

# COMMUNITY POLICING TOOLKIT

The Bangsamoro Model

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Community Policing Toolkit  
The Bangsamoro Model

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# ACRONYMS

|          |   |
|----------|---|
| ARMM     | Autonomous Region in Muslim Mindanao                        |
| BBL      | Bangsamoro Basic Law  |
| BC       | British Council   |
| BPATs    | Barangay Peacekeeping Action Teams                          |
| CAB      | Comprehensive Agreement on the Bangsamoro                   |
| C-R      | Conciliation Resources                                      |
| CSOs     | Civil Society Organisations                                 |
| DILG     | Department of the Interior and Local Government             |
| FAB      | Framework Agreement in the Bangsamoro                       |
| FGD      | Focus Group Discussions                                     |
| FPA      | Final Peace Agreement                                       |
| GPH      | Government of the Philippines                               |
| GT       | <i>Ginabayang Talakayan</i>                                 |
| ICG      | International Contact Group                                 |
| JNC      | Joint Normalisation Committee                               |
| MILF     | Moro Islamic Liberation Front                               |
| MNLF     | Moro National Liberation Front                              |
| MOA-AD   | Memorandum of Agreement on Ancestral Domain                 |
| NAPOLCOM | National Police Commission                                  |
| NGOs     | Non-Governmental Organisations                              |
| OPAPP    | Office of the Presidential Adviser on the Peace Process     |
| PNP      | Philippine National Police                                  |
| PPSC     | Philippine Public Safety College                            |
| PRO ARMM | Police Regional Office Autonomous Region in Muslim Mindanao |
| SARA     | Scan-Analysis-Response-Assessment                           |
| SP       | <i>Sikolohiyang Pilipino</i>                                |
| SRI      | Security Reform Initiative                                  |
| SZOPAD   | Special Zone on Peace and Development                       |
| TWG      | Technical Working Group                                     |
| UK       | United Kingdom  |

# FOREWORD

The British Council aims to promote a friendly knowledge and understanding between the people of the UK and people worldwide, making a positive contribution in all of the countries where we operate and a lasting difference to the UK's security, prosperity and influence.

Our work in justice, security and conflict resolution builds on 25 years of experience in Eastern Europe, East Asia, South Asia and Africa. We believe that strengthening the rule of law, ensuring access to justice and addressing and resolving conflict are fundamental to human security and the development of stable communities where all citizens' voices can be heard and economic opportunities realised. As a cultural relations organisation, partnership is at the centre of how we work, aligning our values with the priorities of local stakeholders and working with the grain of local culture.



**Nicholas Thomas**  
**Country Director**  
**British Council**

The British Council's Community Policing Project, implemented in partnership with Security Reform Initiative (SRI) and the Bantay Bayanihan network, is a central part of our work to support the development of a more open, prosperous and inclusive society in Mindanao.

This Toolkit sets out an approach to community policing for the Autonomous Region in Muslim Mindanao (ARMM). It was developed over the past year by the project's Technical Working Group, which comprised leading stakeholders from 11 organisations. Equally important, it is also the outcome of extensive consultations with local communities throughout the region.

We believe the Toolkit is an important step towards implementing community policing in the ARMM. On behalf of the British Council, I would like to congratulate all those who contributed to its creation.

# ACKNOWLEDGEMENT

The strength of this Community Policing Project has always been in its consultative design, methodology and implementation, a factor which in some respects sets it aside from other similar endeavours. There are many examples of Community Policing around the world from which to draw international best practice and from which templates can be formulated.

The strength of this piece of work and any that may follow as a result, has been in its basic foundation of informing and consulting the community to be policed and the other agencies involved in that policing process. This work has been produced having regard to best practice, community wishes and aspirations. The aim has been to achieve holistic participation in and ownership of this strategy and toolkit looking forward to its implementation.



A handwritten signature in blue ink that reads "Phillip Thomson MA".

**Phillip Thomson MA**  
**Team Leader**  
**Community Policing Project**

As Team Leader of the project I would like to acknowledge the professional assistance provided to the project by the many Philippine Government and non-government agencies we have consulted with and from whom we have sought assistance and advice. Their contributions have been invaluable. I would also wish to express the gratitude of the project to the Joint Normalisation Committee for their mandate.

I would like to acknowledge the professionalism and hard work of my fellow members of the Technical Working Group and the organisations they represent. This Strategy and Toolkit could not have been completed and produced without the shared vision, expertise, committed team spirit and professionalism of those involved.

The role played by our project partners Security Reform Initiative and Conciliation Resources has been crucial. It is only through their good offices and the dedication of their Facilitators and those of the MILF working in the field in sometimes testing and difficult circumstances, that this document is able to assert with confidence that its contents reflect the views of the Bangsamoro community.

This project has fundamentally always been about people and their aspirations concerning the style of policing they wished to have, so finally and most importantly I would wish to thank the people of the Bangsamoro for their enthusiasm and active participation in this project and the people and Government of the United Kingdom for making this project possible.

# TECHNICAL WORKING GROUP



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# TECHNICAL WORKING GROUP



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**Paul Adolfo**  
Mindanao Projects Manager  
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A handwritten signature in black ink, appearing to read 'Maria Angela'.

**Maria Angela Flores**  
Head of Contracts and  
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# THE PROJECT

## BACKGROUND

### SUMMARY OF THE PEACE PROCESS IN CONTEXT

The issue of peace in Mindanao is linked to the struggle of the Country's Muslims or Moros to assert their distinct identity, history and way of life.

The tension between Muslim separatists and Government forces in the southern part of the Philippines is nothing new. The history of intermittent fighting over many years between Government forces and rebel groups has resulted in the relevant region of Mindanao being plunged into widespread poverty, underdevelopment and insecurity.

According to the Internal Displacement Monitoring Centre, this is estimated to have cost 120,000 lives and to have displaced 3.5 million people since 2000. The region also has the highest percentage of poor people in the country. Based on the latest government data, two of its provinces are on the list of the Top 10 provinces in the country in 2015 that have the highest incidences of poverty among families. From 2006 to 2012, Lanao del Sur ranked first and Maguindanao fourth.

On 4 January 1987, the Philippine government signed an agreement (also known as the Jeddah accord) with the Moro National Liberation Front (MNLF) in which both sides pledged to continue the negotiations for the resolution of the conflict in the southern Philippines. Among the proposals in the accord was the grant of full autonomy to



Mindanao, Basilan, Sulu, Tawi-Tawi and Palawan. However, the Jeddah Accord was overtaken by the ratification of the 1987 Constitution the following month.

On 1 August 1989, Republic Act 6734 or the Organic Act creating the Autonomous Region in Muslim Mindanao (ARMM) was signed into law.

On 17 November 1989, four provinces (Lanao del Sur, Maguindanao, Sulu and Tawi-Tawi) ratified the Organic Act. These provinces became the initial components of the ARMM, which conducted its first elections in 1990.

On 2 September 1996, the administration of President Fidel Ramos signed the 1996 Final Peace Agreement (FPA) with the MNLF on the “full implementation of the Tripoli agreement” of 1976.

The deal called for the creation of the Special Zone of Peace and Development (SZOPAD) covering the 13 provinces mentioned in the Tripoli Agreement, with the addition of Sarangani and the nine cities where the plebiscite was held in 1989. The agreement also provided for a transitory period of two years, during which the law should have been passed legislating all the pertinent provisions of the 1996 FPA that shall constitute a new organic act for a new autonomous Government in place of the ARMM. Within three years after the signing of the agreement, development efforts including basic services and infrastructure, trade and livelihood assistance for local communities should have been implemented in the special zone. However, the MNLF felt that the FPA’s important socio-economic elements were not being satisfactorily realised.

On 18 July 1997, the Ramos administration and the MILF, a breakaway group from the MNLF, signed the Agreement for General Cessation of Hostilities, in which both sides committed to a ceasefire and to continue formal peace talks. Three years later, however, the administration of President Joseph Estrada suspended the talks and declared an “all-out war” against the MILF.



On 14 August 2001, Basilan (except Isabela City) and the City of Marawi were incorporated into the original four provinces constituting the ARMM.

On 5 August 2008, the Arroyo administration and the MILF signed the Memorandum of Agreement on Ancestral Domain (MOA-AD) that sought to expand the existing territory of the ARMM by more than 700 additional villages, subject to a plebiscite to be held within a year.

In October 2008, however, the Supreme Court struck down the MOA-AD as unconstitutional for seeking to establish a state within another sovereign state. The high court's decision led to a breakdown in the peace negotiations.

A year after President Benigno Aquino III took office, he met with MILF chair Murad Ibrahim in Tokyo, Japan in August 2011. After two years of negotiations, the Aquino Government signed the Framework Agreement on the Bangsamoro (FAB) on 15 October 2012, which was hoped would pave the way for an end to armed rebellion in Muslim Mindanao.

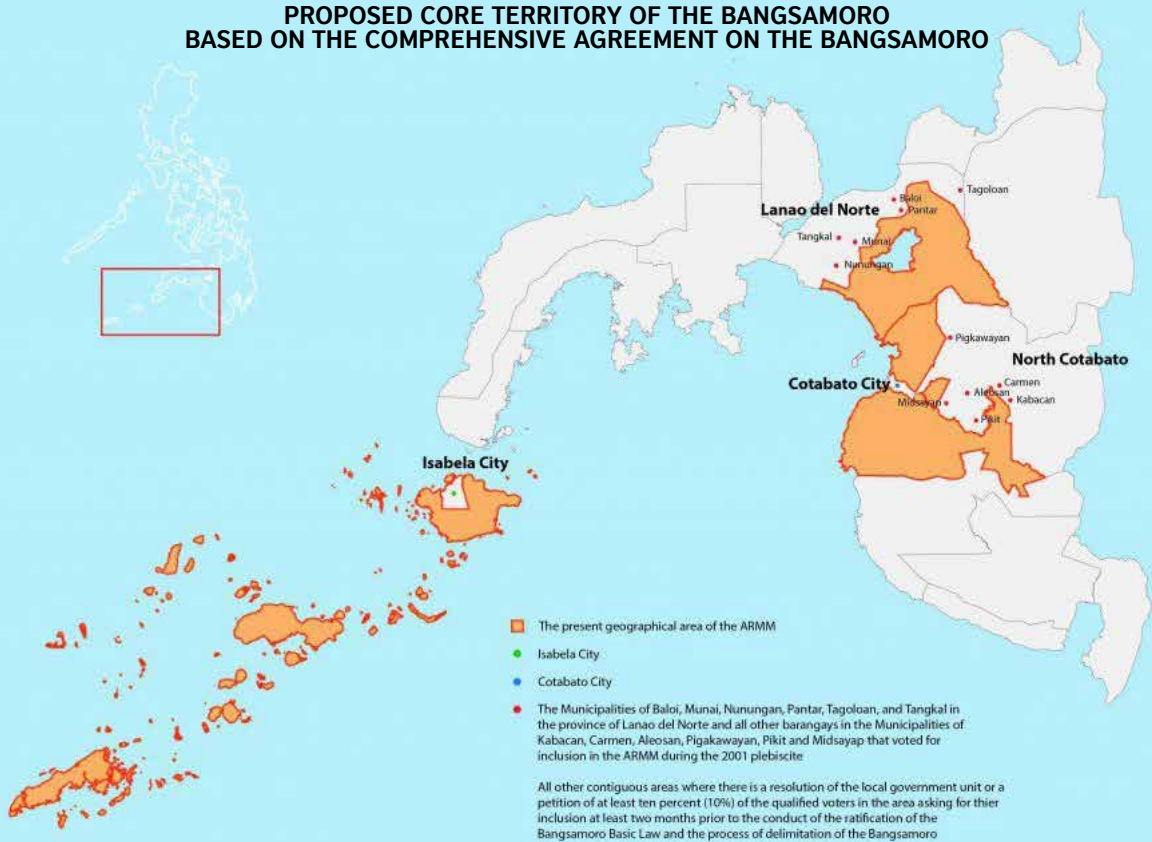
The FAB was considered as a commitment by the Government and the MILF to establish a new autonomous political entity in Muslim Mindanao. It would replace the ARMM with a more empowered and more equitable system called the Bangsamoro.

One of the four annexes to the FAB includes Normalisation. Signed on 25 January 2014, the Annex on Normalisation has three main components: security, socio-economic development and transitional justice. Policing falls within the security component of the normalisation process, including the commitment of the MILF to eventually render its armed forces "beyond use", among other provisions. The security aspect of normalisation also takes into account the needs of the communities affected.

On 27 March 2014, the Comprehensive Agreement on the Bangsamoro (CAB) was signed. The signing of the CAB is the culmination of the 17 years of peace negotiations between the Philippine Government and the MILF that began in 1997 and which continued under the facilitation of the Malaysian Government, starting in 2001.

The CAB reiterates the Philippine Government and the MILF's commitment to the FAB including its four Annexes (with Normalisation as one of the annexes) and the

## PROPOSED CORE TERRITORY OF THE BANGSAMORO BASED ON THE COMPREHENSIVE AGREEMENT ON THE BANGSAMORO



Addendum to the FAB. The CAB will pave the way for a Bangsamoro autonomous political entity, which will replace the Autonomous Region in Muslim Mindanao.

After the signing of the CAB, the Bangsamoro Basic Law (BBL) was drafted and submitted to Congress for deliberation and approval. The BBL serves as the legal basis for the establishment of the Bangsamoro. The BBL lays down the structure of Government of the Bangsamoro, the relationship of the Bangsamoro with the Central Government, the rights of the residents and other important matters in the governance of the Bangsamoro.

Community Policing is specifically mentioned under Article 11 Section 11 of the original version of the BBL which states “the Bangsamoro Police shall adopt Community Policing as an essential mechanism in maintaining peace and order”.

It is important to note that at the national level, the principles of Community Policing are stipulated in Republic Act 6975 also known as the Department of the Interior and Local Government Act of 1990, which provides that “... the State shall bolster a system

of co-ordination among the citizenry, local executives and the integrated law enforcement and public safety agencies”.

## UK GOVERNMENT’S SUPPORT

The Community Policing Project implemented by the British Council in seven conflict affected areas, in what will be known as the Bangsamoro region in Mindanao, is anchored on the section of the BBL advocating the use of Community Policing to maintain societal peace and order.

The project is an affirmation of British Council’s continuing commitment worldwide to strengthening the rule of law, ensuring access to justice and addressing and resolving which conflict are fundamental to human security, development of stable economic states where all citizens’ voices can be heard and realisation of economic opportunities.

Moreover, the project builds directly on the work undertaken by the UK Embassy in Manila, which provided direct support to the peace process negotiations as part of the International Contact Group that was established in 2009.

The ICG, made up of four Countries and four international NGOs, is essentially an advisory body observing the peace negotiations and assisting the parties and the Malaysian facilitator of the talks when asked to do so.

Much of the UK’s role in the group involved sharing their experience from Northern Ireland and their models of devolution. The UK Government has also facilitated visits to the UK by both the Government and the Moro Islamic Liberation Front and others involved in the peace process, including Civil Society, Legislators, Police and Military.

## PROJECT DESIGN

Resolving conflict in Mindanao cuts across UK prosperity, security and consular objectives; and the UK has provided significant support to the formal negotiations to end the conflict. During the signing of the peace agreement President Aquino thanked the UK, “whose experience in resolving conflict was a shining example as we embarked upon our journey”.

The project is consistent with the overall mandate of the British Council, which in this regard is to facilitate a change in the cultural relations between communities to prepare the PNP and the people of Mindanao for the introduction of Community Policing over the next few years.

It builds upon an expertise and track record in international development. In various parts of the world, helps societies achieve change by working collaboratively with governments, donors and civil society to deliver value-for-money solutions that are both effective and sustainable.

Strengthening the rule of law, ensuring access to justice and addressing and resolving conflict are fundamental to human security and the development of stable economic states where all citizens’ voices can be heard and economic opportunities realised.

The initiative also supports the Philippine Development Plan (2011-2016), which states that peace and security shall be achieved in support of national development. The peace process is at the centrepiece of the development agenda. Alongside it is the implementation of complementary development tracks, anchored on conflict prevention and peace-building in conflict-affected areas.

## PROJECT PHASES

Over a six-month period, scoping and design activities were conducted to ensure that the project was fit for its purpose, recognising past work done on Community Policing and taking into account the various best practice available and lessons learned.



**Scoping**

**Design**

**Implementation**

The scoping and design phase include stakeholder meetings to understand in depth the development environment and to explore partnership and collaboration opportunities, through the various face-to-face interactions with key influencers and authorities as well as with civil society.

In the scoping phase, the main actors in the MILF-GPH peace process were consulted with to understand the Bangsamoro context upon which this project is anchored. Face-to-face sessions were also conducted with about twenty other organisations with a stake in security, policing, as well as other development issues in Mindanao. These organisations include government, non-government and international bodies.

Following the scoping phase, a design review phase was conducted to validate and refine the thinking, key pathways were identified to explore how this project would look.

The design phase was also maximised to garner the support of Peace Panel authorities as well as the British Embassy in Manila. Through meeting key stakeholders, the project was designed taking account of the experiences already available, the achievements, as well as the lessons learned from other similar projects and initiatives.

## THE DESIGN FRAMEWORK

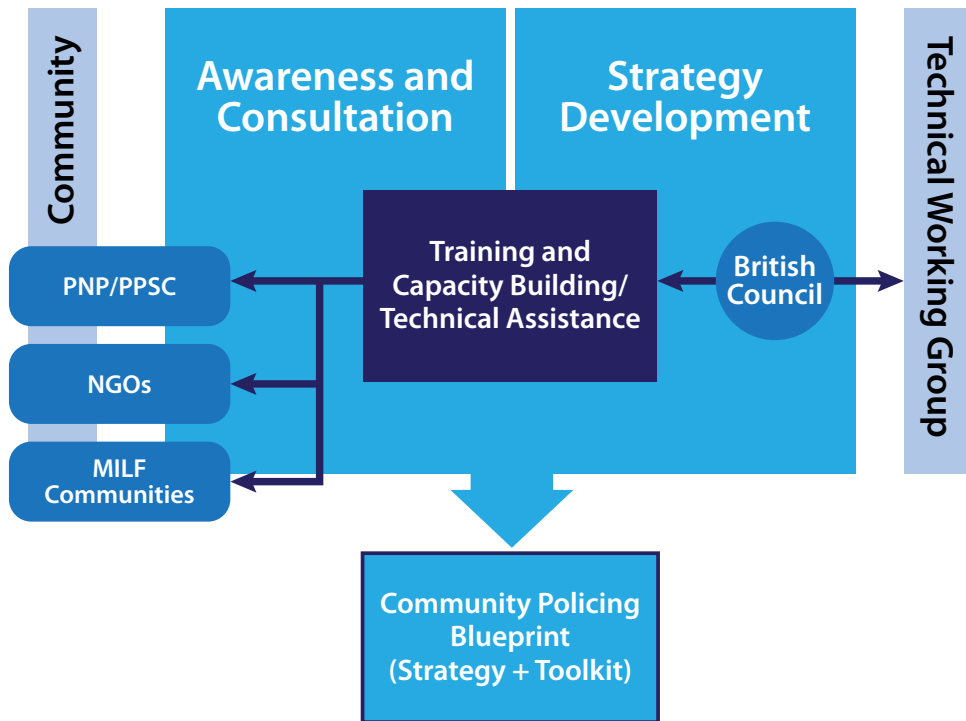
The overall aim of the proposed project was to “assist the conflict affected communities, relevant institutions and authorities to build a culture of community driven policing in the Bangsamoro and by so doing complement the peace building efforts and the transition process”.

The project objectives and outcomes were as follows:

### OBJECTIVES:

1. Improve community awareness and understanding on Community Policing;
2. Conduct inclusive community consultations to inform the Community Policing strategy development;
3. Develop a robust Community Policing blueprint and toolkit for use and adoption by key authorities and institutions.





#### OUTCOMES:

1. Established common understanding of Community Policing among key stakeholders;
2. Increased support and readiness for the adoption of Community Policing in Bangsamoro areas; and
3. Prepared communities to work in partnership with PNP and vice-versa.

Before communities could fully participate in the process, the assertion was made that a need existed to prepare communities for the introduction of Community Policing by increasing their awareness on the topic and engaging them through consultative sessions so that they could contribute to the strategy and as such benefit from it.

The final output is a Community Policing Strategy and Toolkit for use by relevant stakeholders and affected communities.

It is important to note that the project did not include any practical piloting of Community Policing or curriculum development. Given the fragility of the peace process at the time, the project purposely focussed on what was realistic to achieve in one year.

The project used a bottom-up and top-down approach to achieve its aims. Working from the ground, British Council established collaborative and implemental partnerships with relevant non-government organisations and civil society organisations operating in the Bangsamoro.

The influencing approach from the top was through the creation of a Technical Working Group (TWG) that led in shaping a contextualised Community Policing Strategy and Toolkit for the Bangsamoro. A close relationship with the Joint Normalisation Committee (JNC) has also been forged to ensure that the gains of the project become mainstreamed into the overall peace process.

## METHODOLOGY

The project methodology was composed of five phases, namely: Baseline Study, Awareness, Consultation, Strategy Development and Feedback.

Training was provided to a total of 118 facilitators from the Civil Society Organisations (CSOs), PNP Police Regional Office-ARMM, Philippine Public Safety College (PPSC) and Moro Islamic Liberation Front. The training provided them with methods and techniques that they were able to use in each phase of the project.

Through the training of facilitators, participants from the CSOs, MILF, PPSC and PNP were provided with the skills required to conduct the sessions on Awareness and Consultation. In doing so, while the project focused on empowering communities to make them active champions of Community Policing, the training of facilitators in effect developed additional local Community Policing champions.

Knowledge products were also developed to further aid the facilitators in the conduct of the sessions for each phase of the project. One of these was the Facilitator's Guide, which was drawn from the key points and information



materials given to the facilitators during the training.

The guide outlined the flow of each session, effectively dividing the allotted time for the entire activity. Methodologies to be used for each phase were also discussed in the guide, together with materials needed for each activity.

Most importantly, the Facilitator's Guide provided an explanation of topics to be discussed, questions to be asked, as well as notes for processing responses from the participants.



### TECHNICAL WORKING GROUP

A TWG with the mandate of the JNC was formed to develop the Community Policing Strategy and Toolkit. Members that composed the TWG that met once a month are representatives from the Philippine National Police (PNP) Headquarters, PNP Police Regional Office-ARMM, Philippine Public Safety College (PPSC),

National Police Commission (NAPOLCOM), Armed Forces of the Philippines (AFP), Department of the Interior and Local Government (DILG), Moro Islamic Liberation Front (MILF), Security Reform Initiative (SRI), Conciliation Resources (C-R) and British Council.



The data gathered from the baseline, awareness and consultation was reported to the TWG on a regular basis and served as inputs and guidance to the strategy

formulation. The group also undertook a study tour in the United Kingdom to observe, analyse and where appropriate, utilise the learning gained from a developed Community Policing environment in their strategy development.

## BASELINE STUDY

The objective of the Baseline Study was two-fold: First, to gauge the level of knowledge in the community of the concept of Community Policing; and secondly to understand how the participants view their law enforcers at the present time.

The approach used the *Sikolohiyang Pilipino* (SP) (Filipino Psychology) school of thought, an indigenisation of methods through cultural sensitivity for the purpose of obtaining more valid and accurate research findings.

Two methods were chosen for the conduct of the baseline research. These were survey and *Ginabayang Talakayan* (GT) or Focus Group Discussion (FGD). The survey provided quantitative answers to the objectives of the baseline research. These answers were then probed further through a GT/FGD.

The priority of the baseline research was not simply to extract information but to obtain an honest and holistic picture of the communities and community life. Common concerns raised by participants during the baseline research helped deepen the understanding of how policing works in the communities. Moreover, the baseline research was the first step for the local teams to introduce themselves and build rapport with the community, in order to encourage a more open flow of insights and inputs during the consultation phase of the project.

## SELECTION OF COMMUNITIES

The local facilitators did the groundwork in identifying the communities to be targeted, keeping in mind the importance of ensuring diversity of, as well as gender representation in the total population



reached for the project. As much as practicable, the following communities were targeted: dominant Muslim community, dominant Christian community or mixed Muslim and Christian community, mixed lumad, Muslim and Christian community and communities at or near the provincial centre.

## AWARENESS PHASE

This phase focused on raising awareness in basic concepts and practices in Community Policing. The objective was to raise awareness of Community Policing to encourage community involvement in shaping and taking part in its own Community Policing through the later consultation process. The same communities chosen in the Baseline Study were targeted along with the MILF communities, PPSC students and the Police in the region.

The awareness phase pre- and post-test Instrument was developed and likewise translated into local languages. The questions were converted into close-ended questions to make the instrument clearer and more concrete, rather than conceptual, at the community level. Questions were either binary types or multiple-choice questions. The questionnaire is divided into two parts. The first part, comprising two questions, tests the level of knowledge of respondents as regards the funder, proponents and phases of the Community Policing Project. The second part of the instrument gauges the participants' views and knowledge on community, the role of the police and Community Policing.

Aside from posters, a brochure on Community Policing was also developed. The brochure features the following information on Community Policing: What is Community Policing, Basic Principles of Community Policing, Advantages of Community Policing in the Philippines and the Role of the Police and Community Policing in Philippine laws.



To engage the target audience, including the general Filipino people in raising awareness about Community Policing, simple language was used with suitable visuals and/or audio-visuals to aid in the understanding and appreciation of the topic.

To maximise the strategic communications component of the project, the following media platforms were utilised: Digital and social media; print; radio; television and audio-visuals; and community-based information campaigns. In addition, news feature articles were drafted and released for publication in newspapers in the area. For social media, these materials were translated into bite-size and sharable content.

A total of 23,623 people were directly reached (59.87% male and 40.13% female), while 834,000 people were reached via media platforms.



## CONSULTATION

Prior to consultation, the requirement was to formulate a set of questions that could be raised during the FGDs among the communities in the seven provinces, the PPSC students, the MILF communities and the Police. To ensure integrity and a robust academic methodology, the project team sought the academic assistance of PPSC and SRI to streamline possible questions aimed at testing community opinion on the identified elements of the Community Policing concept.

This set of questions was then presented to the TWG for discussion and validation before it was used in the consultation. These guide questions were also translated into Filipino and other relevant local languages for easier facilitation of the FGDs and surveys with the communities.

The consultation process was undertaken in the same communities targeted during the baseline study and the awareness phase. The participants in every community came from a wide range of organisations and sectors. Efforts were made to ensure the participation of key sectors in the different communities. These sectors included farmers, women, religious organisations, indigenous people, senior citizens, people with disabilities, academe, students, *barangay* peacekeeping action teams (BPATs), members of the *barangay* local government unit and members of security forces.

The respondents were a mix of Maguindanaon, Ilonggo, Arumanon-Manobos, Bajaus, Bisaya, Tausug, Higaonon, Maranao, Sama, Iranun, Tiduray, Subanun and Yakan.



A total of 35 communities identified by the partner CSOs was consulted. The communities that were consulted are:

| PROVINCE               | COMMUNITIES  |
|------------------------|--|
| <b>Maguindanao</b>     | Brgy. Banaba, Datu Abdul Sangki<br>Brgy. Sambulawan, Datu Salibo<br>Brgy. Magsaysay, Brgy. Making, Parang<br>Brgy. Salman, Ampatuan, Brgy. Libutan, Mamasapano |
| <b>Cotabato</b>        | Brgy. Mudseng, Midsayap<br>Brgy. Tapodoc, Aleosan<br>Brgy. Batulawan, Pikit<br>Brgy. Simbuhay, Cabacan<br>*Cotabato City                                       |
| <b>Lanao del Norte</b> | Brgy. Tambo, Munai<br>Brgy. Inagongan, Tagoloan<br>Brgy. Rogongon, Iligan City<br>Poblacion, Kolambugan<br>Poblacion, Iligan City                              |
| <b>Lanao del Sur</b>   | MSU community, Marawi City<br>Ditsaan-Ramain<br>Balabagan<br>Balindog<br>Saguiran  |
| <b>Basilan</b>         | Al Barka<br>Townsite, Maluso<br>Isabela City<br>Akbar<br>Lantawan  |
| <b>Sulu</b>            | Brgy. Tunggul, Kalinggalang Caluang<br>Brgy. Pasil, Indanan<br>Brgy. Anuling, Patikul<br>Brgy. Angilan, Omar<br>Jolo City                                      |
| <b>Tawi-Tawi</b>       | Brgy. Sanga-Sanga, Lakit-Lakit, Pahut<br>Brgy. Lamion and Pag-asa<br>Brgy. Tubig Mampallam, Tubig Boh<br>Brgy. Chinese Pier, Tubig Tanah<br>Simandagit         |



Police Provincial Offices from these seven provinces were likewise consulted along with the students of the PPSC ARMM in Maguindanao and PPSC Regional Training Centre in Zamboanga City.



There was also consultation undertaken with the community within MILF camps in: South Upi, Maguindanao; Malabang, Lanao del Sur; Ampatuan, Maguindanao; Carmen, North Cotabato; Buldon, Maguindanao; Tagoloan, Lanao del Sur; Butig, Lanao del Sur; Salman, Zamboanga Sibugay; and Wao, Lanao del Sur.



A four-step process was conducted for the consolidation of consultation results.

First, the raw results from the communities were encoded. Minimal processing, such as correction of typographical errors and translation from the vernacular to English, was done during the encoding phase.

Secondly, the coding process was implemented. In the coding process, the key “analysis themes” were identified per the consultation questions. The analysis themes were arrived at from an initial perusal of all encoded consultation results.

The third step was the consolidation of responses per analysis themes per province. At this stage, frequency count was done per province.

Fourthly, the consultation results (based on the analysis themes) from all provinces were consolidated and key answers were made to surface. Consolidation likewise included grouping of synonymous answers. Overall frequency count was also done in this stage of the processing.

To further expound on the coding process, a perusal of the raw answers revealed that clustering of the answers into “analysis themes” facilitated clarity in the consolidation of results and confusion was avoided by further disaggregating responses within each question.

More than 3,000 people were consulted. There was a fair distribution of male and female participants who participated in the consultation sessions. Of those who participated, 47% were female and 53% were male.

## **STRATEGY DEVELOPMENT**

The Strategy and Toolkit were then formulated based on the research conducted on the ground. The inputs from the baseline, awareness and consultation processes were provided to the TWG to assist in crafting the Community Policing Strategy and Toolkit which reflected international best practice and identified local consultation themes.

## **FEEDBACK**

The Community Policing Strategy and Toolkit was presented to the PNP, JNC, DILG and as equally importantly to the communities consulted, to make them aware of how their inputs and ideas were considered and included in the crafting of the document.

# COMMUNITY POLICING TOOLKIT

## COMMUNITY POLICING: THE MAIN ELEMENTS

The following five main elements of Community Policing will be the main focus of this document and the accompanying Toolkit.

- Service Delivery
- Partnerships
- Problem Solving
- Accountability
- Empowerment

The Technical Working Group decided that the Strategy and accompanying Toolkit would be set against a measure that included the Philosophical, Strategic, Geographical, Tactical and Organisational dimensions of policing. By way of illustration and example the following could be issues that could fall into each of these respective categories for deliberation:

### PHILOSOPHICAL DIMENSION

- Leading a move away from the traditional model of policing
- Using community input
- Using a number of different methods to effectively solve problems
- Instilling personal customer service ethos

### STRATEGIC DIMENSION

- Including non-enforcement tasks, social service and general assistance.
- Tailoring policing based on local norms and values and individual community needs.
- Identifying the key operational concepts that translate philosophy into action
- Reorienting operations and policy

### GEOGRAPHIC FOCUS

- Using more face-to-face interaction
- Employing less rapid response to low priority calls to save time and resources to devote to community activity
- Shifting patrol from time- to place-based on problem analysis and community need

## TACTICAL DIMENSION

- Translating philosophies and strategies into concrete action
- Employing tactics that are more proactive and less focused on reactive crime fighting; looking beyond individual incidents for underlying problems
- Raising the status of crime prevention partnership working and problem solving with a more community focus
- Offsetting negative contacts with as many positive trust-building interactions as possible
- Providing quality service, using initiatives and taking opportunities to interact during routine patrol

## ORGANISATIONAL DIMENSION

- Surrounding Community Policing and affecting its implementation
- Developing concise and clear mission statement and strategic planning to ensure adherence to core values and Community Policing principles and ethos
- Empowering of Police and Communities
- Allowing the taking of responsibility with coaching and mentoring instead of restricting roles
- Decentralising to allow more independence and more local decision-making
- Flattening structures to remove unnecessary layers of bureaucracy
- Restructuring to devote more resources to community based activity
- Measuring of effectiveness and efficiency, assessing police organisational overall performance on a wider range of indicators than is traditional

## POLICING

The TWG in its initial consideration of Community Policing accepted a wider interpretation of 'Policing' as a useful guide to its deliberations.

The assertion was made and accepted, that all members of a society have a role to play, not just in the prevention of crime and assisting their police in the maintenance of peace and order, but also in contributing to community safety generally. Members of society are being encouraged to take an active interest and an active role in the issues that affect their own communities.

Policing is wider than just enforcement, crime detection and prevention; it requires a more collaborative approach to the many social issues that can often lead to crime, disorder and quality of life issues (e.g., poverty, education, unemployment). It is this

wider interpretation of policing that leads to a more participative community, with increased engagement between the police and community.

Structured joint problem identification and joint problem solving in partnership with the community, local government, other professional bodies and other organisations, lead to a more 'joined up' approach to tackling wider community issues.

It is generally accepted, both locally and internationally, by those in the policing profession that the police have a major role to play but cannot and indeed should not act as the sole body responsible for the regulation and control of a community.

There is an acceptance that other individuals and groups both through traditional social norms and professional contact have an influence in communities and therefore could be said to have a role in policing in its wider context. This influence can and does have a meaningful effect on issues such as the maintenance of public order, safety, health, morals and other relevant social issues affecting community well-being.

The statutory role of the police is not changed, but Community Policing does provide a more participative approach with mutual benefits for police, community, government, other professionals and partnerships, alike.

## **COMMUNITY**

While the common definition of a 'community' is usually considered to be a group of people living together in one place or area, it is necessary for the purposes of Community Based Policing to define communities in much broader terms. To define communities solely in terms of people sharing a geographical location ignores the fact that all of those individuals are likely to have different values, beliefs, cultures, interests, etc.

If Community Based Policing responds in a 'one-size-fits-all' manner, it is likely that there will be individuals within the community who will feel aggrieved or ignored. For example, it would not be appropriate to communicate solely in English if it is known that in the area, individuals only spoke Tausug or Maguindanaon.

In general, it is possible to think of 'communities' in the following terms:

**GEOGRAPHICALLY BASED** - In this case, members of the community share a common location where they live. However, this could also be a shared work location, or a venue where people with a shared interest gather (e.g. mosque, church, school, etc.)

**DEMOGRAPHICALLY BASED** - This relates to the demographic 'make up' of a community and may be defined in terms of young people, old people, women, minority groups, the disabled, etc. These 'communities' are likely to cut across the wider geographical communities, but they may also have to be considered on a micro scale as the demographic composition of a particular local geographical community.

**SHARED INTEREST GROUPS** - This would include groups with particular hobbies, political affiliations, protest groups, members of a particular faith, victims of crime, etc. These groups are likely to be 'scattered' in terms of their geographical location, but may also gather in predetermined 'geographical' locations for the purposes of their shared 'interest'.

**STAKEHOLDER GROUPS** - Businesses, statutory agencies, community action groups, voluntary agencies. These 'communities' are likely to transcend several geographical communities and be more formal in nature than shared interest groups.

## **COMMUNITY POLICING AND THE COMMUNITY POLICING ETHOS**

Many of its most thoughtful and forceful advocates emphasise the Community Policing is a philosophy of policing, perhaps constituting even a paradigm shift away from the traditional model of mainly reactive policing. It requires a holistic organisational approach to policing and cannot be just left to a particular program or specialised activity, the responsibility for which is held by one department or another.

In general, Community Policing is a philosophy of policing, based on the concept that the police and communities working together in creative ways can help solve contemporary and possible future problems related to crime, the fear of crime, social disorder, peace, public order and community safety.

The philosophy is predicated on the belief that achieving these goals requires that the police engage with and develop an improved relationship with the community they serve, allowing them a greater voice in the identification and solution of local problems, thus involving them in efforts to improve the overall quality of life in their communities.

It is important for the police and the communities they serve to develop a shared understanding of their primary mission and goals. The public should be involved in shaping the role of the police and in the prioritisation of public safety problems.

A subtle shift in the focus of police work, from mainly traditional reactive policing, now uses a more proactive problem solving approach, keeping what is good from the traditional but is open to the new.

| Question  | Traditional   | Community Policing   |
|---|---|--|
| Who are the police?   | A Government agency principally responsible for law enforcement         | Police are the community and the community are the police                                    |
| What is the relationship of the police force to other public service departments? | Priorities can often conflict   | The police are one organisation among the many responsible for improving the quality of life |
| What is the role of the police?   | Focusing on enforcement and solving crimes                              | Using a broader problem-solving approach   |
| How is police efficiency measured?  | By detection and arrest rates and other traditional measurement methods | By the absence of crime and disorder and by community engagement                             |
| What are the highest priorities?  | Priorities that are set from Police data alone                          | Whatever problems disturb the community most   |
| What, specifically, do police deal with?  | Incidents   | Community problems and concerns  |
| What determines the effectiveness of police?                                      | Response times  | Public cooperation   |
| What view do police take on making community service calls?                       | Deal with them only if there is no real police work to do               | Vital function and great opportunity   |

| Question   | Traditional  | Community Policing  |
|--|--|---|
| What is police professionalism?                        | Swift, effective response to serious crime   | Keeping close to the community  |
| What kind of intelligence is most important?           | Crime intelligence (study of particular crimes or series of crimes)                              | Criminal intelligence (information about the activities of individuals or groups) |
| What is the essential nature of police accountability? | Highly centralised; Governed by rules, regulations and policy directives; Accountable to the law | Emphasis on local accountability to community needs                               |
| What is the role of headquarters?                      | To provide the necessary rules and policy directives   | To preach organisational values   |
| What is the role of the press department?              | To keep the “heat” off operational officers so they can get on with the job                      | To co-ordinate an essential channel of communication with the community           |
| How do the police regard prosecutions?                 | As an important goal   | As one tool among many  |

Community Policing is also a means of promoting organisational strategies, which support the systematic use of partnerships and problem solving techniques, to proactively address the immediate and identified conditions that give rise to public safety issues, such as crime, social disorder and fear of crime.

It is accepted that in a post conflict context issues of security and the traction of the peace process will have a bearing on the speed of change in particular locations at particular times. However, the adoption of Community Policing may require some changes in organisational structures and policies to institutionalise its adoption. Efforts may be required to align structures and policies to support partnerships and proactive problem solving in areas such as training, technology, patrol and deployment, for example.

Those who are new to the philosophy, or who are not fully conversant in its methodology can often misunderstand Community Policing. Some of those common misperceptions are addressed as follows:



*Community Policing is not, nor should it be a separate department in the Police Organisation, nor is it the role for a single officer.* Community Policing is the responsibility of every member of the police service. Every police employee should apply Community Policing principles in his/her daily tasks. The philosophy should be inculcated in the police organisation.

*Community Policing is not a technique.* Community Policing is a new way of thinking and acting on the part of police. It is an “operational strategy” for the whole police organisation. It is extremely important that the whole organisation be familiar with the philosophy and principles of Community Policing and how these apply to their specific role.

*Community Policing is not a public relations exercise.* Improved public relations will be a welcome by-product of Community Policing but this is not its primary purpose. It is a policing strategy that makes the community a “partner” in combatting crime and working together to solve disorder and crime-related problems.

*Community Policing is not “soft” on crime.* Community Policing is “smarter” policing. Traditional methods are merely one of a number of possible solutions to problems that may arise in a community. Community Policing allows the police to consider a larger number of options to solve problems.

## **SERVICE DELIVERY**

Delivering a service to communities is what the police do. As such it is important that the police and communities have a shared understanding and expectations of the type and standard of the policing service to be delivered.

The police service must have an understanding of the type of service the community wants and should routinely review this, always considering ‘what the highest of standards looks like’ from the individual community’s viewpoint. The police should aim to meet if not exceed that standard wherever possible.

A responsive and professional service that enhances public confidence is the lifeblood of policing in a civil society. A confident and well-served community is usually more ready to be participative, give information, act as witnesses and report their problems. Members of a community who have had a positive service delivery experience are far more likely to be responsive in the future.

It is vital that the community has confidence and trust in the service provided to it by the police. Without this trust and confidence, the credibility, authority and effectiveness of the police can be seriously undermined, making it harder for them to carry out their functions and responsibilities.

Generally, research has shown that communities want to feel their concerns are taken seriously and that their concerns are investigated willingly and not trivialised, however minor they may seem to the police. They want the police to show that the police value the community's input, to be more approachable and open to complaints and feedback. The community want the police to listen to what the community members have to say and they want to be treated respectfully by the police.

There are seven key characteristics taken from international research and the local consultation that generally embody the way people expect their police service to be delivered:

- Attentiveness
- Reliability
- Responsiveness
- Competence
- Manners
- Fairness
- *Malasakit*

## CUSTOMER SERVICE

Communities internationally and locally generally accept that police statutory responsibilities and enforcement role make the service different to other public or retail services. But in terms of customer service the police have the same responsibility to get things right first time and to put things right when something goes wrong. Customer service and being responsive to local needs is important to the way people perceive the police.

Communities need clear information about what the police service can and cannot do, how to contact them and how the service deals with feedback. Community awareness in this regard needs to be enhanced, so that everyone, including people from disadvantaged and minority groups, know how to give feedback and are encouraged to do so.

Rather than adopt a defensive approach, the police need to embrace feedback and complaints for what they are: a useful mechanism, that serves as a source of management information and community insight. They need to develop flexible and proportionate responses, recognising individual circumstances and need.

It is important that the police service understands the community's experience of the service provided. The police organisation needs to have an understanding of the effects, including the unintended ones, of actions it takes and how that impacts on the community psyche.

Doing more to recognise the importance of customer service, increasing its priority and profile internally and externally will go some way to promote and support a more open culture in the interests of 'reconnecting police and the people'. This does not require dramatic interventions; doing the same things differently or introducing change through small steps can also be as, if not more effective than dramatic changes.

Leadership is key to encouraging more police personnel to acquire and build up customer service skills that will demonstrate how to move toward an open, flexible and constructive approach in line with the ethos and principles of Community Policing. It will also give officers and other staff the confidence and empowerment to use more discretion and resolve complaints closer to their origin.

## ACCESSIBILITY

In the 21st Century, communities want and expect to be able to contact the police quickly and easily through a range of channels, with more access to individuals, either face-to-face at police stations or other local access points, via the telephone, or digitally through the Internet and social media.

Access is not just about visible policing. It means being able to get in touch with someone who can deal with issues there and then and follow it up if appropriate with a consistency in the standard of service received.

A lot of dissatisfaction can stem from frustration about poor access to the police in the first instance. Poor accessibility, ineffective or organisationally inwardly focused Internet, digital, or telecommunication systems can often make people feel their concerns are a low priority.

All avenues of access to the police should be community focused and user friendly, measured against the principles of Community Policing and its main elements.

## VISIBILITY AND COMMUNITY REASSURANCE

International research and local consultation would suggest that as well as looking for key acceptable behavioural characteristics during their encounters with the police, communities also consistently refer to their desire for a visible, accountable and accessible style of policing. This style of policing, based on responsiveness to local problems and needs is generally associated with a visible patrol. The issue of police visibility is consistently expressed as a key factor in addressing the need for increased community reassurance.

Essentially, a visible police presence is thought to allow for greater police engagement across communities with the expected outcome being a reduction in crime and an increase in community reassurance. In an intensified drive against criminality, police visibility certainly plays a big role in maintaining security, peace and order.

High levels of police visibility and good contacts between the police and the community can help in the battle to diminish the fear of crime and to some extent, crime itself.

Enhancing public reassurance is central to what the police service and their partners should be trying to achieve and appreciate the role of visibility, accessibility and familiarity in an overall strategy for achieving this, pursuing the core objectives of reducing crime, maintaining security peace and order in a way that maximises these three elements. Police Community Partnership should also play its part by ensuring other sectors, which can contribute to feelings of public safety and to do so in a way, which is properly co-ordinated with routine policing patrol activity.

Patrolling should become essentially a part of police routine to prevent lawlessness. It cannot be denied that criminality thrives in the absence of security. However, crimes of different types will never succeed if, to begin with, safety measures are put in place. How safe a certain place is greatly depends on how the police force operates.

Police visibility in rural communities requires a different approach. The mechanisms of police visibility and accessibility implemented in the urban contexts can be difficult to transfer to a more rural setting. Therefore more innovative and more locally

appropriate mechanisms for fostering public reassurance in rural areas should be considered as important issues.

It has also been highlighted that the greatest opportunities to promote success stories to enhance the visibility and accessibility of the police lie at the local level. To this end, it is considered to be good practice to have a proactive approach to dealings with local and national media and social networking sites in the promotion of stories and the publicity messages and other material that will enhance public reassurance

Community Policing is essentially a locally delivered service. The importance of getting to know particular communities and tailoring police responses accordingly is vital. Clearly, then, a single blueprint for enhancing visibility, accessibility and familiarity would work well in only a few places. Instead, what is required is a toolkit of tactical options that is based largely on evidence of successful practice locally and internationally.

## ENGAGEMENT

The terms 'Community Engagement' and 'Community Involvement' are often seen as synonymous and interchangeable. However, while they may overlap, they also have subtle differences in the Community Based Policing model.

In the first place, Community Engagement is more about the process of how the police communicate with the community, the mechanisms they have for reaching all minority or disadvantaged groups, the avenues for providing access, information and feedback to the public and any other methods used to truly ensure that all sections of the community have a 'voice' and are listened to. This is 'how' the police engage with their communities.

While community involvement similarly relies on good communication, its emphasis is more on 'what' the police and communities do and accomplish, while working in partnership. It suggests a more participatory approach on both the part of the police and the community. Community Involvement is therefore reflected in providing sustainable solutions to problems, direct involvement and support for community initiatives, involvement with specific groups, school initiatives, etc. Not only is the community involved in policing decisions that affect their area, but the police should also be fully involved in their communities.

## PARTNERSHIP

In its deliberations, the Technical Working Group recognised that Police Community Partnerships is a vital element of Community Policing.

Partnerships are largely built on the premise that no single agency can deal with, or is responsible for dealing with complex community safety, security and crime problems.

There are various ways of describing what constitutes a partnership approach; however, it may be described in simple terms as a co-operative relationship between two or more organisations to achieve a common goal.

Police Community Partnership can be described in simple terms as co-operative relationship between two or more organisations and the community to achieve a common goal. Partnerships can take many forms and involve business organisations, public service providers, voluntary groups and members of the public. Partnerships vary in size and complexity to accommodate local requirements.

Some of the benefits of working in partnership include: improving communication, better information sharing, a better understanding of problems and a more integrated approach to the delivery of services, bringing together different knowledge and skills to address complex problems. Everyone can contribute to fostering a sense of Community ownership and shared responsibility.

Having regard for the local context and the extensive consultation process in the Bangsamoro, it was suggested that such partnerships should be referred to as the Community Policing Partnership Council. It further considered that the partnership as an entity should be as inclusive as possible and apolitical. It should be structured to mirror the local administration at the time. The status quo at the time of discussion, for example, was the *Barangay*, Municipal, Provincial and Regional.

## PROBLEM SOLVING

Actual and potential causes of crime and conflict within the community can be jointly identified and analysed with the results guiding the development of measures that address the problems in the short, medium and long-term. Problem solving also involves conflict resolution and other creative methods to address service delivery and police-community related problems.

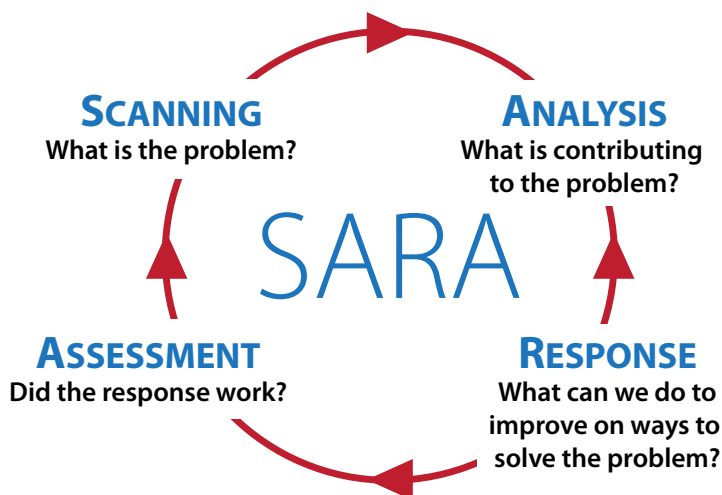
Problem solving is a collaborative, analytical process for identifying specific community situations/events and their causes and tailoring responses to those events. Problem solving involves an organisation-wide commitment to transcend traditional police responses to crime and, in creative and innovative ways, address the multitude of problems eroding the quality of life.

Problem solving is the most critical component of Community Policing because it transfers Community Policing principles into action.

The SARA (Scanning-Analysis-Response-Assessment) and Crime Triangle models of community-based problem solving offers participants a structured way of tailoring and revising effective responses to problems in the community.

For the problem-solving process to be effective, however, the police, partners and other community stakeholders must commit to transcending traditional responses and play different roles as they work together in their communities.

- Scanning** Identify and prioritise specific problems of crime and disorder in the community.
- Analysis** Develop a systematic understanding of underlying causes of the identified problems.
- Response** Develop innovative solutions appropriate to the community and implement these.
- Assessment** Evaluate the outcomes of the response.



For crimes to take place there needs to be a victim, a motivated offender and a suitable place for the crime to take place. If one of these is not present then the crime or disorder cannot take place.



In any problem solving approach efficient, effective, transparent and accountable action planning is required. Action plans should be SMART.

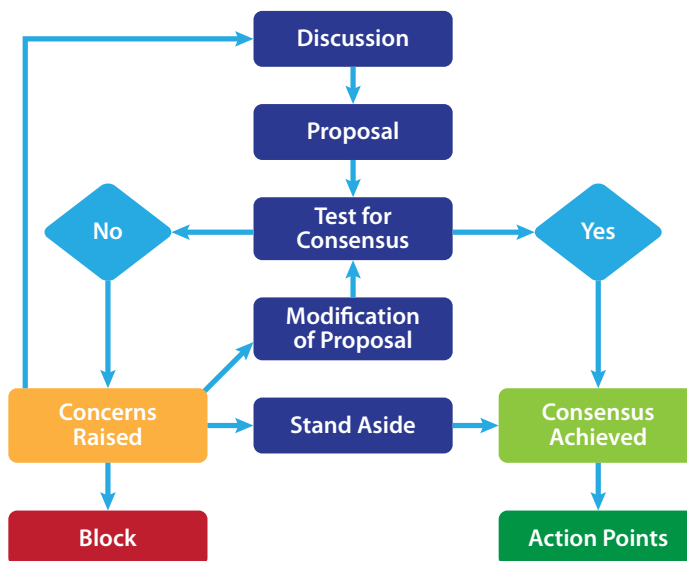
- S** Be **Specific** about what you want to achieve; do not be ambiguous; communicate clearly.
- M** Ensure that the result is **Measurable**. Have a clearly defined outcome and ensure this is measurable.
- A** Make sure it is **Appropriate**. Is it an **Achievable** outcome?
- R** Check that its **Realistic**. It must be possible, taking account of time, ability and finances.
- T** Make sure it is **Time restricted**. Set yourself an achievable time frame; set deadlines and milestones to check one's progress.



A suggested action planning template and problem solving example is reproduced below:

|   |  |  |   |  |
|---|--|--|---|--|
| <b>Problem:</b> Handbag snatching at the Junction (4 reported incidents in a month); occurs between 5pm and 10pm; young male offender |  |  |   |  |
| <b>Specific</b>   | Media information campaign for potential victims/ witnesses (V)                                | Extra police visibility in the area (V)  | Check public lighting and repair as needed (L)              | Dedicated investigation (P/V)  |
| <b>Measurable</b>   | No. of public service announcements/ advertisements  | No. of police patrol hours conducted   | No. of areas checked, repairs done                          | No. of assigned dedicated investigator   |
| <b>Achievable</b>   | Yes  |  |   |  |
| <b>Realistic</b>  | Yes (within the capability of the partnership)   |  |   |  |
| <b>Time</b>   | One month  |  |   |  |
| <b>Responsibility</b>   | Media partner in the area  | PNP  | Punong Barangay (Head of the Barangay)                      | PNP  |
| <b>Output/ Outcome</b>  | Awareness raised through the media campaign, newspaper ads, word of mouth through the barangay | Increase in the number of patrols (from 2 to 5 patrols between 5pm and 10pm daily) | Junction checked. Lighting fully operational. Repairs done. | Investigating officer appointed, 3 offenders arrested and duly charged<br><br>Analysis: Problem solved |

In the problem solving process it is essential that those responsible for its different elements are able to reach a consensus. Reproduced below is a simple but effective model that can be employed to assist in the process:



## ACCOUNTABILITY

Police accountability is a fundamental aspect of any democracy. However, ensuring effective accountability of the police involves particular challenges as compared with ensuring accountability of other state institutions. These challenges are directly linked to the particular powers that the police have and the nature of policing as an occupation.

Accountability refers to mutual accountability. In Community Policing, the community holds police officers accountable for the actions of the police and the police hold the community accountable for the community's shouldering its own share of the responsibility for promoting and maintaining public safety and the overall quality of life. Community Policing allows stakeholders to hold the police accountable for their actions as well as their outcomes.

At the same time, the police can hold the community accountable for shouldering its share of the responsibility for positive change. Community Policing recognises that accountability means more than quantifying activity as proof of good intentions. It means that the police and the other stakeholders must hold each other accountable, both in terms of behaviour and outcomes.

The mutual accountability afforded by changing to Community Policing can be both immediate and direct, allowing groups to work as partners in community building and problem solving. It gives all community groups new opportunities to collaborate on changes that offer the promise of making them safer. It also allows these community groups an input into how changes will be made, which in turn ensures the process will empower them and respect their concerns.

The new openness and accessibility associated with Community Policing encourages feedback. With feedback, efforts can be revised and refined to improve the chances of success for new initiatives. The goal is to use accountability as a means of encouraging risk taking, not as a means of stifling creativity.

The principle of accountability extends beyond the mutual accountability of police and it advocates accountability to all the other stakeholders in the community.

Accountability, however, is a term that has two competing meanings within the context of policing. On the one hand, it can be seen as 'control over the police' and on the other hand it can be seen as a 'requirement to give account'. In democracies, overall control over the police is typically exercised through the institutions of government and the courts. Police should be held accountable both for their performance in relation to service delivery (what they do) and their conduct (how they do it).

Accountability is not only about whether or not the police act within the law, but also the extent to which the police treat people with dignity and respect.

## EMPOWERMENT

Community Policing is an agent of empowerment, creating a sense of joint responsibility and a joint capacity for addressing issues of concern to the community and to police personnel. Police as well as community members need to be trained in and educated on Community Policing so that everyone has an informed and constructive role to play.

Empowerment is the act of creating an opportunity for shared power and ownership. Community Policing in a police organisation gives line personnel greater autonomy (i.e., the freedom to make decisions). In the community, Community Policing allows citizens to share decision making and responsibilities with the police, as well as allow the community to express their thoughts about which problems are important and more.

### EMPOWERMENT THROUGH LEADERSHIP

Leadership is key to encouraging and empowering more police personnel to acquire and build up customer service skills that will demonstrate how to move toward an open, flexible and constructive approach in line with the ethos and principles of Community Policing. It will also give officers and other staff the confidence and empowerment to use more discretion and resolve complaints closer to their origin.

Leadership involves constantly emphasising and reinforcing Community Policing vision, values and mission in an organisation.

Leaders must support and articulate the commitment to Community Policing as the dominant way of doing business in the organisation. They serve as role models for taking risks and building collaborative relationships that implement Community Policing.

Leaders turn vision into reality. Leaders of police, advocacy groups and communities must be committed to and demonstrate support for Community Policing. They must support changes in their organisations and reinforce efforts to collaborate with each other as well as with other stakeholders in the community.

Leaders are responsible for educating the community about issues of concern and about the community's role in identifying, prioritising and solving problems and concerns in partnership.

## TOOLKIT

The following matrix represents some practical options that should act as a guide for the implementation of Community Policing. It represents initiatives and 74 practical steps that can be taken to operationalise the 5 key elements on which this strategy is based.

The elements of the matrix are prescriptive but wide enough to be applied across diverse communities. They are based on international best practice and more importantly have been tested on the community and agency consultation results. The implementation of this matrix will in effect have documented community support.

Those charged with change management at every level should consider the local circumstances and apply the matrix appropriately asking the questions: 'What will we do?' 'Why will we do it?' While always ensuring that whatever action is taken, is linked to one or more of the Community Policing elements and the Community Policing ethos as articulated in this document. Careful thought, an understanding of the Community Policing ethos and meaningful action planning need to precipitate and inculcate in participants the implementation process.

| 'What Will We Do?'   | 'Why Will We Do it?'   | CP Element  | Implemented? |
|--|--|---|--------------|
| <p>Make a Regional Community Policing plan with clear mission statement, aims and objectives to ensure adherence to Community Policing ethos and to inculcate the moving away from traditional policing methods.</p> | <p>To give clear guidance and communicate the importance of the Community Policing message to officers, staff, partners and the Community.</p>     | <p>Community Policing Ethos</p> <ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Partnership</li> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |
| <p>Identify Leadership from the top and Community Policing Champions at the Regional and local level.</p>  | <p>Leadership from the very top is always important in any change management process. Champions can take forward the leaders message and plan.</p> | <p>Community Policing Ethos</p> <ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Partnership</li> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |
| <p>Have the Philippine National Police support and empower the Commander at Regional and station level to implement the strategy.</p>  | <p>same as above</p>   | <p>Community Policing Ethos</p> <ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Partnership</li> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |
| <p>Have managers act as models of behaviour they want others to follow (Lead by example).</p>  | <p>same as above</p>   | <p>Community Policing Ethos</p> <ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Partnership</li> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |
| <p>Apply an internal management style to exhibit a striving for partnership collaboration and consensus.</p>   | <p>same as above</p>   | <p>Community Policing Ethos</p> <ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Partnership</li> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |

| 'What Will We Do?'  | 'Why Will We Do it?'   | CP Element  | Implemented? |
|---|--|---|--------------|
| Review by all officers involved and Departments of the police of their processes and procedures against the 5 elements of Community Policing.         | Community Policing is should be an integral part of the policing organisation at all levels.                           | Community Policing Ethos<br><ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Partnership</li> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |
| Take every opportunity to highlight success stories at both a regional and local level. This activity should be measured.                             | Community perception is an important element of partnership and trust building.  | Community Policing Ethos<br><ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Partnership</li> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |
| Train officers in Community Policing.   | Community Policing ethos should be an integral part of the policing organisation at all levels.                        | Community Policing Ethos<br><ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Partnership</li> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |
| Put in place a system of measurement that encompasses the impact of Community Policing ethos.   | Measurement and review is a crucial element of any inculcation process.  | Community Policing Ethos<br><ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Partnership</li> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |
| Have a shared understanding of the type and standard of policing service to be delivered and how it will be reviewed.                                 | A shared and realistic understanding of the services to be provided is an important element of community satisfaction. | Community Policing Ethos<br><ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Partnership</li> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |
| Have a local policing plan to reflect local norms and local values and set out how the elements of Community Policing will be delivered in that area. | Community Policing is about addressing local needs and requirements.   | Community Policing Ethos<br><ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Partnership</li> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |

| 'What Will We Do?'   | 'Why Will We Do it?'  | CP Element  | Implemented? |
|--|---|---|--------------|
| Train police on issues of Cultural Awareness/ Diversity, conflict resolution/ mediation and code of ethics to supplement PNP existing regulations. | Training is essential in order to provide the type and standard of service required.  | Service Delivery  |              |
| Train police trained on issues of Service Delivery and customer Service in the policing context to include desired characteristics.                | Training is essential in order to provide the type and standard of service required.  | Service Delivery  |              |
| Maintain at the police station a directory of key individuals in the community for regular consultation.   | This ensures engagement with key individuals on a regular basis.  | Service Delivery <ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Accessibility</li> <li>• Reassurance</li> <li>• Engagement</li> </ul> |              |
| Have a police station that is customer/victim friendly.  | Community Policing is service oriented and it promotes the concept of community as the client and the police as the provider. | Service Delivery <ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Accessibility</li> <li>• Reassurance</li> </ul>                       |              |
| Have easy unobstructed and safe physical access for the public to the police station.  | same as above   | Service Delivery <ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Accessibility</li> <li>• Reassurance</li> </ul>                       |              |
| Have an appropriate level of security at the police station to create a secure but non-threatening environment for members of the public.          | same as above   | Service Delivery <ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Accessibility</li> <li>• Reassurance</li> </ul>                       |              |
| Use signage at the police station that is community focused, welcoming and appropriate.  | same as above   | Service Delivery <ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Accessibility</li> <li>• Reassurance</li> </ul>                       |              |
| A police station and grounds to project professionalism.   | same as above   | Service Delivery <ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Accessibility</li> <li>• Reassurance</li> </ul>                       |              |



| 'What Will We Do?'   | 'Why Will We Do it?' | CP Element   | Implemented? |
|--|----------------------|--|--------------|
| Have an area in the Police Station where the public can be welcomed.   | same as above        | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance |              |
| Have a service desk staffed with trained officers to provide immediate access and advice at the police station.    | same as above        | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance |              |
| Provide local community information on the operating hours of the service desk and what services it provides.      | same as above        | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance |              |
| Put in place facilities to separate suspects from victims/witnesses and other visitors to the police station.      | same as above        | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance |              |
| Have separated holding cells from the public areas at the police station.  | same as above        | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance |              |
| Have available seats for the public where they can sit when they visit the police station as victims or witnesses. | same as above        | Service Delivery<br>• Customer Service<br>• Accessibility                  |              |
| Have clean and accessible toilet and comfort facilities for the public.  | same as above        | Service Delivery<br>• Customer Service                                     |              |
| Have a place to speak in private about problems or complaints.   | same as above        | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance |              |
| Provide confidential facilities and services specific to the needs of females and children at the police station.  | same as above        | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance |              |

| 'What Will We Do?'   | 'Why Will We Do it?'  | CP Element   | Implemented? |
|--|---|--|--------------|
| Have a private interview room where victims, witnesses, or suspects can be interviewed.  | same as above   | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance                 |              |
| Have a regular liaison and joint work with other locally based agencies such as hospitals, local government etc.                   | same as above   | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance<br>• Engagement |              |
| Have regular liaison with locally based NGOs and CSOs to ensure co-ordination of effort in line with the Community Policing ethos. | same as above   | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance<br>• Engagement |              |
| Have available information, literature on and access to other locally based Government agencies and services.                      | same as above   | Service Delivery<br>• Customer Service   |              |
| Make best use of information technology and social media to inform and educate the community.                                      | same as above   | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance<br>• Engagement |              |
| Have forms of future access points to policing services (both physical and digital), for the service being offered.                | All access points should be community focused, user friendly and not inwardly organisationally focused. | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance                 |              |
| All current access points should be compatible with the Community Policing ethos and the 5 elements of Community Policing.         | same as above   | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance                 |              |

| 'What Will We Do?'  | 'Why Will We Do it?'  | CP Element   | Implemented? |
|---|---|--|--------------|
| Have a local police patrol plan based on the local problem analysis, community wishes and expectations to maximise visibility of local police patrol. | If policing services are easy to access and community-focused Communities will be more willing to co-operate and in turn this will assist the police in delivering professional, client centred service.  | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance                 |              |
| Review staffing deployment patterns to ensure the correct balance between response and visibility is achieved.  | same as above   | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance                 |              |
| Review the shift/daily officer briefing system to incorporate the Community Policing elements.  | same as above   | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance                 |              |
| Put in place a system of community impact assessment in respect of policing operations and service level agreements in places where possible.         | Regard is taken of the impact on communities and potential effect.  | Service Delivery   |              |
| Put in place a system to share Community Policing best practice and provide feedback.   | If policing services are easy to access and community focused, communities will be more willing to co-operate and in turn this will assist the police in delivering professional, client centred service. | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance<br>• Engagement |              |
| Enforce the wearing of individual officer uniform and equipment in the correct manner to enhance recognition, community visibility and reassurance.   | same as above   | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Reassurance                 |              |

| 'What Will We Do?'   | 'Why Will We Do it?' | CP Element   | Implemented? |
|--|----------------------|--|--------------|
| Mark appropriately and keep clean and tidy police equipment such as vehicles to enhance recognition, community visibility and reassurance.                               | same as above        | Service Delivery<br>• Accessibility<br>• Visibility<br>• Reassurance                                       |              |
| Co-ordination volunteer and community self-help resources available to increase visibility and reassurance.  | same as above        | Service Delivery<br>• Accessibility<br>• Visibility<br>• Reassurance                                       |              |
| Co-ordinate with other centralized PNP Departments and other agencies involved in wider policing issues for example AFP to ensure adherence to Community Policing ethos. | same as above        | Service Delivery<br>• Accessibility<br>• Visibility<br>• Reassurance                                       |              |
| Assign an officer (or officers) as a personal point of contact for a particular geographical area.   | same as above        | Service Delivery<br>• Accessibility<br>• Visibility<br>• Reassurance                                       |              |
| Have a local police office for the community officer, to which members of the local community have ready access.   | same as above        | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Visibility<br>• Reassurance                 |              |
| Have the community officer hold regular local community sessions at which local issues are discussed and information about police action is given.                       | same as above        | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Visibility<br>• Reassurance<br>• Engagement |              |
| Have a well known and approachable/accessible officer(s) assigned to the community.  | same as above        | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Visibility<br>• Reassurance<br>• Engagement |              |

| 'What Will We Do?'  | 'Why Will We Do it?'  | CP Element   | Implemented? |
|---|---|--|--------------|
| Provide a policing service by police officers to communities according to the identified needs.   | same as above   | Service Delivery<br>• Customer Service<br>• Accessibility<br>• Visibility<br>• Reassurance<br>• Engagement |              |
| Have police take advantage of existing volunteer structures and explore opportunities to enhance the wider policing family.   | same as above   | • Service Delivery<br>• Partnerships   |              |
| Have officers specifically deployed to liaise with local schools to deliver an agreed information education program.  | Children and young people are an important part of the community with whom to engage.                                     | Service Delivery<br>• Accessibility<br>• Visibility<br>• Reassurance<br>• Engagement                       |              |
| Consider opportunities for community engagement such as police open days invitations to community groups to visit police stations and have wider information campaigns. | Current and future initiatives should be assessed against the Community Policing ethos and 5 elements.                    | Service Delivery<br>• Accessibility<br>• Visibility<br>• Reassurance<br>• Engagement                       |              |
| Have the Bangsamoro develop a Community Policing Partnership Council structure.   | Partnership and problem solving are a keystone of Community Policing.   | • Partnership<br>• Empowerment   |              |
| Have the partnership structure mirror that of the current administrative model: Regional, Provincial, Municipal and Barangay.   | Allowing problem solving to take place at the most appropriate level depend on the nature of the problem to be addressed. | • Partnership<br>• Empowerment   |              |
| Have clear and recorded vision aims and objectives for the partnership.   | Leadership and a shared vision is essential to success.   | • Partnership<br>• Empowerment   |              |

| 'What Will We Do?'   | 'Why Will We Do it?'  | CP Element  | Implemented? |
|--|---|---|--------------|
| Provide Community Policing, partnership and problem solving training to potential partnership members including LGU officials and elected local representatives. | Capacity building and skill transfer within agencies and communities. | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Problem solving</li> <li>• Empowerment</li> <li>• Accountability</li> </ul> |              |
| Provide awareness sessions to the wider community on partnership issues.   | same as above   | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Problem solving</li> <li>• Empowerment</li> </ul>                           |              |
| Develop a resource and responsibility sharing protocol for the partnership.  | A clear understanding of each partners responsibility.                | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Problem solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |
| Develop a robust information sharing protocol in the partnership.  | same as above   | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Problem solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |
| Develop both an internal and external communication strategy including digital and social media for the partnership.   | Building trust through transparency.                                  | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Problem solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |
| The partnership should develop an internal and external reporting mechanism.   | same as above   | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Accountability</li> <li>• Empowerment</li> </ul>                            |              |
| Have a system in place to enable problem solving as the best practice to be shared.  | Capacity building sustainability and skill transfer.                  | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Problem solving</li> </ul>  |              |
| Utilise and build upon existing structures where appropriate.  | The most of what already exists and works is made.                    | <ul style="list-style-type: none"> <li>• Partnership</li> </ul>   |              |
| Have a community/problem profile for each partnership area.  | Individual community needs are understood.                            | <ul style="list-style-type: none"> <li>• Partnership</li> </ul>   |              |

| 'What Will We Do?'   | 'Why Will We Do it?'   | CP Element  | Implemented? |
|--|--|---|--------------|
| Include appropriate agency partners and include a wide and diverse community representation.   | Partnership is inclusive, efficient and effective.               | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Empowerment</li> </ul>  |              |
| Have regular partnership meetings with pre-arranged dates. There will be a need to be flexible in order to be responsive to emerging problems. | Sustainability should have the flexibility to respond.           | <ul style="list-style-type: none"> <li>• Partnership</li> </ul>   |              |
| Meetings at all levels should be open to the community.  | Transparency and trust should be built.                          | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Empowerment</li> <li>• Accountability</li> </ul>                            |              |
| Make the partnership, whilst it may include elected individuals, non-partisan, non-political and secular.                                      | The partnership should be inclusive and free of vested interest. | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Empowerment</li> <li>• Accountability</li> </ul>                            |              |
| Have Chairs and officials be elected by the partnership members.   | same as above  | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Empowerment</li> </ul>  |              |
| Have decision making by consensus, apply the model as appropriate.   | International best practice should be followed/ implemented.     | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Problem solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |
| Problem solving methodology should be via the SARA and Crime triangle process.   | same as above  | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Problem solving</li> <li>• Accountability</li> </ul>                        |              |
| Action planning should be in accordance with SMART methodology.  | same as above  | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Problem solving</li> <li>• Accountability</li> </ul>                        |              |

| 'What Will We Do?'  | 'Why Will We Do it?'  | CP Element  | Implemented? |
|---|---|---|--------------|
| The partnership may consider where appropriate and legal alternative dispute resolution mechanisms based on culture and traditions of the partnership area. | Weigh in the most of proven local culture and practice.         | <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Problem solving</li> <li>• Empowerment</li> </ul>   |              |
| Consideration is given to forming a Diversity Advisory Group which reflects the Community in terms of the community's diverse demographics.                 | Tapping into local Community expertise on matters of diversity. | <ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Partnership</li> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Empowerment</li> </ul> |              |



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