skilful in bringing people together, obtaining consensus and instigating positive action. ▪ Keep people informed of developments and progress; correct inaccurate information and rumour quickly; deal with confusion and uncertainty; and develop an information network that ensures correct information/messages get to the public, particularly the influential opinion formers.

6 Examples of community-based policing initiatives

The following are case study examples of different types of CBP activities that have been undertaken in selected countries. They demonstrate that CBP goes beyond merely arresting criminals to creating better societies in co-operation with the people who live in them.

6.1 FYR Macedonia

6.1.1 Regional context: South Eastern Europe

Many police forces in the region are tentatively adopting 'community policing' principles as part of a strategy to bridge yawning gaps of trust and respect between the police and the community. Often this is a process that has been shepherded and financially supported by international organisations working in the area. To be sure, it is a difficult task and remains at an embryonic stage. Nevertheless, its initiation, advocacy and promotion are clear signals of a new approach to policing in the Balkan region.

6.1.2 Introducing the police back into the community

In FYR Macedonia, 'community policing' has been a leading strategy adopted by the Government to rebuild weak community faith in state institutions. Broadly speaking, the objective is to integrate (often for the first time) the police as an essential, valued and trusted part of the wider fabric of the community. Achieving this involves changing the police's perception of their role as a reactive, state-centred agency and, at the same time, embarking on a project to win the hearts and minds of the Albanian communities in the northern areas of the country that were the main site of operations during the 2001 civil war. Not only do patrols now better reflect (demographically) the community they serve, but a new 'community centred' approach has been incorporated throughout their training periods. New structures have also been created to engage the community. Citizen Advisory Groups (CAGs) have been established as fora to discuss matters of mutual interest and concern between designated community representatives and the police.

6.1.3 Lessons learnt

Introducing the police back into society is the first step of a very long process of trust building and has been done incrementally, and with sensitivity, to ensure long-term success.

The ethnic composition of the police patrols was changed to be more representative and this made the police much more acceptable to the local population.

6.2 Serbia

6.2.1 Piloting community-based policing

An internationally funded and supported initiative has assisted the police in Serbia to move forward in the development of the philosophy of 'community policing' to transform it from a police 'force' to a police 'service' which represents the community it serves. The Multi-Ethnic Policing Element (MEPE), created in 2001 to form a police unit that represented ethnic minorities in the south, has now been fully integrated into the mainstream Serbian Police Service. The current pilot projects in South Serbia have resulted in the formation of Citizen Advisory Groups (CAGs), Municipal Safety Councils (MSCs) and the South Serbia Working Group. The creation of similar groups will in the future be implemented throughout Serbia. A series of buildings are under construction

in South Serbia to be used by the police and the local communities for training and joint initiatives. Essentially, the ability of the police to evolve into a reflective and responsive policing service that meets the needs of the many varied communities in South Serbia, could be a major contributor to the maintenance of the often fragile political atmosphere of this region. The heightening of community awareness on the part of the police as it pertains to the issues of the citizens who are of the minority community (whether because of ethnicity, sexual orientation, age, religion and belief, gender and/or disability) is viewed as forming part of the foundations of community partnership. The appointment of Community Liaison Officers (CLOs) and a training programme for all police officers in Diversity and Minority issues is planned to run in conjunction with the formation of Hate Crime Investigation Units. Increased public confidence in the police has traditionally had a dramatic effect on the reporting of crime/disorder and with measures like these in place the security of the community and the stability of Serbia will significantly be enhanced. Educating the police in those areas in the new approach has resulted in enhanced community participation in community safety throughout the country, representing a marked departure from hierarchical traditions of police-community relations.

6.2.2 Lessons learnt

Capacity building of the police in CBP has proven to be crucial to getting these initiatives off the ground. Frequent and consistent positive interaction between police and community (including, but not limited to, formal and informal leadership within citizen groups, self government and the international community) have proven to be effective in addressing issues at the grass-roots level, thereby often pre-empting situations which could have developed into more problematic and complex situations.

6.3 Entity of Kosovo[5]

6.3.1 Community safety initiatives as a support to community-based policing

Since the cessation of conflict in Kosovo in 1999, the newly established Kosovo Police Service has often struggled to exercise its authority and to implement a community-based policing strategy on the ground. From mid 2005 to late 2006, a Kosovar and international NGO have collaborated to increase the involvement of local communities in policing as well as related public safety issues at the local level so as to support broader community policing efforts. In one pilot site in the south east of the territory, the residents of a village affected by a range of safety and security problems worked over the course of a year, establishing links with security providers such as the police, KFOR and Kosovo's civil emergency force the KPC (Kosovo Protection Corps) to agree specific 'community safety plans' for each of their problems. By first tackling problems such as reckless driving, wild dogs and river flooding, the community was able to gradually build the necessary links to improve the frequency of police patrols in their area, as well as residents' responsiveness to the police.

6.3.2 Lessons Learnt

By using a 'participatory approach' (making the community the entry-point, beneficiary and owner of the project), real commitment to solve problems was created.

Confidence-building and careful sequencing was necessary so that policing issues could be raised with the community.

[5] Forthcoming evaluation of the project by Saferworld and the Forum For Civic Initiatives, 'Challenging Insecurity: engaging civil society in decision-making on arms control and community safety'.

The project, although local in nature, had a long-term perspective. It was accepted that many community problems could only be solved once trust and relationships have been built between residents and institutions and that this takes time.

6.4 South Africa

The following examples from South Africa and Malawi are taken from two large DFID-funded projects both of which have been extensively reviewed and both documented as examples of 'best practice' to be adopted in other countries around the world.

The end of apartheid, the advent of a new democratic dispensation and the need to transform the police from being a repressive organ of the state and paramilitary law enforcers to an organisation 'that was of the people and for the people' was (and arguably remains) a massive undertaking. To merge 11 different police organisations into one unified national structure comprising about 140,000 police officers – one of the largest police forces in the world – against a backdrop of escalating violent crime, was no mean undertaking. The new South African Government agreed that the policing model to achieve this was CBP.

6.4.1 Police officer and police person of the month award scheme

In line with the model of CBP appropriate for a 'new' South Africa, a 'Police officer and police person of the month award scheme' was piloted in the Free State Province as a means of recognising and motivating those members of the police and public who had contributed most to implementing CBP.

This initiative was 'led' by the Government, obtained formal sponsorship from the media and business organisations, who all participated through an equal and formal partnership agreement. It captured widespread and positive media publicity, sensitised the public as to the new role of the police 'to serve', and led to an Annual Award Scheme that has proven to be motivational and sustainable.

6.4.1.1 Lessons learnt

The need to enter into formal partnership agreements leading to shared responsibility and accountability.

The need to secure adequate funding as an integral part of building sustainable solutions.

The critical importance of 'political will'.

How an award scheme can improve morale and how the awards can be developed in terms of 'prizes' to encourage professional development - for instance officers being awarded prizes for study courses and visits.

6.4.2 Best community-based police station award

This initiative was led and sponsored by a number of large commercial organisations who recognised that they needed to demonstrate their commitment and contribution to improving safety and security. An extensive and exhaustive scheme was introduced to judge, out of over 1,000 police stations, what individual station was the 'Community policing station of the year'. The stations where CBP had been effectively piloted, consequently won this prestigious and highly publicised award in two consecutive years.

6.4.2.1 Lessons learnt

The critical importance of political will – vital to its success.

The need to develop pilot stations when introducing CBP to consolidate resources and to be fully accountable for performance.

The need for 'continuous' improvement.

Important: This initiative, that was started in 1996, has continued to develop, resulting in stations now being given the coveted award of designation as 'Mandela Stations'. The reputation of that statesman needs to be mirrored by the reputation of those police stations!

Best practice initiatives are transferable to other countries (see the Malawi experience below).

6.4.3 Exchange study visit

Linked with the previous two initiatives, a formal government agreement was reached between the Governments of South Africa and the UK to enable selected police personnel to undertake professional development training through study and work visits, to the UK. This enabled a South African policy of 'affirmative action' to be practically implemented whilst enabling officers whatever their colour or creed to participate. It was introduced through the adoption of a Professional Development Programme, which is a key element in successful CBP.

6.4.3.1 Lessons learnt

Reciprocal exchange visits can ensure maximum learning potential.

The need to ensure that knowledge and understanding is tested and translated into the work place by linking academic study with work placements.

Policing is about people serving people and the most valuable resource are the staff – hence the need to emphasise human resource management and development.

6.5 Malawi

6.5.1 Establishing community consultative structures

In order to implement CBP, community consultative structures were developed that were based, either by integration or modification, on existing formal structures. This in turn aimed to build on traditional authorities and used proven systems of administration of justice. The police/public consultative structures that were supposed to address safety and security issues, had to operate from the grass roots level through to a national steering and co-ordinating mechanism.

6.5.1.1 Lessons learnt

Any implementation plan for CBP needs to be country specific.

It is critically important to understand culture(s) and to draw on the expertise and credibility of traditional authorities, whether persons or systems.

Creating understanding and acceptance of the notion of 'volunteerism' – the giving of your services for 'free'.

6.5.2 Developing a model community-based policing station

Based on best practice from South Africa, Malawi introduced its own model CBP station, which became the testing ground and benchmark for the development of CBP and its incremental implementation.

This police station received national and international recognition for its pioneering work.

6.5.2.1 Lessons learnt

The need to develop regional initiatives in order to share and learn from 'best practice'.

How recognition, particularly from the international community, is a powerful motivator in changing perception, reducing the fear of crime and encouraging donor collaboration and investment.

Linked to the preceding point, the need to formalise donor collaboration to maximise expertise and provision of essential resources.

Confirmation of the notion that 'nothing breeds success like success'.

Perhaps the most notable lesson learnt is that a CBP project led to a comprehensive police reform programme and provided the entry point to a wider safety, security and access to justice programme.

6.6 Kenya

6.6.1 NGOs building bridges between the police and the public

Learning from other African countries, in particular South Africa and Malawi, has positively contributed to the development of CBP in Kenya.

In Kenya, an international NGO has entered into formal partnerships with Kenyan NGOs working in the field of safety and security in order to develop mechanisms, on the grass roots level, to enable the police and the public to work together. This has been done in conjunction with other stakeholders from the statutory sector,[6] collectively leading to the Office of the President adopting, and then taking the lead on a model of CBP, appropriate to Kenya.

This work was partly born out of SALW control work, which led to the realisation that CBP was the next logical step to ensuring public safety and security.

6.6.2 Lessons learnt

The importance of involving NGOs and other grass roots organisations in any CBP strategy.

Ensuring ownership i.e. 'buy-in' by all stakeholders.

Identifying the benefits and imperatives for the adoption of a democratic style (CBP) of policing.

[6] This work has been undertaken by Saferworld, in partnership with the Kenyan Institute of Administration, the Kenyan Police, the Administration Police and the Security Research and Information Centre (SRIC).

6.7 Northern Ireland

6.7.1 The 'Markets' neighbourhood policing project[7]

In 1996 a team of eight constables and one sergeant was set up in the predominantly nationalist, republican 'Markets' area of Belfast. At that time there was virtually no support for the police, and paramilitary organizations conducted their own "patrols" in the area. Over the years the team has built up support within the community and a climate of mutual trust and respect has developed. The police now operate effectively, which has brought results in terms of both crime reduction and public order policing.

The elements of the team's success are common to successful community policing projects elsewhere in the world. They include:

a) a dedicated policing team for a geographical area, with total responsibility for policing that area;
b) officers with communication, conflict resolution and problem-solving skills who remain with the team for several years;
c) respect for people of different backgrounds or political convictions;
d) empowerment of the team to determine policing priorities in partnership with the community;
e) foot patrolling as the predominant patrol method;
f) patient and determined development of community activities, including youth schemes and neighbourhood meetings;
g) recognition by senior police managers that the team's work is important and should not be disrupted by deployments for duties elsewhere; and
h) skilful use of discretion over minor offences, while maintaining a vigorous enforcement regime against more serious offences.

6.8 Jamaica

6.8.1 Mediation process

The Jamaica Constabulary experienced excessive demands on their services through calls to deal with numerous disputes, including for example, domestic, neighbour and property rights disputes. In an effort to manage these demands, the police adopted a pragmatic approach that would start resolving people's problems in the long term rather than constantly being called to re-occurring disputes. As part of their understanding of CBP, they therefore introduced a mediation process that focuses on conflict resolution/reduction. The essential elements of the process are that a trained police officer will obtain the agreement of both parties to seek mediation and obtain their signed agreement to comply with the basic ground rules of the process. They meet on neutral ground, usually the police station where both will state their position and through the skilled facilitation of the trained police officer, they will try to achieve an agreed resolution of the dispute. In many cases this is proving to be effective with both parties agreeing to peacefully resolve their dispute without further conflict.

6.8.1.1 Lessons learnt

The above approach came about because the police took a proactive approach to policing, whereby the needs of the community were identified and steps taken proactively to address the problems of recurring disputes, rather than waiting for the complaints to reach the police.

Through its involvement in resolving disputes in the community, a mechanism for sustainable solutions has been established and levels of trust between the police and the community have been boosted.

---

[7] Quoted from the Report of the Independent Commission on Policing for Northern Ireland, p. 42.

6.8.2 Youth crime reduction initiative

A youth crime reduction initiative was initiated in a number of schools in the poor inner city areas of Kingston. This idea came from a local police Deputy Superintendent, who identified a real problem with youth crime and delinquency in one local school and discussed this with the head teacher of the school. The programme concentrated on youth who are particularly at risk and involved selected students attending two separate sessions each week that covered a wide range of personal issues such as personal discipline, self-esteem, drug abuse, the dangers of 'gun culture', safe sex, etc. Well trained, experienced and carefully selected police officers undertook this task and operated with the full co-operation and support of the teaching staff and in some cases involved the teachers in the actual delivery of these programmes. The programme was quickly expanded to other schools and enjoyed the support of other head teachers, school governing bodies, local politicians and the local Education Department.

6.8.2.1 Lessons learnt

Through the initial action of the Deputy Superintendent, a priority need for crime reduction was identified, namely youth at risk of becoming involved in crime. This signified local knowledge and a proactive approach on the side of the police.

Strategic partnerships and a collaborative approach (involving the police, head teachers, politicians and the Education Department) enabled the youth schools programme to be expanded to several schools and to be mainly self-resourced.

6.9 Pakistan

6.9.1 Public-private partnership to deliver crime analysis[8]

Karachi, the capital city of Pakistan, has been the site of an innovative public-private sector partnership to assist community policing efforts. On the initiative of the business community, a structure known as the Citizen Police Liaison Committee (CPLC), which is funded primarily by private donations and staffed by volunteers, has been established and now manages crime databases for the police. The Committee also provides an analytical service for the police particularly in relation to serious crimes such as kidnappings. With offices in police stations and its headquarters in the Office of the Governor of Sindh Province, the CPLC has become deeply integrated into the apparatus of the Government.

6.9.2 Lessons Learnt

The private sector has an interest in community-level security and the business community in particular may be an under-estimated resource in other communities.

Community security concerns each and every citizen and thus any initiative aimed at supporting police work should be synchronised and embedded within existing government structures and mechanisms.

[8] Taken from Mohammed Musad (2002), Co-producing Citizen Security: the Citizen-Police Liaison Committee in Karachi, IDS Working Paper 172. Accessible from, http://www.ids.ac.uk/ids/bookshop/wp/wp172.pdf, accessed on 05 September 2006.

6.10 Conclusion

No matter how much written policies talk about community-based policing, if the values, business and systems of the police organisation do not support it – or worse, conflict with it – then a community-based style of policing is doomed to failure.

The policing focus needs to centre on:

- Local policing;
- Responsive policing;
- Targeted policing;
- Partnership policing.

The focus must be on delivering a quality service. The public is looking for a policing service which:

- Addresses their needs;
- Works to an ethic of openness and consultation;
- Sets itself standards of service;
- Measures those standards and publishes the results;
- Reaches out to the most marginalised – the poor, vulnerable and disadvantaged;
- Is much more concerned with relations with the people it serves than with its image alone.

Identifying and tackling the root causes of crime, disorder and fear, in conjunction with partners in the community, rather than repeatedly and superficially treating the symptoms, is the most effective way of policing. This is community-based policing.

Annex A
(Informative)
Terms and Definitions

A.1.1
CBP
(community-based policing)
a philosophy (a way of thinking) and an organisational strategy (a way to carry out the philosophy) that allows the police and the community to work together in new ways to solve problems of crime, disorder and safety issues to improve the quality of life for everyone in that community.

Note: CBP involves the police participating in the community and responding to the needs of that community, and the community participating in its own policing and supporting the police.

Note: It can further be explained as: *'**the police working in partnership with the community; the community thereby participating in its own policing; and the two working together, mobilising resources to solve problems affecting public safety over the longer term rather than the police, alone, reacting short term to incidents as they occur.**'*

A.1.2
SAA
(small arms ammunition)

A.1.3
SALW
(small arms and light weapons)
all lethal conventional munitions that can be carried by an individual combatant or a light vehicle, that also do not require a substantial logistic and maintenance capability.[1]

A.1.4
SEESAC
(South Eastern and Eastern Europe Clearinghouse for the Control of SALW)

A.1.5
SPSEE
(Stability Pact for South Eastern Europe)

[1] RMDS/G 02.10 - SALW Standards/ SALW definitions http://www.seesac.org/index.php?content=&page=crse&section=2, accessed on 12 September 2006.

Annex B
(Informative)
The UN Code of Conduct for Law Enforcement Officials[2]

The following is the official United Nations code of conduct for law enforcement officials that all police officers around the world are supposed to respect in the execution of their duties.

United Nations – Office of the High Commissioner for Human Rights

Code of Conduct for Law Enforcement Officials (e.g. Police Officers)

(Adopted by General Assembly Resolution 34/169 of 17 December 1979)

There are **8 Articles** that make up this Code of Conduct, summarised as follows:

Article 1 – Exercise duties imposed by law – Serve and Protect
Police Officers shall at all times fulfil the duty imposed upon them by law, by serving the community and by protecting all persons against illegal acts.

Article 2 – Respect Human Dignity & Uphold Human Rights
Police Officers in the performance of their duty shall **respect and protect human dignity** and maintain and **uphold the human rights** of all persons.

Article 3 – Minimum Use of Force
Police Officers may **use force only when strictly necessary** and to the extent required for the performance of their duty.

Article 4 – Maintain Confidentiality
Matters of a confidential nature in the possession of Police Officers shall be kept confidential, unless the performance of duty or the needs of justice strictly require otherwise.

Article 5 – No Torture
No Police Officer may inflict, instigate or tolerate any act of torture or other cruel, inhuman or degrading treatment or punishment.

Article 6 – Ensure Health of Persons in Custody
Police Officers shall ensure the full protection of the health of persons in their custody and, in particular, shall take immediate action to secure medical attention whenever required.

---

[2] The full text can be read at: http://www.unhchr.ch/html/menu3/b/h_comp42.htm, accessed 10 September 2006.

Article 7 – No Corruption

Police Officers shall not commit any act of corruption. They shall also rigorously oppose and combat all such acts.

Article 8 – Requirement to Comply with Law / Code of Conduct

(i) Police Officers shall respect the law and the Code of Conduct. They shall also, to the best of their capability, prevent and rigorously oppose any violations to them.

(ii) Police Officers who have reason to believe that a violation of the Code of Conduct has occurred or is about to occur shall report the matter to their superior authorities and, where necessary, to other appropriate authorities vested with reviewing or remedial power.

Note: Each Article has a **'Commentary'** that defines many of the words and phrases used and provide explanations and a rationale for the Code of Conduct.

Annex C
(Informative)
Bibliography

Introduction to Community-Based Policing

Clingendael, International Alert and Saferworld, *Towards a Better Practice Framework in Security Sector Reform: Broadening the Debate,* Occasional SSR Paper No.1, August 2002.

Community Policing Consortium. 'Tracing the Roots of Community Policing' Chapter 2, *Understanding Community Policing: A Framework for Action,* August 1994.

Community Policing Consortium. 'Defining the Core Components of Community Policing', Chapter 3, *Understanding Community Policing: A Framework for Action,* August 1994.

Cordner, G. 'Community policing – elements and effects' in Alpert, G. and Piquero, A. (eds) *Community policing – contemporary readings*. Prospect Heights, Illinois: Waveland Press, 2000.

Dowling, Kevin. *Community-Oriented Policing* (Online Training Modules). North Carolina Justice Academy, August 2001.

Groenewald, Hesta and Gordon Peake, *Police Reform through Community-Based Policing*, International Peace Academy and Saferworld, September 2004.

Kenya Police. *Community Policing Handbook.* 2005.

Ludman, Barbara. *How Community Policing works*. Official website of City of Johannesburg. http://www.joburg.org.za/help/cpf_overview.stm, accessed on 15 September 2006.

Musad, Mohammed. *Co-producing Citizen Security: the Citizen-Police Liaison Committee in Karachi,* IDS Working Paper 172. (2002), http://www.ids.ac.uk/ids/bookshop/wp/wp172.pdf, accessed 05 September 2006.

Nairobi Secretariat on Small Arms, Saferworld, SaferAfrica and SRIC. 'Community-based policing in Kenya.' Progress Newsletter, November 2003.

Pelser, Eric. *The Challenges of Community Policing in South Africa*. Institute for Security Studies, September 1999.

Saferworld, *Operational document for supporting community-based policing in Albania*, 2004.

SEESAC, UNDP Stability Pact and Saferworld. *Philosophy and Principles of Community Based Policing*, Belgrade, 2003.

Sparrow, Malcolm K., Mark H. Moore, and David M. Kennedy. *Beyond 911: A New Era for Policing.* New York: Basic Books, 1990.

Trojanowicz, Robert. *Community Policing Guidelines for Police Chiefs*, 1996.

Trojanowicz, Robert and Bonnie Bucqueroux. *Community Policing: A Contemporary Perspective.* Cincinnati, Ohio: Anderson Publishing Co., 1990.

Trojanowicz, Robert and Bonnie Bucqueroux, *Community Policing: How to Get Started,* May 1998.

Trojanowicz, Robert and David Carter. *The Philosophy and Role of Community Policing*. National Center for Community Policing, School of Criminal Justice, Michigan State University, 1988.

Trojanowicz, Robert, Victor E. Kappelar, Larry K. Gaines, and Bonnie Bucqueroux *Community Policing: A Contemporary Perspective,* Anderson Books, 1998.

UK Home Office, *Neighbourhood Policing: Your Police; Your Community; Our Commitment*, March 2005.

Society and Community

Department of Community Safety, Western Cape Provincial Administration (South Africa). *Community Police Forum Toolkit*, 2003.

Goldstein, H., *Problem-oriented policing*, McGraw-Hill, Inc., 1990.

Jones, John H., *All together now*, publishing details unavailable.

Myhill, Andy. *Community engagement in policing: Lessons from the literature,* UK Government Home Office, February 2006.

Skogan, Wesley G. *Community participation and community policing*. University of Montreal and Solicitor General of Canada, November 2004.

UK Home Office, "Tackling fear of crime & disorder in the community", January 2005, http://crimereduction.gov.uk, accessed 08 September 2006.

Partnership Policing

Attorney General's Office (California), Crime and Prevention Center. Community Oriented Policing and Problem-Solving.

Bayley, David H., *Police for the Future*, Oxford: Oxford University Press, 1999.

Bratton, William J., Mallon, R., Orr, J., Pollard, C. and Dennis, N. (eds.), *'Zero tolerance'. Policing in a free society*, The IEA Health and Welfare Unit, 1997.

Bruce, David. *Democratic reform of police – any lessons for Kenya from South Africa?* Centre for the Study of Violence and Reconciliation, 2003.

Bruce, David and Rachel Nield. *The police that we want: A handbook for oversight of police in South Africa.* Centre for the Study of Violence and Reconciliation, 2005.

Chan, J.B.L., *Changing Police Culture: Policing in a Multicultural Society* Cambridge: Cambridge University Press, 1997.

Mani, Rama, 'The Rule of Law or the Rule of Might? Restoring Legal Justice in the Aftermath of Conflict', in Pugh, Michael (ed.) *Regeneration of War-Torn Societies,* Macmillan, 2000 (b).

Masuku, Themba. *Strengthening Democratic Policing in South Africa: Enhancing and Coordinating the Internal and External Accountability Systems of the South Africa Police Service.* Centre for the Study of Violence and Reconciliation, 2005.

Mawby, R.I. (ed.), *Policing Across the World: Issues for the 21st Century,* UCL, 1999.

Mendes, Errol P., Zuckenberg, Joaquin, Lecorre, Susan, Gabriel, Anne and Clark, Jeffrey A., *Democratic Policing and Accountability: Global Perspectives*, Ashgate, 1999.

Morgan, Rod. "Policing by consent: Legitimating the doctrine." In Rod Morgan and David Smith (eds.), *Coming to Terms with Policing*. Routledge, London, 1989.

Newburn, Tim. *Understanding and Preventing Police Corruption: Lessons from the Literature*. Police Research Series, Paper 110, Policing and Reducing Crime Unit, Home Office (UK), 1999.

Newham, Gareth. *Strengthening democratic policing in South Africa through internal systems for officer control.* Center for the Study of Violence and Reconciliation, South Africa Review of Sociology 2005, 36 (2).

Nield, Rachel. *South Africa: Enhancing Police Accountability*, Open Society Justice Initiative, 2004. http://www.justiceinitiative.org/db/resource2/fs/?file_id=14247, accessed 05 September 2006.

Peake, Gordon, *Policing the Peace: Police Reform Experiences in Kosovo, Southern Serbia and Macedonia,* Saferworld, 2003.

Roebuck, J.B. and Barker, T. (1974) 'A typology of police corruption' in Social Problems Vol 21, 423-37.

Sampson, Rana and Michael S. Scott. *Tackling Crime and Other Safety-Related Problems: Case Studies in Problem-Solving.* Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services, 1999.

Saulsbury, W., Moot, J. and Newburn, T. (eds.), *Themes in contemporary policing*, Independent Committee of Enquiry into the Role and Responsibilities of the Police, 1996.

Scott, Michael S. *Problem-Oriented Policing: Reflections on the First 20 Years.* Washington D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services, 2000.

Crime Prevention and Reduction

Bright, J., *'Turning the tide', crime, community and prevention*, Demos, 1997.

Home Office (UK). Executive Summary: *A practical guide to crime prevention for local partnerships*. 1993.

Kelling, George L. and Coles, Catherine M., *'Fixing broken windows'. Restoring order and reducing crime in our communities*, Martin Kessler Books, 1996.

National Crime Prevention Center, Department of Safety and Security (South Africa), *Making South Africa Safe: A Manual for Community-Based Crime Prevention,* 2000.

World Bank, *A Resource Guide for Municipalities: Community-Based Crime and Violence Prevention in Urban Latin America*, November 2003.

Legal Framework and Human Rights

Amnesty International. *Policing to Protect Human Rights: A Survey of Police Practice in Countries of the Southern African Development Community*, 1997-2002. AI Index: AFR 03/004/2002. London, 2002.

Commonwealth Human Rights Initiative, *Police Accountability: Too important to neglect, too urgent to delay*, November 2005.

Commonwealth Human Rights Initiative. *Policing – A Human Rights Perspective*. Seminar Proceedings. New Delhi, February 2004.

Commonwealth Human Rights Initiative. *Police as a Service Organisation: An Agenda for Change.* Roundtable Conference on Police Reform in East Africa – A Report. April 2003.

Office of the United Nations High Commissioner for Human Rights. *Human Rights Standards and Practice for the Police: Expanded Pocket Book on Human Rights for the Police.* United Nations: New York and Geneva, 2004.

Office of the United Nations High Commissioner for Human Rights. *Human Rights and Law Enforcement: A Trainer's Guide on Human Rights for the Police.* United Nations: New York and Geneva, 2002.

United National Department of Peacekeeping Operations, "Gender and the Police", Peacekeeping Best Practices Unit. *Gender Resource Package for Peacekeeping Operations*, July 2004.

Security Sector Reform

Bayley, David. *Democratising the Police Abroad: What To Do and How To Do It,* US Department of Justice, Washington, June 2001.

GFN-SSR, *Compendium of Good Practices on Security Sector Reform*. Cranfield University, 2005.

Mani, Rama, 'Contextualising Police Reform: Security, the Rule of Law and Post-Conflict Peacebuilding', in Holm, Tor Tanke and Eide, Espen Bath (eds.) *Peacebuilding and Police Reform,* Frank Cass, 2000 (a).

OECD DAC, Security System Reform and Governance, 2005.

OECD DAC CPDC Network, Implementation Framework for Security System Reform, 2006.

Trivunovic, Marijana. "Police Reform in Serbia" in *Transforming Police in Central and Eastern Europe,* DCAF, 2004.

Yusufi, Islam. "Macedonia's Police Reform" in *Transforming Police in Central and Eastern Europe,* DCAF, 2004.

Useful websites

http://www.gsdrc.org

DFID's Governance and Social Development Resource Centre (GSDRC). The GSDRC provides access to the thinking, research and training available in governance, conflict and social development – including CBP and SSR.

http://www.ssronline.org/

This site is operated by Cranfield University and seeks to provide current and relevant knowledge for SSR policymakers and practitioners through the provision of education material, training curriculum and institutional 'tools' supporting the operational aspects of SSR.

http://www.ssronline.org/ssg_a/index.cfm?id=41&p=41, accessed on 28 September 2006.

This is an online version of *Security Sector Governance in Africa: A Handbook*, edited by Nicole Ball and Kayode Fayemi.

http://www.crimereduction.gov.uk

A UK Government website which offers information and resources for people seeking to reduce crime in their local area.

Source acknowledgements

Some of the above materials were drawn from the UK Metropolitan Police Service as well as from work completed by the South African Police Service during the development of their own CBP model and strategy, but most were taken from a training pack developed by Saferworld on community-based policing (2006).

Community Policing Study
3rd Edition (2007-01-01)

Saferworld is an independent non-governmental organisation that works to prevent armed violence and create safer communities in which people can lead peaceful and rewarding lives.

For futher information contact:

Saferworld
The Grayston Centre
28 Charles Square
LONDON
N1 6HT
United Kingdom

Tel +44(0) 20 7324 4646
Fax +44(0) 20 7324 4647
Web: www.saferworld.org.uk
Email: general@saferworld.org.uk

ISBN 86-7728-059-6
9 788677 280598

SEESAC
South Eastern and Eastern Europe Clearinghouse
for the Control of Small Arms and Light Weapons

Internacionalnih Brigada 56, 11 000 Belgrade, Serbia
Tel. (+381) (11) 344 6353 / Fax. (+381) (11) 344 6356
URL: www.seesac.org / Email: info@seesac.org