GPF/UNDP COMMUNITY POLICING INITIATIVE

GPF/UNDP COMMUNITY POLICING STRATEGY

GPF/UNDP COMMUNITY POLICING IMPLEMENTATION PLAN

GPF/UNDP COMMUNITY POLICING PILOT REPORT

SEPTEMBER 2019

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GPF/UNDP COMMUNITY POLICING STRATEGY

SEPTEMBER 2019

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1. Introduction

Executive Summary

Gambian communities continually ask for a Police Service that is more visible, accessible and service oriented. A Community Policing (CP) operating style is well suited to deliver to the community what they seek in respect to crime and safety. It has the potential to solve immediate issues as well as to provide medium and long term solutions to more enduring community problems. It is hoped that CP will contribute to social cohesion.

All police staff have a role in Community Policing. Officers need to engage with communities and partners at all levels in order to identify crime and safety issues and come up with solutions together. In doing this they provide opportunities for participation, set local priorities, and work in partnership with the community, relevant stakeholders and other government & non-government organisations to provide protection and reassurance.

The Gambia Police Force (GPF) is committed to CP and its Strategic Plan 2018-2023 emphasises that commitment. The strategy is an integral part of its overall policing approach and signals its intention for confident, safer and more secure communities. This GPF Community Policing Strategy (CP Strategy) outlines The Gambia's refreshed[1] approach to the CP philosophy. It also demonstrates the links between the refreshed approach and the Police Strategic Plan 2018-2023.

After comprehensive consultations and validation of the CP Strategy, there will be a need to seek amendments to the draft "The Gambia Police Bill 2019" to ensure that the relevant aspects of CP are reflected in the new Bill. The Ministry of Justice is aware that some amendments may be required.

A workshop to consult and validate this concept and strategy was held and a number of modifications have been made. The draft CP Strategy and CP Implementation Plan documents were widely discussed and suggestions were noted for inclusion. A number of keynote addresses were made with breakout sessions on scenarios for discussion and feedback. Two key topics, Decentralisation/ Consultation and Risks/Barriers were highlighted by participants as particularly helpful in understanding CP. In addition, 10 areas for further consideration during the pilot were also noted for inclusion.

The draft CP Pilot Plan has been developed for the 3 selected areas, Brusubi, Farafenni and Basse. The pilot phases include sensitisation, training and review.

Purpose

The purpose of this CP strategy is to set national community policing guidelines, which allow for adaptions at national, regional, district and ward/area levels.

Vision

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

Mission

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

Goal

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

GPF Values

The GPF shall seek to uphold the following core values:

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

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[1] The term "refreshed" is being used because the GPF had tried in the past to implement CP, however, there was not sufficient commitment and the approach was not implemented.

What is Community Policing?

Community Policing is both a philosophy and an approach. It is a philosophy in that it suggests a community-centred, proactive mind-set by police staff. It is a practical approach in that it requires structures, processes and systems to be in place in order to respond to community problems.

It is important to note that CP responses will vary according to the local situation, environment and problem. The refreshed approach to Community Policing sets broad guidelines and encourages adaptions at the local level within those guidelines. Local CP may include a Community Police Officer focusing on a geographical area, or it might be a Community Policing team focusing on a particular community with an identified crime and safety problem.

This strategy combines the best approaches of the past with existing policing strategies to focus on community engagement, evidence-based policing and problem solving. It also supports an approach to CP that recognises the need for a greater community focus by the GPF.

The refreshed approach is endorsed and led by the IGP through the Police Strategic Plan and this CP Strategy document. It has been given support through the assignment of a dedicated team under the AIGP which includes a CP national co-ordinator.

The GPF should operate with the consent of the community. In other words, the police exist as an extension of the community it serves. It must therefore strive to deliver services that the community wants and is satisfied with. CP is an operating style that provides the best opportunity to deliver what the public wants from their police and for the police to understand and address the security priorities of the community it serves.

Community Policing Principles

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

1 Communities are the focus of the Gambia policing approach.

2 Police are visible, accessible and client centred.

3 Police listen to their community, jointly prioritise concerns and keep them informed.

4 Police provide opportunities for community participation.

5 Problems are identified and responded to on a local level with area/ward, district, region and national support when required.

6 Police engage other government, non-government and community groups in problem-solving partnerships.

7 CP is the responsibility of all police staff irrespective of role or rank.

2. Community Policing Strategic Overview

Strategic Alignment

The GPF is one of the institutions under the Ministry of Interior (MOI) charged with the responsibility of providing and maintaining internal security in the country. The mandate and functions of the GPF are provided for in the Constitution under §178 and the Police Act Chapter 18:01 Vol IV Laws of the Gambia. The Police are mandated by law, under §4 of the Police Act to:

Protect Life & Property

Preserve Law & Order

Detect & Prevent Crimes

Apprehension & Prosecution of Offenders

The due enforcement of all laws and regulations with which they are charged with.

The National Policing Strategy is anchored on three thematic areas:

Good Governance

Rule of Law

Respect for Human Rights

The Police strategic document is based on three major priorities:

Administrative Priorities

Operational Priorities

Service Support Priorities

Strategic Priorities

The GPF strategic direction for the next five years is articulated by ten strategic priorities:

1. Ensure respect for human rights and observance for the rule of law

2. Develop and implement the staff welfare programme to improve police performance

3. To build the capacity of GPF to deliver high quality services

4. Improve operational delivery by enhancing infrastructure and equipment capabilities

5. Strengthen regular patrols and rapid response mechanisms

6. To improve investigation and detection of crimes

7. Implement intelligence led policing

8. Strengthen gender and child protection

9. Enhance international cooperation and contribution to peacekeeping operations

10. Enhance communication capabilities of GPF

The Deliverables of the Strategic Priorities

GPF Strategic Plan 2018 – 2023: Priority 2 Strengthen CP in the GPF

Key Result - Enhanced police patrol and response to crime in all regions to prevent and reduce crime

Police patrols and response are strategies used by police organisations in mitigating crime and criminal activities. Over the years GPF police senior management encouraged the deployment of police patrol and emergency response teams in each region but it was not well coordinated.

In view of the above, it is envisaged that the development and implementation of operational plans that are community focused will enhance effective and efficient police patrols and other areas of policing.

Objective 6: Establish Community Policing structures in each region

• **Activity 1:** Undertake CP activities to improve relationships between police-community at the local level

• **Activity 2:** Recruit and train community policing committees in each region

• **Activity 3:** Train CP volunteers/coordinators and liaison officers in the regions

3. Challenges and Opportunities

Understanding the environment in which the police operate will help identify and understand the challenges and the opportunities for success.

Challenges

Commitment: All GPF staff need to be committed to this refreshed community policing style. This aspect is being led by the senior management team and several sensitisation meetings have already been held with communities. The CP workshop and the pilot programme will further assist in gaining the commitment of police staff and communities.

Decentralisation: For the CP Strategy, Implementation plan and pilot to be successful, the decentralisation plan presently being implemented by GPF needs to be completed and the structures amended to accept regional control and reporting.

Training: GPF training curriculum needs to be reviewed and updated to enable the CP Strategy (and philosophy) to be successfully implemented. Then a CP training programme needs to be developed to allow for refresher trainings to be delivered to police and communities in the pilot areas and eventually throughout the country.

Development: To support the GPF Strategic Plan and the CP Strategy, District Plans, Quarterly Reports and daily reporting of CP activities need to be developed prior to implementation in pilot areas.

Awareness Programme: When the CP Strategy is completed and the Implementation Plan is tested in the pilot areas there will be a need to consider the use of a multi-faceted media strategy to widely inform the public on the refreshed approach to community policing.

Opportunities

Strategy: The CP Strategy provides an opportunity to refresh the GPF's community policing approach and implement the community policing philosophy.

Leadership: Police need to better demonstrate strong, active leadership in communities. Confident, visible and proactive leadership at all levels of the organisation is essential to community policing.

Implementation: Police at all levels will implement the community policing approach by undergoing refresher training in CP philosophy which will include practical ways of engaging with communities and working together with them to solve problems. The training will also enhance the skill set of police staff to provide a police service with a changed mind-set which is required for this approach to be successful.

Problem solving: Community problem solving with police-communities, partners and other agencies using the SARA (scanning, analysing, response, assessment) model, is integral for community policing.

Whole-of-government approach: Community engagement, partnerships and interagency forums are the responsibility of all government departments, not just police.

Police values: Community policing enhances and utilises the GPF values of professionalism, neutrality, integrity, respect for diversity and accountability.

Positive public image: Community policing can foster a positive public image of the Police by encouraging participation between police and community for the better understanding of tasks, roles and joint priorities.

Key Focus Areas

The community policing philosophy can be divided into three key focus areas:

Key Focus Area 1: Community Engagement

The GPF are part of the community and are ultimately accountable to the community. This is reflected in one of the most frequently quoted excerpts from Sir Robert Peel's nine principles of policing that guided the London Metropolitan Police in 1829: '*Police are the public and the public are the Police*'.

Community engagement is an important aspect of CP. The CP training will focus on building the skills of the police to engage and work in partnership with local communities. Building relationships is essential to the understanding of local crime and safety concerns and to regaining trust & confidence. Once relationships have been restored they provide a good platform for problem solving partnerships.

There are significant benefits from effective police-community engagement. These include:

- Reducing public fear of crime by providing an accessible, accountable and visible police service; and

- Improving public perceptions of police by working with the community to address crime and safety issues.

Actions required:

➜ Building relationships with communities to support partnerships

➜ Working with communities to foster confidence in reporting crime/incidents to Police

➜ Consulting with other agencies and community groups to develop strategies that raise awareness of particular crime and community safety issues

➜ Maintaining and enhancing existing police-community relationships to enable concepts such as Neighbourhood Support to be developed and implemented

Key Focus Area 2: Community Problem Solving

Problem solving is integral to the refreshed community policing approach. By working together local community policing staff and communities can discuss and prioritise problems in communities and develop police-community responses. The approach relies on solutions that are appropriate to local communities. Some national guidelines can be developed in this respect but developing local solutions is encouraged.

Problem solving is a pro-active process that:

- Looks at crime and disorder problems

- Understands the conditions that give rise to these problems

- Draws from a range of solutions (not just criminal law and arrest) to address the root causes of problems

- Assesses and reassesses the effectiveness of the applied solutions

The key to successful problem solving is working together to understand the problem by identifying the root causes and then jointly deciding on an appropriate response. Community policing uses a model for problem solving that offers a framework for approaching crime and safety problems that have been identified with the community. The model used is a four-step process known as SARA.

The steps involved in this approach are:

Scanning: identifying and prioritising the problem with the community

Analysis: understanding the root causes of the problem

Response: designing and implementing strategies with the community

Assessment: evaluating effectiveness of solutions

Actions required:

➜ Carrying out the SARA problem-solving process with the community at local levels with support from regional and national levels (guidelines) and ensuring community concerns are part of the prioritisation process

➜ Providing training in problem solving for police/community

➜ Creating a national database to capture ideas for dealing with community problems
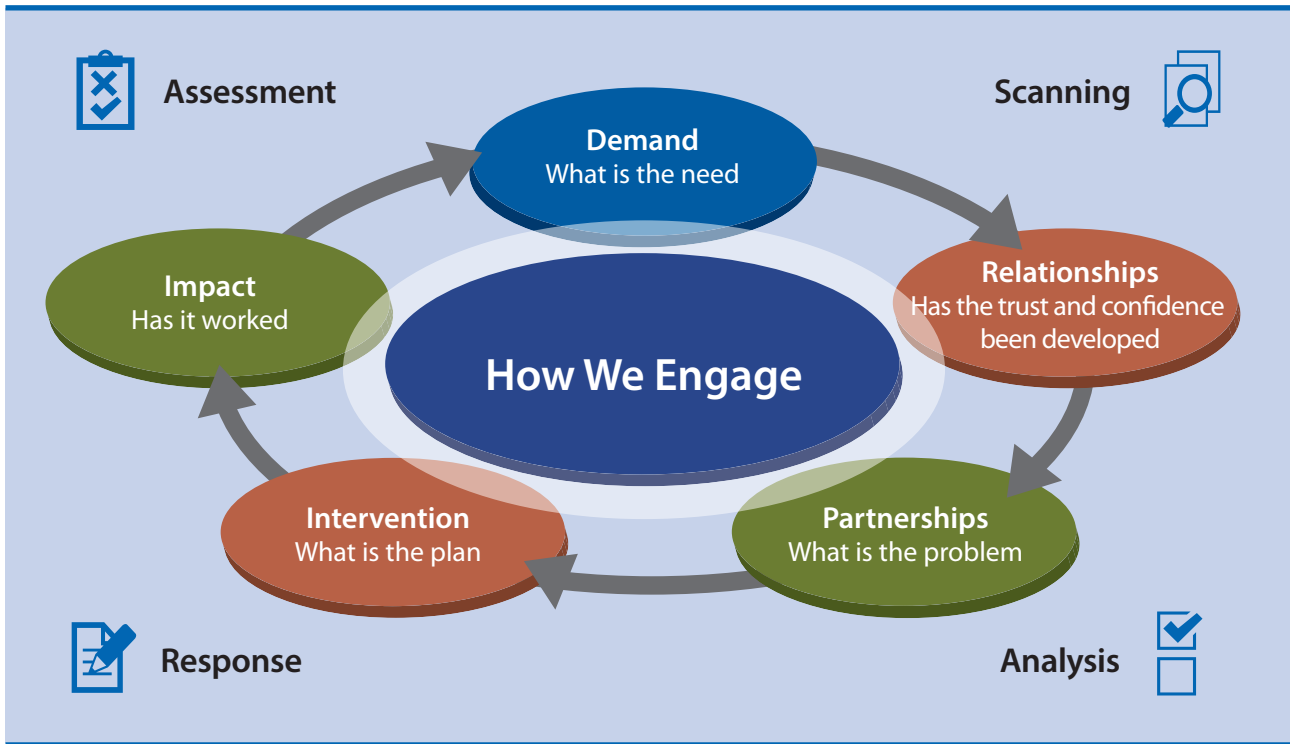
Key Focus Area 3: High Visibility Policing

The Model Policing Station concept will have input not only from police personnel, but the community members they serve.

Currently the GPF has 101 police stations (Classes A, B and C indicating size and staff numbers) most of which are owned by the government and spread across the country. In addition there are 54 Police posts most of which are rented premises. The majority of these buildings were designed more than 20 years ago and many do not meet the current needs of police and communities, especially in the new environment where a CP philosophy is the preferred method of policing which requires community input if changes need to be made to existing buildings.

To provide maximum exposure and professionalism there may be a need to refurbish some of these police stations. In addition/or as an alternative, in agreement with communities, some existing resources such as, community meeting places (Bantabas), could be used rather than police having to provide new resources for

which funding may not be available. One of the most effective ways to plan these activities is to prepare information on what a "model police station" or "model police/community facility" may look like and how it would operate in the new environment. Visiting communities and consulting with them on these issues has the potential to find locally based, economic solutions that will benefit the relationship and allow participants to move onto community problem solving on crime and safety issues.

Standardizing police uniforms and allocating a set of equipment for selected police posts/stations will foster buy in from the police and foster greater confidence with the public.

After consultations with the pilot communities, the refreshed approach to CP requires maximum police exposure in the field. Working with communities to demonstrate the CP philosophy has been accepted and implemented throughout the GPF and in communities across the country. To provide maximum exposure and professionalism there may be a need to streamline

uniform and equipment for all staff operating in the field. This would demonstrate to communities that the CP philosophy is reflected throughout the organisation and provides increased trust and confidence in communities where police are operating.

This standardisation is essential to help break down the barriers to police and communities working together. By standardising uniform and equipment for all staff who operate in the field including, Traffic Management, specialist squads and investigation units it provides benefits including reducing fear of crime and a mind-set change of providing a police service.

The participation of the community, including in the development of a media strategy, is critical to the success of the CP initiative.

It is essential to have a strong media strategy to demonstrate the new CP philosophy and maximise exposure to communities across the country. It will include the enhanced use of the Billboards currently used on main roads. The media strategy which would include use of TV, radio, social media and static initiatives would assist with getting the CP message across to a very wide audience without the need to physically visit every part of the country.

The co-development of local Police Plans are an opportunity to bring the community closer to the police and ensuring their security and law enforcement needs are prioritized.

The GPF Strategic Plan outlines the outcomes and activities police are looking to achieve. To ensure that a standardised approach is taken, District/Post Police Plans (which acknowledge the requirements of the Strategic Plan) that reflect and focus on the special needs and aspirations of police and communities could be developed in pilot stations. In addition, training should be provided on gathering daily reports on police-community initiatives and how to prepare Quarterly reports and gather data for Crime Statistics.

To enable all these aspects to be realised, the CP curriculum needs to be reviewed, in partnership with other stakeholders (including police school, and the German police support project). This will be a comprehensive and very significant task and working in partnership will provide a quality product which will be transferable to future recruit training.

The CP training program for the community and local police will be evaluated and adjusted as needed.

The curriculum and training aspects needs are currently being reviewed and enhanced to ensure police trainers (using the Train the Trainers concept) are trained before the pilots commence so the appropriate training assistance can be given to police-community in the selected pilot areas.

Actions required:

→ Preparing a concept "model police station/community facility" that supports CP needs

→ Preparing uniform & equipment plan that supports CP needs

→ Development of CP media strategy to consult with police-community

→ Development of the templates for the draft Post/District plans, Quarterly Reports, Crime Statistics and CP daily report form

→ Development of curriculum and training requirements to cover all aspects of CP and related law, child protection and SGBV issues

All of these actions will produce drafts which will be used during the community consultation phase.

4. Strategy Ownership, Monitoring & Review

Strategy ownership: all police staff collectively own the community policing strategy, led by the IGP and supported by the community. It is based on a partnership between local police and their communities, and supported by the CP coordination unit at GPF headquarters.

The police senior management team and other headquarters based units are responsible for aligning business practices and providing support planning to this CP Strategic Plan.

Communication

The refreshed focus on community policing will be communicated to all police staff, partner agencies and the communities. This strategy should be disseminated through local stories of what is working in the community to reduce actual and perceived crime and to make the community safer.

Accountability, Monitoring & Evaluation

Evaluation of local initiatives will continue to determine best practices and to gain an understanding of what works and what doesn't. There will continue to be local level internal police monitoring and national reviews of systems. There will also be opportunities for communities to provide feedback (including through CP Oversight Committees) into these assessments.

5. Community Policing Performance and Success Indicators

Police high level outcomes:

The GPF contributes effectively and efficiently to the enhancement of public order/safety, service delivery, relationships with the community and reducing crime.

Community Policing success indicators may include:

Community and citizens

- The community has increased trust and confidence in Police
- The level of satisfaction of police dealing with community-raised issues increases
- The perception of the risk of becoming a victim of crime decreases
- Reduction in the number and magnitude of problems to be addressed
- Increased level of reporting

Government

- Reduction in the actual crime rate
- Increased level of reporting
- Increased level of trust and confidence in the Police

Police

- Local community policing plans include crime prevention and community safety
- Crime prevention/community interaction forms a significant component of the operational duties of every police officer
- Local community policing projects are evaluated and success indicators communicated
- The knowledge base of what works in community policing is developed and becomes a highly valued resource

6. Workshop

After completion of a Desk review, which included a wide range of contributions from GPF staff, stakeholders, government agencies and a diverse range of community members the CP project team developed draft copies of the CP Strategy and the CP Implementation Plan. These two draft documents needed to be consulted and validated and the preferred delivery option was a workshop.

On 20-21 August the CP workshop was held with 45 participants many of whom had been involved in the earlier consultations. The workshop was opened by representatives of the Minister of the Interior, GPF and UNDP. The participant list[2] and comprehensive agenda outlined the activities and discussions that took place.

The drafts of the CP Strategy and CP Implementation Plans were discussed at length with presentations followed by participants questions and comments. The key note addresses were:

• What is Community Policing?

• The nexus between SSR and Policing in the Gambia

• The Community Perspective on Services provided by GPF

• The Police Perspective on GPF Service Delivery

• Decentralisation and Engagement with Communities

• Addressing Sexual and Gender Based Violence (SGBV) in the Justice Sector

• Addressing GPF Service Delivery on SGBV

In addition there were breakout sessions for discussion and feedback to ensure the assumptions in the documents were tested. The discussions on the presentations and documents were wide ranging and informative. The speakers spent some time on questions clarifying aspects of their work with particular reference to the need:

• For more dialogue with marginalised and vulnerable members of communities

• To further assess risks and barriers to implementation

• To utilise the Local Governance framework rather than create new structures

• For changing the mind set and attitude of police towards communities

• To further investigate ways to improve reporting at posts/stations/Bantaba

• To assist communities to break down the "culture of silence" around crimes and reporting

• For confidentiality when reporting, victims to be respected and safeguarded

• To continue inter-agency cooperation to enable joint problem solving

• To improve police investigation skills

• For improved police-community education and training

Decentralisation and Community Policing Committees

The presentation on "Decentralisation and Consultation with Communities" was instrumental in educating participants and clarifying a number of complex and sometimes confusing aspects that arose in the preparation of the draft CP Strategy and Implementation Plans.

The Gambia National Policy for Decentralisation and Local Development aims to empower citizens to exercise control over its local affairs and foster meaningful development, which requires that some degree of authority has to decentralise to regional, district and ward levels.

At all these levels, the Gambia government have established development committees to administer and manage the affairs of the communities at their level, and at the Ward level this is the Ward Development Committee (WDC). These development committees are authorised to create, as they may deem necessary, sub-committees to deal with important new inititaives.

To align with the government's decentralisation plan, WDCs will select members from the community and establish a sub-committee for Community Policing. The size of a Ward Community Policing Committee will be determined by the size of the Ward's population.

This alignment works very well for CP because it is a simple structure that allows local police-community to function as the Local governance Act intended. This concept should not be difficult to set up and administer and will enable the CP project activities to be reviewed and measured. This alignment will be invaluable in the pilot phase.

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[2] Community Policing Workshop Documents

Risk Analysis and Barriers to success

The major threat to the successful implementation of CP in the Gambia, is the reluctance of police officers to discard the traditional and reactive methods of policing, that have been at the forefront of all police operations in the country for at least a century and adopt the CP philosophy. This change of police culture has been the most difficult challenge of police services worldwide who have changed to this proactive form of policing.

Furthermore, the political interference from the former regime halted the professional development of police personnel, discarded new recruitment and resources were considerably reduced and have yet to be restored. Accordingly, most police officers presently lack the basic police skills such as report writing in the field, beat patrolling, and interpersonal communication all of which are essential for CP to be successful. This lack of available resources could have an impact on this refreshed approach to CP.

For more than 20 years there has been no investment in police resources. CP requires a significant focus on front line service delivery where there is a considerable lack of resources including, substandard and inappropriate police stations/posts, uniform issues that include lack of standardisation & little consideration of staff safety and significant transport issues in fast developing areas away from Banjul.

A potential barrier to success are staff in middle management, some of whom have been demoted in the past because of excess numbers/too many rank levels and may feel disaffected and not support the change. In addition some may feel threatened by the changes and will require support for the concept to be successful.

The GPF should consider a name change from Gambia Police Force to Gambia Police Service. This change would reflect the move away from the traditional military style, law enforcement only, command structure to a more service orientated structure that allows for decentralised decision making at local levels. In real terms having a police headquarters that delivers policy and guidance whilst allowing operational matters to be dealt with at the region, station and post level.

The lack of economic investment across the country has resulted in substandard roads, lack of resources across all government departments, including police and no salary increases to match cost of living increases. There is also a need to invest in the transportation needs of police. Anecdotal reports from the community state that police personnel do not have vehicles and as a result, may not be able to reach crime scenes. One community member stated that in order to have the police come to his home due to an incident, he himself paid for a taxi to retrieve them. A whole of government approach is needed to address additional resource issues including the building of roads and infrastructure.

Actions required:

➡ Police mind set change, reactive to proactive and providing police services

➡ Training to address the lack of basic police skills such as report writing in the field, beat patrolling, and interpersonal communication

➡ Investment in front line resources

➡ Sensitisation to address resistance from some police staff

➡ Consider name change from Police Force to Service and implement structural change

➡ Whole of government approach to infastructure investment

Mitigation of these risks and barriers are considered in the CP Implementation Plan.

7. Draft Pilot Plan

The completed CP Strategy and the CP Implementation plans have outlined the proposed content that will be used to pilot the principles of CP in the 3 selected areas, Brusubi Farafenni and Basse. A draft working plan will be developed which will list the activities required to successfully implement the concept and enable a review to be completed.

Consultation with Regional Commissioners of Police (RCPs) has already been completed and arrangements are well advanced with local police-communities in Brusubi, Farafenni and Basse to commence the pilot phase.

Before the pilot phase commences the GPF training curriculum is being reviewed and the contents of the CP documents used to prepare a CP training programme. This programme will be prepared by the project team and senior GPF police trainers. Once completed the training programme will be used to train other police trainers who will assist in the delivery at the pilot areas. At the conclusion of the pilot the training package will be reviewed to ensure it is suitable for delivery to all members of the GPF.

This pilot phase will include extensive planning both in and with police-communities in the pilot sites for the three different activites that are planned, sensitisation, training and review of activities.

Sensitisation – it is intended for the project team and a police trainer to visit the pilot venues and consult with the Regional Commissioner of Police (RCP), police staff from the pilot area and a cross section of community representatives. The CP concept will be explained, the CP Strategy & Implementation plan discussed and their questions, comments and concerns noted and addressed.

The Sensitisation phase has now been completed with more than 120 police and community participants having being consulted at 4 separate meetings in Brusubi (Old Yumdum and Kunkujang), Basse and Farafenni. The participants advised that inadequate police posts/stations and transportation difficulties would be problems to be solved.

Training – a second visit is intended where the project team along with police trainers will deliver the CP training package to the police-community participants including practical exercises to enable them to learn how to work together and jointly solve problems.

The package will include:

- Draft templates of a Post/District plan, Quarterly Reports, Crime Statistics and a CP daily report form will be used in the training along with advice on how to use them in their policing duties

- Draft of a patrolling regime and how to use it

- Support will be given to both police-community on how to use appropriate facilities police posts/stations and community (Bantaba) to allow community members to report crime and other issues in a secure and friendly environment

- The principles of Local Governance Decentralisation and how police-community can access that system to have local CP committees

- The current GPF officer performance appraisal form is being reviewed and the new draft will be used to measure how individual police officers have adapted to the concept of CP

Review – the project team will visit for a third time to provide ongoing support, suggest changes where appropriate and do an initial review of the changes that have been made.

8. Conclusions and Recommendations

Conclusion

This CP Strategy has been developed, consulted and validated with a diverse range of GPF staff, UNDP/ UNICEF, government departments, key stakeholder/ experts and community members. At key stages relevant drafts have been approved by GPF and UNDP. It represents the latest international literature, follows best practice principles and has been adapted to ensure it encapsulates Gambia culture and values.

Recommendation

That this CP Strategy for the GPF which is a refreshed approach be used to implement the Pilot phase of the CP project in Busubi, Farafenni and Basse.

Appendices

Appendix 1: List of Police Stations (1 of 6)

S/NO	STATION	CHECKPOINT	CLASS	RENTAL
	BANJUL REGIONAL H/Q			
1	BANJUL STATION	NIL	A	
2	BANJUL TRAFFIC		B	
	POSTS			
1	PRIMET		C	RENT
2	SEAPORT		B	
3	FERRY TERMINAL		B	
4	CRAB ISLAND		C	
5	DENTON BRIDGE		A	
	KANIFING REGION			
	KANIFING REGIONAL H/Q			
1	KAIRABA STATION	NIL	A	
2	BAKAU STATION		A	
3	KANIFING ESTATE STATION		A	
4	BAKOTEH STATION		A	
5	SEREKUNDA STATION		A	
6	KOTU STATION		A	
7	MANJAI STATION		B	
8	TALLINDING STATION		A	
9	BUNDUNG STATION		A	
10	BUNDUNG BOREHOLE		B	

S/NO	STATION	CHECKPOINT	CLASS	RENTAL
	POSTS			
1	UN DOCUMENT CENTRE			
2	FAJIKUNDA		C	RENT
3	ABUKO		C	
4	EBO TOWN		C	RENT
5	NEMA KUNKU		C	RENT
6	LONDON CORNER		C	RENT
7	LATRI KUNDA GERMAN		C	RENT
8	BAKAU NEWTOWN		C	RENT
10	PIPE LINE		C	RENT
11	SANCHABA SULAYJOBE		C	RENT
12	BUNDUNG CENTRAL		C	RENT
13	PICCADILLY		C	RENT
14	HANNOVER		C	RENT
15	SUKUTA NEMA		C	RENT
16	KOLOLI		C	RENT
17	SERREKUNDA WEST		C	RENT
18	OLD JESHWANG		A	
19	TALLINDING FAROKONO		C	RENT

S/NO	STATION	CHECKPOINT	CLASS	RENTAL
	MOBILE TRAFFIC			
1	MOBILE TRAFFIC KANIFING	NIL	A	
2	MOBILE ANNEX		A	

S/NO	STATION	CHECKPOINT	CLASS	RENTAL
	WEST COAST REGION			
	WEST COASTREGIONAL H/Q			
1	BRIKAMA STATION	BULOCK	A	
2	SANYANG STATION	FARABA	B	
3	SIFOE POLICE STATION	GIBORO	B	
4	TUJERENG STATION	KAFUTA	B	RENT
5	GUNJUR STATION	KANFENDA	A	RENT
6	AIRPORT STATION		A	
7	OLD YUMDUM STATION		A	
8	WELLINGARA STATION		A	
9	MANDINABA STATION		A	
10	N/YUNDUM STATION		A	
11	BRUSUBI STATION		A	
12	ANTI CRIME UNIT		A	
13	SIBANOR STATION		A	

S/NO	STATION	CHECKPOINT	CLASS	RENTAL
14	KABAFITA STATION		B	RENT
	POSTS			
1	GIBORO		C	
2	KALAGI		A	
3	MADINA		A	
4	NYAMBAI		C	RENT
5	FARATO		C	RENT
6	GIDDA		C	RENT
7	MANDINARING		C	RENT
8	KUNKUJANG		C	RENT
9	BWIAM		B	
10	SUKUTA		C	RENT
11	SUBAA WARD		C	RENT
12	DARSILAMI		C	
13	LATRIYA		C	RENT

CENTRAL RIVER REGION

	CENTRAL RIVER H/Q			
1	BANSANG STATION	YBK	A	
2	BRIKAMABA STATION	KAUR	A	
3	JARENG STATION	WASSU	B	
4	JANJANBUREH STATION	PANCHANG	A	
5	KAUR STATION		A	
6	NJAU		B	
7	KUNTAUR STATION		A	
8	FREDAWSI STATION		B	
	POSTS			
1	KARANTABA		C	RENT
2	FULABANTANG		C	RENT
3	WASSU		C	RENT
4	SINCHU NGUNDO		C	RENT

NORTH BANK REGION

	NORTH BANK REGIONAL H/Q			
1	BARRA STATION	ESSAU	A	
2	AMDALAI STATION	BANGALLY	A	
3	NDUNGU KEBBEH STATION	KEREWAN	B	
4	FARAFENNI STATION		A	
5	KEREWAN STATION		A	

S/NO	STATION	CHECKPOINT	CLASS	RENTAL
	POSTS			
1	KERRJAINE		C	RENT
2	JUFFUREH		C	RENT
3	ILLIASSA		C	RENT
4	NJAIN SANJAL		C	RENT
5	NJABA KUNDA		C	RENT
6	KUNTAIR		C	RENT
8	FFN WHARF TOWN		C	RENT
9	MADINA SERING MASS		C	
	UPPER RIVER REGION			
	UPPER RIVER RIGIONAL H/Q			
1	BASSE STATION	SOTUMA	A	
2	BAKADAGI STATION	KOBAKUNDA	B	RENT
3	FATOTO STATION	KEREWAN BADALA	A	
		WULI KEREWAN		
		SARE ALPHA		
	POSTS			
1	SARENGAI		B	RENT
2	DIABUGU		C	

POLICE INTERVENTION UNIT

1.   Kanifing (Kanifing Region);

2.   Banjul (Banjul Region);

3.   Brikama; (West Coast Region);

4.   Brufut (West Coast Region);

5.   Soam (West Coast Region);

6.   Yerro Bere Kunda (Central River Reg.);

7.   Mansakonko (Central River Region);

8.   Kaur (Central River Region);

9.   Kerewan (North Bank Region);

10.   Farrafenni (North Bank Region);

11.   Fatoto (Upper River Region), and

12.   Mankamang Kunda (Upper River Region);

13.   Mankamang Sireh (Upper River Region

SUMMARY: CLASSES OF STATIONS AND POSTS

Note: This Summary does not cover the Police Quarters and PIU Posts as stated above.

S/NO	REGION	CLASS -A	CLASS-B	CLASS -C
1	BANJUL REGION	2	3	2
2	KANIFING REGION	9	2	16
3	MOBILE TRAFFIC	2	-	-
4	WESTERN REGION	12	5	10
5	LOWER RIVER REGION	2	2	4
6	NORTH BANK REGION	4	1	8
7	CENTRAL RIVER REGION	5	3	4
8	UPPER RIVER REGION	2	2	1
9	TOTAL	38	18	45
10	GRAND TOTAL			101

SUMMARY: STATIONS AND POSTS

S/NO	REGION	STATION	POST
1	BANJUL REGION	3	3
2	KANIFING REGION	10	18
3	MOBILE TRAFFIC	2	-
4	WEST COAST REGION	14	13
5	LOWER RIVER REGION	4	4
6	NORTH BANK REGION	5	8
7	CENTRAL RIVER REGION	8	4
8	UPPER RIVER REGION	3	2
9	TOTAL	46	54

GPF/UNDP COMMUNITY POLICING IMPLEMENTATION PLAN

AUGUST 2019

Table of Contents

1. Executive Summary

As part of the GPF/UNDP Community Policing (CP) Project, a draft CP Strategy was developed which is the foundation for this draft Implementation plan. A workshop was held in August 2019 to review the contents and scenarios used to test the assumptions detailed. Both documents will be finalized only after extensive consultations with community stakeholders, police personnel, CBOs/NGOs and other key partners. The Implementation plan will then be piloted in 3 police posts/districts located in Brusubi, Farafenni and Basse.

Gambian communities continually ask for a Police Service that is more visible, accessible and service oriented. A Community Policing (CP) operating style is well suited to deliver to the community what they seek with respect to crime and safety. It has the potential to solve immediate issues as well as to provide medium and long-term solutions to more enduring community problems. It is hoped that CP will contribute to social cohesion.

All police staff have a role in Community Policing. Officers need to engage with communities and partners at all levels in order to identify crime and safety issues and come up with solutions together. In doing this they provide opportunities for participation, set local priorities, and work in partnership with the community, relevant stakeholders and other government & non-government organisations to provide protection and reassurance.

The Gambia Police Force (GPF) is committed to CP and its Strategic Plan 2018-2023 emphasises that commitment. The CP strategy is an integral part of its overall policing approach and signals its intention for confident, safer and more secure communities.

This GPF Community Policing Implementation Plan provides further detail as to how the CP pilot will be delivered.

A workshop to consult and validate this concept, strategy and implementation plan was held and a number of modifications have been made. The draft CP Strategy and CP Implementation Plan documents were widely discussed and suggestions were noted for inclusion. A number of keynote addresses were made with breakout sessions for discussion and feedback. Two key topics, Decentralisation/Consultation and Risks/Barriers were highlighted by participants as particularly helpful. In addition, 10 areas for further consideration during the pilot have also been noted for inclusion.

The draft CP Pilot Plan has been developed for the 3 selected areas, Brusubi, Farafenni and Basse. The pilot phase includes sensitisation, training and review.

2. Organisational Changes

Community Policing (CP) is a philosophy and a proactive approach that aims to get to the root-causes of crime/problems within the community and solve them. It achieves this objective by the Police forging partnerships with members of the community. Successful implementation of CP requires some organisational changes and it is essential that police leadership understand this aspect and have a firm commitment to institutionalise and accommodate it. The CP philosophy does need to underpin how policing is carried out by all police staff with a culture change/mind-set shift within the institution.

The GPF senior management team have embraced that CP is the future of the organisation and that future trainings would incorporate CP principles, along with essential interpersonal skills to improve community-police relations at the local level.

Transparency

Some police agencies can be perceived as secretive in some of their functions. This perception inhibits progress in building better police-community relations. As an example, police are permitted by law to use force in situations but on some occasions the force used has been seen by others as excessive. The Police need to ensure they have clear Policies and Standard Operating Procedures (SOPs) for such actions and that they are operating within the law.

CP experts have identified transparency as essential in implementing and institutionalising the concept:
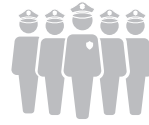
1 Structure and staffing of the police service

2 Constraints and limitations of police resources (personnel, infrastructure, assets)

3 Prioritising community concerns and communicating achievements and challenges

4 Providing information to the public on police policies and procedures (This objective can be achieved through websites, police magazines, public meetings, social media and annual reports)

5 Police staff who work in police stations/posts may need additional training to enhance their communication skills so they are better able to address public requests for information in a professional manner

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

3. Decentralisation

The concept of CP focuses on the understanding that the police must partner with communities to identify problems that cause crime and disorder. They should jointly create interventions that would effectively and efficiently address community concerns. It is important to note that the policing needs of one community may be quite different from another. As such, the police must have national guidelines which are adaptable enough to allow police-communities at the ward level to identify local solutions to their security concerns.

Decentralising the command structure and empowering police officers are essential elements for successful implementation of CP. The traditional organisational model of policing is characterized by a hierarchical power structure that extends from a single head at the top to a broad base of personnel at the bottom. The CP concept is a model that requires national guidelines and relies on the patrol officers (this includes specialist squads) working directly with the communities to be successful.

The police officers that interact with members of the community on a regular basis are normally patrol officers and are the face of CP. A structure change from the traditional command to more of a guidance model would empower these patrol officers to take joint action with the community with "on the job guidance" from senior officers. Such empowerment would require police officers to be creative and acquire problem solving skills so that they can take initiatives on their own with minimum supervision. As patrol officers work for and within the community to solve their problems, they take greater ownership of their patrol areas, and can be held accountable for their actions.

Regular patrols of areas would improve police-community relations and create a great deal of valuable information from the public that could produce effective responses to security issues. It is important to note that the necessary training and support should be provided for patrol officers. Senior management must ensure accountability and that empowerment is not exploited by patrol officers.

The GPF is currently engaged in an exercise to decentralise police operations and the IGP has recently appointed Regional Commissioners of Police (RCP) in the seven administrative regions of the Gambia. This effort is in line with ongoing government efforts to decentralise operations. This CP Implementation Plan would utilise this decentralised approach to implement the concept in the 3 pilot areas with the RCP's and Station Officers providing the required guidance and supervision. This process will be supported, monitored and reviewed by the Project Team[1] during the pilot phase for lessons learnt and recommendations which will lead to the future expansion of CP throughout the country.

Police Stations/Posts & Community Facilities

The CP approach will use existing resources (police posts/stations) in addition to seeking community areas (Bantabas/community halls) as venues for community-police forums. As discussed in the CP Strategy, the CP initiative extends beyond changes in the behaviour and approach of police personnel but also to the police posts and stations throughout the country. Part of the consultative process includes discussions on the refurbishment or renovation of police posts into "Model Police Posts" or "Model Police Stations". In some countries police stations are referred to as Community Policing Centres (CPC's) this aspect could be consulted with police-communities and options reported back at the conclusion of the pilot.

In most countries where CP has been implemented, these model stations/posts include a separate gender/children's' reporting desk (confidential, safe and child friendly) but could also include interview rooms for suspects and witnesses (these often include equipment such as recording devices and one-way mirrors). Normally the last component is refurbishment of the reception or intake room where community members first are received by police to report cases or issues. The design and components for The Gambia will be dependent on the recommendations from stakeholders and existing resources.

The majority of the police staff in the pilot police posts should be used for patrol work (some staff should remain at the station to provide supervision, reporting capabilities and detention functions). Each of the pilot police stations will require a landline and phone number so that the public can reach them.

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[1] The Project Team for the Community Policing Initiative is comprised of the UNDP ROL team, 2 UNDP consultants, personnel from the GPF identified by the IGP, 2 ASPs

All staff operating in the pilot posts will have received training on district/ward plans, how to contribute to quarterly reporting and in completing daily result sheets outlining the number/type and results of their policing activities.

Community Policing Oversight Committees

Following on from the CPC discussion some countries implementing CP also developed Community Policing Oversight Committees (CPOC). To test the concept in a Gambian setting, the pilot posts would need to mirror the policing plan to that of the National Decentralisation Plan of the Gambia Local Governance Policy, 2015-2024. The GPF does not have a standardised method of establishing police stations/posts, currently they are established based on community requests and availability of resources.

Ideally, the RCP for the pilot police posts would lead the effort to consider the potential for a regional CPOC which would compliment the introduction of the CP Strategy and Implementation Plans. Details would include the suggested number of community representatives, criteria for selection (need to include youth, women and vulnerable groups) and how a CPOC would operate and what would be produced.

Community Policing Committees

The Ward is the smallest geographic unit of the community in the Gambia. Under the Local Government Administration, several Wards can form a District and there are several Districts within a Region. The number of wards and districts vary within each region. If the implementation of the CP initiative is successful, it is envisioned that every police post, which provides services to one or several wards, would become a CP "model post". Each Ward should establish a Community Policing Committee (CPC) which would serve as a link between the local population and the police personnel who provide them services. The CPC is the forum where the local community and its police personnel would prioritise security concerns, devise interventions to address those concerns and finally monitor and evaluate progress towards alleviating the identified security issues. This forum would produce an annual Ward Plan that would clearly identify priority concerns, targets for interventions and outcomes of those interventions. Ideally the CPCs would be convened quarterly at the model post or in a community space with the local public fully involved and engaged.

Lessons Learnt: Community Policing Centres, Community Policing Oversight Committees and Community Policing Committees

The following is an extract from a CP evaluation report from Pakistan. It highlights the importance of structural and cultural change to the implementation phase and what may likely happen if police leadership and supervision support is not provided:

Lessons Learnt: Pakistan

"The Station House Officer (SHO) who is in charge of the police station can negatively influence the functioning of the Community Policing Centre and more powerful than the officer deputed at the community-policing centre, it would be difficult to keep the functioning of the centre independent and in-line with the true spirit of community policing. Similar situation has been experienced by one such citizen-police coordination committees (CPCC) established in Islamabad during late 2013. The CPCCs were assigned the role of resolution of disputes, promoting a friendlier policing attitude and ending offensive practices at police station, however, as reported by the head of one such committee, the CPCC was rendered powerless as all the cases brought to the police station were channelled through the SHO and the cases where possibility of corruption was high, were not submitted to the CPCC. The head of the CPCC was left ineffective in such situations as the police station staff were under the direct command of the SHO."

Special attention must be given to the selection of Community Policing Committee, membership as there are reports from Kenya and Pakistan that some potential committee members had expressed interest in membership, but in reality, were "only interested in gaining leverage though establishing police contacts and ended up becoming police touts."

The GPF structure rests responsibility on the RCP to provide overall guidance and supervision to the Senior Officer at the pilot posts. In addition, the envisaged Community Policing Oversight Committees should be structured in a way that mitigates the issues that arose in the lessons learnt from the Pakistan experience.

4. Patrol Strategy for Community Policing Officers

The patrol function is considered the backbone of all police operations and as such it is recommended that at least 85% of a local police organisation be committed to the patrol function (The Police Chief Magazine, March 2017). Patrolling the community is the best way to interact with the public and form partnerships to solve local problems and prevent crime.

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

For the past two decades police activity in the Gambia has been, for the most part, reactive. Police interactions with the community are limited to the police checkpoints that are in place throughout the country. The literature reviewed for this initiative did not mention these checkpoints, and interviews with police officials could not explain the objectives of the checkpoints or who authorised them. There are no reports filed as a result of such operations and just about everyone interviewed or consulted within civil society have expressed a strong dislike for them.

For the pilot phase, it is recommended that police checkpoints in the area be discontinued to allow for other patrol strategies to be tested. Patrol officers will be trained to provide reports on these new strategies as well as on their engagement with the local community, issues identified, resolutions and challenges. Patrol regimes will be consulted with the pilot posts and would involve regular foot and possibly bicycle patrols. The implementation of these patrol strategies is one way for the local police to gain access to the community and transition to a more proactive style of policing.

As part of this implementation strategy, the GPF with support from UNDP-UNICEF will train all police staff at the pilot posts as well as the local community on Community Policing.

5. CP Officer Performance Evaluation

Community Policing is a shift from the traditional police model and as such, requires alternative policing and communication techniques. Performance evaluation for many police organizations are solely based on the traditional model, which uses law enforcement and crime related measures (such as reported crimes and number of arrests).

The Houston Task Force (Wycoff and Oettmeier 1993) based the new Community Policing performance criteria on tasks and activities officers performed in their neighbourhoods. The tasks measured and their criteria are converted to a rating scale (1-10) for marking police officer performance:

1. Learn characteristics of area, residents and businesses

2. Become acquainted with leaders, the youth, women, children, and the vulnerable in the area

3. Make residents aware of who the officer is and what s/he is trying to accomplish in the area. The officers will also provide their contact information and that of the police station/post and its location

4. Identify problems by working in partnership with community members

5. Communicate with supervisors, other officers and citizens about the dynamics of the area and its problems

6. Investigate/do research to determine sources of problems as well as speak to community members in general

7. Plan ways of dealing with problems

8. Provide citizens information about the ways they can handle problems (educate/empower)

9. Help citizens develop appropriate expectations about what police can do and teach them how to interact effectively with police

10. Liaise with government agencies, NGOs and development partners to acquire resources for responding to problems

11. Implement the appropriate solution to problems

12. Assess effectiveness of solution

13. Keep citizens informed

The Houston Task Force model has several criteria indicators. It would be important to first review the current performance evaluation model used by the GPF and then provide recommendations or a new template best suited for its needs.

While the GPF originally used the traditional model for performance evaluation, due to political interference over the past two decades, that performance evaluation model does not appear to be currently in use. There is a need to establish new criteria for performance evaluation, which should include all police staff evaluated against the CP philosophy: Problem solving skills, fostering community partnerships, increasing community satisfaction of services, etc. Criteria from the existing model could also be incorporated.

A new performance evaluation criteria would assist police staff to be properly evaluated on indicators that reflect their commitment to community. This would be a significant culture change for police staff and their supervisors.

Police staff evaluation is a major piece of work in itself and considerable expertise is required to get the model right for the new policing environment. Some CP related criteria for a new evaluation model could be used at the pilot stations and recommendations made on future options.

6. Inter-Agency Cooperation

Community Policing requires extending the traditional role of the police and broadening its mandate to proactively curb crime and disorder and improve the wellbeing of the community. This is no easy task for the police alone to undertake, therefore the police require inter-agency support and cooperation. During the research phase of this initiative, several government agencies, private sector actors, NGOs and civil society organizations were consulted. A working relationship with these organisations should be maintained to assist the police to effectively manage social problems in the local communities.

The organisations consulted during the desk review, provided inputs which have been incorporated into the current draft CP Strategy and Implementation Plans. It is envisioned that they will continue this partnership and extend it down to the local level where they may also provide valuable feedback on progress and challenges.

To strengthen and renew these cooperative relations, joint-training sessions that include all partners along with the public and the police would be undertaken on a quarterly basis. Government agencies, NGOs and other international organizations in the Gambia always offer trainings in their areas of expertise and an initiative such as quarterly training sessions when adopted by the GPF could be used as an opportunity to update police staff and further enhance their understanding on CP matters.

For example, youth drug addiction is one area in which CP can partner with NGOs to engage youth and offer valuable services to the community with a view to improving police-community relations. During consultations with Peace Ambassadors[2] emphasis was placed on youth drug addiction/mental health issues and they noted that most youth do not know how to access available assistance. As a potential alternative to arrest in some cases police staff can use inter-agency cooperation to provide access to expert help in these areas.

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[2] A youth group that works to promote peace in the Gambia.

7. Programme Evaluation

Programme evaluation is essential for the overall success of the community policing initiative. CP aims to bring permanent changes to the way communities are policed. To ensure that the CP programme is on track and the desired results are achieved, regular evaluation of the programme must be conducted. Evaluation helps identify gaps, shortcomings, deviations and provides an opportunity to take timely corrective measures.

Evaluation measures vary from pre-established that include both quantitative and qualitative criteria, which is the best way to go. For instance, in a locality where the CP goal is to reduce drug related crime, the set of indicators should not only include the up or down movement of the crime rate, but also issues like the number of people from the community who attend police-community meetings, instances of police-public cooperation, and how well the community is informed about criminal activity in the locality.

Evaluations are mainly divided into two types:

Process Evaluation: Looks at how the programme is supposed to work, and how it actually worked. It focuses on the stages of the project to see if they have occurred as planned.

As an example, if the objective of the CP initiative is to reduce overnight car break-ins in a particular locality, the response plan should include identifying (or mapping) the area where most break-ins happen, assign night patrol officers to the area, encourage car owners to park their cars inside compounds overnight instead of in the streets, identify car break-in suspects and monitor their activities through surveillance, and arrest and prosecute the offenders.

The process evaluation would focus on the following areas:

1. Were the planned interventions put into place in order to minimise overnight car break-ins?

2. Were the areas mapped with the latest information on car break-ins and used on a frequent basis?

3. How many cars parked off the streets as advised?

4. How many suspects were on the list and were their activities monitored?

5. How many offenders were arrested?

6. How many offenders were prosecuted?

Evaluation Outcome/Impact: Evaluation outcome or impact examines the overall effectiveness of the community policing programme in achieving its objective to stop or at least greatly reduce overnight car break-ins and whether this decline is a direct result of the CP programme intervention.

The outcome/impact evaluation of the programme will focus on:

1. What is the overall reduction in overnight car break-ins?

2. Are there certain specific areas that have witnessed greater decline in overnight car break-ins?

3. In case of multiple strategies in different areas, which strategy worked best?

4. Was the programme more successful with certain groups of people than others (e.g. taxi drivers and private drivers)?

The Development Assistance Committee (DAC)[3] has developed a strategy to identify and formulate indicators and assessment questions for CP programme evaluations. The DAC evaluation is a thorough process that takes into account: relevance, effectiveness, efficiency, impact, and sustainability. It is recommended that this evaluation system be used in all pilot areas.

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[3] A forum of the Organisation for Economic Co-operation and Development (OECD) on which issues surrounding aid, development and poverty reduction in developing countries are discussed.

Interpreting results of process and impact evaluation

The results of process and impact evaluation can be interpreted by utilising the tabular matrix below:

Table 1: Interpreting the results of process and impact evaluation

		Process Evaluation Results	
		Response implemented as planned, or nearly so.	Response not implemented, or implemented in a radically different manner than planned.
Impact Evaluation Results	Problem declined ↓	**A** Evidence that the response was ineffective, and that a different response should be tried.	**C** Suggests that other factors may have caused the deadline, or that the response was accidentally effective.
	Problem did not decline →	**B** Evidence that the response was ineffective, and that a different response should be tried.	**D** Little is learned. Perhaps if the response had been implemented as planned, the problem would have declined, but this is speculative.

Evaluation of the CP programme would basically reveal four broad results, presented in cells A, B, C, and D of Table 1. For better understanding, taking forward the example of car thefts, the following four interpretations can be derived:

1. **Cell A:** if the results fall in cell A, it means that the response was implemented as planned and the problem of car thefts declined because of it. Therefore, the applied response would be appropriate to replicate in other areas facing similar problems;

2. **Cell B:** if the results fall in cell B, it would mean that the response was implemented as planned but was unable to produce a decline in car thefts. Therefore, the applied response would not be appropriate to replicate in other areas facing similar problems;

3. **Cell C:** if the results fall in cell C, it would mean that there has been a decline in car thefts but it has not been due to the planned response as the response was not implemented, some other factor/s may have been responsible;

4. **Cell D:** if the results fall in cell D, it would mean that there has neither been a decline in thefts, nor has the response been implemented as planned. Both process and impact evaluations should be undertaken again, once the response is implemented.

Modification/Expansion

The decision to modify, halt or expand CP programme depends upon the findings of the evaluation. The evaluation requires that all stakeholders of the CP initiative are involved in the review process. The review should accommodate stakeholders' perspectives, ensure that evaluation results are shared and the community is engaged through all stages. Activities that have not produced the intended results should be modified, discarded or replaced by others that are more effective. In case the pilot sites have produced intended results of enhancing community engagement, reducing crime or fear of crime, the CP initiative can be expanded to other localities using a phased approach.

The CP teams from the pilot sites that have produced successful results should be utilised as an advisory-cum-training team for new community police officers in new pilot areas. It should be noted that successful CP initiatives in pilot sites might not be equally successful in others due to variations in demographic, social and political makeup and other disparities in area characteristics. CP initiatives, successful in the pilot sites, might require modifications before implementation to be equally effective for other communities.

8. Training

CP is a shift from the traditional policing reactive model to a proactive model. This new concept requires specialised training for all police officers including new recruits. Successful implementation of CP requires partnerships and specific training:

1 Police ethics and human rights

2 Effective interpersonal communication

3 Problem solving in policing

4 De-escalation techniques

5 Police-media relations

6 Police transparency and responsiveness

Police officers should also understand and believe in the CP concept, have a good knowledge of the area they work in with respect to crime/disorder, establish close contact with members of the community (including women, youth, disabled and elderly) through police patrols, neighbourhood watch, in some cases routine home visits and adopt a client centred approach in their interactions with the community.

In addition, regular awareness raising sessions within their communities should be conducted, (on juveniles, missing children, consumer victimisation, domestic violence, etc.) which would enhance positive interactions between the police-communities and improve trust and confidence.

The GPF will ensure that the CP concept will be a mandatory part of their training programme. Senior police management have been leading the planning efforts and understand the need for a department-wide training requirement on the broader concept of CP. This training will:

- Assist acceptance to the new approach/philosophy

- Build awareness of the concept with staff who are not part of the CP pilot

- Demonstrate the benefits of CP

- Establish the importance of service-oriented policing beyond law enforcement

- Sensitise the concept of CP to police staff

The CP project team are working with the Police School Commander, instructors and the German Police Support project to contribute CP training modules to the police curriculum. This training curriculum will be used to train the police personnel at the pilot stations/posts. After the pilot has been completed, reviewed and recommendations made, it is envisaged that all current police staff will be trained on CP. The concept should be included in the basic training for new recruits. Future selection for new police recruits should reflect Gambian values and be inclusive of diversity, gender and minority groups.

To enable the pilot phase to be successful it is intended that the RCP and project team will visit each pilot area on three separate occasions:

- To sensitise CP philosophy and to consult intended actions with police-community

- To provide training to police-community

- To support and review their implementation efforts

In addition, the RCPs, some police staff and community representatives from the three pilot areas will be involved in the consultation workshop for the CP Strategy and Implementation Plans.

This Implementation Plan along with the CP Strategy and pilot results will be reviewed and analysed to enable a detailed report to be prepared, including conclusions and recommendations made for the concept to be replicated throughout the GPF.

9. Workshop to Consult and Validate Assumptions

After completion of a Desk review, which included a wide range of contributions from GPF staff, stakeholders, government agencies and a diverse range of community members the CP project team developed drafts of the CP Strategy and the CP Implementation Plan. These two draft documents needed to be consulted on and validated and the preferred delivery option was a workshop.

On 20-21 August the CP workshop was held with 45 participants many of who had been involved in the earlier consultations. Representatives of the Minister of the Interior, GPF and UNDP opened the workshop. The participant list and comprehensive agenda[4] outlined the activities and discussions that took place.

The drafts of the CP Strategy and CP Implementation Plans were discussed at length with presentations followed by participants' questions and comments. The keynote addresses were:

- What is Community Policing?
- The nexus between SSR and Policing in the Gambia
- The Community Perspective on Services provided by GPF
- The Police Perspective on GPF Service Delivery
- Decentralisation and Engagement with Communities
- Addressing Sexual and Gender Based Violence (SGBV) in the Justice Sector
- Addressing GPF Service Delivery on SGBV

In addition, there were breakout sessions to ensure the assumptions in the documents were tested. The discussions on the presentations and documents were wide-ranging and informative. The speakers spent some time on questions clarifying aspects of their work with particular reference to the need:

- For more dialogue with marginalised and vulnerable members of communities
- To further assess risks and barriers to implementation
- To utilise the local governance framework rather than create new structures
- For changing the mind set and attitude of police towards communities
- To further investigate ways to improve reporting at posts/stations/bantaba

- To assist communities to break down the "culture of silence" around crimes and reporting
- For confidentiality when reporting, victims to be respected and safeguarded
- To continue inter agency cooperation to enable joint problem solving
- To improve police investigation skills
- For improved police-community education and training

Decentralisation and Community Policing Committees

The presentation on "Decentralisation and Consultation with Communities" was instrumental in educating participants and clarifying a number of complex and sometimes confusing aspects that arose in the preparation of the draft CP Strategy and Implementation Plans.

The Gambia National Policy for Decentralisation and Local Development aims to empower citizens to exercise control over local affairs and foster meaningful development, which requires that some degree of authority has to decentralise to regional, district and ward levels.

At all these levels, the Gambia government have established development committees to administer and manage the affairs of the communities at their level, and at the Ward level this is the Ward Development Committee (WDC.) These development committees are authorised to create, as they deem necessary, sub-committees to deal with important new initiatives.

To align with the government's decentralisation plan, WDCs will select members from the community and establish a sub-committee for Community Policing. The size of a Ward Community Policing Committee will be determined by the size of the Ward population.

This alignment works very well for CP because it is a simple structure that allows local police-community to function as the Local governance Act intended. This concept should not be difficult to set up and administer and will enable the CP project activities to be reviewed and measured. This alignment will be invaluable in the pilot phase.

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[4] Workshop Documents

Risk Analysis and Barriers to success

The major threat to the successful implementation of CP in the Gambia is the reluctance of police officers to discard the traditional and reactive methods of policing that have been at the forefront of all police operations in the country for at least a century and adopt the CP philosophy. This change of police culture has been the most difficult challenge of police services worldwide who have changed to this proactive form of policing.

The political interference from the former regime, stopped professional development of police personnel, halted new recruitment and resources were considerably reduced and have yet to be restored. Accordingly, most police officers presently lack the basic police skills such as report writing in the field, beat patrolling, and interpersonal communication all of which are essential for CP to be successful. This lack of available resources could have an impact on this refreshed approach to CP.

CP requires a significant focus on front line service delivery where there is a considerable lack of resources including, substandard and inappropriate police stations/posts, uniform issues that include lack of standardisation & little consideration of staff safety and significant transport issues in fast developing areas away from Banjul.

A potential barrier to success are staff in middle management, some of whom have been demoted in the past because of excess numbers/too many rank levels and may feel disaffected and not support the change. In addition, some may feel threatened by the changes and will require support for the concept to be successful.

The GPF should consider a name change from Gambia Police Force to Gambia Police Service. This change would reflect the move away from the traditional military style, law enforcement only, command structure to a more service orientated structure that allows for decentralised decision making at local levels. In real terms, having a police headquarters that delivers policy and guidance whilst allowing operational matters to be dealt with at the region, station and post level.

The lack of economic investment across the country has resulted in substandard roads, lack of resources across all government departments, including police and no salary increases to match cost of living increases.

This infrastructure investment requires a whole of government approach, donor contributions and new initiatives to generate funding for government departments to function at the required levels.

Actions required:

→ Police mind set change, reactive to proactive and providing police services

→ Training to address the lack of basic police skills such as report writing in the field, beat patrolling, and interpersonal communication

→ Some investment in front line resources

→ Sensitisation to address resistance from some police staff

→ Consider name change from Police Force to Service and implement structural change

→ Whole of government approach to infrastructure investment

Risk Mitigation

With respect to the police culture, resistance to community policing is sometimes attributed to the perception it is a move away from traditional law enforcement practices to a 'softer' style of policing. The education and training phase of the pilot is designed to explain the reasons for the need to have more than a law enforcement approach and provide specific refresher training of police skills and interpersonal communication.

The sensitisation of middle management police staff is very important to gain their buy-in to the refreshed CP philosophy and this process was started early in the project and will continue during the pilot phase.

The change from a force to a service is a move away from centralised command and control to more policy and guidance role that allows decentralised operational decision making. Decentralising decision making to local levels allows individual skills and creativity to be used by station and patrol officers implementing CP, helps create lateral coordination between ranks/specialised units and allows local police leadership to interact in a more comprehensive way with their communities.

10. Pilot Considerations

Police posts from the 3 pilot areas, Brusubi, Farafenni and Basse will be selected for the pilot and comparisons will be made with other police posts in the immediate area.

During the workshop the formation of Community Policing Oversight Committees (CPO's) at the District level and Community Policing Committees CPC's at the Ward level will be considered. Feedback from the workshop presentation on this topic will be incorporated into the pilot phase.

Currently the GPF conducts transfers of police staff across the country for operational reasons and this process should be encouraged as it is an investment in staff development and provides a police service to all communities in the country. For the CP concept to work consideration should be given to patrol officers in pilot localities implementing the philosophy to remain in their deployment for 1-2 years. This timeframe, at least in the initial stages, would provide continuity, in understanding community dynamics, building relationships and assisting with problem solving crime/safety issues.

After consultations and discussions with the GPF, community stakeholders, CBOs/NGOs and others, the areas selected for the pilot phase will be Brusubi, Farafenni and Basse. These areas were selected to provide urban, rural and peri-urban coverage and, provide valuable information on how the CP philosophy may work in diverse areas across the country. The Community Policing Unit at police headquarters has already done work on planning a CP intervention at North Bank and the pilot has taken their planning and consultation efforts into consideration.

Draft Pilot Plan

The completed CP Strategy and the CP Implementations plan have outlined the proposed content that will be used to pilot the principles of CP in the 3 selected areas, Brusubi, Farafenni and Basse. A draft-working plan will be developed which will list the activities required to successfully implement the concept and enable a review to be completed.

Consultation with Regional Commissioners of Police (RCPs) has already been completed and arrangements are well advanced with local police-communities in Brusubi, Farafenni and Basse to commence this pilot phase.

Before the pilot phase commences the GPF training curriculum is being reviewed and the contents of the CP documents used to prepare a CP training programme. The project team and senior GPF police trainers will prepare this programme. Once completed the training programme will be used to train other police trainers who will assist in the delivery at the pilot areas. At the conclusion of the pilot the training package will be reviewed to ensure it is suitable for delivery to all members of the GPF.

This pilot phase will include extensive planning both in and with police-communities in the pilot sites for the three different activities that are planned, sensitisation, training and review of activities.

Sensitisation – it is intended for the project team and a police trainer to visit the pilot venues and consult with the Regional Commissioner of Police (RCP), police staff from the pilot area and a cross section of community representatives. The CP concept will be explained, the CP Strategy & Implementation plans discussed and their questions, comments and concerns noted and addressed.

The Sensitisation phase has now been completed with more than 120 police and community participants having being consulted at 4 separate meetings in Brusubi (Old Yumdum and Kunkujang), Basse and Farafenni. The participants advised that inadequate police posts/stations and transportation difficulties would be problems to be solved.

Training – a second visit is intended where the project team along with police trainers will deliver the CP training package to the police-community participants including practical exercises to enable them to learn how to work together and solve problems jointly.

The package[5] will include:

- Draft templates of a Post/District plan, Quarterly Reports, Crime Statistics and a CP daily report form will be used in the training along with advice on how to use them in their policing duties.

- Draft of a patrolling regime and how to use it.

- Support will be given to both police-community on how to use appropriate facilities police posts/stations and community (Bantaba) to allow community members to report crime and other issues in a secure and friendly environment.

- The principles of Local Governance Decentralisation and how police-community can access that system to have local CP committees.

- The current GPF officer performance appraisal form is being reviewed and the new draft will be used to measure how individual police officers have adapted to the concept of CP.

Review - the project team will visit for a third time to provide ongoing support, suggest changes where appropriate and do an initial review of the changes that have been made.

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[5] Planning, training, reporting and performance appraisal documents.

11. Conclusions and Recommendations

Conclusion

This CP Implementation Plan has been developed, consulted and validated with a diverse range of GPF staff, UNDP/UNICEF, government departments, key stakeholder/experts and community members. At key stages relevant drafts have been approved by GPF and UNDP. It represents the latest international literature, follows best practice principles and has been adapted to ensure it encapsulates Gambia culture and values.

Recommendation

That this CP Implementation Plan for the GPF, which is a refreshed approach, be used to implement the Pilot phase of the CP project in Busubi, Farafenni and Basse.

Appendix 1

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Appendix 2
Planning, training, reporting and performance appraisal documents

Appraisal Form

The Gambia Police Force
Patrol Officer Appraisal Form
(To be completed by the Patrol Team Leader)

Name: _____   Regimental No: _____

Rank: _____   Unit: _____   Date_____

Ward: _____   District: _____   Region: _____

<u>After completion, please return this form to the Station Officer</u>

Please indicate your rating of the individual's performance for the given areas by marking an x in the appropriate space (1 to 5)

5 = Excellent
4 = Good
3 = Meet Expectation
2 = Improvement Needed
1 = Below Performance Standards

Area of Evaluation	1	2	3	4	5
Punctuality					
Appearance					
Oral Communication					
Written Communication					
Interpersonal Skills					
Ability to Work with Others					
Knowledge of the Patrol Area, Residents and Businesses					
Acquainted with leaders in the Patrol Area					
Identify problems of the Patrol area					
Communicate with community members about issues in the area					
Investigate sources of problems in the Patrol Area					
Plan ways of dealing with problems in the Patrol Area					
Develop resources for responding to problems in the Patrol Area					

Patrol Team Leader Overall Comments

Appraisal Form

The Gambia Police Force
Patrol Team Leader Officer Appraisal Form
(To be completed by the Station Officer)

Name: _____   Regimental No: _____

Rank: _____   Unit: _____   Date_____

Ward: _____   District: _____   Region: _____

<u>After completion, please return this form to the Regional Police Headquarters</u>

Please indicate your rating of the individual's performance for the given areas by marking an x in the appropriate space (1 to 5)

5 = Excellent
4 = Good
3 = Meet Expectation
2 = Improvement Needed
1 = Below Performance Standards

Area of Evaluation	1	2	3	4	5
Punctuality					
Appearance					
Oral Communication					
Written Communication					
Interpersonal Skills					
Ability to Work with Others					
Knowledge of the Patrol Area, Residents and Businesses					
Acquainted with leaders in the Patrol Area					
Identify problems of the Patrol area					
Communicate with community members about issues in the area					
Investigate sources of problems in the Patrol Area					
Plan ways of dealing with problems in the Patrol Area					
Develop resources for responding to problems in the Patrol Area					
Supervisory Skills					

Station Officer's Overall Comments

Field Incident Report Form (1 of 2)

The Gambia Police Force
Field Incident Report Form

Unit: Patrol Team Leader (PTL) :

Names of Patrol Team:

Patrol Area: Ward: District: Region:

PTL Phone Numbers: Mobile: Work:

Email:

INFORMATION ON THE INCIDENT

Nature of the Incident:

Place of the Incident (The Ward):

Date of the Incident: Time of the Incident:

Exact Location of the Incident

Reporting Officer:

Name of Suspect:

Address of Suspect: Was Suspect Arrested?   Yes   No

Description of Incident:

Field Incident Report Form (2 of 2)

Witness name:	Mobile:	Work:
Witness name:	Mobile:	Work:
IF THIS INCIDENT WAS REPORTED TO THE POLICE		
Police Station:		
Ward:	District:	Region:
Name and Phone Number (OIC):		

Field Incident Report Form (2 of 2)

Weekly Incident Report

The Gambia Police Force
Weekly Incident Report

Post/Station: **Officer In Charge (OIC) :**

REGION: **DISTRICT:**

Wards in the Districts:

INFORMATION ON INCIDENTS IN THE DISTRICT

WEEK OF THE YEAR:_____

VIOLENT CRIME

Homicide		
Aggravated		
Simple Assault		
Rape		
Sexual Assault		
Robbery		

PROPERTY CRIME

Burglary		
Larceny		
Motor Vehicle Theft		
Arson		

TOTAL ARRESTED:

MALES: **FEMALES:** **JUVENILES:**

Officer Comments:

Prepared by: Rank Reg. No:

The Gambia Police Force

Monthly Regional Incident Report

Regional Police Station:

Commissioner of Police: **Region:**

Districts in the Region:

INFORMATION ON INCIDENTS AND CRIMES IN THE REGION

MONTH OF THE YEAR:_____

VIOLENT CRIME

Homicide		
Aggravated		
Simple Assault		
Rape		
Sexual Assault		
Robbery		

PROPERTY CRIME

Burglary		
Larceny		
Motor Vehicle Theft		
Arson		

TOTAL ARRESTED:

MALES: **FEMALES:**   **JUVENILES:**

Officer Comments:

Prepared by: Rank: Reg. No:

Quarterly National Incident and Crimes Report

The Gambia Police Force
Quarterly National Incident and Crimes Report

INFORMATION ON INCIDENTS AND CRIMES IN THE GAMBIA

QUARTER OF THE YEAR:_____

VIOLENT CRIME

Homicide		
Aggravated		
Simple Assault		
Rape		
Sexual Assault		
Robbery		

PROPERTY CRIME

Burglary		
Larceny		
Motor Vehicle Theft		
Arson		

TOTAL ARRESTED:

MALES: **FEMALES:**   **JUVENILES:**

Officer Comments:

Prepared by: Rank   Reg. No:

COMMUNITY POLICING TRAINING CURRICULUM

1. Sensitize the concept of Community Policing, Elevate the understanding of the benefits of Community Policing, Problem Solving in Policing, and Inter-Agency Cooperation, Community Policing Committee (CPC) Community Policing Oversight Committee (CPOC) The importance of a service oriented policing beyond law enforcement.

2. Communication Oral/Written (Effective interpersonal communication)

3. Statement Writing

4. Patrol

5. Dispute Resolution and De-Escalation Techniques

6. Human Rights/Sexual and Gender Based Violence

7. Police-media relations

8. Police Transparency and Responsiveness/Police Ethics and Professional Standards

INTRODUCTION TO COMMUNITY POLICING

Section Overview

The trainer will provide a summary of the philosophy of Community Policing and the responsibilities necessary to work effectively as a CP officer within the community. CP officers will learn the concept of CP, interpret and comply with the legal requirements of their occupation, as well as identify job roles and responsibilities. Both community members and CP officers will be instructed on how to form Community Policing Committees at the Ward level and Community Policing Oversight Committees at the District level, and how it all fits into the District Policing Plan.

Minimum Requirements

▪ Describe and compare the different skills needed as a CP officer (e.g. preliminary investigations, law enforcement, services to the community, and patrol services)

▪ Describe the role of a CP officer with respect to the knowledge, skills, and abilities needed to perform well

▪ Describe the job specifications, activities, and demands of a CP officer (e.g. travel, off-hours, risks, dangers, etc.)

• Discuss Community Policing Committees (CPC Ward level,) and Community Policing Oversight Committees (CPOC District level) and the District Police Plan (DPP.)

Outline

The instructor will provide the students with a background on the Gambian CP concept (per the CP Strategy document) including the changes that are continuously taking place in our communities as a result migration, technology, and the effects of social media on policing. The instructor will introduce to the students the challenges and benefits of becoming a CP officer. The role of a CP officer with respect to the public should be discussed. Community members would be instructed on their role as citizens and specifically the role of the CPCs and CPOCs and the regular CP meetings with the police.

COMMUNICATIONS

Note: There are three components in this section: Communication Skills, Tactical Communication and Interpersonal Skills.

Section Overview

CP officers on patrol and in general encounter a wide range of situations and are required to act professionally under all circumstances. The instructor would review the interpersonal and communication skills necessary to adapt to different environments/scenarios and to diffuse situations when required. The importance of using communication to one's advantage should be emphasised.

Minimum Requirements

Communication Skills

1.   Discuss the following oral and written communication skills:
▪ Adjusting a communication style to accommodate an audience or situation

▪ Using verbal and non-verbal feedback

▪ Using effective and appropriate language in oral and written communication

▪ Writing legibly and clearly (e.g. minimal spelling, grammar or typographical errors)

▪ Effectively communicating main ideas orally and in writing

▪ Avoiding personal bias/opinion when communicating

▪ Asking probing questions to obtain information

▪ Conveying oral information accurately

▪ Writing accurate reports

2.   Explain tactical communication

▪ Adjusting behaviour/demeanour (e.g. passive vs. aggressive) based on an individual or situation

Interpersonal Skills

3.   Discuss the following interpersonal skills:

▪ Demonstrating sensitivity/empathy to others (e.g. different cultures, persons with disabilities, human rights issues, mental health issues)

▪ Establishing a rapport with a variety of people for the purpose of building trusting relationships

▪ Diffusing, avoiding and managing difficult interpersonal relationships and/or potential conflict

▪ Being assertive yet professional when interacting with the public

Communication Skills

Outline

CP officers must provide clear and concise information. Their positions and the nature of their work require them to communicate with a wide array of individuals both orally and in writing and to obtain information from sources that may be unwilling. The instructor would address active listening, effective writing and note taking.

Tactical Communication

Outline

CP officers may need to utilize tactical communication during the course of their assignments. They must maintain their composure and adjust their behaviour to suit the individual and situation. The instructor would explain the principles of tactical communication (both verbal and non-verbal, including posture, tone, assertiveness, spatial distance, eye contact, facial expressions) and de-escalation techniques with progressive intervention steps.

Interpersonal Skills

Outline

CP officers would often interact with a variety of individuals during the course of their duties. Their conduct is vital to the professional image of the Gambia Police Force as a whole. The instructor would describe proper conduct and deportment, how to adapt quickly to different situations and how to perform duties in a culturally appropriate manner. CP officers should be able to scan for potential problems and act in a preventative way to avoid any escalation of events.

STATEMENT (REPORT) WRITING

Community Policing Officers are required to complete written reports of occurrences, duties performed, and comprehensive descriptions of their tasks/observances. The Instructor will train the officers how to write reports that are objective and standardized.

Minimum Requirements

1. Discuss the following elements of report writing:

- How to record relevant factual data and circumstances in a notebook

- The different types and purposes of reports

- Recognising legal implications of reports and confidentiality

- Incorporating who, what, where, when, why and how in report writing

- How to take a statement

- Identifying the appropriate method of communication to report an issue

Outline

Community Policing Officers are required to write a variety of reports for different audiences. It is imperative that reports are written in a clear, standardized format to ensure information is conveyed accurately and without bias. The trainer discusses:

- The importance of using a notebook and the rules and format for taking accurate notes

- Different types of reports depending on the situation (e.g. incident, use of force, witness statements)

- The basic elements of report writing (e.g. date, time, location, actions/behaviours, description of individuals, observations, time of completion, etc.)

- Content of reports (e.g. factual information only)

- The legal implications of reports (e.g. necessary for audits or evidence in court)

- The difference between statements and reports

- How to properly distribute reports (e.g. confidential reports)

BASIC PATROL

Section Overview

CP officers need to respond to changes in their environment, which includes actions such as traffic movement, ensuring the safety of persons within the community, monitoring and managing the movements of persons and vehicles. CP officers need to be aware of the correct way to deal with these situations. The instructor will provide the students with the knowledge and skills to assess the security of the physical environments, to apply basic aspects of community policing in their roles and to assess the impact of illegal or deviant activity in the context of safety for oneself and others within the community. The instructor would stress the importance of regular visits to businesses and residents of community members to establish a strong police-community relation, as well as gather information that could be helpful in executing their police functions.

Minimum Requirements

1. Describe and explain surveillance and address the following surveillance techniques:
   - Observing the physical environment

   - Attending to environmental details

   - Situational awareness

2. Describe the basic elements of patrol and include the following:
   - Being visible and approachable by the public

   - Vehicle control and traffic control duties

   - Shift handover

3. Discuss the effects of drug use within the community, how to identify vulnerable youth (e.g. victims of domestic and SGBV) substance abuse and related drug paraphernalia
   - Relate signs of substance abuse and withdrawal including physical and psychological consequences

Outline

CP patrol officers will be called upon to observe the physical environment for certain activities and suspicious behaviour. This objective is typically achieved by conducting an in-person or remote surveillance of the physical environment. CP officers are expected to notice and monitor such activities in order to make sound decisions when devising a plan of action. The instructor will focus on:

- Decision-making
- Recognising patterns (situational awareness)
- Observing minor, yet critical details
- Recognising typicality and detecting anomalies
- Improvising responses
- Interpreting and adapting to events
- Prioritising actions

Observing and monitoring individuals, identifying and responding to potential threats, different types of patrolling and community interactions should be discussed.

Emergency Situation

Outline

CP officers will encounter emergency situations while out on patrol. They will need to accurately identify the risk factors associated with threats, emergencies, and other eventualities that may disturb the peace and lives of community members, and learn how to respond appropriately. The trainer outlines the different risk factors a CP officer on patrol must be familiar with and how to protect individuals and property associated with an assignment. In addition to emergency responses, the trainer includes an overview of the basic principles of prevention and safety.

Sensitivity Training

Section Overview

CP officers on patrol will interact with the public on an on-going basis. It is important they approach individuals with respect to avoid any biases that may impact how they interrelate with others. The instructor would address prejudices against ethnic backgrounds, persons with mental or physical disabilities and gender and sexual orientation.

Minimum Requirements

Discuss the following issues:

1. Recognizing one's own biases and describing how these can influence situations
2. Recognising the impact of mental, physical, cultural and sexual differences on situational dynamics

Outline

CP officers will interact with diverse groups of individuals within the community on a regular basis. The instructor would introduce the concept of respect for differences; identify potential issues that may arise when dealing with a variety of people (e.g. communication difficulties, misinterpretation of gestures) and how to approach individuals in a way that minimises miscommunication.

HUMAN RIGHTS/SEXUAL AND GENDER BASED VIOLENCE (SGBV)

Section Overview

Community Policing officers will encounter or be called upon for services in which sexual and (or) gender based violence is involved. The instructor will provide training on how to identify victims of sexual and gender based violence, how to conduct interviews on such cases and how to collect and preserve such evidence.

Minimum Requirements

Discuss the following issues:

1. Sexual and gender based violence is a crime and not a private affair for the family
2. Community Policing officers must know the legal requirements to have the presence of a parent or guardian before interviewing a child as a victim or suspect of a crime
3. Community Policing must know and have the contact information of the Child Welfare officer for the jurisdiction, and the SGBV focal person with in the Ward or District

POLICE ETHICS AND PROFESSIONAL STANDARDS

A code of ethics is necessary because it allows individual Community Policing officers to know what is expected of them as acceptable behaviour. It provides guidelines on making decisions that are in line with the goals of the Gambia Police Force. A code of ethics is a necessary tool for the organization to succeed. The values and morals incorporated into a code of ethics should be well thought out to ensure that the desired results are achieved. A successful code of ethics will translate into a positive reputation for the Gambia Police Force,

which leads to improved service delivery, stronger community-police relations, and officer and organisational creditability will increase. Below is a standardised code of ethics for community policing.

CODE OF ETHICS

As a Gambia Community Policing Officer, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all persons in the Gambia to liberty, equality, and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others; honest in thought and deed in both my personal and official life. I will be exemplary in obeying the laws of the Gambia and the regulations of The Gambia Police Force. Whenever I see or hear matters of confidential nature that are confided to me in my official capacity, they will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the laws of The Gambia courteously and appropriately without fear or favour, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police services. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession…. Community Policing.

SERVICE PHILOSOPHY

To provide to the residents of The Gambia with high quality essential services and as many other services as is possible, with priorities established by the central and local governments of The Gambia; to be responsive to the needs and concerns of the citizens of the Gambia; to conduct business in an open and professional manner with no favouritism to anyone; and having integrity as an open umbrella over all of this.

Principals of Public Service Ethics

Public Interest: Treat your offices as a public trust, only using the power and resources to advance public interests. Do not attain personal benefit or pursue any other private interest incompatible with the public good.

Objective Judgment: Employ independent, objective judgment in performing your duties while deciding all matters on their merit. This judgment should be free from avoidable conflicts of interest and both real and apparent improper influences.

Accountability: Assure that police work is conducted openly, efficiently, equitably, and honourably while in a timely manner that permits the citizenry to make informed judgments and hold police officials accountable.

Democratic Leadership: Honour and respect the principals and spirit of representative democracy and set a positive example of good citizenship by scrupulously observing the letter and spirit of laws and rules.

Respectability: Safeguard public confidence in the integrity of Gambia Police Force by being honest, fair, caring, and respectful and by avoiding conduct creating the appearance of impropriety or which is otherwise unbefitting a public official.

DISPUTE RESOLUTION AND DE-ESCALATION SKILLS

Section Overview

In the course of their work, Community Policing officers will encounter situations in which that may be required to mediate between two or more parties that are in conflict. In many cases, patrol officers may be able to resolve some of these issues in the field without referral to the Police Post/Station, or to a Dispute Resolution Centre, however, in more serious situations, referral to the centre or Police Post/Station must be made. There is distinction between a patrol police officer receiving training that enables him/her to refer a dispute to a mediation centre and a police officer receiving training which will enable him/her to function as a mediator.

Minimum Requirements

Discuss the following issues:

1. How biases can influence situations
2. Understand how mental, physical, cultural and sexual differences can impact on situational dynamics

3. The need to separate the parties and witnesses to get a better understanding of all sides of the story, and when to make a referral

4. Effective use of introspection, active listening, and cognisance of one's own body language to take control of a situation

Outline

The instructor will provide the students with the knowledge and skills to assess the situation, apply basic aspects of community policing in their roles as mediators and determine if the given situation warrants referral or not. The instructor would stress the importance of objective judgement in conflict resolution. Consider that community policing champions citizen empowerment. It attempts to do away with notions that the police are an occupying army and that citizens have little say in the policing of their communities. The instructor will provide training to the students to understand the importance of mediation skills, and how their politeness characteristics promote professional and positive social interaction. The

instructor will also explain how in handling interpersonal dispute scenes with mediation, community police officers provide a problem solving process in which they empower citizens.

POLICE-MEDIA RELATIONS

Section Overview

The availability of a vibrant media has created a platform for sensitising members of the public on the incidences of crime and their roles and responsibilities in preventing and fighting crime. The Gambia Police Force will need to collaborate with the media in crime prevention measures. Social media presents both opportunities and challenges to police officers; it is an excellent tool to disseminate information, on the other hand however, it can cause serious damage to the police image, such as the endless videos we view on Facebook showing what appears to be police mishandling of suspects.

Minimum Requirements

Discuss the following issues:

1. Members of the general public may use their mobile phones to record incidents as they unfold
2. Police officers should be aware of the fact that an incident in a remote village near Basse may end up on someone's mobile phone in any part of the world
3. Whenever necessary, police officers should direct members of the media to the police spokesperson of the area to ensure uniformity in information dissemination

Outline

The instructor will provide information on how Community Policing officers may use social and main stream media in the most positive way. The instructor would also train the students on ways of how to avoid bad publicity from the media and protect their personal image as Community Policing officers and that of the organisation.

The Gambia Community Policing Structure

```
                    ┌─────────────────────┐
                    │    National Level   │
                    │         IGP         │
                    │       AIGP CP       │
                    │    CP Coordinator   │
                    └─────────────────────┘
                              │
                    ┌─────────────────────┐
                    │ Community Policing   │
                    │   Regional Level    │
                    │  Office of the RCP  │
                    └─────────────────────┘
                              │
     ┌────────────────────────┼────────────────────────┐
┌──────────────┐      ┌──────────────┐      ┌──────────────┐
│  Community   │      │  Community   │      │  Community   │
│  Policing    │      │  Policing    │      │  Policing    │
│ District Level│     │ District Level│     │ District Level│
│    CPOC      │      │    CPOC      │      │    CPOC      │
└──────────────┘      └──────────────┘      └──────────────┘
```

CP Ward Level CPC   CP Ward Level CPC   CP Ward Level CPC

CP Ward Level CPC   CP Ward Level CPC   CP Ward Level CPC

CP Ward Level CPC   CP Ward Level CPC   CP Ward Level CPC
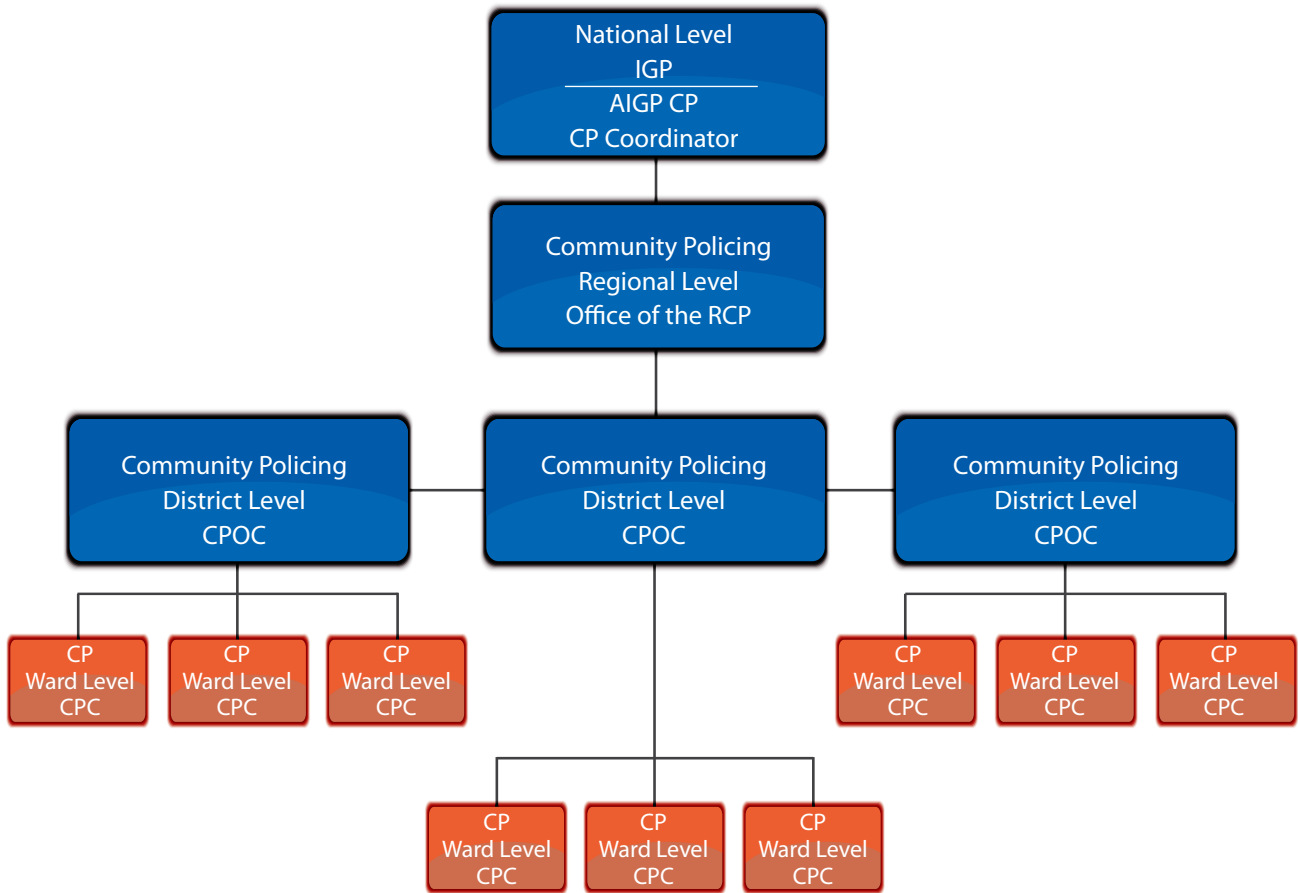
GPF/UNDP COMMUNITY POLICING

REPORT ON PILOT PHASE OF COMMUNITY POLICING INITIATIVE

SEPTEMBER 2019

Table of Contents

Introduction

Background and History

The literature used during the Desk Review phase of this Community Policing (CP) initiative clearly indicates that the Gambia Police Force (GPF) had, as far back as 1999, tried to incorporate the concept and principles of Community Policing in their day-to-day operations across the country. Their efforts were hampered by several issues such as limited resources, political interference and resistance from top management.

A CP pilot project was first launched in Banjul in October 1999, but the project manager was removed from his position before a review could be completed and as a result, no reports were ever submitted. However, the organisation continued their implementation efforts by creating a CP unit and identifying staff at police headquarters. These CP officers had, over time, travelled across the country sensitising the general public on the concept and principles of CP. However, no strategy or implementation plans were developed which may have enabled a successful roll out of CP nationally.

This CP Pilot is the first attempt by the GPF, in partnership with the United Nations Development Programme (UNDP); to test and validate the concept in urban, rural and peri-urban areas based on the GPF endorsed Strategy and Implementation plans. The CP Strategy, Implementation Plan, and Pilot phase detail how CP can be implemented throughout the Gambia. During the sensitisation and training part of the pilot, it was clear that a large number of police officers and most community members had heard of or understood the concept of CP.

This prior knowledge on CP was helpful in facilitating community discussions. The general understanding of CP is that most community members needed clarification. Many of the community members thought they were being recruited as police informants. As such, they raised concerns about reprisals from other community members if their identities were exposed by the police. This misconception was clarified during the police-community sensitisation and training sessions which then allowed community members to quickly and fully embrace the benefits that CP could deliver.

Goals of the Community Policing Pilot

- Develop, test and document a complete implementation methodology that can reasonably be applied in any part of the country.
- Create the necessary frameworks, foundation and instruments to successfully implement CP throughout the country.
- Carry out a series of training and consultations in each of the pilot areas to deepen understanding of community priorities and obtain data to serve as a building block for national implementation.
- Identify challenges that may hinder implementation or progress towards a national rollout.

Activities of the Community Policing Initiative

In addition to the Desk Review mentioned above, the project team also consulted extensively with stakeholders from communities, police personnel, local government, youth and women's groups. A two-day workshop (21-22 August 2019) was held to review and validate the draft Strategy and Implementation plans. Recommendations and feedback from civil society, lawyers' associations, women's groups, Ministry of Justice, Local Government, and community members from the pilot areas were incorporated into both drafts. The finalised Community Policing Strategy and Implementation Plans reflect contributions from all of these sources.

There were three separate phases to the pilot: sensitisation, training and review. This process required a minimum of 3 visits to each location and in some cases additional visits to complete essential tasks. A CP training package for the Police School was developed in partnership with the police trainers and the German Police Support Team. The police school instructors became part of the CP team and were present throughout the pilot activities. This allowed the project team to adjust the training package and ensure it was fit for purpose.

The CP Strategy and Implementation Plans require consultation on a "model police station" concept, development of Police Post/Station/District Plans & Quarterly Crime Statistics as well as designing an incident report form & performance appraisal documents. These documents were completed during the pilot phase. The documents have been presented to the Gambia Police Force for validation.

Review of Pilot Activities

Methodology

The Pilot was designed and developed to target urban, rural and peri-urban areas. The pilot intended to test the implementation strategy in different settings which would provide guidance on the challenges and opportunities local police would encounter. For instance, the resources available to police in urban areas such as roads, hospitals, support services from other government institutions like the Department of Social Welfare may be less available in peri-urban settings and wholly unavailable in rural ones[1]. The tools and infrastructure available to local police to address community security priorities may likewise be different. The pilot would generate valuable insight and lessons when planning for a nationwide rollout. After considerable consultations, the following posts were selected for the pilot: Kunkujang, West Coast Region (urban site), Njaba Kunda, North Bank Region (rural site) and Bakadaji, Upper River Region (peri-urban site).

Sensitisation

This activity was designed to educate and raise the awareness of local police and communities together on the concept of community policing. Joint sessions were held on how community policing used a different, more pro-active approach which could deliver greater results to the community in terms of security and building a positive relationship with their local police. The importance of the relationship between the police and community was emphasised as it is central to the CP philosophy. The contents of the Strategy and Implementation plans were also discussed and made the meeting more interactive, generating a number of questions from the community. This in turn helped the project team address any misconceptions about CP.

Pilot Participants Previous Knowledge of Community Policing

Several community members in all three pilot sites had, at some point, met with and discussed the CP concept and possible implementation with GPF officers in their localities. Many expressed familiarity with CP and had participated in some training in 2006 when a Canadian

Community Policing Team came to the Gambia to help launch CP. A joint team of Canadian and Gambia Police officers offered training in some parts of the country. However, there was a misconception among many community members who thought that CP meant community members would be doing police work. Some were of the impression that they were being recruited as police agents to work hand-in-hand with the local police as patrol officers.

Participants Questions & Concerns

As noted above, the joint sessions with the community, particularly during the sensitisation phase, sparked a number of questions:

• Would CP be permanently in their communities?

• How would they set up their Community Policing Committees?

• Would CPC members be issued ID cards?

• Will CPC members be directly involved in helping the Police settle disputes and solve crimes?

• Can community members form their own patrol groups?

• Can community members confront law violators on their own or should they report it to the police?

Many community members raised concerns on the lack of adequate police officers in their communities to patrol their streets and interact with residents. Concerns related to the lack of police mobility and difficulties dealing with armed confrontations, especially in cattle theft cases, were raised. They talked about the challenges of communicating with the police during emergencies. Some community members who give information to the police were concerned that their identities maybe revealed.

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[1] The Gambia government's decentralisation policy grouped together clusters of villages to form Wards and therefore each village belongs to a Ward. This was decided because villages were too small to be stand-alone entities.

Responses

The participants' previous knowledge of CP caused some confusion initially but when their assumptions, questions and concerns were addressed, they enthusiastically committed themselves to this refreshed approach. Their concerns and fear of having their identities revealed to other community members as a result of giving information to the police were also addressed. They hope that this time, through continuous sensitisation, risk for retaliation from other community members for passing sensitive information to the local police would be reduced and eventually neutralised.

Some community members pointed to the influence that religious leaders have on the community. They suggested that religious leaders could be asked to participate to further educate their communities on their religious obligations to help create a safer community and that working with the police is everyone's duty.

Training

The project team and police school instructors worked together to research and develop the training package. It has been designed to fit with the existing curriculum and will be used in the new recruit training when it resumes. The German Police Support Project provides support to the Police School in terms of reviewing curriculum and refurbishing facilities and were also involved with the development of the training package.

The package was used during the pilot phase and proved adaptable enough to use for police only and police-community joint trainings. This becomes more relevant with reference to the nationwide rollout as it can accommodate police only training in locations such as the Police School and GPF Headquarters, and also the critical joint police-community training for all frontline patrol and their diverse communities.

The training package was jointly developed and delivered by the police trainers and the project team. It proved to be robust requiring only minor modifications as the number of trainings progressed. The use of Mandika, Wollof and English languages allowed everyone to fully participate.

The most valuable and important aspect of the training was that it was jointly done. Community members and police were able to learn the CP concept together and discuss the potential challenges and opportunities for their community. It created an environment that fostered dialogue and discussion between the two groups as they learned together. At the close of the training sessions, they left with a shared understanding and objective.

Training Topics

Community Policing Training Curriculum

Key elements of Community Policing

Statement writing

Communication Oral/ Written (Effective interpersonal communication)

Patrol

Dispute Resolution and De-Escalation Techniques

Police-Media Relations

Human Rights/Sexual and Gender Based Violence

Police Transparency Responsiveness/Police Ethics and Professional Standards Review

Survey Methodology

An individually administered survey was conducted in the three Pilot sites during the review phase. The purpose of the survey was to measure and evaluate the levels of understanding from the sensitisation and training phases for specific groups from the police and the community.

The groups were as follows:
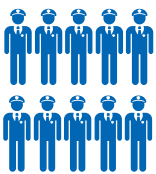
Police Officers
Police officers who participated in both the sensitisation and training sessions.

Community Members Group
5 males and 5 females who participated in the sensitisation and training.

Females Only Group
Females who may or may not have participated in the sensitisation and training.

Control Group
5 males and 5 females who did not participate in either the sensitisation or CP training phases.

Ten community members were chosen from each of the above groups to participate in the survey. Efforts were made to ensure that the groups were a reflection of the community and selected adults with equal members from both genders. The female only group provided the opportunity for women to identify their security priorities which, at times, is different from what men would identify. All participants in the survey were required to be permanent residents of the community of the Pilot site.

Each participant was asked a set of 10 questions. The Police officers completed their own forms, however only a few of the community members were literate. After completing their own forms, the literate members of the community were asked to assist other participants. Prior to that, all participants were asked not to allow those who assisted them to influence their answers. Police officers were not used to assist community members.

In total, 40 participants from each pilot site were selected to complete the survey. The results, which totalled 120 in number, were a good indicator that the police and communities have a shared knowledge of what the problems are that need priority attention in their individual areas. There are some survey questions pertaining to CP and the desire for community members to see its implementation that generated 100% positive answers from all Pilot areas.

Pilot Implementation Results

Pilot Site	Police Officers	Community Members	Female Group	Control Group
Kunkujang, West Coast Region (Urban Site)	10	5 Males 5 Females	10	5 Males 5 Females
Bakadaji, Upper River Region (Peri-Urban site)	10	5 Males 5 Females	10	5 Males 5 Females
Njaba Kunda, North Bank Region (Rural site)	10	5 Males 5 Females	10	5 Males 5 Females
120 Results	100% Positive	100% Positive	100% Positive	100% Positive

Such a response rate did raise concerns for the CP Team. However, they shared the results with some community members and police officers who did not participate in the survey for their opinions. They generally agreed with the results and pointed out that one must bear in mind that the former regime built an abusive state security apparatus as a means for repression, and as a result, police-community relations suffered.

Therefore, any suggestions to repair those relationships by introducing CP in their localities would be highly welcomed by community members. They further suggested that respondents may have used this opportunity to express their desire to change in their local police and it is reasonable to expect the same type of response from communities across the country when asked those same survey questions.

The "Model Police Station" Concept

The GPF has 101 Police stations/posts, many of which include living quarters for police officers and their families. It is important to note that many of these facilities are actually rented property and not GPF owned. It is therefore important to take this into account when any renovations are done to transform them into "model police stations."

Both police personnel and community members had numerous comments about the conditions of these police facilities, as many of them have not been refurbished in 20 years and do not meet the requirements for modern day policing. It is important that if police stations are refurbished or replaced that the communities are consulted.

A GPS mapping of all existing posts, stations, district stations and regional offices should be completed noting which ones are rented and which are owned by the GPF. The concept of a model police station that allows for separate reporting areas for women and children was discussed by stakeholders at the start of the initiative and should be incorporated into a new design. There is also a need to consider rehabilitating the intake area, interview rooms and detention facilities in the posts/stations. Consideration should also be given to creating a community policing hall or space where the police and community can meet at least quarterly to review their police plans. The process for establishing new police posts/stations should also be reviewed.

Mobility

Transport is possibly one of the most pressing challenges facing police personnel. At all pilot stations and posts, the lack of police transport be it vehicle, motorcycle, or bicycles has impacted the ability of police to serve their communities. There were multiple anecdotes of staff walking over an hour to attend to incidents/crimes, using taxis or public transport to bring victims to health centres for treatment.

Communities noted that many suspects have fled crime scenes before the police could arrive. In one pilot community, a female community member strongly advocated for the allotment of a vehicle for her local police station. Another community member recounted that he paid the taxi fare for the police when an incident occurred near his home.

An additional issue beyond acquisition of vehicles is the lack of a maintenance regime within the GPF. Some of the larger stations visited had a number of motorcycles parked because they had broken down and are now unusable. The establishment or strengthening of an Asset Management Unit to track the proper use and maintenance of transport is critical for CP to be implemented effectively. This needs to be done at national, regional and district levels.

Uniform and Equipment

A number of stakeholders noted that there was a wide array of uniform attire for police personnel and perhaps the uniform should be standardised. Changing to a new uniform may also help signal the transformation from the traditional policing method to the CP approach. This may be particularly important for frontline patrol police when engaging with their communities.

In the modern policing environment it is also prudent to consider staff safety issues such as sun hats and high visibility vests. During the pilot some equipment deficits were noted including the lack of notebooks and pens. However, both the police and community members noted that these issues were not top priority.

Post/Station/District Plans, Incident Reports & Quarterly Crime Statistics

Frontline patrol staff saw the need for the development of an incident report that could make their tasks more efficient and save time for them as well as complainants, victims and witnesses. Headquarters has noted the need to develop Post/Station/District Police Plans in line with the Police Strategic Plan 2018-2023. Most critically, the GPF has noted the need for the collection and analysis on all reported crimes and for the creation of Quarterly Crime Statistics (QCS).

The QCS would collect all reported crime from the post to the regional level and provide an overview of what crime was occurring in each district, region and at the national level. Over time, the QCS can provide insight on criminal trends and patterns which would then inform the GPF's training of staff, deployment of personnel, use of assets and resource allocations based on data and evidence. The QCS would also be a valuable tool for the GPF in terms of policy and strategy development. It is envisaged that the QCS would be publicly available and provide an additional avenue to foster trust between the police and the citizens it serves.

The forms for the plans and reports were developed with the GPF and tested in the pilot sites with good success. Both the police and communities saw the benefits of using these documents and the incident reports used in the training are now being used by patrol staff. They have started generating and reporting results through Districts and Regions to Headquarters.

The nationwide rollout will see a large amount of information flowing from the front line to headquarters and it is suggested that training is provided on data collection and analysis both at Headquarters and as part of the curriculum for the Police School. When these processes are in place and the information is analysed it will provide a solid foundation for evidence-based policing.

Performance Appraisal Forms

Research indicated individual performance appraisal forms have not been used for many years. Frontline staff and middle managers saw the need for these forms to be reinstated so that individual performance could be better recorded in a Community Policing environment which requires an increased workload and accountability.

Forms were designed, consulted upon and then used in the pilot. The Human Resources unit at police Headquarters are aware and supportive of these efforts. They would also be useful supporting documents for the Promotion Board to consider. A review of the processes in the Human Resources unit would help them plan for the influx of performance documents and the staff deployment issues which are discussed later in the document.

For Kunkujang, domestic violence and disputes (disagreements among community members not of a domestic nature) were the most prominent. Theft, home break ins and missing children also received quite a few responses. Interestingly both community members and local police officers explained that most of these home break ins occur during nights with heavy rain. They pointed out that the noise caused by rain hitting the roof covers the activities of the people breaking into the homes.

Organisational Change

Name Change - Force to Service

A key element of Community Policing is the shift from policing as an act of force to policing as an act of service. Changing the name of the Gambia Police Force to the Gambia Police Service is part of signalling the shift to a new approach for policing. It would reinforce to current police personnel that this change has taken place and impacts the organisation as a whole and not just a few select personnel.

It would also be a signal to the citizens that the GPF was changing its philosophy and approach with the public. Police staff who assisted in the preparation of the draft Police Bill 2019 also discussed this change and made a recommendation to accept it. A large number of CP stakeholders also supported the idea. From discussions during this initiative with government, community members and other stakeholders, it may be an opportune time for such a change.

Structure

Community Policing, as extensively discussed in the Strategy and Implementation Plans, requires decentralisation to operate effectively. The GPF had already initiated this process and has appointed Regional Commissioners of Police in each of the 7 regions of the Gambia. The role of the Regional Commissioners will be a critical part of the CP rollout nationwide.

Decentralisation of Support Resources

Region Commissioners are an example of decentralisation, however, support services are still largely based at police Headquarters. Headquarters units such as Engineering, Traffic Management and Professional Standards should also be decentralised to the regions to provide support to field staff implementing CP locally.

Asset Management

Many of the stakeholders, community members and police officers discussed the challenges of local police not having access to vehicles, of any sort, to enable them to respond to incidents/crimes. They provided examples of a number of vehicles which had broken down, not been repaired and were stored at a number of locations. It has not been possible to obtain information or policies from GPF on asset management or maintenance. To address the mobility challenges for staff in regions requires the establishment of an Asset Management Unit at Headquarters with offices in the Regions.

Human Resources

A review of Human Resources processes to incorporate staff deployment and decentralise some HR services to the regions is recommended. Performance appraisals completed at the post, station, district and region levels would be beneficial and could also be used for Promotion Board considerations.

Planning & Policy

Review of Planning and Policy processes to incorporate new post/district police plans and quarterly reporting to ensure police and government are getting the most accurate and up to date information based on evidence and data. The pilot areas are now collecting this information and it will be regularly sent to Headquarters through the regional offices.

The Gambia highlighting the seven Regional Commissioners.

Kunkujang, West Coast Region (Urban Site)

Background

Kunkujang Ketaya is a town in the West Coast Region of the Gambia. It is about 10 km from the major town of Brikama which is the administrative capital of the region. Kunkujang Ketaya is considered an urban area, in that it is part of a settlement that has several schools, petrol stations, all major banks, a major market, and constant traffic congestion that is increasingly becoming a problem.

The Gambia Police Force appears to be the only major government institution that has a permanent presence in the area. Discussions with some of the locals revealed that well over 90% of all activity in the town is within the private sector. The businesses in Kunkujang Ketaya range from street vendors to timber mills.

According to some locals, Kunkujang Ketaya experienced a rapid and then a plateaued growth since the main coastal road was constructed in 2015. The population is approximately 50% male and 50% female. The 2019 population projections[2] breakdown are as follows:

Both Sexes

Age Range in Years								
Total	<1	1-2	3-4	5-6	7-8	15-49	50-59	60+
28,891	929	1,628	1,901	1,723	5,627	15,067	1,054	917

Female

Age Range in Years								
Total	<1	1-2	3-4	5-6	7-14	15-49	50-59	60+
14,357	448	802	919	852	2,950	7,583	386	418

Male

| Age Range in Years								
Total	<1	1-2	3-4	5-6	7-14	15-49	50-59	60+
14,533	481	880	982	871	2,677	7,483	659	500

Sensitisation

On 29 August the CP team met with 21 community members and 5 police officers. They were welcomed by the Alkalo, Chief and Imam, and all of whom expressed their support and thanks for being part of the pilot. The CP focal points from GPF with UNDP consultants introduced the concept of CP, explained the development of the CP Strategy and Implementation Plans and encouraged community members to form a community policing committee.

Information was provided about the Professional Standards office at police Headquarters where complaints about police can be made. Participants were told that complaints and discipline would be discussed in the police-community training. It was also explained how the police would patrol the community, have an improved system for taking complaints and strive to be more responsive to community needs.

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2 Gambia Census Bureau
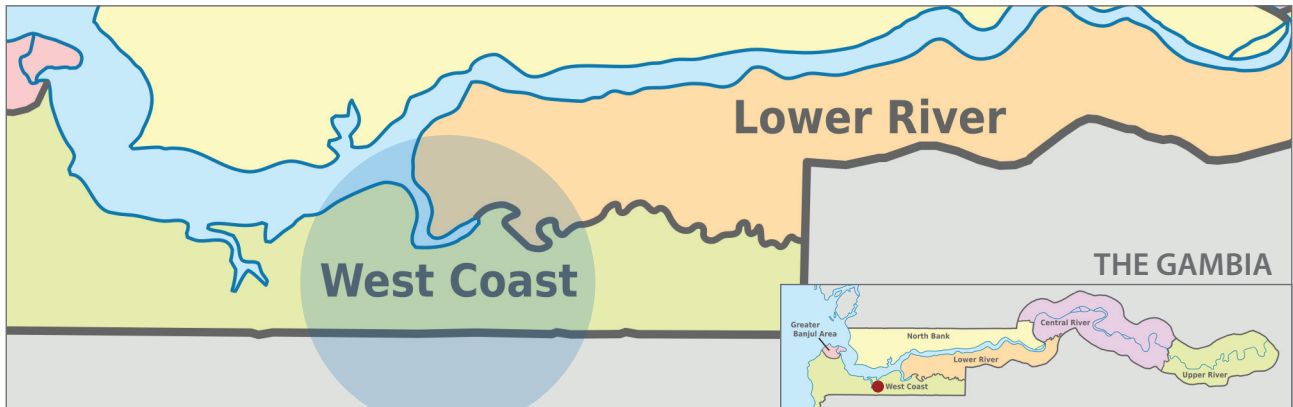
Kunkujang, West Coast Region (Urban Site).

A woman community member expressed support to the CP team. She asked for help with providing a vehicle for the police so that they could travel to the villages. One of the reasons the police cannot reach the community members in need is due to this lack of transport. In some cases, they would have to walk for an hour more to reach where the incident occurred.

Another community member reinforced the need for police transport. He noted that the youth committing robberies were getting away with property before the police could get there. Another noted the high level of crime more than a kilometre from the station and that this high rate was linked to the absence of police. One participant from the youth said he would talk with other youths to tell them about community policing. He noted the need to emphasise peace and cooperation with police, calling it a first step toward reform and a very good initiative.

Training

On 17 September the CP team carried out the training at the Kunkujang Nursery School. There were 10 police officers and 31 community members present. The training package was used with very good results. The training was interactive and allowed for the use of Mandika, Wollof and English.

Review

On 23 September the CP team went to the Kunkujang Nursery School to meet with 29 community members and to carry out the survey. The team members went to homes, work places and markets in the community to access the control group and women participants. At the conclusion, team members returned to the police station where some officers remained. The police officers were briefed on the survey and then completed them.

Bakadaji, Upper River Region (Peri-Urban Site)

Background

Bakadaji is the peri-urban area chosen for the Pilot initiative. Currently a new police post, financed by The Gambia Ports Authority is under construction and should be completed within two months. The town is in Jimara District in the Upper River Region of the country, located about 10 km from Basse the administrative capital of the region. it has a population of 2,489 residents, with a female majority of slightly over 51%. Bakadaji has two schools (a primary and a lower basic school), and a medium sized healthcare centre. However, it has none of the businesses, such as banks,

petrol stations and a major market and institutions that were found in Kunkujang Ketaya. Apart from the Medical and Health Departments, the Gambia Police Force is the only other government agency with a permanent presence. Bakadaji is, however, the centre for all the surrounding villages, probably because of the health centre. It also has several small local shops that mainly deal with basic food commodities. Apart from that, there is no other commercial activity. The Bakadaji police post has jurisdiction over 37 other villages.

The 2019 population projections[3] breakdown is as follows:

Both Sexes

Age Range in Years								
Total	<1	1-2	3-4	5-6	7-14	15-49	50-59	60+
2,489	79	129	177	198	548	1,122	102	133

Female

Age Range in Years								
Total	<1	1-2	3-4	5-6	7-14	15-49	50-59	60+
1,401	34	74	96	113	274	675	55	81

Male

| Age Range in Years								
Total	<1	1-2	3-4	5-6	7-14	15-49	50-59	60+
1,088	45	56	81	85	275	447	47	52

Sensitisation

On 10 and 13 September, the CP team met 28 community members and 8 police officers at the Health Centre in Bakadaji and briefed participants on the community policing concept and pilot activities. The Chief of the village expressed thanks for being part of the initiative, spoke of the existing good relationship between police and community and explained the transport challenges that the local police faced. The station officer spoke proudly of his new police station which is under construction and should be completed within three months.

Several community members expressed the need for traffic control measures for the highway because it was becoming quite dangerous. They offered suggestions such as structures called "sleeping policemen" which are properly constructed speed bumps on the road to slow traffic. The community felt this is a priority due to the large number of school children. Most of the male community members raised the issue of cattle theft which is prevalent in their area. Most of the individuals involved in these thefts were armed and the police are not.

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[3] Gambia Census Bureau
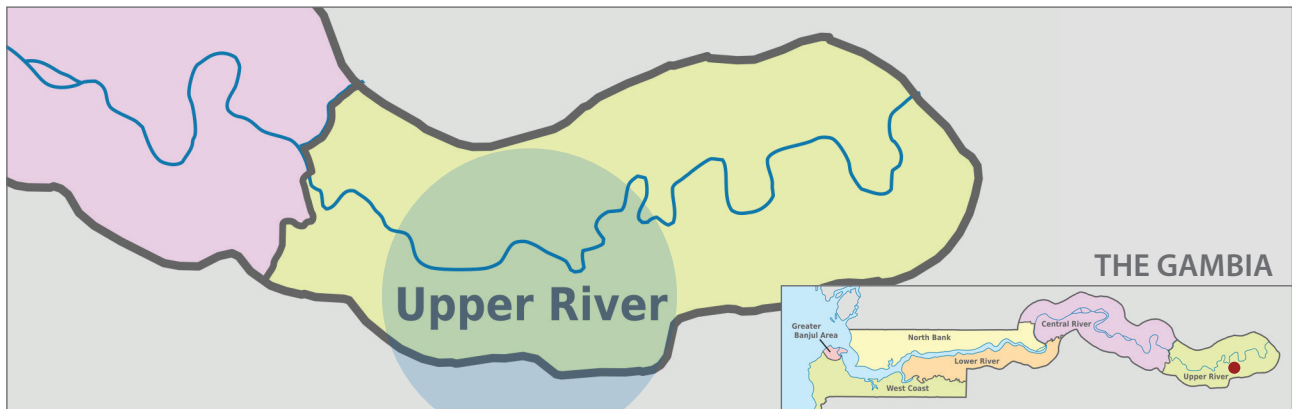
Bakadaji, Upper River Region (Peri-Urban Site).

One of the suggestions made to address this problem was for the police and health authorities to identify and shut down unregistered butcheries. Since this is where the cattle were processed and registered butcheries are required by law to present proper certification of slaughter and ownership.

Training

On 13 September the CP team trained 28 community participants and 8 police officers at the health centre. This training was very interactive with participants demonstrating a shared understanding. Clarifications on some aspects of police informants versus community policing committees were explained. The police incident forms and performance appraisals were particularly well received.

Some community members talked about the good performance of some local officers who have not moved up in rank in several years. Using the performance appraisal documents may help hard-working officers be recognised by police leadership for promotion. The police field incident forms were also welcomed because it makes it possible for officers to record details in the field without the need for witnesses and victims to go to the police post. The police officers said they would use the field reports and continue to enter the details into the Criminal Incident Report[4].

Review

For Bakadaji, domestic violence, cattle theft, general theft and road safety were the most prominent issues. The police and community members said that the cattle thieves are almost always armed and this causes issues for the police. In terms of road safety, the community were suggesting solutions such as "sleeping policemen" which are properly constructed speed bump structures on the highway at either end of their village to slow traffic down.

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[4] A hard copy book is kept at the Post.

Njaba Kunda, North Bank Region (Rural Site)

Background

Njaba Kunda is a village in Central Badibu District in the North Bank Region. It was identified as the rural site for the CP Pilot. The village is situated about 10 km from the commercial town of Farafenni and is 3 km from the Senegal/Gambia border. Njaba Kunda has a school (lower basic school) and many of the children from the surrounding villages attend it.

There is also a small village market, but most of the residents of the village conduct their commercial activities in the larger market in Farafenni. Farafenni general hospital is the only medical facility in this area and community members have to go there for medical services. Other government institutions and NGO's are also all in Farafenni. According to a community member, over 50% of the people of Njaba Kunda leave the village for Farafenni to engage in business most days. The population of Njaba Kunda is 3,336, with a female majority of slightly over 51%.

The 2019 population projections[5] breakdown is as follows:

Both Sexes

Total	Age Range in Years							
	<1	1-2	3-4	5-6	7-14	15-49	50-59	60+
3,336	119	215	262	254	717	1,339	160	270

Female

Total	Age Range in Years							
	<1	1-2	3-4	5-6	7-14	15-49	50-59	60+
1,842	61	106	133	120	383	788	94	157

Male

| Total	Age Range in Years							
	<1	1-2	3-4	5-6	7-14	15-49	50-59	60+
1,494	58	109	129	134	334	551	65	113

Sensitisation

On 11 September the CP team briefed the Chief, Alkalo, Village Elders, 8 community members and 6 police officers on the community policing initiative. The Alkalo said that the police and the community already had a very good relationship and he spoke about the challenges of having only 8 police officers and 1 motorised tricycle to serve 33 villages. The 6 villages closest to the post were easy to get to but the remaining 27 villages hardly ever saw the police. The Alkalo was enthusiastic for the community to be part of the community policing pilot.

The station officer said that there are 8 officers to provide services to approximately 10,000 people.

The post is inside the village of Njaba Kunda which is 1 kilometre off the highway. A new post is under construction on the highway but has stalled due to lack of funds which are being provided by GPF.

Domestic violence and disputes between community members were the major concerns arising from the survey. Police officers said many of the disputes involved land issues and the residents sometimes used farming tools as weapons. They suggested CP would allow residents to bring their disputes to police for resolution without taking matters into their own hands. Another area of dispute for residents are stray domestic animals

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[5] Gambia Census Bureau
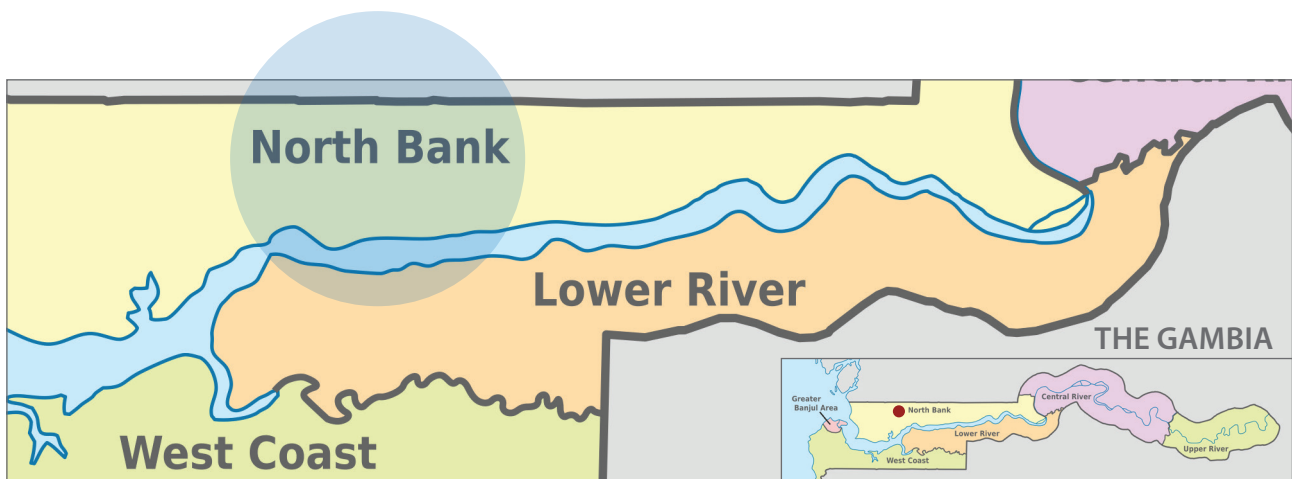
Njaba Kunda, North Bank Region (Rural site).

wandering into farms and eating crops. It is hoped that CP would provide an opportunity for these issues to be discussed in the monthly CP committee meetings. Regular meetings and discussions may improve community relationships and defuse social tensions.

Training

On 12 September the CP team met with 29 community participants and 7 police officers at the Njaba Kunda School where the training was conducted. When the heat became unbearable the participants suggested moving out under the trees to complete the day's activities. During the training community members asked for clarification on how the community policing committee would be established as there was lingering confusion in their minds about this CP initiative compared to past information they had received from GPF.

The training package was well received and the participants expressed their thanks. The participants welcomed the idea of training being provided in local languages as it gave them a clearer understanding of the subject matter. This would help them to work better with the police.

Review

On 24 September the CP team returned and a good number of the participants came to the police post for the review process. Some members of the police and community were unavailable because of a Police Intervention Unit training and work commitments, especially the control group and women. The project team returned to Njaba Kunda for a second day to complete the process.

Community members expressed their view that such pilot projects are best conducted after the rainy season as most of the community is engaged full time on their farms. However, because the CP project was important to them they gave their time. The CP team acknowledged this concern and arranged to return for a second day to complete the processes when community members were available.

On 25 September the CP team returned to Njaba Kunda and the review took place in the community's Bantaba. 32 community members and the station officer with 1 of his staff attended. An incident occurred at the police station with a large crowd gathered complaining about a thief who was right then being interviewed by the police. As a result, the majority of police officers stayed at the station to deal with this incident. The project team moved about the community to get additional control group and women participants. Many of them were involved in work activities and unable to attend the meeting. Since the training day, police staff numbers reduced due to a transfer and there are now only 7 police officers posted to serve approximately 10,000 people.

For Njaba Kunda, domestic violence, disputes and thefts were the most prominent matters. Another issue that concerned the local police, but was not included in the survey, is the high rate of locally made guns by male residents. It is important to note that the local police do not feel threatened by this situation; they express their concern that residents have a tendency to bring out these guns whenever there is a dispute between larger families.

Pilot Analysis

Kunkujang, Urban Area

Kunkujang highlighted its major problems as home break ins, traffic and general disputes between community members. Community members in urban areas generally have a much higher need for police presence and services than in peri-urban or rural areas. The level of street activity is constant and this increases the likelihood of disputes. Traffic congestion is a major and growing problem. The police cells are also occupied with detainees on most days which is also different from what was found in the peri-urban and rural sites.

Through consultations it became obvious that a large number of community members live close together but do not know each other. As such, they rely on the police more than in the other areas to help resolve disputes. In the other pilot locations, community members knew each other, have traditional systems such as Alkalos and others in place to help resolve disputes. Urban areas also have a large and increasing number of non-Gambian residents from a variety of countries who seek police help. Residents have been encouraged to involve all nationalities in their community policing committees to improve social cohesion amongst these diverse communities.

Bakadaji, Peri-Urban Area

Communities like Bakadaji, situated on major roads, unsurprisingly note road safety as a priority issue. Cattle theft and the use of guns predominate complaints to local police and these issues are an example of what should be in their police plan so it can be addressed. These areas may have other businesses such as banks and petrol stations as they are transit towns, however, Bakadaji has none of these. Residents of peri-urban areas are normally natives of the area. They have known one another for generations and usually marry wives from other neighbouring communities. They are closed societies and not welcoming to outsiders. No foreigners live among them, but other outsiders like officials posted there, police, health care and NGO's personnel usually live in quarters provided by their organisations.

Any strangers that come to their area will be quickly noticed by the locals. Unlike the urban areas, people use the traditional dispute mechanisms and will go directly to the Chief, Alkalo and/or local Iman to resolve disputes. They may also go to the police. It is important to note that this process does not work in serious cases such as domestic violence. Many communities prefer to resolve domestic violence and family issues within the community itself rather than have police investigate and prosecute. The local police advise that this system interferes with their ability to lawfully deal with such crimes. CP awareness and education through the community policing committees may encourage more women and girls to report such crimes.

Njaba Kunda, Rural Area

A typical village located 1 kilometre off the highway, Njaba Kunda has no major businesses of any sort and residents are primarily self-sufficient farmers. It is a close knit community and the most prominent building is the village mosque where all matters of importance are discussed. A typical village does not have a school however one was built there by a philanthropic person. Children in rural areas normally attend school in another peri-urban town which could be quite a walk from their village. Usually no outsiders live among them and population numbers are low because young people migrate to other areas for employment.

Their main concerns are land disputes. They also make their own guns or weapons and use them to solve disputes. As noted earlier in this report, this is problematic for the local police. It is hoped that the community policing committee will help peacefully resolve this situation. Police presence for these residents is more of a reassurance for their safety rather than actual need for police services. Police officers rarely go to these areas.

Population Ratio

To enable Community Policing to be successful, the balance between the number of police officers and the population it serves is critical. In each of the three pilot areas it became obvious that the small number of staff posted does not allow for the number of patrol officers needed to provide services to urban, rural or peri-urban communities.

It is unclear whether the total number of police staff is insufficient, that there are not enough patrol officers in each location, or there are excess numbers in administrative roles within national, regional and divisional offices. To rectify the current perceived imbalance, a review at the national level is advisable.

The Economic Community of West African States (ECOWAS) recommends a population to police ratio of 400 to 1. With a population of 2 million and a police force of 5000 personnel, GPF has met this requirement indicating that the numbers are available and distribution is the problem. Other factors that impact on this ratio, are population density, crime frequency, size of the jurisdiction and seasonal/incidental population flux.

The Pilot Phase has indicated that an additional 18 patrol officers are required to enable Community Policing to be successful in the three pilot locations: Kunkujang 10, Bakadaji 4 and Njaba Kunda 4.

Nationwide Rollout Options

Review of the pilot phase provides some options for the nationwide rollout. The training of current police officers at the police school and the use of mobile training teams for the joint police-community training in parallel would quicken the roll out of CP. The training package will also be embedded as part of the police school curriculum so that new personnel would receive CP training as part of their recruit training. The joint training methodology

proved successful and would ensure that both police and communities understand each other's roles and further develop a positive working relationship based around a clear plan with shared objectives.

GPF accepts that there needs to be a considerable amount of planning to support the nationwide rollout and that it will require a dedicated team to achieve this objective. They appreciate that there needs to be detailed costings and timeline identified to allow the police finance team to plan for and allocate the required resources.

Monitoring and Evaluation Process

Programme evaluation is essential for the overall success of the community policing initiative. CP aims to bring permanent changes to the way communities are policed. To ensure that the CP programme is on track and the desired results achieved, regular evaluation of the programme must be conducted. Evaluation helps identify gaps, shortcomings, deviations and provides an opportunity to take timely corrective measures.

The best option is for the evaluation measures to include both quantitative and qualitative criteria. For instance, in a locality where the CP goal is to reduce drug related crime, the set of indicators should not only include the increase/decrease of the crime rate, but also the number of people from the community who attend police-community meetings, instances of police-public cooperation, and how well the community is informed about criminal activity in the area.

The GPF should consider introduction of a Monitoring and Evaluation process as outlined in the Community Policing Implementation Plan, Section 7 Programme Evaluation. This type of process is necessary for the evaluation of Community Policing across the entire organisation.

Conclusions

During this pilot phase a number of issues arose that need to be considered by GPF as it prepares for the nationwide rollout of Community Policing. These include the need to review the activities of some Headquarters units to enable them to better support the field activities of the CP initiative. In particular the Engineering, Asset Management and Maintenance, Human Resources and Planning and Policy units will be impacted by the introduction of Community Policing. Other suggested changes are further decentralising some support positions and consideration of name change (Force to Service).

The analysis of the pilot locations clearly identifies the different attributes attached to Urban, Peri-Urban and Rural locations, the population to police ratios, the planning structure for the nationwide rollout and development of a Monitoring and Evaluation system. As GPF prepares for a nationwide rollout of CP, these are the key areas that need to be taken into consideration.

Recommendations

That the Gambia Police Force:

1 Align their decentralisation policy with that of the Gambia government's policy.

2 Have a police post in every ward, a police station in every district and continue to maintain the regional offices that currently exist.

3 Standardise the naming of police facilities in terms of posts and stations.

4 Provide additional staff, mobility and appropriate facilities in the pilot areas to enable the activities of the Community Policing Pilot to continue in the immediate future.

5 Appoint a team to plan the Community Policing nationwide rollout which will include the findings from the Pilot and include budget requirements.

6 Develop and implement a Monitoring and Evaluation Programme, an Asset Management Unit at Headquarters and regional offices and increase capacity on data collection and analysis.

Appendices – Survey Results

Kungkujang Ketaya

For Police Officers Only

1. Has the sensitisation and training improved your understanding of Community Policing?
   Yes 100%   Somewhat   No

2. Do you think Community Police can help provide an improved police service?
   Yes 100%   Somewhat   No

3. Was it helpful conducting the training in local languages?
   Yes 100%   Somewhat   No

4. Are the new incident reports, police plan and performance appraisal forms helpful for your work?
   Yes 100%   Somewhat   No

5. Do you think that Community Policing can effectively address Sexual and Gender Based Violence
   in the community?
   Yes 100%   Somewhat   No

6. What do you consider to be biggest problem for your community?
   Domestic Violence 70%   Cattle Theft   Disputes   Other 30% (House Break-ins)

7. How many times have you been out on patrol since the training?
   1 Time   2 Times 20%   3 Times 30%   4 Times 30%   5 Times or more 20%

8. Have patrolling increased your knowledge of the community?
   Yes 100%   Somewhat   No

9. How would you rate your interaction with members of the community?
   Good 100%   Not Bad   Not Good

10. Would you like to see the concept of Community Policing as the foundation for policing in the Gambia?
    Yes 90%   Maybe 10%   No

Kungkujang Ketaya

For Community Members Only

1. Did you know about Community Policing before the sensitisation meeting and training?
    Yes 50%   Somewhat   No 50%

2. Was it helpful conducting the training in local languages?
    Yes 100%   Somewhat   No

3. Have you noticed any increase in police-community interactions?
    Yes 80%   Somewhat 10%   No 10%

4. Have you noticed any increase in police patrol in your community?
    Yes 90%   Somewhat 10%   No

5. What do you consider to be biggest problem for your community?
    Domestic Violence 40%   Cattle Theft 40%   Disputes   Other 20% (House Break-ins)

6. Do you think Community Policing will eventually address this problem?
    Yes 90%   Maybe 10%   No

7. Do you think there has been any improvement in police-community relations since
    Community Policing was reintroduced in your community?
    Yes 90%   Somewhat   No 10%

8. Do you feel safer in the community since the reintroduction of Community Policing in your area?
    Yes 100%   Somewhat   No

9. Did you talk to anyone else about Community Policing since the training?
    Yes 90%   No 10%

10. Would you like to see the concept of Community Policing as the foundation of policing in the Gambia?
    Yes 100%   Maybe   No

Kungkujang Ketaya

For Female Community Members Only

1. Do you think the police is responsive to the needs of women and children in the community?
   Yes 80%   Somewhat 20%   No

2. What do you think is the most pressing issue affecting women and children in your community that requires more police attention?
   Violence 80%   Missing Children 20%   Sexual Violence   Child Abuse   Other

3. What do you consider to be biggest problem for your community?
   Domestic Violence 20%   Theft 40%   Disputes 40%   Sexual Violence   Other

4. Do you feel confident and safe to report issues about you and your children to your local police?
   Yes 100%   Sometimes   No

5. Where do you feel more comfortable reporting incidents/offences?
   Police/ station 100%   Health Centre   Alkalo   Other

6. Are you worried about the local police keeping your information confidential?
   Yes 20%   Somewhat   No 80%

7. How would you rate police-community relations in your community?
   Good 100%   Not Bad   Poor

8. Do you think an increased police patrol in the community would make you feel safer?
   Yes 90%   Maybe   No 10%

9. How satisfied are you with how the police handle cases involving women and children in your community?
   Very Satisfied 80%   Somewhat Satisfied 20%   Not Satisfied

10. To whom would you feel more comfortable reporting cases of sexual violence?
    It does not matter 60%   A Male Officer   A Female Officer 40%

Kungkujang Ketaya

Controlled Group

1. Do you know what Community Policing is?
   Yes 50%   Somewhat 30%   No 20%

2. Have you had any contact with your local police in the last month?
   Yes   No 100%

3. What do you consider to be the biggest problem in your community?
   Violence   Missing Children 20%   Sexual Violence   Child Abuse 30%
   Other 40% House Break-ins 10% Water Shortages

4. Have you heard about Community Policing being recently introduced in your community?
   Yes 50%   No 50%

5. Would you like to know more about Community Policing?
   Yes 100%   Maybe   No

6. How would you rate police services within your community?
   Good 40%   Average 10%   Needs Improvement 50%

7. How would you rate police-community relations in your community?
   Good 100%   Not Bad   Poor

8. Do you think an increased police patrol in the community would make you feel safer?
   Yes 100%   Maybe   No

9. How satisfied are you with how the police handle cases involving women and children in your community?
   Satisfied 60%   Somewhat Satisfied 20%   Not Satisfied 20%

10. Would you like to have more interaction with your local police?
    Yes 100%   Maybe   No

Bakadaji

For Police Officers Only

1. Has the sensitisation and training improved your understanding of Community Policing?
   Yes 100%   Somewhat   No

2. Do you think Community Police can help provide an improved police service?
   Yes 100%   Somewhat   No

3. Was it helpful conducting the training in local languages?
   Yes 100%   Somewhat   No

4. Are the new incident reports, police plan and performance appraisal forms helpful for your work?
   Yes 100%   Somewhat   No

5. Do you think that Community Policing can effectively address Sexual and Gender Based Violence in the community?
   Yes 50%   Somewhat   No 50%

6. What do you consider to be biggest problem for your community?
   Domestic Violence 20%   Cattle Theft 80%   Disputes   Other

7. How many times have you been out on patrol since the training?
   1 Time   2 Times 30%   3 Times 30%   4 Times   5 Times or more 40%

8. Have patrolling increased your knowledge of the community?
   Yes 100%   Somewhat   No

9. How would you rate your interaction with members of the community?
   Good 90%   Not Bad 10%   Not Good

10. Would you like to see the concept of Community Policing as the foundation for policing in the Gambia?
    Yes 100%   Maybe   No

Bakadaji

For Community Members Only

1. Did you know about Community Policing before the sensitisation meeting and training?
   Yes   Somewhat 30%   No 70%

2. Was it helpful conducting the training in local languages?
   Yes 100%   Somewhat   No

3. Have you noticed any increase in police-community interactions?
   Yes 90%   Somewhat 10%   No

4. Have you noticed any increase in police patrol in your community?
   Yes 80%   Somewhat 20%   No

5. What do you consider to be biggest problem for your community?
   Domestic Violence 20%   Cattle Theft 80%   Disputes   Other

6. Do you think Community Policing will eventually address this problem?
   Yes 90%   Maybe 10%   No

7. Do you think there has been any improvement in police-community relations since
   Community Policing was reintroduced in your community?
   Yes 100%   Somewhat   No

8. Do you feel safer in the community since the reintroduction of Community Policing in your area?
   Yes 100%   Somewhat   No

9. Did you talk to anyone else about Community Policing since the training?
   Yes 100%   No

10. Would you like to see the concept of Community Policing as the foundation of policing in the Gambia?
    Yes 100%   Maybe   No

Bakadaji

For Female Community Members Only

1. Do you think the police is responsive to the needs of women and children in the community?
   Yes 100%   Somewhat   No

2. What do you think is the most pressing issue affecting women and children in your community that requires more police attention?
   Violence 30%   Missing Children   Sexual Violence 70%   Child Abuse   Other

3. What do you consider to be biggest problem for your community?
   Domestic Violence 50%   Theft 40%   Disputes   Sexual Violence   Other 10% (Road Safety)

4. Do you feel confident and safe to report issues about you and your children to your local police?
   Yes 80%   Sometimes 20%   No

5. Where do you feel more comfortable reporting incidents/offences?
   Police/ station 50%   Health Centre   Alkalo 50%   Other

6. Are you worried about the local police keeping your information confidential?
   Yes 10%   Somewhat   No 90%

7. How would you rate police-community relations in your community?
   Good 100%   Not Bad   Poor

8. Do you think an increased police patrol in the community would make you feel safer?
   Yes 100%   Maybe   No 10%

9. How satisfied are you with how the police handle cases involving women and children in your community?
   Very Satisfied 100%   Somewhat Satisfied   Not Satisfied

10. To whom would you feel more comfortable reporting cases of sexual violence?
    It does not matter   A Male Officer   A Female Officer 100%

Bakadaji

Controlled Group

1. Do you know what Community Policing is?
   Yes 20%   Somewhat 20%   No 60%

2. Have you had any contact with your local police in the last month?
   Yes 30%   No 70%

3. What do you consider to be the biggest problem in your community?
   Violence 40%   Missing Children   Sexual Violence 20%   Child Abuse
   Other 40% (Road Safety)

4. Have you heard about Community Policing being recently introduced in your community?
   Yes 70%   No 30%

5. Would you like to know more about Community Policing?
   Yes 100%   Maybe   No

6. How would you rate police services within your community?
   Good 100%   Average   Needs Improvement

7. How would you rate police-community relations in your community?
   Good 100%   Not Bad   Poor

8. Do you think an increased police patrol in the community would make you feel safer?
   Yes 90%   Maybe 10%   No

9. How satisfied are you with how the police handle cases involving women and children in your community?
   Satisfied 50%   Somewhat Satisfied 20%   Not Satisfied 30%

10. Would you like to have more interaction with your local police?
    Yes 90%   Maybe 10%   No

Njaba Kunda

For Police Officers Only

1. Has the sensitisation and training improved your understanding of Community Policing?
   Yes 100%   Somewhat   No

2. Do you think Community Police can help provide an improved police service?
   Yes 100%   Somewhat   No

3. Was it helpful conducting the training in local languages?
   Yes 100%   Somewhat   No

4. Are the new incident reports, police plan and performance appraisal forms helpful for your work?
   Yes 90%   Somewhat 10%   No

5. Do you think that Community Policing can effectively address Sexual and Gender Based Violence in the community?
   Yes 100%   Somewhat   No 50%

6. What do you consider to be biggest problem for your community?
   Domestic Violence 20%   Cattle Theft 80%   Disputes 80%   Other

7. How many times have you been out on patrol since the training?
   1 Time   2 Times 20%   3 Times   4 Times 40%   5 Times or more 40%

8. Have patrolling increased your knowledge of the community?
   Yes 100%   Somewhat   No

9. How would you rate your interaction with members of the community?
   Good 50%   Not Bad 40%   Not Good 10%

10. Would you like to see the concept of Community Policing as the foundation for policing in the Gambia?
    Yes 100%   Maybe   No

Njaba Kunda

For Community Members Only

1. Did you know about Community Policing before the sensitisation meeting and training?
   Yes 90%   Somewhat   No 10%

2. Was it helpful conducting the training in local languages?
   Yes 100%   Somewhat   No

3. Have you noticed any increase in police-community interactions?
   Yes 70%   Somewhat 20%   No 10%

4. Have you noticed any increase in police patrol in your community?
   Yes 20%   Somewhat 30%   No 50%

5. What do you consider to be biggest problem for your community?
   Domestic Violence 40%   Cattle Theft   Disputes 50%   Other 10%

6. Do you think Community Policing will eventually address this problem?
   Yes 100%   Maybe   No

7. Do you think there has been any improvement in police-community relations since
   Community Policing was reintroduced in your community?
   Yes 100%   Somewhat   No

8. Do you feel safer in the community since the reintroduction of Community Policing in your area?
   Yes 100%   Somewhat   No

9. Did you talk to anyone else about Community Policing since the training?
   Yes 100%   No

10. Would you like to see the concept of Community Policing as the foundation of policing in the Gambia?
    Yes 90%   Maybe 10%   No

Njaba Kunda

For Female Community Members Only

1. Do you think the police is responsive to the needs of women and children in the community?
   Yes 80%   Somewhat 20%   No

2. What do you think is the most pressing issue affecting women and children in your community that requires more police attention?
   Violence 70%   Missing Children   Sexual Violence 30%   Child Abuse   Other

3. What do you consider to be biggest problem for your community?
   Domestic Violence   Theft 30%   Disputes 70%   Sexual Violence   Other

4. Do you feel confident and safe to report issues about you and your children to your local police?
   Yes 80%   Sometimes 20%   No

5. Where do you feel more comfortable reporting incidents/offences?
   Police/ station 70%   Health Centre   Alkalo 30%   Other

6. Are you worried about the local police keeping your information confidential?
   Yes   Somewhat 30%   No 70%

7. How would you rate police-community relations in your community?
   Good 100%   Not Bad   Poor

8. Do you think an increased police patrol in the community would make you feel safer?
   Yes 100%   Maybe   No 10%

9. How satisfied are you with how the police handle cases involving women and children in your community?
   Very Satisfied 70%   Somewhat Satisfied 30%   Not Satisfied

10. To whom would you feel more comfortable reporting cases of sexual violence?
    It does not matter 30%   A Male Officer   A Female Officer 70%

Njaba Kunda

Controlled Group

1. Do you know what Community Policing is?
   Yes 30%　　　　Somewhat 20%　　　No 70%

2. Have you had any contact with your local police in the last month?
   Yes 30%　　　No 70%

3. What do you consider to be the biggest problem in your community?
   Violence 60%　　Missing Children　　Sexual Violence 30%　　Child Abuse
   Other 10% (Theft)

4. Have you heard about Community Policing being recently introduced in your community?
   Yes 60%　　　No 40%

5. Would you like to know more about Community Policing?
   Yes 100%　　　Maybe　　　　　No

6. How would you rate police services within your community?
   Good 80%　　　Average 10%　　Needs Improvement 10%

7. How would you rate police-community relations in your community?
   Good 100%　　　Not Bad　　　Poor

8. Do you think an increased police patrol in the community would make you feel safer?
   Yes 100%　　　Maybe　　　　　No

9. How satisfied are you with how the police handle cases involving women and children in your community?
   Satisfied 60%　　Somewhat Satisfied 40%　　　Not Satisfied

10. Would you like to have more interaction with your local police?
    Yes 100%　　　Maybe　　　　　No