

CHAPTER I

COMMUNITY PARTICIPATION IN POLICING AND ITS EVOLUTION

INTRODUCTION

Community Policing is a modern concept of policing. It encourages the voluntary participation of the people in police jobs. In other word, the way of performing policing through police-community partnership strategy for effective crime control, crime prevention, maintaining order and dealing with other social issues is community policing.

Community Policing did not magically come in the society. It has history of centuries in its evolution. In this chapter brief history of policing which led to community policing, definitions, features and elements of community policing have been discussed. As the people are getting more and more concern, democratic values are honored in all modern society and society needs change, so the method of policing also took shape in the new dimension of community policing bringing changes in traditional police system in different countries.

History of community participation in policing during Ancient period in different countries

IN ENGLAND

The history says that laws and rules were framed in all societies all over the world to govern the conduct of individuals. Provisions of punishment for those who break law were there in those laws also. In 2300 BC the Sumerian rulers codified their concept of offences against society. The rules and laws codified in the ancient time have been modified and adapted in different societies over the years to cope with the needs of the society.

During the rule of King Alfred the Great from 849 to 899 AD a group of ten families was vested the responsibility of a certain area to maintain local peace and order. Every male person had to enroll himself in any of the groups for police purpose in Britain. This system was known as **tithing system**. The word 'tith' derived from the word 'ten'. The tithing system established the principle of collective responsibility of the people for maintaining local law and order.

William, a Norman, conquered England in 1066. He abolished the tithing system of policing. He divided the country into 55 military districts. Each district was called shire. A Norman officer was made head of each district and his title was shire reeve (the origin of word sheriff).

William also established the **frankpledge system**. Under this system all free men had to swear loyalty to the king's law and to take responsibility for maintaining local peace.

By the 17th century **day watch and night watch system** of law enforcement were introduced. The day watch was manned by the constables of the state police and local citizens did the night watch.

If a watchman saw a crime in his view, he used to raise hue and cry to get the people within earshot in pursuing and capturing the criminals.

The system of day and night watch became ineffective when the affluent people started avoiding the watch duty personally by hiring someone to take their place. The hired watchmen showed hesitation to exercise their authority against the wrong doers of well to do class. The

hired watchmen also indulged themselves in various crimes and misdeeds for which the system became unpopular to the people.

After the **Industrial Revolution** London became a disorderly city with enormous crime ridden slums and major juvenile delinquency problems. In these circumstances the law makers and statesmen were worried to address the problems. The parliament formed five parliamentary commissions of enquiry between 1780 and 1820. At that time **Sir Robert Peel** was Home Secretary of England. He proposed that government should appoint civilians to serve as police officers and community would pay them.

With the passing of the Metropolitan Police Act in 1829 the modern policing began in England. Robert Peel was the founder of the London Metropolitan Police as well as the modern policing.

PRINCIPLES OF MODERN POLICING

Robert Peel set forth the following principles on which the police force should be based :

- The duty of police is to prevent crime and disorder.
- The power of the police to fulfill their duties is dependent on public approval and on their ability to secure and maintain public respect.
- Public respect and approval also mean the willing co-operation of the public.
- The police must seek and preserve public favour not by pursuing but by demonstrating impartial service to the people and the law.
- The police should strive to maintain a relationship with the public that gives belief that **the police are the public and the public are the police.**
- The test of police efficiency is the absence of crime and disorder, not the visible appearance of police.

Peel's principles emphasized the interdependency of the police and the public in controlling and prevention of crime and disorder.

Peel also opined that the police could only be successful at their jobs when they got public approval and assistance in their actions without resorting to force or severity of law. It is true now that police cannot control crime and disorder without the support and voluntary co-operation of the people.

POLICE IN THE UNITED STATES

After the American Revolution in 1600 the Americans rejected the British Crown's rule. But in the northern part of the United States England model was followed in policing and maintaining law and order.

The United States was lagging behind England to get the policing modernized. When Metropolitan Police Force was raised in London, the United States was following day and night watch system which was in operation in England in 17th century.

At the beginning of 2nd quarter of 1800 policing was brought under the organized frame work of the Government. In 1830s several large cities appointed paid day watchmen to perform police jobs. In 1833 Philadelphia became the first city to have paid day and night watchers. In 1844 organized city police department was established in New York for the first time. Subsequently

this Police department was modeled on the London Metropolitan Police and Peel's principles. Other cities like Boston, Chicago, New Orleans, and Philadelphia consolidated police department like London's Metropolitan Police.

It is found from the history that community services were included in the duty of police in early time. Even at the beginning of twentieth century law enforcement and community assistance were the sole tasks of government sanctioned services to help citizens 24 hours a day, 7 days a week. Social services office like welfare, parole, probation etc. offices did not exist at that time. Police had to do more non police jobs to help people for their better life.

In the early stage police officers did not like to wear uniform. They claimed that uniforms were "un-American" and "a badge of degradation and servitude". In 1856 New York City introduced prescribed uniform for its police force.

Policing in the south part of the USA had different pattern. By 1700 most southern colonies had slave patrol to guard the local areas. Being neglected and oppressed the slaves created a lot of problems. The white colonists were afraid of the dangerous threat from the slaves. This threat led to the development of special enforcement officers which was the transition of modern policing in southern colonies. By 1750 in every southern colony all poor white men had to serve as patrol man with slave patrol.

There was slave's code to be observed by slaves. Violation of the code warrants severe torture and punishment to the slaves. Until the 1960s black cops were not authorized by law to arrest white citizens, no matter how criminal.

The evolution of law enforcement in both the North and South is generally divided into three distinct eras.

THE THREE ERAS OF POLICING

In the evolution of policing in the United States three major paradigm shifts took place. These paradigm shifts are described as specific 'eras' of policing in the United States. These eras are:

1. The Political Era
2. The Reform Era
3. The Community Era

1. The Political Era

The period from 1840s to 1930s is considered as political era. During this era police were closely tied to politics. The police were placed under the authority of the head of municipality who was a political leader. The chief of police had no authority to fire his subordinate officers for any wrong. Therefore, the police, in most case were indisciplined. Police followed the traditional method and foot patrol was most common strategy of policing.

During this era chiefs of police were politically appointed. Politicians rewarded those who voted and worked for them with jobs or special privileges. This was also referred to as **the patronage system** or **the spoil system**. The police apparently sought an intimate relationship with the community during the political era to get favour from the politicians for their own interest not being motivated to serve the people.

As police was placed under the control of politician and chief of the police was not empowered to fire any delinquent subordinate to him, so the chain of command and control of the police force was broken. The police indulged themselves in various crimes and corruption keeping good relationship with the political power. Police were corrupt and repressive force in the eyes of the people.

In 1923 President Herbert Hoover appointed the National Commission on Law Observance and Enforcement to study criminal justice system. Former US Attorney General George W. Wickersham was the chairman of the commission. The report of the commission published in 1931 revealed the brutality of police like physical and mental torture (known as third degree) to extract confessional statement, illegal detention and police corruption. Wickersham recommended some reforms in police administration.

The inefficiency and corruption of the police led to the reform era.

2. The Reform Era

The period of 1930s to 1980s is reform era. During the reform era a drastic change in the organization and function of police departments took place. One basic change during this era was to disassociate policing from politics. With the disassociation of policing from politics police became absolute professional and efficient in fighting against crime. Police engaged themselves only in police job. They have a tendency to avoid non-police job. Police normally did not involve themselves in social type services. They considered the social services as less important.

During the reform era the relationship of police with community was professionally remote. The police were viewed as professional crime fighters with motorized patrol cars and sophisticated equipment. They did policing with rapid response to public calls.

The civil rights movement began in the late 1950s against unequal social, political and economic system in the United States. Police confronted the people with iron hand to suppress the movement. Some major carnages including assassination of President Kennedy took place which tarnished the police image. In those circumstances the issue of inefficiency and corruption of police came forward before the people. Police in the 1960s were at war with the society they served. Police became the “enemy” of the public in the eyes of the people.

Three Presidential Commissions formed between 1968 to 1973 made several recommendations to bring changes in police administration.

In the wake of negative police image police launched several programmes to enhance relationships with the communities. These programmes included public relations programmes, community relations programmes and crime prevention programmes.

Various efforts and methods were made by police department to establish good relationship with people and to enhance the police image. These efforts include hosting open house session with local people providing speakers for schools and community, appointing public relation officers etc. These efforts are the recognition by police that they need public support and co-operation for effective policing.

In the late 1970s police began community relations programmes to narrow the widening gap between the police and the public. The team policing and community resource officers were the key persons of community relations programmes. These tactics tried to bring the police and community closer paving the ways for the citizens to be involved in crime prevention programmes.

Despite the efforts of enhancing police image and seeking public support to fight against crime, the reported crime and fear of crime among the people increased. The Kansas City preventive patrol study became a challenge to the effectiveness of the reform era. This study found that traditional policing and preventive patrol had insignificant effect on crime, fear of crime and community attitude towards the police.

According to some law enforcement officials the Kansas City preventive patrol study was the beginning of new era in policing. It demanded for further research in policing. Some researches into policing were conducted in the 1970s. These researches had negative findings about the efficiency and effectiveness of existing system of policing. The three main key issues of policing i.e. preventive patrol, rapid response to public call and investigation quality were shown as disappointing in those researches.

But the reform movement got momentum and accelerated by two articles:

- (1) ‘**Problem oriented policing**’ of Herman Goldstein published in 1979 and
- (2) ‘**Broken Windows Theory**’ of James Q. Wilson and George L. Kellings published in 1982.

H. Goldstein emphasized proactive role of police in solving the problem.

WHEREAS, ‘Broken Windows Theory’ says that all sorts of minor problems and disorders must be solved and removed to address and prevent the major problem without leaving those uncared for long time.

The failure of effective policing, findings of the researches and articles of Goldstein and Wilson Kelling led to the third era of policing - the community era.

3. The community Era

In the 1980s some police departments in USA began experimenting with community involvement to fight the crime. Several cities tested Herman Goldstein’s problem oriented approach. Police approach posed to shift from crime fighting to crime prevention involving the community.

Gradually law enforcement became more responsive to the public’s desire. Citizen-police interaction and problem solving methods were given priority.

The community era is referred to by various names; such as community policing, community oriented policing, neighborhood policing and the like. Presently the term community policing is most commonly used. One of the Centre tenets of community policing is similar to the principles of modern policing set forth by Sir Robert Peel in 1829 when he established the London Metropolitan Police and stated, “The police are the public and public are the police.” Policing has strayed from these principles in the past century. Now the concept of community policing is based on the principles of Peel and considered the most modern and pragmatic approach of policing.

Highlights of the three eras of policing are summarized in Table 1.1.

Table 1.1 : Highlights of the three Eras

		Political Era (1840s to 1930s)	Reform Era (1930s to 1980s)	Community Era (1980s to present)
1.	Authorization	Politics and law	Law and professionalism	Community support, law and professionalism
2.	Function	Broad social services and crime control with satisfaction of political forces	Crime control with professional knowledge and modern equipment	Broad social services to the community and crime control with the satisfaction of the community
3.	Organizational design	Decentralized on organization based	Centralized	Decentralized on community participation
4.	Relationship to Community	Intimate through political channel	Professional and remote	Intimate through community interaction
5.	Tactics and technology to prevent crime	Foot patrol	Preventive patrol by mechanized vehicles and rapid response to calls	Foot patrol, problem solving and public relations
6.	Outcome	Political satisfaction	Crime control	Quality of life and citizen satisfaction

CHAPTER II

DEFINITION OF COMMUNITY POLICING

What is community?

Community is defined as a group of people living in an area under the same government. In other words, a social group having common interest and common culture living in a specific geographic area is termed as community.

In other words, people having feeling of belonging of 'we-ness' and sense of integration among themselves as the members of a social group is also termed as community.

As a whole a society or the public of an area may be called community. The community may cover a vast area and have thousands of individuals and organizations.

What is Police?

The police are those who are the members of a government organization which is responsible for enforcing law and maintaining peace and order, prevention and detection of crime. The Police are one of major components of criminal justice system.

Definition of Community Policing

The system of policing driven by the collaborating efforts of police and community in order to prevent and detect crime, arrest criminals and maintain law and order is termed as community policing. Community policing is mainly community oriented, proactive and solution based.

Different social leaders, law enforcement officers and resource personalities defined community policing in different ways. Community policing experts Frazier, O'Connor, McCarthy and some community policing institutions in USA defined community policing in their own styles. But the key features of community policing are more or less same in those definitions. Following are some important definitions of community policing :

According to Frazier "Community oriented policing is proactive, solution based and community driven". It occurs when a law enforcement agency and law abiding citizens work together to do four things:

- Arrest offenders.
- Prevent crime.
- Solve ongoing problems and
- Improve the overall quality of live.

O'Connor defines community policing as "a department wide philosophy of full service, personalized and decentralized policing, where citizen feel empowered to work in proactive partnerships with the police at solving the problems of crime, fear of crime, disorder, decay and quality of live."

The Upper Midwest Community Policing Institute provides the following definition:

"Community policing is an organization wide philosophy and management approach that promotes community, government and police partnerships, proactive, problem solving, community engagement to address the causes of crime, fear of crime and community issues".

McCarthy, a community policing officer for the Braintree police department, says,

"Community Policing is a collaborative effort between the police and the community that identifies problems of crime and disorder and involves the community in the search for solutions. It is founded on close and mutually beneficial ties between police and community members."

Another definition says,

“Community Policing is a philosophy that emphasizes working proactively with citizens to reduce fear of crime, solve crime related problems and prevent crime.”

The city Borough of Juneau (a city in USA) defined community policing in formal and informal type.

In formal definition it says,

“Community Policing is a philosophy that promotes strategies to address the causes and reduce the fear of crime and social disorder through problem solving tactics and community police partnerships.”

In informal definition of community policing says, Community Policing means police become part of the neighborhood, with the emphasis on stopping crime before it happens. It gives citizens more control over the quality of life in the community. It helps police better understand the needs of residents while helping residents and develop greater trust in police. In essence the community joins the police department. They work together to create a better and safer place to live and grow.

Summarizing the definitions stated above the following general definition of community policing can be given in the following words:

Community policing is a policing philosophy that encourages proactive and problem solving policing through police community partnership to address causes of crime, fear of crime and other community issues with a view to creating a better and safer place to live and grow.

All the definitions as cited above contain two basic themes of community policing. These are—

1. Police community collaboration.
2. Proactive and problem solving approach to the police function.

Table 1.2

Comparison of Traditional policing and community policing

SL. No.	Question	Traditional Policing	Community Policing
1	Who are the police	A government agency responsible for law enforcement and control of crime	Police are the public and public are the police
2	How is police efficiency measured?	By detection and arrest rate	By the absence or recession of crime and disorder
3	What, specially, do police deal with?	Incidents	Citizen's common problems and concerns
4	What are the	Heinous crimes that	The problems that

	highest priorities?	create violence	disturb the peace of the community most
5	What is police professionalism?	Swift and effective response to serious crime	Keeping close relationship with the community through good services and behavior.
6	What determines the effectiveness of police?	Response time	Public co-operation
7.	What is the essential nature of police accountability?	Bureaucracy governed by law, rules, regulations, policies and directives Accountable to law, Court and Authority	Emphasis on local accountability to community needs
8.	How do police regard prosecution?	as an important goal.	As one tool among many.

Features of community policing

Following are the main features of community policing which help to attain the goal of the community policing:

1. It is a proactive and problem solving approach of policing.
2. It ensures regular contact between police and members of the community.
3. It is a department wide philosophy and accepted by both police and people.
4. Though the philosophy of community policing is proactive policing, but community policing must support reactive policing.
5. In community policing citizens get opportunity to identify the problems of the locality and play active role in setting up the policy and strategy of police action to prevent and detect crimes and criminals.
6. Police accountability is ensured by the citizens.
7. The officers of the community policing play the role of catalyst to reduce the fear of crime, disorder, decay and other crises in the society.
8. The members of police force take the responsibility to educate the public about law, police function and citizen's duty and responsibilities.
9. Trust and mutual understanding are increased between police and citizens through regular contact and interactions.
10. Police get enhanced flow of information from members of the public, which helps effective deal of crimes.
11. The senior police officers become easy accessible to the common people.
12. Police officers encourage citizens to solve many of their problems by themselves and to extent all sorts of co-operation voluntarily to the neighbors, in case of necessity.
13. Police encourage other service providers to become involved in community problem solving.

14. Police officers and leaders of the community make efforts to mobilise all community resources to implement principles and philosophy of community policing for a better and safer society.
15. Community policing reduces fear of police among the people and helps to establish bridge of friendship between police and community.

Dimensions of Community Policing

Series of research were conducted by the sociologists and resource personalities about community policing from 1988 to 1997 in USA and other countries. The various dimensions identified by the researchers are listed below :

- (1) Community based crime prevention
- (2) Problem solving
- (3) Partnership
- (3) Philosophical
- (4) Organizational approach
- (5) Organizational change
- (6) Consultation
- (7) Adaptation
- (9) Mobilization
- (10) Increased police accountability

Elements of community policing

Some significant elements of community policing are present in all dimensions described above. These may be identified as follows:

1. **Citizen's input:** Citizen's voluntary participation with necessary suggestion, advice and evaluation is essential.
2. **Positive role of police:** Police must be sincere and active with their broadened function to run and implement the plan and principles of community policing. They shall have expanding responsibility in maintenance of law and order, prevention of crime and providing social services to the people with the collaboration of the people. With the help of the people of community police will make all out efforts to protect and enhance the quality of life of the most vulnerable citizens like juveniles, children, women, elderly people, minorities, disabled, poor and homeless people.
3. **Tailored Policing:** Police will provide personal services to the individuals on the basis of their needs and the function of police is to be based on need assessment giving due regards to local norms and values.
4. **Reoriented operation of police:** The traditional operation of police is reoriented in the system of community policing. Police emphasize on face to face interactions with the community to solve the crime related problems.
5. **Geographic focus :** Officers must focus on specific geographical area. They are given permanent or long term assignments in a particular area so that they can know the citizens within their area for effective mutual co-operation to deal crime and maintenance of order.

6. **Positive Interaction:** Interaction with the community is one of the important elements of community policing. Instead of sitting in the office to receive complaint or patrolling by car, the officers are to get out from their office and vehicles and initiate positive interactions with the citizens in their area of responsibility to have public views and suggestion about on going policing, local problems and changes in policing, if required.
7. **Partnership:** Partnership between police and community is an important element of community policing. Police work on partnership basis with the members of communities, local elites, professional groups, organizations, agencies and other components of the society to solve the key problems.
8. **Problem solving approach:** Identifying the problems, police with the collaboration of the community launch programmes to solve the problems at the beginning. Community policing does not allow any minor problem to turn into large and complicated one.
9. **Proactive role :** Proactive role is the main philosophy of community policing. In community policing system police with the collaboration of the community take various awareness building, education and motivational programmes for the people specially the vulnerable population with a view to create awareness of crime and social vices to save them from those. Community policing works on the principle **“prevention is better than cure.”**

CHAPTER - III

A PROBLEM ORIENTED AND PROBLEM SOLVING APPROACH TO POLICING

The basic characteristic of community policing is that it is proactive rather than reactive. Following this characteristic, it first identifies the problems and causes of problems, and then seeks solution. The community policing emphasized on the origin of a problem to eradicate that problem. This is known as problem oriented and problem solving approach to policing. The following illustration may give the importance of problem solving approach to policing:

A man and his son were fishing on a river bank. Suddenly they found a young boy floating in the water. The boy was struggling to stay afloat. The fisherman jumped in and pulled the boy from the water. He resumed his fishing. Within a few minutes he found another man in the water who was struggling to stay afloat. Again the fisherman saved the life of the man pulling him from the water. He then resumed his fishing and within few minutes he saw another person floating by. This time the fisherman did not go to pull up the person from the water. He boarded on a boat and started heading upstream. The son of the fisherman shouted and asked his father, "Where are you going? Why are you not saving the life of the person who is about to drown?" The fisherman replied, "I am going to find out who is pushing the people into the river. I am to stop the pushing of the people into the river at the origin of this problem."

The illustration cited above makes us understand that it is more effective to get to the source of a problem rather than reacting to deal with it. This is the essence of problem oriented policing.

Problem oriented and community oriented policing

Herman Goldstein, a resource personality of community policing coined the term '**Problem oriented policing**'. Goldstein criticized the professional model of policing as it is incident driven and cannot solve the problem uprooting the causes of problem. The traditional policing has sluggish impact in the society to fight against the crimes and remove the public concern.

According to Goldstein, professional model of policing tends to viewing only the overt symptoms of a problem; it does not go to the deep root of a problem for sustainable solution. He suggests that police should respond to incidents underlying community problems for long term solution.

A problem oriented approach depends on the wide and spontaneous involvement of the citizenry. A community must police itself. The police can, at best, assist them only in that task. This should be the police task to make communities understand and arouse their realization about this proposition.

Police and community may be compared to a physician and a patient. The physician can examine the patient and prescribe a treatment based on the symptoms and information provided by the patient. To recover, the patient must be honest and particular in describing the symptoms and must follow the prescription given by the physician. The best medicine is preventive measures. Prevention is better than cure. Problem of crime can be compared with the problem of disease. To solve the problem of a community the causes of problem are to be identified by the community people to have the prescription for the solution of the problem. Police alone may not

be able to identify the real causes of problem. Without diagnosis the causes of disease, prescription for treatment cannot be given. Same for the case of problem, without identifying the causes of problem measures for solution cannot be suggested. Physician cannot be blamed for the existence of disease. Accordingly, police should not be blamed for the existence of crime. The combined efforts of police and community in proactive policing can bring success in crime management.

Frazier, director of the office of Community Oriented Policing Services, says,

“Police and citizens must work together if we are to develop long term solutions to crime and if we are to enhance trust between police and communities they serve.”

Goldstein identified five concerns which influence the development of problem oriented policing:

1. The Police field is preoccupied with traditional management and internal procedures which tend to negative notion in dealing with substantive problems.
2. The police utilize their all-out resources and ability to respond to the calls from the citizens and to the incidents. They don't reserve their time and energy to take initiative at their own to prevent or reduce community problems identifying the causes of problem.
3. The community is a major resource with an enormous potential for reducing the number and magnitude of problems. But this resource mostly remains unused due to reluctant attitude of police.
4. The time and talent of all police officers are not used effectively.
5. Sometimes, initiatives to improve policing suffer frustration as those are not related to the overall dynamics and traditional system of the police organization.

Elements of Problem Oriented Approach

The problem oriented approach to policing follows separate method other than the traditional method of policing to address the problems. For this purpose Goldstein noted the following basic elements which are considered into account to go forward to the goal :

1. Grouping incidents as problems
2. Focusing on substantive problems
3. Seeking effectiveness as the ultimate goal
4. Using systematic inquiry
5. Accurately leveling problems
6. Analyzing the multiple interest in problems
7. Adopting proactive stance
8. Strengthening the decision making processes
9. Evaluating results of newly implemented responses

Incorporating the above basic elements many police departments of the USA have developed problem solving approaches and got fruitful results.

METHOD OF PROBLEM SOLVING

The SARA Model

The Newport News Police Department uses a four stage problem solving process which is known as **SARA Model**. It is as follows:

SARA

S – Scanning.

A – Analysis.

R – Response.

A – Assessment.

Scanning

Firstly, the officers responsible with the assignment are to scan the problems. During this stage they will make contact with the residents of the concerned area and gather experience about the problems.

Analysis

After scanning, the police officers will start analyzing the problems. They will learn everything possible about the problems, incidents, suspects, perpetrators and earlier actions taken. The well conversant about the problem will help the officers to create a customized response to fit the problem.

Response

On the basis of careful analysis the officers will customize the response and then develop a goal for the solutions to the problems. By using the findings of analysis and other information **a plan of solution to the problem** is designed to eliminate the causes of the problem, reduce fear of the problem, reduce the negative impact caused by that problem and deal the situation effectively.

Assessment

The officers will evaluate the effectiveness of their response. They will assess whether the goal has been achieved, has the response to the problem got any positive impact, has the number of complaints been reduced or satisfied residents or does the response give the desired results.

When a response does not give the desired results, the officers will examine the results and make a different response. It is proved by the police departments who used the SARA model that the SARA model helps police reduce the crime rate and fear of crime among citizens.

Example of using SARA Model in problem-solving approach

Problem

Crimes against property specially theft, burglary, hijacking rose alarming in Warri of old Dhaka. People pass their days in panicky situation. The residents of Warri were unhappy with police as police couldn't cease the crimes. It became a burning problem.

The O/C of Sutrapur PS took steps to solve the problem. He followed the SARA Model of problem-solving process. The action taken is described below:

Scanning

The OC of Sutrapur PS scanned the crimes and found that hijacking was the most alarming crime for which residents of this area were always scared of the hijackers. The OC took the project of Problem-Oriented Policing (POP) with the aim of reducing the incidents of hijacking. To reach the goal the OC started getting overt and covert information about the crimes against property and severe concerns of the community. The OC also launched programme to create favourable situation of the surroundings against the hijacking and educate the people to be conscious and prevent hijacking giving them some tips.

Analysis

The OC of Sutrapur PS reviewed and analysed all the complaints received from the residents. He held series of interviews with the victims of the hijacking. He looked at which days, at what times and at what places most crimes were occurring. He got information about the *modus operandi* of the crime, description of the perpetrators, normal time of committing crime, the places where crimes frequented, suspect perpetrators, the target groups of the perpetrators etc. He also studied which factors and features of the area enabled the perpetrators to conduct their attacks on the residents. The OC also got some secret information about the identity of the perpetrators taking some eyewitnesses into confidence. Thus he analysed the overall situation of the problem to solve.

Response:

On the basis of analysis the OC did the following jobs to solve the problem :

- # Held several meetings with the residents and educated them about their duty to protect their property, prevent hijacking and taking measures for the purpose.
- # He helped the residents to form an anti-crime committee with the elites of the area to review the overall situation and take practical step to prevent the occurrences and round up the perpetrators.
- # The OC suggested the local people and anti-crime committee to improve the certain dens of crime to remove the favourable facility for the perpetrators.
- # The OC contacted the local city corporation authority to put sufficient lights on the street especially in the crime zones. He also cleared roadside shrubs and make shifts which were used as shelter by the perpetrators.
- # The OC motivated the residents to call police at 999 immediately if they observe any suspicious activity or view any occurrence in progress. He also provided his cell phones as well as his other officers.
- # He initiated monthly crime prevention meeting with the anti-crime committee as well as the residents. He put suggestions to the residents the ways to avoid victimisation.
- # The OC employed some patrol men to guard the area with the help of the anti-crime committee and the residents paid for the patrolmen.
- # He also arranged police patrol in the area and deployed some civil cloth police men to watch the movement of suspects.

- # The OC apprehended some suspects on the secret information and forwarded then to the court in different cases.
- # The OC engaged one intelligent officer to maintain liaison with the local committee and review Crime situation. The officer kept O/C informed with the latest situation of the area.

Assessment

With implementation of the project of problem-oriented approach the crime especially robbery and hijacking was about completely eradicated during the last 6 (six) months of assessment. Residents now feel secured. They call police immediately if they witness criminal activity. Police get secret information about the perpetrators from the member of public. People get courage to raise their voice against criminals and help police to nab the criminals.

The OC continued holding monthly meeting with the local people and ties between police and public grew strong to stronger day by day. The people of other area got encouraged to follow the example of Wari and OC is thinking to take project of the same nature in the neighbourhood.

The SARA method thus has practical role in problem solving approach.

Mediation as a problem-solving tool

Some complaints like land dispute, dispute between land lord and tenant, arrogant behaviour of rowdy teens, minor traffic-rule violation, domestic conflict between husband and wife or other members etc. may be settled down by mutual negotiation with the help of third party mediator. Traditional use of enforcement by police is not needed. But police are seen to response to these complaints in traditional strategies like lodging case and arresting the persons concerned. Sometimes rigid and traditional action of police aggravates the situation. In problem-solving approach officers avoid confrontation, command and coercion in favour of participation and persuasion of people to solve the problems in an amicable manner.

Mediation means the intervention of a third party into an interpersonal dispute to resolve the same. Christopher Cooper, a community policing resource personality of USA notes, **“When police use mediation to resolve conflicts in their communities, they empower residents to take responsibility for their action and to resolve their own problems.”**

In Bangladesh the Panchayet, the Union Parisad or village headmen take the role of mediation to resolve disputes and improve the relationship between the parties with dispute.

Following basics are to be considered while solving a dispute or conflict through mediation

:

- ❖ The mediators must be neutral, fair and accepted to all parties concern.
- ❖ Mediators will explain the mediation concept to participants and its significance for the peaceful settlement of dispute.
- ❖ Ground rules for the participants for smooth functioning of mediation are to be delivered to the participants.
- ❖ Mediators may be advised by the officers on the basis of police reports (if any) about the dispute or conflict.
- ❖ Allow parties to convey their own version and sentiment of the dispute.
- ❖ Give parties chance to rebut or self-explanation.

- ❖ Ask question, clarify the issues and go to the deep of the problem to understand the causes of the problem in order to seek possible solution and agreement on the issues.
- ❖ The mediators must prove themselves fair and neutral through their role and behaviour to get the confidence of the parties concern.
- ❖ Officers make suggestions and make efforts to convince the parties to come on a suitable agreement.
- ❖ After agreement parties should be brought under binding by necessary terms and conditions. Breach of agreement will follow legal action. Agreement should be in writing.

Creativity in problem-solving approach

Creativity is a process of breaking old methods or concept and discovering practical techniques and originating new concept. Creativity is synonymous with innovation. The approach of problem solving will be more effective if creativity is incorporated into it. The residents of a community may contribute to the problem-solving approach with their innovative thinking and suggestions. In problem-solving tool of community policing citizens are given opportunity to reflect their creativity in solving any specific problem. Creativity will depend on the practical scenario and overall environment and severity of the dispute and characteristics and behaviour of the parties involved in the dispute. The mediators are to give their deliberate thoughts to incorporate the creativity in the problem solving approach of community policing.

Example from field experience of problem solving approach

‘A’ is a commercial area. Hotels, guest houses, manpower export agencies and other financial establishments are there in that area. The area was plagued with a prostitution problem. Young boys were engaged in sex-abuse. The conscious people were worried with the problem. The civil society raised voice to eradicate the prostitution from that area. The initial police response was limited to arrest sex-workers and their clients. But they managed to come out from jail on bail and kept their movements in the area to carry out sex-business and thus created repeated nuisance in the locality.

In that situation the police decided to take a **problem-solving approach** to eradicate prostitution and improve the situation in the line with the expectation of the citizens. Police started holding meeting and enhancing interaction with the local people. They obtained suggestions and advices from the local residents. In this way police learned that many of the sex-workers were transients. They selected the area as their favourable business field and stayed in that area as they got available customers to earn handsome amount of money. The police could also understand that the sex-workers would stay in the area as long as their business remained profitable. The police launched problem solving approach to eradicate the prostitution in the locality. They decided to diminish profitability and visible appearances of the sex-workers. For this purpose police took some strategies aiming at curbing the easy availability of clients of the sex-workers.

The police introduced a Temporary Restraining Order (TRO) prohibiting the sex-workers loitering and staying in the area and other solicitation conduct of the sex-workers. The police caused immediate arrest and imposed Tk. 2000 fine for violation of the TRO.

On the other hand police issued a warning notice to the guys who were found with the sex-workers earlier and suspected to be the customer of the sex-workers. In the warning notice the people in question were warned that stern lawful action would be taken and monetary fine for Tk

10000 would be imposed on them for aiding and abetting the sex-workers. A general warning notice was also issued publicly that legal action with zero tolerance would be taken against the person/persons who would be found with the sex-workers or believed to be clients of the sex-workers with reasonable evidence.

After adapting the measures the movement and loitering of sex-workers were drastically reduced. Residents having habit of using sex-workers did not take risk to be socially condemned. Spontaneous co-operation from the community was received by police in their drive and campaign against prostitution. The problem of prostitution was solved within a month. The residents of the community were relieved of the curse of prostitution. The people praised the role of police and thus police image was improved in the locality.

CHAPTER IV

IMPLEMENTING COMMUNITY POLICING

The challenge of community policing is to move from theories to actual implementation. It is very difficult and complicated task. A pragmatic preparation is needed. It cannot happen over a night. The implementation cannot be brought by a revolution. The community policing philosophy will take into shape of implementation through gradual evolution over the years. But there have obvious continuities of the implementing tasks.

At the initial stage of transition to community policing the following factors are of the essence :

Psychological and System Change :

For the implementing of community policing it will require to modify the existing set up of psychological values and ways of traditional policing. A change in mission statement (duties of police), departmental organization, leadership style and general approach to 'fighting crime' is essential to implement the philosophy of community policing in the society. The members of police and communities and people in general need to be mentally prepared to welcome the new system of policing. They are to demonstrate their positive response through active and sincere participation in the community policing activities.

The Community Policing Consortium (CPC) of the USA suggests two kinds of management required for the transition to community policing. These are —

- (1) **Change management and**
- (2) **Transition management.**

1. Change Management

Change management means a major change in the operational strategy of an organization. In change management a positive change towards the development-strategy to review the present state of the organization and viability of transition to new approach is brought. This approach of management takes into consideration all the changed environments and factors of the surroundings to bring the new dimensions and strategies to achieve the goal of the organization. Change management also envisions the future state of the organization and devises the means of moving from existing formation to new one. Accordingly the **doctrine of change management** is to be given importance to establish the philosophy of community policing in the society.

2. Transition Management

Transitional management means the act of overseeing, controlling and leading the move initiated in the change management phase from present state to future state.

In transition of community policing the leadership is an important basic. The leader required for the transition must be dynamic, open and self-motivated to spearhead a campaign for change in the present system. He is to provide all sorts of guidelines and supports with goal oriented commitment for the smooth and successful implementation or transition of community policing. **The leader must have a vision and commitment for the department and the people he serves.** Commitment comes from vision and it brings devotion to duty to fulfil mission in order to lead an organization towards its vision. So, a leader without vision and commitment cannot be a successful leader in transition to something new from the traditional one.

VISION AND MISSION STATEMENT

Vision

A leader as well as an organization shall have a vision. Vision is a mental image for targeting a definite goal. A mission is evolved from the vision. An officer of farsighted vision can set up a mission of an organization as mission is set to reach vision.

As regards the community policing the vision should include the essential elements of the community policing philosophy such as proactive and problem solving approach of policing empowering the citizens, building, bridge between police and public and promoting community partnerships to address the community issues as well as prevention and reduction of crime.

Mission statement

Mission statement is a detailed statement of the aims and functions of an organization to lead the organization towards its vision. The development of a mission statement is important for any organization. It must be an essential document for every member of an organization and every one can share and feel a part of it. Accordingly for the transition of community policing a mission statement must be developed from the vision. The mission statement may include—

- (i) the strategies and means of transition to community policing
- (ii) organization set ups and job description
- (iii) training, motivation and publicity
- (iv) identifying the fields of community policing
- (v) ways of working by the community members with the police
- (vi) role and partnership of community members in problem identification and problem solving process
- (vii) monitoring, reporting and evaluation system etc.

Needs Assessment

After the articulation of the vision and mission statement, the next step towards the transition of community policing is to conduct a needs assessment. A needs assessment should include not only the department but also the community.

It is evident that successful implementation of community policing required a complete philosophical change in organizational culture i.e. in existing police culture. Changes in the area of deployment, assignment, behaviour, supervision, evaluation, response to calls, services to the people, seeking public co-operation and development in infrastructure are needed for the implementation of community policing. Accordingly needs assessment should be conducted on the basis of the changes to be brought and on the practical scenario of the situation prevailing in the society and community. The needs assessment should also consider external constraints controlled by outside factors such as finance, budget, community co-operation etc. The very important thing is that the philosophy of community policing must permeate the entire department from top to down. Each and every member of the police from constable to chief of police is to be well conversant, motivated and sincere to build up the philosophy in the society and they are to be seasoned police officers to work with the members of different communities.

While conducting needs assessments, one should pay attention to who might be community leaders to initiate and carry on the community policing activities. The selection of community leaders for community policing is very important and difficult task as men of well reputation and accepted to the people are to be selected from a bunch of interested persons. Community policing will not get impetus if it is not driven by good people. In the process of needs assessment the selection of community leaders is to be given importance.

Analysing the Community

The target group of community policing is the community. It is recognised in the community policing philosophy that the police cannot go alone with their mission statement ignoring the public co-operation to get their mission fulfilled. They must obtain the spontaneous participation of the law-abiding citizens to achieve their cherished goals. With a view to obtaining community partnership in the community policing philosophy the nature, behaviour and expectation of the community must be analysed to adopt a strategy of extracting all out co-operation of the community. First of all the police officers will have to analyse the community's demographics. The average age of the residents, educational level, economic condition, racial composition, social capital, social attitude, social norms and values etc. are to be analysed.

On the basis of the findings of community analysis police department will adopt strategies in the community policing approach. Police will engage citizens in alleviating social problems and play the role of facilitators or catalysts in the communities with low social capital. On the other hand, in areas with high level social capital COP (Community Oriented Policing) may work there on the partnership basis with the citizens to develop and implement effective problem solving activities in order to enhance quality of life. COP activity should be driven by the community members with community resources. Police will organize the activities with counselling, administrative supports and active participation in the activities. Economic, political and demographic forces in the communities have far greater effects on neighbourhood life. But neighbourhood institutions such as the police or other Government agencies have resource constraints for which they have very little effects on neighbourhoods. This is why community resources are to be mobilised with the motivation of the community members to drive the community welfare oriented activities.

Strategic Planning

Strategic planning is one of the important preconditions to achieve the goal by an agency. Strategic planning is designed on the articulation of the vision, mission and needs assessment. In other word, strategic planning is a planning process that keeps an agency focused on what it wishes to accomplish and the best way to get that goal.

Switzer, a community policing specialist says, "To implement community oriented policing successfully, it is important to have a strategic plan that identifies what the department stands in the implementation process, where the department would like to be and most importantly, how the department intends to get there."

An efficient strategic planning can bring successful result in the implementation of community oriented policing. Community partnerships, problem solving and cultural and organizational changes in the department are to be included in the strategic plan for launching and driving of community based policing. The plan must have a realistic timeline and progress assessment method. At the end of each year progress toward accomplishing the vision, mission,

goals and objectives should be measured. The strategic planning must be suitable to the needs of the community.

Implementation of community policing is not possible in a short span of time in a year or two. It may take several years. So, strategic planning should have a long-term and future oriented planning.

For a comprehensive strategic plan the following survey may be conducted to have the information about the present state of policing :

- # a survey of citizen satisfaction with police services.
- # a survey of police officers' satisfaction with the department.

To obtain the open views of the members of the police and the communities open house sessions with the presence of police officers and community leaders may be organized.

Programmes to be included in the strategic plan

The following programmes may be included in the strategic plan of community policing initially subject to revision on assessment of progress :

- a. Teaching and publicity programmes on community policing for the stakeholders and members of the communities
- b. Workshop for training the members of community policing committee
- c. Motivational and awareness building programmes for the communities
- d. Citizen patrol.
- e. Watches by the citizens
- f. Appointing assignment officers on community policing for specific areas
- g. Teaching the officers on community organizing and problem-solving skills
- h. Providing knowledge to the landlords, house owners, shop owners and caretakers of various establishments for securing their properties
- i. Development of neighbourhood organizations
- j. Crisis incident response planning etc.

TRAINING

Training is very important for a successful transition to community policing. It is a tool that enhances the capacity of the police officers to perform community policing functions, working with community, building bridge between police and community, analysing problems, developing the process of response. The training changes the attitude of the officers toward the public and also shapes their outlooks suitable to the community policing. Training is necessary to enhance the communication skills, problem solving skills and leadership skills of the police personnel to promote the community oriented policing process.

Training for the community leaders is also essential to familiarise the concept of community policing to them and to provide knowledge to work with police on partnership basis for identifying and solving problems and addressing other social crises through a combined efforts of the police and community.

Through training and other advocacy programmes the community can be prepared mentally to involve in community policing approach. The community should be provided with information of intended police actions, how the residents will benefit from those actions and what role citizen may be expected to play.

In training and advocacy programmes media people must be included to encourage them to involve in community policing events and activities. Media involvement can ensure a wide dissemination of the community policing among all section of people. Media can popularise the community policing through highlighting its people oriented events.

PITFALLS OF COMMUNITY POLICING

Community policing is often misunderstood and viewed as ineffective because of some pitfalls. Following are the major pitfalls :

Unrealistic expectation

A section of people expects that, as an effective method of crime reduction and problem solving community policing approach will provide immediate and measurable results. This expectation of the people is unrealistic. Community policing is not a panacea for society's all ills. It cannot produce result magically. People should perceive that community policing is not a revolution, it is an evolution. Community policing brings gradual changes, it grows day by day.

Misunderstanding the concept

Community policing is often misunderstood and viewed as ineffective. People need to be clear that community policing is not simply equivalent to foot patrol or guarding the neighbourhood only. But officers on foot and citizens on patrol have the opportunity of getting closer to the community and meeting more people. Police patrols without building relationships with the community have less effectiveness. Patrolling by patrol men of community is one of the strategies of community policing. But the absence or failure of engaging patrol men should not be considered as the ineffectiveness of community policing.

Lack of capacity of the organization

Another pitfall is inability of the organization in the management to fulfil the commitment. Internal problems like job dissatisfaction, animosity between stakeholders of community policing and local Government bodies, misunderstanding between police and office bearers of community policing committee, resource constraints etc. sometimes put the back gear in the field of community policing philosophy.

Dominating attitude of officers

Some police officers responsible for the community policing affairs have dominating attitude towards the people. They tend to impose their decision over the citizens. They don't like to hear the problems and suggestions from the people. This attitude of police officers discourages the citizens to come forward to get involved in community policing approach. Police officers must give up this tendency to allow community input and citizen empowerment without which community policing can not be implemented.

CHAPTER V

The role of Police in the society and its impact

What is the mission of Police ?

Every organization must have specific purposes, commitments, aims and goals. These are included in the mission statement of the organization. The mission of the police is as follows:

1. Prevention and detection of crime
2. Protection of life and property of the citizens through enforcement of law
3. Preservation of peace, order and safety
4. Enforcement of laws and ordinances
5. Safeguarding of constitutional guarantees
6. Investigating problems and incidents
7. Enhancement of the quality of life of the citizens by fostering a sense of security in communities and individuals

By the fulfillment of the mission the meaningful police community relations and effective policing can be ensured. The mission of the police cannot be achieved without the involvement of the community in the police agenda. Community policing ensures the involvement of the community and promotes the culture among the police and community to work together.

Social Oriented Service of Police

Apart from crime related tasks police perform a lot of non-police jobs relating to social works. Police do more than doing police job. Studies show that 80% of police officers' time is spent on non-police activities. Services to the community include peace keeping, preventing separation of conjugal life, settlement of family conflicts, handling land litigations and others, resolving disputes between two factions, looking for missing persons, protecting vulnerable people, maintaining public safety, dealing with emergencies and crisis situations, such as accidents and natural disasters, resolving conflicts, handling financial cheating, providing protection to the VIPs, handling and resolution of civil matters, educating the public, guarding important persons, areas and key point installations, regulating rallies and processions etc.

It is difficult to bring the works of police within a specific definition. Police get calls over complaints from members of the public frequently. All the calls or complaints are not of criminal matters or absolute police related. But police cannot ignore those calls or complaints. The citizens expect a need for police intervention in all situations whether police have jurisdiction or not in those cases. They think police intervention may bring quick result in addressing the grievance. People have a perception that police can do everything. Police are easily accessible to the people. Police usually respond to all calls and take whatever action is needed which encourages the people to rush to the police in case of necessities. It is established that the police are the service rendering agency available 24 hours, 7 days a week, 365 days a year. The door of a police station is never closed.

What is Police Culture ?

According to sociologists, culture is the norms, values, ways of life, pattern of behaviour and beliefs shared by a group of people which grow over the years and prevail in the society. People

of a society share the values of the society whether those are right or wrong, good or bad and also the ways of doing things. These constitute the culture of a society. The culture of society dominates all the components of the society. This is why the culture of a society may be termed as dominant culture of the society.

The culture of an organization grows on the basis of basic characteristics and the mission of the organization. The culture of an organization is often termed as subculture as an organization is one of the entities of the society which has a culture in broader scale i.e., dominant culture. Actually a subculture is the culture of a group that shares the dominant social culture, it also has a distinct culture of its own. There are numerous subcultures in modern societies that develop from the common interests of people. These common interests relate to a person's occupation, ethnic background, religion, hobby, personal experience and other professional factors. In a specific subculture, the people are different in some respect from the dominant culture.

The Police department has its own culture which influences the whole members of the police as well as the members of the society. In police organization socialisation or subculture occurs through departmental rules and regulations, training, mode of work, power and authority, behaviour of the predecessors of yester years and examples set by present and past superiors. The police culture (or subculture) is marked by certain differences from the dominant culture, such as their occupation, training, knowledge of crime, day to day works and interactions with various situations and criminal justice system. The police have a special type of uniform and equipments, which is also the part of their culture. The Police have tremendous power over the citizens they serve and protect. On the other hand, police may face a life-threatening situation at any time. For all the reasons stated above a separate culture or value system has been established within the police department.

According to Goldstein, the subculture of police grows out of the peculiar characteristics and conflicting pressures of the job. The police may face an unpredictable risk of situation for the following reasons :

- (i) The hostility of the people towards police because of their controlling role
- (ii) The vulnerability of police officers to allegations of wrongdoing
- (iii) Unreasonable demands and conflicting expectations of the people
- (iv) Uncertainty function and authority of police being influenced by outside force
- (v) The public does not understand the limitations of police. They like to see police playing role in favour of them. In this situation the police have to put up with dealing citizens
- (vi) A stifling working environment due to negative impression and non-cooperation of the public

To face the risk situation mutual co-operation and mutual dependence among the officers is essential to discharge their duties and for their personal safety. These situations influence the growth of police culture.

The characteristics of police culture can be stated as clannish, secretive, evasive and isolated. There is a trend among the members of police to keep all sort of happenings and information among themselves and to remain tight-lipped. They don't want to be open to the public. But they have a dominating attitude which contradicts their evasive role.

A culture is also identified as the core beliefs held in common in the society. Followings are the beliefs in the police culture which are held in common by the members of the police as well as the members of the public:

- # Police are the real crime fighters and service providers to the people for round the clock
- # Police are loyal to the Government and authority
- # Police sometimes compromise with the laws and rules to prevent themselves from being the victim of circumstances
- # Police adopt various strategies suited to fight the criminals as the criminals enjoy too many civil rights
- # In most cases the public is reluctant to recognise the positive role of police. They are in general unappreciative and critic to police action
- # Police officers as law enforcers expect public to respect and recognise their role and defer to their lawful authority
- # Police officers believe that witnesses of any incident don't tell them in detail about an incident in the first hand. They are to extract information from witnesses adopting various techniques
- # Police refuse to disclose the information of their internal investigation
- # Police do not like external pressure and interference in their action. They like to work neutrally as per existing laws, rules and regulations
- # Police work is often unpleasant. Police often have to deal with unpleasant situations and anti-social behaviour. Sometimes they resort to unspeakable atrocities specially while handling unlawful assembly or countering desperate criminals and terrorist
- # Two negative characteristics of the police culture are:
 - (i) **isolation and**
 - (ii) **them versus us view.**
- These characteristics conflict with a community oriented philosophy of policing
- # Danger influences the personality of police officers, as the occurrence of danger is unpredictable and it causes personal loss of an individual
- # Police officers have absolute authority in their law enforcement duties. They enjoy ample power while working in the field of persuasion of crime and criminals, legal coercion and use of force
- # Police officers are supposed to be efficient in discharging of their duties. Accordingly they have vanities believing that they are more efficient in the field of investigation and fighting crimes than any other agencies
- # Police see themselves as a members of a family. They have "**esprit de corps**" among themselves. An attack against one or a bad name of any individual is considered the attack or bad name against or of the whole police department
- # Police are dependent on each other in crisis or difficult situations
- # Police are subject to false allegations and they need support from fellow officers and superiors in such situations
- # Police have no option other than working with the people
- # Police are discipline and respectful to the local norms, values and system of the society. They honour the religious and social beliefs of the citizen
- # Police always try to show their utmost courage and intelligence to confront any odd and dangerous situation

- # Police keep themselves in smarty uniforms with lawful authority to dominant the citizens
- # Police generally suspect the unknown individuals and situations till their satisfaction on evidences
- # Police are reluctant to invite or accept new change in their organizational and operational approach

John Crank (a sociologist) states that the police culture is not something to be fixed. He adds that the police subculture contains police officers who possess knowledge, skills, common sense, traditions and a practical sense of trouble spots, understanding of local problems and wide friendship networks.

POLICE IMAGE

The police image entails the general views and impression of the citizens about police. It also refers the evaluation and acceptance of police action and police behaviour by the people. In most of the countries of the world specially in the under developed and developing countries the police image is very frustrating. People hold negative views about police and there exists a distance in the relationship between police and public. In the Indian subcontinent including Bangladesh the police are not in good book of the common people. The common people have the tendency to avoid police. In very few cases police get co-operation from the members of public.

Reasons for negative police image

Various factors are responsible for tarnishing the image of police. Following reasons or factors are identified for image crises of police:

Traditional attitude of police

The police hold traditional attitude inherited from the colonial regime. They could not reset their mind set up fully to suit the democratic norms and values. The traditional attitude of the police is the barrier to introduce people oriented and community based policing. This is why police image is not getting uplift from the crisis state.

Gap between police and public

There exists gap between police and public for which mutual understanding is not being established between police and public. This gap is the main reason for image crisis of police.

Non-fulfilment of public expectation

People like to see police as honest, fair, neutral, courageous and prompt in action. They also expect well-behaviour and friendly attitude from the members of law enforcing agency. But police, in practical life, are not seen to act or expose themselves as per expectation of the citizens. The gap between the expectation and reality, as regards to police push the police image to the lower level.

Police Misconduct

Police misconduct is a broad term referring to a variety of unethical, illegal and unbecoming behaviours by police towards the citizens. Very often the police do not behave properly with the people when people rush to police being victimised to hostile situation or incidents. An individual may carry out the misconduct, but it tarnishes the image of total police department.

Police Brutality

Sometimes the police use unreasonable and excessive force over the arrested persons or members of an unlawful assembly. They use force in a brutal way that touches the heart of the common people. This brutality of police spoils the police image.

Abuse of power and Harassment

Police have tremendous power over the citizens they serve and protect. They are supposed to exercise this power fairly and neutrally in good faith for the interest of the public. But police sometimes misuse their power. They arrest people illegally, stop vehicles for search unnecessarily; implicate innocent people in criminal cases etc. People are afraid of police harassment.

Police corruption

Police corruption entails various types of illegal activities by police to receive something of value in cost or kind in lieu of giving somebody any illegal benefit or omitting some lawful action against anybody. It can range from taking Tk 20 by a traffic police to a bribe of thousands of Taka to permit a smuggler to bring smuggled goods inside the country.

Since inception, corruption in law enforcement has been a problem. A small unethical act of an individual may lead to a major crime. Police exercise ample power. Most of the time they can do whatever they want without having to answer to the public or anybody else. Sometimes this power is abused by a section of police for which 'fear of police' is there in the society. People have dissatisfaction on police attitude. Fear of police and dissatisfaction of the people on police have created a significant gap between police and public.'

Partisan Role

Sometimes police do not act impartially. Being influenced by vested quarters or for personal gain police play a partisan role in their action. People lose confidence on police. Thus police earn a bad name.

Bad Association

Some police officers keep in touch of people who are questionable in the eyes of the people. A section of police officers maintain relationship with political touts and activists, smugglers or bad but influential people. People do not like the persons of this nature. Police image diminished following the connection with persons of questionable nature and activity.

Involving in Crime

Sometimes members of law enforcing agency involve themselves in various type of crimes. Even the individual involvement in crime by police severely hampers the image of police.

Media Coverage

Media has an enormous impact on public opinion. Police image is affected by the manner in which television and newspapers present crime stories and law enforcement activities. Media often bring up report on police matter exaggerating the facts that affects the police image.

External interference in police works

The political force and pressure groups very frequently interfere in police works. They use police for their own interest violating existing rules and ethics. Police officers sometimes willingly or unwillingly serve the purpose of those vested groups for their personal safety and to keep them free from possible risk and confrontation. Thus, police image goes down in the eyes of the citizens.

Uniform and equipments

Police image is sometimes affected by the police uniform and equipment. The visible uniform is the symbol of the authority and power bestowed upon police. Although uniform plays a major role in their ability to gain co-operation and compliance from the public, a section of are afraid and tend to keep themselves aloof from police.

Lastly, the manner in which police exercise their authority also has an impact on police image. The attitude of law enforcement officers, their education and personal image, discipline, professionalism and interaction with the community have enormous impact on public's perception regarding police image.

Police Discretion

Police have awesome power to use force, to lock people up and even to take some one's life. Police have broad discretionary powers. Discretion may be defined as follows :

Discretion means the freedom of making a decision based on individual choice or judgment and a number of factors. These factors include law and regulations, procedures and guidelines of an organization, personal values and beliefs and also the norms and values of the respective area and citizens of that area.

Each agency has discretion to exercise for establishing its mission, policies and procedures. Like other agency police have their discretion in exercising power to arrest any one or to take a legal course of action.

Police officers exercise their discretion to ensure justice to persons and maintain order on the basis of situation. For example, an officer will not likely go for arrest a driver who develops chest pain and drives through a stop sign. It makes sense to police not to enforce the letter of the law. Here they have discretion to exercise authority of law.

The discretion gives police too much freedom to pick and choose when and against whom they will enforce the law. Citizens are aware of this discretion of police. At the same time they have doubt over police whether police will exercise their discretion judiciously and neutrally or they will abuse the discretion and they will overlook the violations of law of the wealthy and powerful people.

Police are not the only component in the criminal justice system to exercise discretion. Prosecutors exercise discretion when determining priorities for prosecution. Judges exercise discretion while hearing or giving verdict. All other officials or agencies exercise discretion while performing their duties in their respective fields.

Police have to follow a lot of laws, rules, regulations and bureaucratic procedures in their action. Rules and regulations limit an officer's ability to use common sense or act in a humane way in certain situations. This is why discretion for police is necessary. There are some archaic or ambiguous or dead laws. Citizens do not expect those laws to be enforced. There are not enough police to act on every violation of law. So, there should have discretion for police. Police

select which laws need to be enforced. Police should have scope to prioritise the offences they act upon. Crime is more concern than violation of rules and serious crime is a greater threat than minor crime. Keeping it in mind the police act accordingly. Discretion is important to maintain good community relations. If police were to enforce the letter of the law, community resentment will arise.

Exercise of discretion varies on the basis of situation and nature of offence. For some dangerous offences there are provisions of strict law. Here, police have narrow scope to exercise discretion. Community policing has a great impact on police discretion. In community policing approach officers are trusted to use good judgment in their activities with fewer limits and restriction.

Unless police exercise their discretion with care and neutrality, the community may charge police of abuse of power or discrimination in enforcement of law. If the community sees police to overlook violations committed by a certain segment of society or strictly enforce laws against another, the citizens will lose their trust over police and community relations problems will develop.

Use of Force

Police are well trained in physique and education to perform their professional duties efficiently and effectively. They are also trained up and equipped with necessary weapons to fight the crimes and criminals. The criminals always try to evade arrest after committing offence and sometimes, they have preparation to encounter police. In this situation the police have to encounter the criminals to ensure arrest and restrain the criminals from committing offences. This is why police are to use force to perform their duties.

Use of force by the police encompasses a wide range of possible actions, from the officer's mere presence to the use of deadly force. Presence of police has an important impact and it affects a majority of citizens. Police uniform and police cars are symbols of the officer's power to enforce the law and bring violators to justice by the use of force if necessary. The visual image of power and authority by the uniform and equipments promotes the officer's ability to gain public compliance. Image of police is also affected, either positively or negatively by the use of force.

Use of force by police is a controversial issue. Police sometimes use force in brutal way which invites wide spread criticism from the public. Specially, police image is badly affected by the extreme use of force while suppressing a political mob. A section of police officers use force on the arrested persons or over an individual or group of people with ill motive. People do not support this illegal use of force by police in general. But police find common people happy with the police brutality or use of force over a terrorist or notorious criminal, though the human rights activists criticise all use of force. People also find pleasure when they see the use of force by police on an influential white collar criminal.

Different people have different perceptions of using force by police. But care must be taken by police not to develop an intimidating image that alienates the community. Police must be within the limit of law in exercising power of authority and using force while discharging duty. Police must realise public sentiment. Most citizens understand and support law enforcement officers' obligation to enforce the law and to use appropriate force when necessary. Police officers should encourage public support by professional behaviour and being respectful to citizen's rights. Mishandling the use of force may cause serious resentment among the citizens

and the consequence may go beyond the control of police administration. So, the sensitive weapon of using force by police must be logical, necessary based, controlled and followed by existing rules and regulations. The reasons of using force must be clear to the people justifying the necessity of it.

Ethical Policing

The tremendous power that police have over people's lives requires ethics in exercise. People expect that police should always represent good over evil. To achieve and maintain public trust, police must be persons of good character who hold foremost the ideals of fairness and justice. The way in which police use their discretion to enforce the law and solve problems determines whether the public views the police with ethics or having ethical behaviour. Ethical behaviour is the footing of police image.

In many situations police actions may not be entirely ethical. Police officers have to take decision to act considering all the factors of prevailing situation. The police cannot act in ethical manner in all situations specially in the crisis situation like riot controlling, encountering armed miscreants, exercising right of private defense etc. In some cases police officers on operation are not given appropriate guidance by the competent authority to take ethical decision in complexities of enforcing the law.

The task of exercising ethical policing in a diverse population is very tough. The subject of ethics and ethical policing should be a standard part of training of police officers. There should also have a regular dialogue within the police community on ethics. The members of police must have the knowledge about ethical behaviour and its implementation in profession. They should have the mental set up of showing ethical behaviour in their manner and conduct.

In short, the philosophy of ethical policing is to be fair in taking decision, neutral in action, sober to people, habituated in doing right thing and avoiding wrong thing.

An ethical behavior by individual officers and by the department as a whole is indispensable to effective police community partnerships.

For the interest of enforcing law and responding emergency police are entitled enjoy some special to special privileges and exceptions relative to obeying the laws. Police on special situation can exceed speed limits and violate traffic laws. They can carry concealed weapons and own or have access to weapons that are restricted to citizens. Sometimes these privileges and exceptions of law create confusion among the common people about the ethical practice by police. Some may think that police are above law. A section of police officers specially the new recruits may also think that they are above law. Equality under law is the foundation of criminal justice. If the law enforcement officers believe that they are above the law, then it subverts the very essence of law enforcement and criminal justice in our society. Police officers must have the knowledge why special privileges have been given to them. People also should understand that the privileges and exceptions have been given to police for the public interest. They should understand that the privileges given to the police are not for an individual; police have got the privileges for the interest of people in whole. The police officers should not suffer from ethical dilemmas. They must follow the straight ethical policing to come close to the people and get co-operation from the community. The ethical responsibility makes balance between police discretion and police authority to use power. Police must not abuse the special privileges. They should take the advantage of special privileges ethically i.e. when situation arises for the interest

of public. People are conscious. They can differentiate between abuse of power and ethical use of special privileges given to police by law or convention.

CHAPTER VI

THE COMMUNITY

What is community ?

A group of people living in an area under the same government may be defined as community. Community also refers to a specific geographic area served by a law enforcing agency and the individuals, organizations and agencies within that area. The community may cover a very small area and have a very limited number of individuals, organizations and agencies, it may be within the jurisdiction of a small unit of law enforcing agency. The common characteristic of community is sense of integration and feeling of 'we-ness' among the members of a group of people. So, in other words we can define community as follows :

A group of people having common interest, sense of shared values and integration and feeling of belonging i.e. sense of 'we-ness' can be termed as community.

Elements and characteristics of a community

The individuals, educational institutions, business establishments, public and private agencies, cultural associations, religions worships and other social groups are vital elements of the community. The social norms, values, individual behaviour and attitude, moral and cultural principles, social and religious culture, religious beliefs of the people living in the community and the common interests shared by them with neighbours and other members of community are also considered as the elements of the community.

Where integrated communities exist, people share a sense of ownership and pride in their environment. They also have a sense of acceptable behaviour and trends to face the challenges for better coexistence, safety and better community life. Feeling of belonging, a sense of integration, a sense of shared values and a sense of "we-ness" are the characteristics of a community.

Feeling of belonging in the community and sense of "we-ness" among the individuals are the glue that binds communities to maintain order and provides the foundation for effective community action.

It is viewed that shared values, participation in voluntary associations, religion based relation and positive interaction with neighbours create a strong sense of community and correlate with participation in civic and government activities.

These characteristics of community make policing in such a community much easier.

Social Capital

In every society there are various type of entities. The entities consist of some aspects of social structure. The entities also play the role of facilitators of the action of the individuals of the society. The social aspects and facilitation character of the society or social entities are termed as social capital. Coleman, a social scientist finds the following two elements of social capital.

Trustworthiness:

It refers to citizens' trust of each other and their public institution. Without trust among the citizens a social bond cannot be established. Social bond is an important essence to work collectively for the peace and uplift of the society. Citizens' trust of each other is originated from the mutual respect of each other.

Obligations:

It refers to the belief that service to each other will be reciprocated. A citizen should have duty to provide service to his neighbours at time of need. Accordingly that neighbours should return the service when opportunity comes. The term of obligation is used to make understand that the citizens must feel the obligation on principle that service should be on reciprocal basis. Through reciprocal service citizens of a society can get their maximum problems solved and contribute to the social peace and friendship.

The social capital plays the role of catalyst in implementation of community policing. Sometimes, effective community policing may be limited to those areas where high levels of social cohesion exist. But social responsibility and social cohesion can be strengthened through sustainable community policing in those areas where social bondage and obligation are slack.

Lack of community

The citizens of a community have a common history and understandings among themselves. The history, culture, values and shared feelings are the preconditions of forming a community. Community is also based on a **sense of 'us' or 'we-ness'** for the own community and a **sense of 'them' or 'they-ness'** for the outsiders. Unfortunately, many communities lack this sense of "we-ness". In those communities the social cohesion is not strong for which the ties of brotherhood among the citizens is very weak. The members of these communities have self-centred tendency and normally one is not seen to stand by others in case of necessity and at the time of danger. This is called lack of community. The lack of community means lack of better life and lack of security in the community.

In the areas where a sense of "we-ness" among the citizens and police is absent or loose, there exists a "them-versus-us" relationship between the police and public. But police are the part of the community where they serve. So, community must own police and police are to own community.

Lack of community demands special police attention. In other words, most police attention is required in those communities that have least shared values and limited sense of community. Special police attention and community based policing are needed in those areas where gap between police and public is bigger and citizens perceive police as arrogant, brutal and uncaring, bribe-takers and antagonistic relationship exists between residents and the police.

When citizens are unable to maintain social control and social bonds, the result is social disorganization. Social disorganization causes neighbourhood decay. The neighbourhood decay not only reduces the horizontal bonds between neighbours within communities but also reduces the vertical linkages between communities and larger political, social and economic institutions. All entities within the community as well as organizations and agencies must work together to keep that community healthy. Without the smooth and successful services of other utility service-agencies and organizations police alone cannot keep the community healthy in all respects. A community cannot be healthy if unemployment and poverty are widespread ; people

are hungry ; health care is inadequate, social services are fragmented and disproportionate and government lacks responsibility and accountability.

A sense of community feelings and concerted efforts of all entities of a community are vital for peace and tranquility and healthy atmosphere of a community.

Lack of Community and Broken Windows Theory:

If a window in a building is broken and is left un-repaired for long time, all the rest windows will soon be broken.”

Wilson and Kelling floated the “broken windows” theory. They based the theory on result of a research done in 1969 by a psychologist, Philip Zimbardo. Zimbardo floated the “**broken window theory**” from the following experiment :

Once he arranged to have a car without licence plate and parked it with its hood up on a street beside a car of good condition. The car without number plate and having hood up was attacked by vandals and within twenty four hours it had been badly destroyed. The car of good condition sat untouched. After few days Zimbardo left a hammer on the broken car. Within few hours the car was totally destroyed by the passers by with the help of the hammer.

Wilson and Kellings worked on the research of Zimbardo. They came to conclusion that, “**Unattended property becomes fair game for people out for fun or plunder.**”

Broken windows and smashed cars are very visible signs of people not caring about their community. Accordingly, lawns not mowed for long time, piles of accumulated trash. In an uncaring society incivilities, moral decay, loose social bondage and unrest develop. In such society people experience with great concern the rowdiness, drunkenness, fighting or violence, prostitution, immoral and corrupt, garbage and litters in public places, abandoned buildings and broken windows, graffiti, and other vices .

The broken window theory suggests that if it appears “**no one cares**” **disorder and crime will thrive.**

Incivilities and social disorder occur when social control mechanisms erode. An increase in incivilities and uncaring trends among the members of communities may increase the fear of crime and citizens’ sense of insecurity. In extreme situations existing disorder of the society may bring people together to “**take back the neighbourhood.**”

It is extremely difficult to maintain community policing in those areas where values of different group of people clash. For example, controversy may exist between modern generation and religious activities or orthodox groups on western culture in terms of dress worn by women and other issues. Each of these communities deserves a different style of policing based on the “**community value system.**” Police must give importance on the behaviour and sentiment of the majority. But they cannot ignore the behaviour of the minority. Here police face tremendous problem to exercise ethical policing.

The theme of the “broken-windows” gives this message that each and every minor crime or disorder in the society must be taken into care for eradication of that crime at the primary stage. Otherwise, little crimes will form a heinous crime, which will be a major problem for the society. Minor act of incivility and social disorder must be attended to prevent the occurrence of major crime.

Policing in diverse culture and violent society

It is extremely difficult to run policing even to maintain community policing in those areas where culture and values of different group of people clash. For example, controversy may exist between modern life supporters and religious activities or orthodox groups on modern or western dress of women. Each of these communities deserves a different style of policing based on the “community value system.” Police must give importance on the behaviour and sentiment of the majority. But they cannot ignore the behaviour of the minority. In this conflicting situation police face tremendous problem to exercise ethical policing. Here will have to play tricky role to satisfy all section of people.

Another factor that negates a sense of community and creates an unhealthy social environment is the prevalence of violence. We live almost in a violent society. Everyday the media focuses violence. The newspapers and televisions are constantly carrying news of murder, rape, kidnap, assault and other crime related incidents. It seems that if a movie or television programme is to get market, violent events like fighting, assault, rape, murder etc. must be included in the movies. The tendency of crime reporters to put up the crime incidents with a view to be important to his authority as well as to the readers or viewers. The cartoon that children watch in most cases contains more violence. From this type of media programme, children learn that violence is a part of life and it is acceptable and justified under some circumstances. This learning has a negative impact in the society. Juvenile delinquencies get rising tendency and younger generations are seen not to follow social norms and values. They are reluctant to show due respect to the superiors. Citizens expect police to prevent violence and arrogant behaviour of any citizen. But police alone cannot prevent violence when entire society is infested. Police need active co-operation from all individuals of the society to prevent violence. Only concerted efforts of all individuals and entities of the society along with police can stop violence and build a sense of security in the community. Community policing system can co-ordinate and consolidate the efforts of individuals and community to fight against disorder, incivilities and anti-society elements in order to ensuring healthy atmosphere for peaceful and better life in the society.

The theme of the “broken-windows” is that each and every minor crime or disorder in the society must be taken into care for eradication of that crime or disorder at the primary stage. Otherwise, little crimes or incivility will form a heinous crime, which will be a major problem for the society. Minor acts of incivility, primary causes of unhealthy social environment and social disorder must be attended by the concerned individuals, community members, leaders of the civil society and professional groups including politicians and public representatives to get those social disorders repaired with a view to building a safer, sound and peaceful environment through creating a sense of community among the members of different communities which will also prevent the occurrence of major crimes and social disorder.

Social Factors and Crime in Community

The crime in a community has a relationship with different factors of that community. The social, economical and other relevant factors regulate the increase and decrease of crime. According to Greene, a sociologist, “The relationship between crime and disorder in community is complicated by many factors.” Poverty, inequality, social injustice, unemployment, decay of social and moral values, lack of family bonds, density of people and racial conflicts escalate the crime situation in the society. The police have little scope to directly regulate these community

crime factors. The community, government agencies, NGOs and private social development organizations associated with these factors such as education, housing, job training, family support, health care, drug control, etc. can play important role to affect the crime factors. Here the police can extend their hand of co-operation as a promoter.

Saville developed a theory called “**ecology of crime**”. It explains how criminal opportunities are created in neighbourhoods. According to “ecology of crime” theory, every neighbourhood has a crime “**threshold**”. It means every neighbourhood has the capacity to hold a certain number of disorders and crime factors. When the number of these things exceeds the ‘threshold’ or limit of carrying capacity, the total social system and social control collapses. The society turns into a place of hell and citizens are pushed in uncertainty, insecurity and chaos. The quality of life of the citizens degrades.

The community leaders and citizens need to understand when the neighbourhoods are approaching the “threshold” in a given situation in order to prevent the disaster. Police alone cannot prevent the crime factors marching towards the ‘threshold’. All individuals and entities of the society consciously must take this responsibility. Police will constantly be with them as facilitators.

Community Demographics

In addition to understanding the complex concept of community such as “ecology of crime” theory, it is also important to assess the demographics of the neighbourhoods or the community.

Demographics refer to the characteristics of the individuals who live in a community. Demographics include a population-size, growth rate, density, profession, employment rate, ethnic groups, age group, average age of the citizens, education and income etc.

It is assumed that the smaller the population of a community, the easier policing becomes. In other words, police can effectively police an area having small size of population. Small community generally have fewer resources, but people of a smaller community know each other. A sense of community is likely to be greater in smaller community than in large city. The sense of community helps fighting against crime and social vices.

Density of population is an important variable to assess the ability of law enforcing agency to police an area. Studies show that as population becomes denser, the community gets infected with a lot of problems and people become more aggressive and violent for individual’s interest.

Population Growth

Rapid population growth can invigorate a community where the population-size is small. On the other hand a community having large size population with limited resources always faces scarcity of resources as it can drain its limited resources within short period of time. Without effective planning and foresight, rapid population growth can result in serious problems for a community. Over population causes various social and economic crises like unemployment, malnutrition, health-hazard, housing-scarcity, low education facility. The police need to formulate effective strategy to combat against crime where density and growth rate of population is high.

The community’s vital statistics are extremely important from a police-community partnership perspective. What is the average age of the people? Are there more young or elderly individuals ? What is the family size? How is the family bond ? What is the divorce rate? What is

the common level of education? What is the dropout rate? What is male-female ratio? Police need to have the vital statistics as mentioned above to launch a community policing operation strategy in certain areas.

Income and distribution of income are also important. What are the main sources of income ? How is community described ? Is it affluent ? Or moderately well off ? Or poor ? Is there any disparity ? How much unemployment exists ? What does the unemployed people do ? Are they involved in any crime ? Are they homeless ? These economic factors are to be considered by police while making a plan to police a particular area.

The ethnic makeup of the community is another consideration. What is the characteristic of the community? Is it heterogeneous or homogeneous? A homogeneous community is one in which people are all quite similar. A heterogeneous is one in which individuals are quite different from each other. Most communities are heterogeneous. It is very challenging to establish and maintain good relations among the various subgroups making up the community. Usually one ethnic subgroup consists of majority population tends to exercise more power and dominate over the other groups. In this diverse population the police have to adopt pragmatic and prudent programmes of community policing on basis of reality on the ground to make balance among the subgroups.

Poverty, unemployment, substandard housing, inadequate education, lack of medical and recreation facility and other people welfare oriented factors are to be brought under consideration to determine the causes of crime in the society. Sometimes, these factors become the major causes of crime. So, without effective co-operation of the other concerned service providing agencies, the police will have to face tougher situation to maintain law and order and control crime in the society.

Population Growth

Bangladesh had experienced a rapid growth of population in the past decades as shown in table 1: 4 blow :

Population of Bangladesh, 1901-2011(in crore)											
1901	1911	1921	1931	1941	1951	1961	1974	1981	1991	2001	2011
2.89	3.16	3.33	3.56	4.20	4.19	5.08	7.15	8.71	10.63	12.44	14.23

Source: Population and Housing Census, (1901-2011)BBS

Table 1:4

In addition to a rapid growth of population Bangladesh is also experiencing a widening gap between the rich and the poor. The middle class is shrinking and the gap between the **“haves” and the “have nots”** is widening resulting in a bifurcated society. The rapid growth of population drains up the national resources, as the increase of national resources does not

conform the rapid growth of population. Besides, the gap between rich and poor create social unrest and frustration among the citizens. This inequality in economic sector causes social instability and imbalance which creates criminal opportunities in the society. So, the rapid growth of population must be bridled. The police through community policing can play a vital role to educate the people and keep the population-growth under control.

Organizations and Institutions

Various organizations and institutions are the important entities in the society. These entities can play a key role to ensure safety and quality of life of the citizens. Police officers must be knowledgeable of these entities and establish effective relationships with them. A strong network of community organizations and institutions gives collective exertions to foster the cohesive power of shared intolerance against crimes and criminals. It also encourages citizens to cooperate law enforcing agency in controlling crime and disorder in the society. Thus illegal or criminal acts, appearance and movements of criminals and other unlawful practices threatening to public security will be detected and reported to the police voluntarily by the citizens. It is not possible for any single organization or group to address all the problems and concerns of the community, so establishment of networks and partnerships between the police and social entities is essential.

Sulton says, "Community institutions are the basic fabric from which our complex society is woven." According to Sulton :

All theories of causes of crime share common threads. They assume that crime is a socially defined phenomenon caused by the failure of community institutions and community members to constrain behaviour so that it conforms to the law and does not threaten the rights, safety and lives of others. According to this perspective crime reduction depends on eradication of the social conditions that produce crime.

Police officers should maintain a good relationship with human rights organizations, social services organizations health care providers, emergency service providers, youth organizations and all educational institutions for better community policing to remove the social ills from the society.

Obtaining co-operation from the citizens is a very difficult task. But police must always be on the track of seeking public co-operation. They can bring problems to the attention of the other concerned agencies. John Mudd cited the example of "rat problem" to explain the responsibility of the social entities. He presented the "**rat problem**" as follows :

If a rat is found in an apartment, it is the responsibility of the house owner to drive out the rat ; if it runs into a restaurant, the health department has jurisdiction ; if it dies outside, municipality takes over the responsibility. Getting complaints about the damages caused by rats, police will have to figure out what agency in the city has responsibility for rat control and then request the agency to take proper action to kill the rats.

If responsibility is distributed to the shoulders of all other concerned individuals or groups, the task comes easier. Police are to make co-ordination among the entities to get all problems affecting the society solved in a concerted and co-ordinated manner.

Private Security Companies

In the past few years a dramatic expansion of private security is visible not only in our country also all over the world. Private security companies provide security personnel to the

organizations or the local body to guard an organization or specific jurisdiction of a local area. The private security helps police to prevent crime.

In the developed countries like USA, UK, etc. private security companies are working actively to protect lives and properties of the citizens. It has also got recognition from government and people. The need for public and private police forces to establish good working relationships was recognized by the National Institute of Justice in the early 1980's in USA. The international Association of Chiefs of Police (ACP) has also recognized the need for co-operation by establishing a Private Sector Liaison Committee (PSLC). The PSLC paved the way for private security to work jointly with government Police with a view to addressing concerns of the citizens and working towards solution to the problems.

A good relationship between the private security agencies and police becomes important. The government has promulgated private security regulations bringing the private security under accountability and regulatory system.

In fact, in our country police do not have positive impression on private security as they are not professionally efficient, accountable and dependable. But time has come to utilise the private security by police as an auxiliary force to add to the strength of the regular state police force. The collaboration of private security and public law enforcement agency is needed now for the advancement of public safety and spreading the police networks.

The Power Structure

Various public and private organizations, institutions, associations and groups exercise the authority in various forms and ways to establish their position and domination in the society. These entities are termed as social power structure.

Power structure may be divided into □

- (1) formal power structure and
- (2) informal power structure.

1. Formal Power Structure

The government, government organizations or agencies, local government regulatory bodies and commissions, elected bodies, administrative set up of government at field level are the examples of formal power structure.

2. Informal Power Structure

The informal power structure includes religious groups, wealthy subgroups, ethnic groups, political groups, professional groups, labour groups, business groups, various social organizations, public interest groups, media, teachers and student groups, civil society groups, NGOs, etc.

The informal power structure has a massive influence over the society. Each group of informal power structure has its own subculture. The subculture of one group influences other subcultures. Thus the informal power structure, in fact, controls the whole society. The formal power structure cannot ignore the informal power structure in exercise of power and authority. The informal pressure group influences the formal power structure of the society and they should maintain close relationship with these groups of power.

Wilson and Kelling suggest, “The essence of the police role in maintaining order is to reinforce the informal control mechanisms of the community itself.” The police cannot provide a substitute for that informal control.

Informal power structure also influences the social system by its subtle or non-subtle power. Though the influence of informal power structure is not visible to the common people, but law enforcement personnel must understand the different subgroups of informal force within their jurisdiction for better functioning and fruitful community policing operation.

The Criminal Justice System

The criminal justice system means the system of bringing a criminal or offender to justice. In other words, the procedure of awarding punishment to a law violator or a criminal is known as criminal justice system. The criminal justice system consists of three components. These are □

- (1) Law Enforcing Agency (specially police),
- (2) Courts, and
- (3) Correctional Agencies.

Police are the most visible component of the criminal justice system. The other two components, Court and correctional agencies, are much less visible in most communities. As police is the gateway of criminal justice system and most visible component, many people equate policing with criminal justice system. Thus, the police often become the criminal justice system in the eyes of the community.

In criminal justice process, the role of law enforcement members is to prevent crime, detect criminals, apprehend law violators or suspects and bring them before a Court of law for trial. Police officers help the Court providing evidence and putting up the witnesses. A police officer concerning a particular case may also be a witness in the Court. Police also play an important role assisting the Court from the prosecution side to prove the offence of the under trial accused. The merit of justice mostly depends on the quality of investigation carried by police and presentation of evidence and witnesses by the prosecution.

The second component, the Court starts functioning on police report. The Court assesses the charge and evidence as presented by police and prosecution. The court also considers the defense arguments of the accused. Analysing and evaluating all available evidence, examining the witnesses and hearing the prosecution and defense lawyers and also giving opportunity of self-defense to the accused, the Court pass judicious judgment to sentence, if finds the accused guilty. The court may send the juvenile offender to correctional centre or allow returning to the community under supervision of a probation officer.

The correctional institutes should have all facilities to get the juvenile offenders corrected considering the offenders as the victims of crime of the society. But in Bangladesh the probation service for correction of juvenile delinquent suffers from effective operation due to lack of required fund, professional manpower and ancillary infrastructural facilities.

The three-part system of the criminal justice system provides a procedure of check and balance in order to ensure that no person is accused of a crime and denied the legal protection in an unfair means. In this process of justice guarantee of fairness and equality is supposed to be ensured.

The courts perform duties within the frame of law and procedures. The court officers have their own ethics and way of judging. They do not solely depend on police report. They hear the both prosecution and defense sides. Following the Court procedures the Court officers have to let

too many offenders free from jail. But the common people don't like to accept the practice of acquittal of the offenders. People often criticise police and sometimes the Courts. But mainly blame police for failure of prosecution. The common people demand highest punishment of all criminals. They have a general perception that only police is responsible for the acquittal of criminals from the courts. The critics should understand that police is one of the components in the entire system of criminal justice. Courts follow the process designed in the justice system. Police play very important role in the criminal justice system but only police cannot ensure conviction of an accused or criminal. A criminal or accused has a number of ways to take the advantage of the loopholes of the legal system to escape or avoid punishment.

Most of the people don't have practical knowledge about criminal justice system and discretion of police. They have also limited understanding of the role of the Courts and correction services. Sometimes various components of the criminal justice system blame each other for improper action. It happens when criminals are not convicted or released early from prison. In most cases the police are pushed into the dock of the accused.

Police officers often become frustrated by such attitudes and incidents. The release of notorious and dark-sighted influential culprit raises the silent resentment among the members of law enforcement agency. Sometimes, they become cynical and wonder why they work so hard to make arrests, if the criminals are freed or cases are dismissed on plea-bargained. The poor performance of the correction system also makes the police officers disappointed. Police officers are not alone in their disappointment. The public are also frustrated by the performance of the Courts and corrections.

People also have a negative impression on the performance of Court for their failure to conclude the trial promptly. Many believe that the Courts are not fully independent. The government or influential quarters behind the screen dictate them. People also raise question about the fairness of process of appointing judges in the higher Courts.

On the other hand, in order to improve the situation overcoming the negative opinions and enhance public relations, agencies within the criminal justice system need to work actively together seeking partnerships with others in the community.

What are the bottlenecks of good criminal justice administration is a debatable issue. A lot of controversial issues related to the effectiveness of the criminal justice system affect police community partnerships. Although some issues are outside the jurisdiction of the police, but they affect the system as a whole. This is why police officers need to be aware of these issues and their potential impact.

As a visible component of the criminal justice system the police are criticized widely by the people for failure of other component, so police officers should educate the people about the reality to remove the misunderstanding of the people and for better police community relations.

The community policing approach brings police and community together on the common platform to work for the community. Here they have regular interactions. The police can take the advantage of it and make the community understand about police discretion and jurisdiction in case of punishment to be inflicted to the criminals.

Community's contribution to uplift the society

A bundle of sticks is stronger than a single stick. A concerted effort of some persons is more effective than an individual's endeavor. Accordingly, only the sincere and concerted effort and active participation of the citizens can bring a significant progress and positive changes in a community. A story as cited below may make it clearer.

Once upon a time there was severe food scarcity in a village. Food resources were seemingly gone. People were too unable to manage food for even once in a day. Most of the poor people started to pass their days on starvation. In that situation some creative individuals thought that each person always maintained a tendency to keep a little something in reserve to his time. They proposed that the community would make stone soup.

At first a stone was set in a pot to boil. People in the community were requested if they had a little something to improve the soup. One person gave a carrot, another bought a few potatoes, another a bit of meat and so on. When boiling was finished, the soup was thick and nourishing. Such is the situation in our communities today. Because when resources are stretched to the limit, still then one tends to hold on a little thing to one's time. This self-protective tendency leaves people seemingly without resources for handling the community problems effectively. So, it is necessary to adopt the "stone soup" stance to extract the co-operation of the citizens in problem solving approach.

CHAPTER VII

INTERACTION WITH VARIOUS GROUP OF PEOPLE

Introduction

Police are to come in contact of different groups of people of various nature, ages, classes and characteristics. They have interactions with children, juveniles, youths, elderly and disabled and mentally retarded people, members of criminal gang, victims and witnesses. The police officers face these groups of people on diverse situations and circumstances. As physicians of social ills and crises a police officer must be prepared to interact the various groups of people with special care and proper behaviour suitable to the groups. The desired interactions with various groups of people and response to the need of the people enhance the sound police community relations. Through the positive interactions communities tend to view the police as their friend. The different groups of people, the behaviour of these groups of people, police interactions with them and police response to the woes of the communities are discussed in this chapter.

Handling Children, Juveniles and Youths

Children are the future of a country. They will grow citizens and take over national responsibilities of the nation. About 40% of the country's population is children, also termed as juvenile. Different countries set different ages to define a child or a juvenile or youth of their own country. In most of the countries the most common age for a person to legally become an adult is 18. In Bangladesh, a person who does not attain the age of 16 years is considered as child as per the children Act, 1974. The children below 16 years are sometimes called youth also. But in most of the countries delinquent or offenders under 18 years of age are treated as juvenile delinquent and they are brought under special treatment and justice system.

Naturally the children do not have sufficient maturity to judge something wrong or right. They are lacking of understanding to differentiate between good and bad. Normally they are driven by whim, emotion, curiosity and adventure. The children have some ingrained habits, attitudes, psychomotor skills, cognitive abilities and social interaction patterns.

Adolescence period is very critical and risky time for children. It is an extremely challenging time for all involved - the children, their family and the community in which they live. During this period the children grow into adults and they get some basic changes in their physique and mind. At this transitional stage of age a child feels uneasy to cope with all situation. They are mentally unrest and fickle. The internal changes of a child tend to show illogical and imprudent behaviour. The adolescent boys and girls may drive recklessly, experiment with drugs, engage in risky jobs or illegal behaviour because they cannot envision a negative or even fatal, outcome. Juveniles desire to try things forbidden to them as younger children.

It is important that law enforcement officers should identify possible causes of juvenile activity, behaviour and other dangerous conditions of the juveniles. To handle the juvenile delinquent properly the police officers must be conversant with the juvenile justice system of the country.

JUVENILE JUSTICE SYSTEM

Brief History

The juvenile justice system of a country makes some special provisions, rules and laws to handle the criminal activities of the children and juveniles considering their tender age and lack of mental maturity. Correctional measures are given priority in the juvenile justice system. In order to effectively interact with their community's youths and children, the police officers should understand how the juvenile justice system and adult justice system differ and the implications of such differences.

The basic assumption upon which Juvenile **Justice System** has been introduced is that of **parens patriae**. **Parens patriae** is the government's right to take care of minors and others who cannot legally take care of themselves. The concept of **parens patriae** originated in thirteenth century in England, where common law established that the king was the "father of his country" and the guardian of all children. Children were considered wards of the state. The common law notion of **parens patriae** is firmly entrenched in the system of juvenile justice.

During the early nineteenth century the prison reformers were successful to establish a separate justice system exclusively for juveniles in the USA. In the system juveniles were taken special care and given special treatment. Juvenile offenders were not kept with the adult offenders in the prisons. During this time rapid growth of the impoverished underclass and the related increases in crime and disease led to the widespread perception that poverty bred criminality. In 1818 the term **juvenile delinquency** was first used and was equated with pauperism, that is, being poor. In 1825 delinquency was again associated with poverty when the New York House of Refuge was opened to house juvenile delinquents.

In the second half of the nineteenth century, a group of reformers called the '**Child Savers**' became very active to look after the rights and welfare of children in the community. They established centers in urban areas to provide food, clothing and temporary shelters for poor and homeless children. The '**First Juvenile Court**' act was passed in Illinois of the USA in 1899. This act also strengthened the link between delinquency and poverty. The Juvenile Court Act, 1899 also regulated the treatment and control of dependent, neglected and delinquent children.

The Principles of Juvenile Justice System

- * The children or juvenile delinquents should be treated with special care different from adults.
- * Correction and rehabilitation are the ultimate goal of juvenile justice system.
- * The children of juvenile court operates informally and paternally.
- * The juvenile delinquents are not treated as criminals. They are considered as social victim.
- * Love and affection are shown to the juvenile delinquent during trial.
- * Children shall not be awarded capital punishment.
- * Children are not to be tried with the adult offenders.
- * Probation officer is appointed for correction of the delinquent.

- * The children must not be put in the prison or lock-up. They are to be kept in the correctional centres. They will have the facilities of education, training, recreation and building up themselves as good citizens.
- * Police officers should have interaction with children or juvenile delinquents in soft and affectionate way. The police must not be harsh to them.

Components of Juvenile Justice System

Juvenile justice system consists of three components. These are □

- (1) Law Enforcement Agency,
- (2) Juvenile Court, and
- (3) The Correctional Service Agency.

Among the three components police as a law enforcement agency is the gate way of the justice system. So, police have a very important and key role in juvenile justice system. They need proper training and motivation to achieve the goal of the juvenile justice system. In Bangladesh Juvenile Justice System is run under the Children Act, 1874.

Interaction with persons with disabilities:

Disability is a physical or mental impairment that substantially limits one or more of a person's major life function. The person having disability needs personal assistance from other to carry out everyday activities. The family members and members of the community have moral duty to look after and help the disabled persons.

Police response to persons with disabilities:

The most important guideline for interacting with people with disabilities is to treat them as people with the same needs and desires as any other citizens. When interacting with individuals with disabilities, one should be empathetic, should not lose temper or loss tolerance or should not be harsh and try to understand the individuals and behave friendly with a view to helping them.

When interacting with persons with disabilities the police officers must follow the guidelines as stated above. Through patient and cordial behaviour the police officers must help the persons with disabilities to back up their mental support in their needs and activities. Police officers must stand beside physically handicapped and mentally retarded persons and others with disabilities.

Interaction with the elderly people

Another group of population police interact daily is the elderly people. The elderly people may be victims of various diseases. Besides being the victims of disease and age-related disabilities, seniors can also be victims of crime. In all cases police officers must be respectful to the elderly people and boost up the soft and broken mental state of the elderly victims with the demonstration of good behaviour and cordiality.

Besides, police may launch different crime prevention programs and community policing-strategies to reduce victimisation of elderly people. To help the elderly, police may start a block

or building watch, set up a daily telephone-contact programme and one to one basic contact with the elderly people. These programmes will help prevent crime and improve police community relations among the elderly, as well as the rest of the community, by demonstrating the professional behaviour and ways of rendering services.

Interacting with victims and witnesses:

Victim refers to a person who has been attacked or injured or killed or pushed in a situation, as the result of a crime, an accident, a disease, etc. *For example* : rape victim, accident victim, cancer victim, etc.

Witness refers to a person who saw something happen directly or is acquainted with the facts of an incident and is able to describe the happenings or incident.

Thousands of people are becoming victim of crime or accident or natural disasters or diseases in our country every year. Every country in the world has various types of victims. In our country statistics of victims is not preserved in an organized process. But some departments have statistics of various type victims. They collect the information from newspapers or secondary sources. But in the developed countries like USA, UK, etc. maintain good records of various victims. The USA conducts annual survey under the project of National Crime Victimization Survey and keeps up-to-date statistics of victims.

The member of law enforcement is to be very much sensitive to the needs of victims and witnesses. Witnesses are essential to the successful prosecution of any case. Working with witnesses to make them feel more comfortable provides good result in detection of crimes and conviction of the criminals.

Victim may be classified in two types□

- (1) A primary victim and
- (2) A secondary victim.

A primary victim is a person actually harmed by an incident. A secondary victim is one indirectly affected by the trauma result from an incident. For example, a woman raped is the primary victim of a rape case. But her husband may be secondary victim who also suffers from the trauma of rape incident. Any person close to the primary victim may be the secondary victim. It is important for the criminal justice system to recognise and be sensitive to the woes and pain faced by the primary as well as secondary victims of crime.

Victims of crime may suffer physical injury, financial and property losses, emotional distress and psychological trauma. Some suffer from posttraumatic stress disorder.

Victim and Witness Intimidation:

Victims and witnesses are the major source of information of a crime or incident. Many victims and witnesses feel it is their civic duty to report the incident of victimisation or the information about the perpetrators to the law enforcement agency to bring the offenders to justice. Others report the crime with a motion to recover their stolen property. Some victims and witnesses avoid the legal procedures. Some victims and witnesses fear threats or retaliation from the offenders. It is true that many victims of violent crimes and the witnesses of those crimes are warned by the attackers in the line that going to the police will result in dire consequences for either the victims or witnesses themselves or their dependents. The attackers even intimidate the victims and witnesses at court premises or Court room.

In these circumstances the normal course of criminal justice system suffers. Citizens pass their days in anxiety and insecurity. They have tendency not to get involved themselves even being victim of crimes in legal procedure for justice or punishment of the perpetrators. This situation calls for proactive policing to remove the fear of crime from the mind of people so that they can come forward to bring the perpetrators within purview of law. Police must stand by the people and it should be their duty to encourage the reporting of crime by reassuring victims and witnesses that they will be protected against threats, intimidation or reprisals by the victimizers or perpetrators. To win the confidence of the citizens police must go for visible legal action against the criminals or intimidators.

Unexpected behaviour with victims by professional groups:

Victims may be emotionally hurt by the police, doctors, nurses and other professionals when they rush to them for legal or clinical help after being victimised. The persons being victimised are mentally depressed and expect sympathised and soft behaviour from the professionals. They become very sensitive mentally. But, professionals who routinely deal with victims often assume businesslike attitudes. They sometimes behave like machine to protect their emotion and allow them to function effectively in crises. But victims and their relatives don't expect this sort of behaviour and attitude from the professional groups. When victims are treated badly by professionals including police officers, the victims receive the second injury and a bad impression is formed in the mind of the victim.

Lurigio and Mechanic, writer of article named "The Importance of being Responsive to Crime Victims" observe that "Victims can be 'victimised' as second time by the unsympathetic reactions of police and attorneys, unnecessary trips to Court and inadequate protection against offender intimidation." About the harassment of victim Susan Herman, Director of the National Centre for Victims of Crime (NCVC) of USA says, "In giving a statement to police, victims are sometimes made to feel like they are being interrogated".

Many victims and their families think that criminal justice system treats accused or defendants better than it treats them. In fact, criminal justice system emphasis on the rights of the accused or defendant. For example, the arrested persons must be informed of their rights by police officers, they are provided attorney at state's expenses if they cannot afford their own lawyer ; they are fed, clothed and given medical care when they are under lawful custody. But it is needed to find a way to help the victims of crime and not only rely on a criminal justice system that is not designed for them anyway.

The rights of crime victims must be upheld and preserved by the members of law enforcement. The police as first responder must be provided with necessary training to interact with the victims and response to the needs and sentiment of them. Sensitivity and sympathy are important tools to mitigate the suffering and woes of the victims.

Victim Recovery:

The professionals including police officers should encourage crime victims to re-establish their normal life as quickly as possible. They should make sincere efforts for speedy recovery. The friends and relatives should stand beside the victims and extend all out help to get them recovered in the earliest possible time. But sometimes, people tend to distance themselves from victims. Some people think that the close interaction with the victims may lead them to the fate of the victims. The irrational fear of bad happening sometimes keeps the people aloof from the victims. This irrational fear and attitude stand as a hindrance on the way of early recovery and

reestablishing the victims in their normal life. Often police officers and entire criminal justice system don't show keen interest to get themselves involved in the process of mitigating the pain and address the distress of the victims. But the victims may be immensely benefited and their psychology may be boost up by a little bit involvement of the police.

Legislation and Organizations for the welfare of the victims

Every society should have organizations to take care of he victims and legislation to protect the rights of the victims as citizens of the society. In Bangladesh there is no specific legislation to take care of or the safeguard of the victims.

In developed countries laws have been enacted and various organizations take over the victims and look after their welfare. In USA they have legislations like□

- (1) The Federal Victim and Witness Protection Act of 1982.
- (2) The Victims of Crime Act, 1984,
- (3) The Crime Victims Compensation Act. They have Task Force on Victims Crime also.

The Federal Victim and Witness Protection Act recognize that without the co-operation of victims and witnesses, the criminal justice system would fail to bring the perpetrators to justice and victims' right would not be protected. This act established guidelines to ensure the fair treatment of victims and witnesses in the criminal justice system.

The Victims of Crime Act, 1984 established a fund making state grants available for victims' compensation, victim assistance programmes and child abuse prevention and treatment.

The Task Force created by President Reagan in 1982 has undertaken an extensive study on crime victimisation. On the basis of the study conducted by the Task Force various legislations, Organizations and Programmes have been created in USA to help victims receive the assistance they need.

Organization for victims:

Victims need the organizational help for their shelter, treatment, care and rehabilitation. In Bangladesh there are a few government & non-government organizations to take responsibility of the victims. Some homes and institutions for destitute are providing help to victims in small scale.

Non-government and private institutions are also providing help to certain class of victims.

In USA the first national organization to support victims rights was the National Organization for Victim Assistance founded in 1976 in California by a small group of victim advocates.

In 1986 the National Organization for Victim Assistance established a Crisis Response Team (CRT) to assist communities that become victims of disasters such as plane crashes, forced fires, shooting, etc. CRT is a national network of trained volunteers who respond to a community's request for help.

The Office for Victims of Crime was established under the Victims of Crime Act, 1984 to oversee diverse programmes that benefit victims of crime.

The National Victim Centre was founded in the USA in 1985.

In Bangladesh there are few government and non-government organizations to take responsibility of certain class of victims and provide them necessary supports to them. Some homes and institutions for destitute are providing help to victims in small scale. Under Dhaka Metropolitan Police there is a victim support Centre in various locations of the country with the help of UN bodies or NGOs.

Police Response

The role of the police to response the victim of crime is very important. Usually the police officers are the first officials to approach the victims of crime. This is why police are in a unique position to help victims cope with the immediate trauma of the crimes and to help restore their sense of security and control over their lives.

The way police interact with victims and witnesses can significantly affect the effectiveness of the entire justice system. By approaching and handling victims and witnesses in proper and friendly way, police can achieve trust and co-operation of the victims and witnesses. Victims and witnesses then will be more willing to provide detailed information about the crime to the police officers and later prosecutors. The co-operation of victims and witnesses will lead to the conviction of more criminals. Despite a lot of bottlenecks police officers must try to interact effectively with victims and witnesses. Police officers should remember that they are there for the victim ; the victim is not there for them.

Just after the incident victims may be confused and in shock. In that situation police must exercise patience in obtaining information about the incident from the victims. Police must be very sensitive to the woes of the victims and also the witnesses and they are to interact with the victims with every care and wit on the basis of the situation. To cope with the complexity of the situation and for the efficient management, the police officer, need to be trained up professionally. The officers should undergo “consciousness raising course” to acquire knowledge and technique to deal with victim empathetically. A handbook with specific tips on how to approach and help a variety of victims, including elderly victims, victims of sexual assault, child victims, victims of domestic violence and survivors of homicide victims should be prepared for the field level police officers.

The police officers must be able with skill and technique to obtain desired information about the incident from the victims and witnesses. The police officers may follow the following interview skills to gain the co-operation of victims and witnesses in order to carry out the investigation of an incident.

- * Take care of the victim’s safety and medical need first. The injuries and pain must be attended before going for obtaining information.
- * Interview victims and witnesses individually. If they provide natural information about the incident, the information will match each other’s.

Let the victim or witness know that the information to be provided by them is very important and it will be used in the court to prove the charge against accused.

- * Provide victims with necessary resources to help them deal with the problems that result from the incident of crime. The victims or the witnesses may need transportation, shelter for short stay, security for their house or business, the use of telephone, an advocate for legal help etc. The police officers should provide all these supports to the victims and witnesses.

- * Make a friendly relationship with the victims and witnesses to build up trust on you (police) for their co-operation.
- * Allow victims to participate in the justice system process to receive information about their case and to be notified of available services.
- * Tell victims about the procedures and policies to be followed in justice system.
- * Let the victim know their rights.

Interacting effectively with victims is very critical for police officers. It requires extreme skill and sensitivity. Some special victims need additional medical and psychological needs. The police should be more sensitive to the needs of these special victims. Special victims include people with disabilities, elderly victims of crime, abused children and sexually assaulted women.

Interaction with elderly victims

- * Be attentive to the welfare of the victims.
- * Try to be friendly to obtain trust.
- * Make the victims understand through body language and sympathetic behaviour that you are their well wisher.
- * Pay attention to the victims whether they are tired or not feeling well.
- * Allow victims to collect their thoughts before your interview. Remember that elderly victims' recollection may surface slowly.
- * Do not pressure them to recollect events or details ; rather, request them to contact you if they remember anything later.
- * Ask victims whether they would like you to contact a family member or friend.
- * Ask victims if they have any difficulty understanding you.
- * Be sensitive to the possibility that they may have difficulty hearing or seeing, but do not assume such impairments.
- * Ask victims if they need any special aids such as transport, security, hearing aid, etc.
- * Ask question one at a time, wait for a response and proceed to next question.

Protect the dignity of victims by giving them opportunity in decision-making conversations.

Interaction with youth/child victims

When children are victimised, their normal physiological and psychological adjustment to life is disrupted. Child victims suffer from physical and emotional traumas. When the victimisation of a child is reported to the law enforcement agency, they are forced to enter the stressful adult world of the criminal justice system. A law enforcement officer can play a key role in the process of criminal justice system to lessen the sufferings and trauma of child victims handling the situation with special care.

Dealing with abused children is a very sensitive type of case. Police officers need to be trained to recognise the situations in which children may be victims. Officers also need to be trained up on how to interview children.

The following tips are recommended by the American office for victims of Crime for responding to child victims :

- * Choose a secure, comfortable place for interviewing child victims and take the time to establish trust and rapport.
- * Take interview to preschool child victims (ages 2-6) at home. Allow parents or other adult in family member to be present during interview.
- * For elementary school-age children (6-10), the presence of parent is not usual recommended. Because they may be reluctant to reveal information in presence of parents.
- * Interview the adolescents in a secured place with no peers nearby to ensure the safety of the victims.
- * Try to realise the attitude and emotion of the child-victims.
- * Use language appropriate to the victim's age.
- * Assure children that they have not done anything wrong and they are not "in trouble".
- * Be consistent with the terms you use and repeat important information often.
- * Use care in discussing sexual matters with pre-adolescent and adolescent children so that they are not pushed in embarrassment.
- * Maintain a non-judgemental attitude and patiently answer all of the victim's questions.
- * Complement the child victims frequently on their behaviour and thank them for their help ;
- * Encourage children to play in order to make them more relaxed and talkative.
- Include victims, when possible, in decision-making and problem solving discussions.
- Reduce the victim's insecurity and anxiety by explaining the purpose of your interview.
- Show compassion toward victims.

Following are the recommendations for law enforcement agencies in effectively handling child victims :

- All police officers should have at least basic training in recognising and responding to children who are abused, neglected and exposed to violence.
- The head of the unit/organization should assign officers to handle cases involving child victims and witnesses.
- The police investigators should work in collaboration with doctors and psychologists, child protective service agencies and victim assistance providers.
- Police agencies should have written child abuse policies that provide sufficient guidance for making important decisions.

CHAPTER VIII

Interaction with Professional Groups

Interaction with Teachers and Students:

Teaching is a noble profession. Teachers are the architect of grooming a child. A child can be grown as an educated and eligible citizen of country by the proper care of their parents and teachers. It is the motto of an ideal teacher to produce worthy citizen through his dedication to his teaching profession. So teachers should be given due honour by the society. Police must have respectful attitude towards teachers community. The police can approach to educational with the community policing concept and form School or College Policing forum. Teachers will be on the leading position to run community policing in educational institutions. School community policing can undertake the following activities :

1. Local police in collaboration with teachers may carry out on regular basis, the awareness building and motivational campaign against abuse of drugs, moral and social decay, misbelieve and superstition.
2. The students can be given knowledge about police service, important laws, traffic laws, community policing, citizen rights and duty and consequence of criminal proceeding against an individual.
3. The women police and female teachers can establish informal relationship and trust with the girl students to know their problems in or outside school and take step to address those problems so that they can get themselves in study without disturbance.

The effective activities of school community policing will contribute to the motivation and awareness building on various issues for the students. The community policing approach will generate spirit of social responsibility, sense of security and sensitization against social ills and moral decay.

Police, therefore, always should strive to maintain good formal and informal relationship with teachers and students community. The officers and forces need to have special orientation and training to deal teachers and students to win their heart.

Interaction with Labourers/workers:

The labourers or workers are the life of industries or business firms. They are one of the most effective of labourers is not satisfactory. In our country national and international laws are in operative to ensure the labour-rights and their welfare. But in true sense their is sluggish enforcement of those laws due to influence from varous pressure groups. The labourers are ill paid and in most cases they are not given due care and honour. But they are the life and main working force for production of industrial goods.

Job dissatisfaction, lack of desired pay and other facilities, ill treatment and uncaring attitude and behavior of owners and management leas to labour unrest. The labour associations specially the leaders belonging to left wing are vocal for labour-rights. They conduct programs to make awareness among the labourers and workers about labour-rights and launce movement to press home the rights and facilities of the labourers. There are some vested quarters who have tend to be gained over financially capitalizing the sentiment of labourers.

The issues and factors relating to labour rights and labour movement, very often, generate agitation among the labours and they resort to destructive and violent activities which not only hamper the production of goods but cause damages to the industries. The destructive activities also cause serious lawlessness in industrial sectors.

To face and encounter the hostile environment police must prefer proactive policing. The principle of proactive policing is to address and resolve the issues and problems with the consultation and partnership with all concerned. Prior necessary information, intelligence, assessment of the prevailing situation and its imminent or future consequence are the preconditions of proactive policing which aims to solving problems or addressing issues to prevent untoward and unwarranted situation in the industrial sectors or commercial fields. To make proactive policing the police officers should have the following duty and responsibility:

- I. They need to have people oriented mentality. The police officers of an independent country should have the motivations that they are the service providers of the people. They are to win the public approval of their service through the demonstration of deeds and conduct.
- II. The Police officers should always strive to build good relationship with the labourers, labourer leaders, owners, management and other stakeholders, Besides, formal relationship they are to establish informal relationship for mutual trust and understanding.
- III. The good formal and informal relationship will help police officers to have total picture such as labour-condition, conflicts, demands, resentment, problems, behavior or owners and management. The information will facilitate the decision making process and proactive policing to maintain law and order and congenial atmosphere in the industrial sector. When police officers equipped with information and intelligence will suit together with labour leaders, owners and management, they will be able to play proper role in the discussion to resolve the conflicts and address the burning issues. Thus untoward incidents can be prevented to maintain congenial environment in the workplace with the satisfaction of all concern.

Police officers need to have knowledge about labour laws and labour related rules and policy. Any violation by employers or employees is to be dealt within the purview of law to give justice to all concerned. There should have regular view exchange meetings and interactions with labour leaders and mills or factories management to discuss the latest situation and take necessary decision for smooth running of the mills or factories.

Police is to recruit their own agent in all factories to know latest real information and situation so that they can take necessary action if necessary to prevent any untoward incident.

Police can organize awareness building programme to sensitize the labours with respect to their duty and responsibility to own and protect the property of their institution where they serve. The labourers are to be made sensitive to the sense of belonging of the property of the institution. The awareness will generate the sense to protect the property of own organization.

Interaction with Business Community :

Business Community is the backbone of business sector of a country. They hold the helm of economy in the country. The business community needs sound law and order situation and their

security to run their business. They have other problems which demand police interference to solve. So, police should extend all sort of help and cooperation to business community. Community policing in business sector will help both police and business community of come closer to each other. Thus, the issues that concern the business community can be resolved with the joint efforts of police police and business community.

There is a need for greater diversity in policing in diverse society. Police, for effective policing, need to build good relationship with all communities. They serve under the banner of community policing to address all issues of the society relating to public safety and social order for better quality of life.

CHAPTER IX

INTERACTION WITH THE MEDIA

The modern age is the age of media and information technology. The right of speech and the right of knowing information are considered as fundamental rights of the citizens. Media plays an important role in a democratic society. It is very influential to form the public opinion. This is why media or press is called the fourth estate of a country. Different International laws and Bangladesh constitution have guaranteed the right of freedom of speech and the press. Media can be a powerful ally or it can be a formidable opponent in implementing the community policing philosophy. Positive publicity can enhance both the image and acceptability of a department. On the other hand, negative publicity can damage the image of police department. This is why police should maintain a fair and good professional relationship with media.

Mutual reliance of the police and the media

A person as well as a department likes to be projected itself before people with its performances and activities to get recognition of services. An individual naturally tends to be focused in the eyes of the people. Press can shape public opinion about the image of a department or an individual. The media covers the stories of crime and police activities. Thus public views and perception about the police are formed. Law enforcement needs access to the public to recognise good works of the officers, seek citizenry's aid and get the community's participation in solving grave crisis. The press can provide the police access to public.

On the other hand, media needs co-operation from police for their professional duty. Specially the crime reporters of the press can get immense help from the law enforcement agencies to collect information about crime, criminals, crime incidents, human right violation etc. The pressmen know that the law enforcement agency is the largest single source of news that readers, viewers and listeners want to know about. Sometimes, crime reports of sensitive incidents become hot cake to the citizens.

G. W. Garner, the writer of the article titled as 'Meeting the Press' observes, "Considering the many mutual benefits to be gained from getting along, co-operation is a win-win proposition for both sides".

Police and members of the media share the common goal of serving the public and also share a symbiotic relationship. They are mutually dependent upon each other.

To understand the relationship between police and media, police officers should have knowledge about the rights, the mission of the media and the bottleneck in the way of building relationship between police and media. Both police and media should have positive attitude to each other for better understanding.

Freedom of Press

Freedom of press is one of the basic components of the democratic society. Freedom of press and freedom of speech of the citizens are inter-related. In all democratic countries freedom of press is guaranteed by their constitutions. Article 39 of Bangladesh Constitution guarantees the freedom of speech of the citizens and freedom of press. The first Amendment to the US constitution guarantees the public's right to know, that is, freedom of the press.

The First Amendment to the US Constitution state, “Congress shall make no law abridging the freedom of speech or of the press. Bangladesh constitution also guarantees the fundamental rights of the citizens. Freedom of speech is also fundamental right of the citizens. The parliament cannot make any law contrary to fundamental rights of the citizens. So, the legislature cannot make law curbing the freedom of press.

Impact of Media on the Criminal Justice System

The media has a tremendous power to shape public perception and public opinion through news and report coverage. The readers and viewers of the media take the news bulletins or special report put up by the media as true and form an impression on the issue of the news items. Thus the media play an important role to shape public perception.

Sometimes the media’s reports highlight isolated cases, high profile cases or sensational and gruesome cases to attract the public attention to those events or issues. With different opinion in a particular case media can influence the operations of criminal justice system. The media through their coverage can also influence the disposition of individual cases. The impact of media report on a case has rippling effect that spreads throughout the judicial and affects the entire process. It is like a pebble thrown into a pond. Surette Ray in his article titled as “Media echoes : systemic effects of News coverage” calls the impact of media coverage the news media echo effect.”

The media report on any case not only attracts the public attention, it also influence and affects the attitudes and actions of the police, attorneys, witnesses, judges, other personnel involved in investigation and trial with the case. High profile trials also influence the everyday practice of law enforcement and adjudication, and affect the outcomes of numerous low profile cases.

Under an echo effect, the accused or defendants in a criminal case face hostile environment and deterrent punishment as the total criminal justice system is influenced by the news media echo effect. After the trial of a high profile case, the trials of low profile cases are also influenced by the media echo effect and filing of criminal cases also increases.

Conflict between the media and the police

The press and the police are two powerful forces in the society. The mission of these two forces is to serve the people through their profession. The both forces depend on one another for theirs own job. But very often they are hostile to each other. Mistrust is barriers between theirs relationship.

Media in the eye of the Police

The Police describe the media specially the press as demanding, unethical, uncaring, arrogant, biased, motivated, negative and exaggeration maker.

The pressmen always try to collect information from law enforcement. In all cases the police cannot divulge the information - like identity of the suspects or the mastermind of an incident, secrecy of a case, sensational intelligence, etc. But the media people are very much persistent to have information ; even it is secret and sensational. The police release preliminary facts to the press but the media men continue to pursue more and more information even they demand to have secret information from police. The police refuse to divulge secret information about an

incident during investigation. The demand of the press sometimes is unethical and they (media) do not care of the consequence of the before hand disclosure of the secret information.

The reporters of the press are not always neutral. They publish biased, motivated, exaggerated and false report about incidents or members of law enforcement and others.

Some pressmen are arrogant. They tend to show upper hand to police and others threatening report against them. These types of pressmen do not follow the ethics of journalism and resort to yellow journalism with ulterior motive. There are a section of press who always prefer to publish negative report for cheap popularity and commercial purpose.

The false, biased, exaggerated and motivated reports by the press push the police in embarrassing situation and sometimes they are victimised. The police image is also tarnished by the false, exaggerated and motivated report.

Police in the eye of the media

Media describes police as evasive, non-cooperative, non-trusting, self-important, indifferent, withholding, unfair, arrogant, wrong-doers, repressive force and violator of law and human rights.

The pressmen need to get information from law enforcement in a timely manner to keep the public informed. They tend to get early and secret information. The pressmen argue that the public has the right to know the happenings whether overt and covert. It is the duty of the media to keep them informed about the happenings of the society and also what law enforcing agencies are doing. They opined that media is the connection between police and public. They comment that sometimes they are under major time crunch and they need immediate information from law enforcement to meet up the people's demand and expectation. But they do not get desired cooperation from the police. The police officers are always evasive. They avoid press to give information. Sometimes police do not like to talk to the press to avoid the responsibility for giving information of any incident. Police have little trust on the press. They have a tendency to think themselves very powerful in the society and are reluctant to care others. The non-cooperation of police put the press in difficulty to collect information about crime, crime related incidents, etc. to bring those to the citizens of the country.

Why are the police evasive

Police have their defense against the charge of evasive brought by the press. Police say that the divulging information about an incident during on going investigation would jeopardize the case. For this reason they are conservative to provide all information during investigation. Police cannot publicly disclose all information or give opinions on issues. They are to abide by laws, guidelines and procedures. These laws and procedures prohibit the police too often from providing all information and commenting on certain subjects. Besides, at the very outset of any occurrence police are busy with investigation and helping the people and victims. They are not in sound mood to talk to the media. In most of the cases police do not know the entire story within the minutes of the investigation. The police also defend themselves saying that they are more concerned about doing their job than giving the media a story of the incident. They also comment, the media need to learn patience with gathering of information.

Why is the media eager to gather information in the first minutes of the incident

Modern world is running the age of technology information. Information is spreading throughout the society with rippling effect within a moment. Hundreds of media men and agencies are working to collect and collaborate information. They get information from various sources. The publication of factual, dependent and detailed report in the quickest time brings name and fame for a media-agency as well as the media man. For this reason the media people are always eager and on the run after the information in a competitive way. It also helps them in build up their career.

The different views as the police and the media hold create conflict and mistrust between the media and the police.

Sources of conflict

Conflict between the media and the police may arise from a variety of sources. Following are the major sources of conflict :

Mistrust and misunderstanding

Members of the media need information from the police for their job. Press people complain that they have problems obtaining information they deserve from the police as the later refuse to provide it. In some cases, reporters apprehend the police for punishment will single them out if they publish a negative story about the police. Reporters frequently raise allegations against police officers for non-co-operation. The media men say that police always restrict information, refuse requests for interviews, disregard reporters dead lines, hang up the telephone on reporters, provide inadequate and inaccurate information etc.

Indeed, some police officers who have negative or bitter experiences with the media become unco-operative. They do not provide information to the media and sometimes give wrong or half information.

Police complain that the press is always critical and biased against police. The reporters lack sensitivity toward victims. They release sensitive material and inaccurate reports for which victims suffer loss mentally and socially.

Betrayal of the media

Sometimes the police lose trust on the press people for their betrayal. Some police officers having no authority to provide information to the media may give information. In these cases, reporters promise to keep information “off the record”. But some reporters do not keep promise. They disclose the source and sometimes misquote the source, which can cause significant problems for the officers and thus creates additional conflict.

Political motivation of the media

Sometimes the media distort information received from the police for a political purpose. Most of the press have political ideology. In their report they tend to focus their political ideology and hold bias and slanted views of politics.

Risk-taking of the media people

Very often the media people do their job in a risky situation. They sometimes do not care of their own safety. But the safety of the media people at crime scenes or riots or potentially dangerous situations is important. Reporters and photographers are not supposed to cross yellow police tape lines (security lines). But many reporters show excessive courage taking risk of personal safety to perform their duty in dangerous situation. They don't care the request of police to be in safe side. Moreover, the police and media are locked into bitter arguments. But police are not spared from criticism or accountability in case of any harassment, hurt or injury inflicted on media by the mob or agitated people.

In crisis and tense situation police remain engage to control the situation. When a situation is unfolding and the police and the media are both on the scene, then the police are to take extra burden to look after the safety of the media. In that situation the police request the media men to leave the danger area, if they deem it unsafe. When media men do not pay heed to the advice of the police, the police are bound to be rough and shout, " Get out of here". Thus conflict arises between the media and the police.

Stereotyping the media men

The police generally stereotype all media people. They do not like to evaluate an individual. There are some reporters who are exceptional. So all the media personnel should not be considered as stereotyped. Stereotyping can greatly impede good working relationships between law enforcement and members of the media. It may happen to both the police and the media, by each other as well as by the general public. The police officers and the reporters should see each other as individuals. They need to open the lines of effective communication and work together for the public interest.

One should understand the differences in personality of the individuals and honour their characteristics. It will help build effective relationships between individual police officers and individual media personnel. It will also reduce the barriers between the two professions. There should have mutual respect and trust for effective co-operation.

Tips for press interview

It is very common that the media people seek interview with police officers. The police officers should not avoid interview with media. They should follow the following tips :

- Be thorough about the interview-subject.
- Take mental preparation to face the media people.
- Follow SOP or guidelines to give press interview.
- Anticipate the questions on the subject and get the answers ready.
- Be courteous and control your emotion.
- Look sound and act as a professional police officer.
- Get to the point ; do not wander or waste words.
- Always tell the truth.
- If you do not know the answer, say so and explain why.
- Avoid using "no comment" and explain why you cannot respond. " No comment" implies that you know the story but avoid disclosing.
- To allay concerns over being misquoted, request the reporter to provide a transcript of your quotes.

- Choose your word carefully. Avoid indecent and derogatory remarks. Your remarks may be aired.
- Stay on the record. Do not give statistical data on assumption.
- Do not disclose any secrets requesting the press to keep that information “off the record.” It is very risky. Be aware of live electronics. Assume every camera and microphone surrounding you are live.
- Be clear and request the interviewer to clarify anything that is not clear to you.
- Maintain good eye contact and do not hesitate to smile if appropriate.

How to handle hostile reporters

There are some reporters who are hostile to police. They have negative impression about police and tend to publish adverse report against police. The police have to handle these types of reporters with care and intelligence.

The police should be open and fair to these reporters so that they cannot get any logical plot to write. The officers should talk to the reporters face to face and try to set the record straight. The officers must encounter the attack of the reporters with their all clout. The police will present the facts, protest the unfair and motivated reporting and prevent future unfair report. The senior police officers may hold meeting with editors, owners or publishers of the newspaper and seek their co-operation to stop unfair, biased and motivated reports against police.

When handling bad news the police must avoid lying and should not hide truth from the press or refusing to see reporters. The incorrect information and evasion of facts raise suspicions. The police should not put pressure over the press policies to change or to make them more restrictive for running news as they desire.

With intelligence and cold brain the police will knock the nerve of the pressmen. The press people know that bad relations between the media and the police can result in limited access to police information. Co-operation and mutual trust benefit both the press and the police.

Lying to the media

Sometimes media people complain that police lie to them. In some cases it is fully or partly true. Lying to the press is a bad idea. Police should not mislead the reporters with false information. Such actions hamper the personality of an individual officer as well as the law enforcement agency. It results non-cooperation by the media when police need help. It is better to be fair, frank and straightforward to the media when information is to be released.

The practice of deceiving media by police may push them to the risk of losing public confidence. To lie to the media means to lie to the public as the information received from police is brought to the people by the media.

Police need to have good relations with media to build up bridges of co-operation with the citizens for effective public relation. **Mutual trust, mutual credibility and mutual respect are three pillars of bridge between the media and police.**

Lying to media may be justified in some extraordinary circumstances. For some morally overriding reasons such as public safety, recovery of a hostage, detecting a case, securing arrest of criminals or any other causes for public interest, the lying to the media is justified. But an explanation or apology for the deception should be made later on after the crisis has passed.

Why is good rapport with media necessary

Media play an important role in the society specially in the civil society through putting up the ins and outs of an issue and positive criticism of the acts of Government and various agencies. Media can highlight the achievements of a department and also bring the misdeeds of a department to the light. Thus media can help an organization or an individual build its or his image or damage the image of an agency or an individual.

A good rapport with the media can help police to accomplish its mission. Police can use media as a source of information about crime and criminals, society's ills and dysfunctional factors, brutality of individual's human right violations and other illegal activities. Media very often publish reports on these issues. Police can start investigation on the reports and take necessary lawful action against the perpetrators.

Improved media relations leads to improving community relations. Media helps to establish link between the citizenry and police. To reach the community, the victims of crime and possible witnesses, the police can get help from media. Police can communicate security tips, traffic information, and other warning to the people through the media. People can ventilate their demand and grievance and put suggestions, opinion, reaction and recommendations to police through media. Thus media helps to establish communication between the public and the police.

Media can also be of assistance public education programmes. For example, the police authority or other resource personnel of police affairs may seek help from the media to publish articles on various police matters like people's participation in police work, citizens' awareness against crime, how to help the police in detecting suspects, concept of community policing, road safety tips, etc. The media can play an important role to create public awareness to help the police to fight against crime and prevent crime in the society.

Police can arrange talk show, discussion meeting and seminar with the presence of media people. The editors, publishers, senior journalists and members of civil society may be invited to discuss a controversial issue, crime trend, and role of police on current crises, etc. Through this sort of sessions police may know the public perception from the valued participants and at the same time the media can bring the findings of the sessions to the people to make them aware of the views of the resource personnel.

Media can enhance the credibility of police to the people by projecting the good performances and acts of skill and bravery.

Police can reap the benefit of the media if they adopt deliberate strategy to handle media with delicate behaviour. A good media relation is the best investment of police. Police job is very sensitive and risk-oriented. The police officers can get co-operation from the media during crisis period if they have good relations with them. The media people will tend to be on the side of police at the time of bad days if police can build up the trust and good will of media during good times.

Strategies for developing partnerships with media

To fight against crime and maintain law and order in the society is a collaborative effort founded on close and mutually beneficial ties between the police and the people. Among the people the members of civil society like community leaders, elected public representatives, religious leaders, teachers, philanthropists, lawyers, educationalists and celebrities are the key personnel to dominate the policies and power structure of the society. They can play effective

role to make collaborative efforts of the people and the police. These people could be brought together through a police media partnership to support crime prevention activities in the community. Making partnership with police can also develop relations with these people.

Media may be requested to highlight the collaborative efforts of the community and police to prevent the crime to build crime prevention awareness among the public. The Media should be asked to publicise community events and promote public education on crime prevention through articles, public service announcements, radio shows, news programmes and television shows. These tasks increase the interactions between the media and police to develop good relations between them.

Media covers the issues of public interest. An intelligent police officers can use media as a tool to get their department's message out to the community. For this purpose police should respect journalism and understand the rights and ethics of the profession.

In order to give honour and importance, the police are to involve owners, publishers and senior journalists in crime prevention tasks and other initiatives like community policing approach.

Media representatives are to be invited as guest to the community events, prevention workshops, seminar and discussion, open day house programme, ceremonial function like parade and other activities.

Media people may be given opportunity to participate in decision-making discussion for formulating crime prevention plan. The media can be used to encourage positive responses to crime problems.

The police should consider the media as both partner and a resource for their mission. Accordingly the media people are to be treated and evaluated.

Sometimes reporters may be invited to be acquainted with the police jobs and the difficulties that the police face. Media people may also be invited to the police training institutes to witness the training activities. They can also be provided with knowledge about police role and functions and other police related subjects. Conversely, police officers should be brought under training programme on media matters. The police officers could be benefitted from learning more about the media and their mission and responsibilities. Officers must extend all out co-operation to the journalist community in discharging their duty.

Police officers may establish an informal relationship with the local media people. They may be invited occasionally to an entertainment . The police officers must be helpful to the media people in their hour of need. It will strengthen the relationship between the media and the police.

At every administrative unit such as district division and metropolitan city headquarters a liaison committee comprising of representatives of the police, newspaper, radio, public and satellite television and various professional groups may be formed. The members of the committee may sit once in two or three months to review the concerned matters of interest. They can discuss the running issues and events taken place and take decisions to target the co-operation among the agencies to perform their professional duties effectively and efficiently. The committee may adopt resolution requesting the radio and television to run advertisement about police matters, highlight police activities, make public announcements with necessary security tips, citizens' initiatives in prevention of crime, etc. Through such activities and

programmes police can make partnership with the media that may generate positive media coverage for the police.

The television documentaries and public service announcements by the local television and other media coverage raise public awareness of crime prevention throughout the country. At the same time a good relation and partnership between the media and the police is established.

Media personnel are busy. They may be reluctant to work with the police and others on partnership basis for the prevention of crime. The principle of media's independence may keep the media people from taking part in coalition efforts with police. Despite these political obstacles, police department should take every opportunity to forge creative, supportive, respectful partnerships with the media.

Public support is vital to implement the community policing philosophy and its strategies. Besides, any modern concept of policing needs public support to implement. The media can play an important role in obtaining the public support or in losing it.

Chapter X

Community Policing in Bangladesh

In true sense modern community policing based on its basic concept does not have age old history in our country. But role and participation of local community leaders like village headmen, members of panchayet and elected representatives in dealing and settling the disputes and conflicts on various issues and maintaining peace and order in the locality has a history of centuries in our country. People's participation in crime prevention in an organized form was ensured in Mymensingh in 1993, the then Superintendent of police Mr. A.T. Ahumedul Hoque formed Town Defence Party (TDP) with the help of community leaders in Mymensingh Municipality area when crime against property such as robbery, dacoity and burglary broke out in an epidemic form. The TDP's activity was confined to guard against miscreants by patrolling during night hours. The role of TDP could curb down the crime rate drastically in town and suburban areas where TDS was on operative, But this effort of crime prevention was not fulfilled by the basic concept and modern philosophy of community policing, It aimed to resist some crimes for a short period.

In some other districts police organized patrol men to guard market or bazar during night time with the help of business community and the owners of shop. Business leaders used to pay the patrol men.

The reality on the ground is that the concept of community policing was not clear to most of the police officers as well as people. Identifying the problem initiative was taken by the then Deputy Inspector General of police, Rajshahi Range in 2007 to give the basic concept and knowledge about community policing and its benefits to the police officers and community leaders of all district of Rajshahi division. Series of discussion sessions and seminar were organized on 'concept of community policing and its utility'. A guideline in the form of booklet on community policing was composed for uniform system of community policing. In 2007 community policing got a revolutionary shape and massive response was received from the communities in Rajshahi Range. Members of the community were eager and felt honoured to be the members of community policing committee. Huge works were done under the banner of community policing in the field of crime prevention and awareness building on various issues.

The other parts of Bangladesh also followed the Rajshahi Range model of Community Policing. In Chittagong Range and Dhaka Metropolitan area Community Policing acquired immense popularity as the important personalities of all locality got opportunity to serve people with the partnership of police under the umbrella of Community Policing.

Operative Guidelines:

Community Policing can be an effective system for prevention of crime and addressing the social problems and crises through proactive and awareness building activities. The benefit of community policing can be reaped by the practical implementation of the concept of community policing. The conscious citizens are to come forward to be involved in the community policing activities. The representatives of all professions and members of civil society are to be given opportunity to play their part in this regard. Considering the facts a modality has been developed

to give the concept of community policing a pragmatic and practical picture to the people. With the view to implementing community policing activities, community policing committees comprising representations from all professions at village, union, thana and district level have been formed. The structure of the committee is framed followingly:

Each committee will have two parts : one is the Advisory Committee and the other is the Working Committee. The number of members may be 8-10 in the Advisory Committee and 15-20 in the Working Committee. The Working Committee will be constituted by one President, one or more Vice-presidents, one general secretary, one joint-general secretary, one office secretary; one publicity secretary, one treasurer and the rest would be members.

Members of Community Policing:

Any adult citizen of the respective area is eligible to be a member of any of the committee. No person who is controversial and tout, smuggler or suspected to be engaged in illegal activities and, also, who is of bad reputation can be a member of any committee. The committee should have representatives from all professions.

As community policing is a voluntary social work, the persons associated with social service, those who find pleasure in social work without any material or personal gain, should be included as members of community policing committee.

Respected and aged persons should be included as members of the Advisory committee; and younger people who are diligent in work should be placed in the Working committee.

It would be wise to have prominent political persons and elected public representatives in the Advisory committee.

Advisory Council/Committee:

The Advisory committee can be of 8-10 members. But this number can be increased if the Working committee considers any person to play an important role in organizing community policing. Respected, aged and dignified persons can be members of the Advisory committee.

Working Committee:

The Working committee can have 15-20 members. This number can be increased for the inclusion of any enthusiastic, interested or reputed person/s.

The structure of Working Committee can be as follows :

President/ Chairman	: 01
Vice president	: more than one
General secretary	: 01
Joint-general secretary	: 02
Office secretary	: 01
Publicity secretary	: 01
Secretary of women	

affairs (female)	: 01
General members (Male)	: 06
General members (female)	: 03

Co-ordination Committee:

Union Co-ordination Committee : There is a Co-ordination Committee in every union, thana and district comprising all presidents, general secretaries of all committees of respective units and prominent personalities of locality. This committee works as convening committee having the provision of one convener, one member secretary and the rest as members.

Thana Co-ordination Committee : There is a co-ordination committee in every Thana. The officer in charge forms the committee consulting with the union committee and taking representatives from every union.

The officer in charge is the adviser for all union committee under his Thana. He is also the chief co-ordinator of Thana Co-ordination committee.

Upazilla Nirbahi Officer and the Circle ASP are the chief patron and the chief adviser of the committee respectively.

An SI/ Sergeant is assigned as the community policing liaison officer for one or more unions.

District Co-ordination Committee: The Superintendent of Police of the district forms the District Co-ordination committee consulting with the ASP circles, officers in charge, conveners and general secretaries of Thana Co-ordination committee. District Co-ordination Committee also functions as a convening committee.

Deputy Commissioner, Superintendent of Police, Addl. Police Super is the ex-officio chief patron, chief adviser and chief co-ordinator of the committee respectively.

Community policing Activities

Community policing system has been introduced in Bangladesh to address community problems, trace out their causes and thus, to propose effective solutions of these problems on the basis of police people joint venture, Community Policing Committee play a significant role in bridging police and public and building mutual trust, respect and understanding between them. Following activities are assigned to the members of community policing:

01. Dispute Resolution: Trifle disputes often generate innumerable insignificant cases that burden the available investigating and judicial machinery of the country. Furthermore, the disputing factions, with the intention of hurting each other, ultimately damage themselves. They become losers, suffer defamation and many more. Community policing aims at resolving these many folded problems by settling disputes over trifle matters.

02. Arrest of Criminals: Members of the community policing committee play an important role in capturing notorious criminals and warrantees of the locality. They try to collect intelligence about the movements and where abouts/hideouts of the outlaws and communicate these information to police immediately. They themselves, also, can capture the criminals.

03. Awareness Building programs: Community police works for awareness building on different issues. Programs and gathering take place on a regular basis. These programs are intensely monitored by the district police authority.

a. Social problems: Awareness building programs against social ills like women-children repression, dowry, child marriage, eve teasing, suicide, drug, gambling are the prime assignments of the community policing system. Making the transport workers aware is, also, a regular duty for them. These awareness building programs are vital for forming public opinion against these social problems that otherwise are very hard to address and that may generate numerous other crimes.

b. Women Repression and Silent Domestic Violence: The rate of women repression and silent domestic violence is alarming in our society. We are very much in need to address these twin issues; and Community Policing initiatives can be most effective in this regard. With the help of community policing committees, awareness building and motivational programs are launched on regular basis to motivate people to prevent these hateful crimes and to protect the vulnerable group.

c. Drug Addiction: Awareness building is the most effective tool to combat expansion of drug addiction besides enforcement of law. Community policing at different levels can play a very significant role creating awareness against drug addiction. It can also infuse fear of punishment of drug transportation and sale, collect information about drug dealers and encourage people to share information with police about use of drug in their locality.

d. Eve Teasing: Eve teasing has become a burning issue and matter of great concern for all now a days. Through community policing activities with special emphasis on school, college, universities along with ward, union, upazilla and zilla units rate of eve teasing can be drastically reduced. Awareness about fear of crime that is the consequence of eve teasing -social disgrace and legal punishment can abstain people from committing such offences.

e. Child Marriage: Community policing can be a very effective tool preventing social curse like child marriage. Awareness building activities centering around primary schools, high schools, girls school and poorer section of people can be launched through community policing committee.

f. Public Safety: Community policing provides opportunity of exchanging views and regular interaction between police and community people. Through which police can give them tips and instructions about safety and security issues, increase consciousness regarding public nuisance and disruption of public safety issues etc. and can build a sense of security among the members of the community.

g. Training Programs on Road Safety issues for drivers and helpers:

Multi-dimensional surveys on road accidents in the country conducted by various agencies, unanimously points to the fact that drivers and helpers are mostly responsible for these mishaps that take heavy toll on potential human lives each year in the country. These sad events can't be reduced unless the drivers and helpers are properly trained, sensitized and their sense of responsibility being aroused. Community Policing Committees came forward to assist in this regard; and in all the districts of Chittagong Range, Community Policing Committee conduct regular training programs on road safety issues for drivers and helpers. These training programs include sessions of traffic laws and signal, the duties and responsibilities of the driver, education

and advice on road safety, motor parts checking and driving methods, road accidents and driving license, responsibilities of the driver to prevent road accidents and to ensure safety for the passengers, pre/during/post driving responsibilities of the drivers, etc.

Chapter XI

Community Policing in Different Countries

Policing in different countries got a lot of changes and reforms to cope with the changes of the society's values and structure, diversity of society, taste and attitude of the people and combat terrorist along with new dimension of crime. But there is a common subject which has been picked up by police all over the world – that is 'Community Policing'. It is recognized by all that without spontaneous cooperation of the community and partnership with them police alone cannot ensure the safety of the people and address the issues of the community to the satisfaction of the people of the community. Being motivated to this philosophy police emphasize on community based policing under the community policing umbrella. But community policing is run in different ways in different countries. Community policing system and activities in few countries are discussed below:

India:

Community policing activities are being carried out throughout India. Various initiatives involving communities have been taken in different states to reach out the benefits of community policing toward the members of the community.

West Bengal:

Community policing initiative in Kolkata, West Bengal involves the members of civil society and leaders of professional groups. They have Drug Awareness Programme in collaboration with NGOs, Counseling Centre for women, children, juveniles, elders and drug addicts manned by trained counselors, Poor Box for the emergency relief to the needy and distressed people.

In Nadia district there is a community policing initiative named Sahayata. Sahayata is a Bengali word which means 'assistance'. It is a service delivery platform to resolve, through counseling, disputes within family and also between neighbours. In this initiative community plays vital role and police is an active agent.

Other community policing programmes are being run by police and communities in West Bengal.

Tamil Nadu:

In Tamil Nadu a community policing programme named 'The Friends Of Police' (FOP) is in operative. Police public partnership is ensured in this programme where citizens have been empowered and an ordinary citizen can contribute to the prevention and detection of crime. FOP members can also prevent any abuse of police power as they have easy access to police leaders. Following are the roles of FOP:

- Beats and night patrols
- Assistance in traffic management
- Crime prevention
- Information collection
- Assistance in law and order maintenance
- Involvement in probation work

The FOP initiative paved the way for the community to come closer to police and work together. This system is functioning effectively in all districts of Tamil Nadu over the last couple of years.

Assam:

In 2001 The Assam Police launched a community policing initiative under the title 'Aashwas' in several districts where there is a history of ethnic or terrorist violence. The objective of this initiative is to combat violence and insurgency and also extend supports to children and victims of crime. The campaigns under this initiative have integrated the community with the police to provide public safety and supports to the people undergoing trauma.

Himachal Pradesh:

A community policing scheme was introduced by Himachal Pradesh Police in 2001 in order to mobilize public support and involve public participation in prevention and detection of crime and maintenance of law and order. Under this scheme the jurisdiction of a police station is divided into some sectors. Each sector has a People's Policing Committee where all the household members of that sector become the members. Each sector has also an active group of six respectable persons of that locality, one home guard, one chawkidar and one police constable or head constable. One member of the Active Group is made convener and police man is the member secretary. Following are the tasks of this scheme:

- Visit of students of educational institutes to police stations to remove fear of police from the mind of the children, give them idea about police role and function and form better understanding and awareness about police.
- Building awareness among the citizens of their rights and responsibilities to the society and state.
- Regular visit by Superintendent of Police and other senior police officers to the villages or areas to have interaction with local communities on crime and law and order situation and other social issues of public concern.

- **Police Assistance Centre:**

These centres are established at important strategic locations which attract tourists and help seeking persons. These centres instill sense of security and protection in the minds of general public, specially tourists or strangers.

Mumbai:

After the 1992-1993 Hindu-Muslim riots in Mumbai people from all walks of life came together and worked out a simple workable idea. They formed Citizen-Police Committee in each Mohalla. It is also known as Mohalla Committee or Peace Committee. The primary task of the committee members is to maintain cordial relationship between the two communities- Hindus and Muslims. The members also intervene in disputes, personal or domestic, organize short meetings on a variety of programmes and maintain liason with the nearest police station to maintain peace. If trouble breaks out they negotiate with the parties for establishing peace.

Other states have community policing of their own system.

Japan:

Japan was ruled by a succession of 'shoguns' (military dictators) until the revolution of 1867-68. The rule of shoguns was termed as 'shogunate' (military dictatorship) and the period of shogunate was called Edo period (Edo means capital or the largest city which is also considered as economic and cultural centre). With the end of shogunate the Meiji Restoration began by Meiji Tenno. The emperor of Japan who encouraged the modernizations of Japan. In the modernization period the Tokyo Metropolitan Police Department was established in 1874. In that year 'Kobansho' were set up at major intersections and other important locations in Tokyo.

Kobansho is a designated place where policemen engage themselves in standing watch duties in shifts later on boxes were built at few major Kobansho locations.

In 1881 the Tokyo Metropolitan Police decided to provide all Kobansho with boxes and their name was changed to 'Hashutsujo' (Police Box). That was the beginning of today's police system. Subsequently, the police box system spread to other prefectures (districts).

In 1886, one police station for one county or city was established by an imperial order. The police station was located at the headquarters of the city or decided to set up 'Chuzaisu' (residential police box) in every town and village in principle.

With the setting up of 'Chuzaisu' police officers had been deployed throughout Japan even in rural areas to facilitate the people to get police services at their close doors.

The Japanese formal name for police box is Hashutsujo. The nickname Koban is widely used by the residents of the community. In 1994 the formal name of police box also became Koban.

Koban and Chuzaisu are the symbol of community policing in Japan. The officers posted to Koban and Chuzaisu are known as community police officers. About 6500 Koban and 7600 Chuzaisu are there in Japan where about 2,50,000 police officers are posted all over the country. Normally officers of junior ranks such as Assistant Police Inspector, Police Sergeant or below are posted to Koban and Chuzaisu. All newly recruited officers are first deployed at Koban or Chuzaine after their basic training at prefectural police school.

The police officers posted to police boxes (Koban for large city and Chuzasu for small town or village) get engaged in community policing activities along with normal crime prevention policing. Following are the major duties and activities of the officers posted at Koban and Chuzaisu as community police officers.

Watch duty by Koban officers:

Watch duty is performed by an officer of Koban for round the clock on shifting basis. Standing watch is performed by the officer in front of the Koban . Some keep them on sitting watch duty inside of the Koban. Officer on watch duty and other officers present in the Koban receive the residents or visitors who visit Koban with complaints or reports such as lost and found property, occurrence of crime, traffic accident etc. The Koban officers take immediate necessary action on receiving complaints or reports from residents.

Patrol duty:

Patrols by Koban officers by vehicle or bicycle or on foot are conducted in the jurisdiction area of Koban. Patrols by uniform police officers from Koban has very important impacts as it shows presence of police officers in the locality. Police patrol also prevents crimes, pave opportunity to have interaction with members of communities and gives community residents sense of security.

First response to crimes and accidents:

It is the Koban officers who first visit the place of occurrence or crime scene getting information or command from higher authority. The officers who have first, arrived at the crime

scene report on the situation to police station and communication command centre (Police Control room). In case of heinous or felonious crime community police officers take immediate necessary lawful action such as deployment of more officers, preserve crime scene, protecting evidences and arrest suspects if found nearby the scene. Later the case is headed over to specialized police team.

House visit and community liaison :

The officers from Koban pay regular visit to local residents to have interactions with members of communities. Door to door visit helps police to maintain good relationship with the community and get overall picture about the situation of the locality. The community police officers also get public reaction about police performance. They give security, safety and crime prevention tips to the residents. The visiting officer distributes 'visit card' to the residents and requests to fill it up with required information.

View Exchange meeting :

The Koban officers hold view exchange meeting with the members of the communities very often. In the meeting they discuss issues relating to public safety, law & order and crimes. They get suggestions from the community about policing and public safety. The officers seek co-operation from the communities to discharge their duty and provide satisfactory service to the people and crime prevention.

The Koban officers keep police stations update with latest situations of the area and the advice, suggestions and public reaction they gather through interaction with the communities. The police station take necessary steps to address the issues relating to public safety and crime prevention on the basis of reports received from Koban.

Chuzaisu:

Chuzaisu is a residential police box located at the small town or village. In each Chuzaisu one officer is posted and he is allowed to live in the Chuzaisu with his family. The Chuzaisu officers receive visitors at his Chuzaisu, hear them and take immediate lawful action. In absence of Chuzaisu the wife of the officer receives the visitors, hear them and communicate information to Chuzaisu officer or police station. The wife of the officer gets monthly honorarium for her service.

Singapore:

Singapore has grown in many ways over the last four decades. It has high level of economic growth, political stability and a sense of safety and security. Improvement of law and order and political stability contributed to the economic growth and better life of the citizens.

To provide better police service to the people and ensure public safety Singapore brought significant reforms and changed its fundamental system of policing to community based policing. Until 1983 Singapore followed the British model policing like Birmingham or Liverpool. In 1983 they started emulating the Japanese model of policing. Introducing Neighborhood Police Post (NPP) systems they started community based policing strategy.

Prior to 1983 police services were dispensed centrally, mainly through eight police stations, each police station had to serve a large area. Police had less opportunity to contact the

communities. Social changes, urbanization and new dimension of crime raised the crime rate and sense of insecurity and lack of public safety caused public concern and worry. Under such situation police adopted new approach of policing that is community based policing.

Neighbourhood Police Post (NPP)

Following the Koban system of Japan Singapore police introduced Neighbourhood Police Post (NPP) in 1983 in order to get the community of the neighbourhood in police job. 8 (eight) NPPs were set up in 8 (eight) constituencies. Later it rose up to 91, the average population covered by each NPP is about 35,000.

Objectives of NPP system:

- to improve and continue the police community relationship.
- to prevent and suppress the crime through joint efforts of police and community.
- to project a better police image and win the confidence of the public through community oriented services.

Function and duties of NPP:

The key functions of the NPPs are as follows:

- # High visibility police patrols in the neighbourhoods from the NPP.
- # Quick response to incidents and calls from citizens of the neighbourhood.
- # Providing efficient police service to the people of the vicinity of a NPP.
- # House visit by NPP officers to maintain regular interaction with the community and get information and suggestions from the members of community to provide better service.
- # Crime prevention by the joint efforts of NPP officers and community.
- # Effective community liaison to build up bridge between police and community to get spontaneous cooperation of the community to address social problems and issues.
- # Initiate and organize public safety and security program in collaboration of communities.

NPC (Neighbourhood Police Centre):

In 1997 the Singapore Police Force (SPF) modified the NPP system into NPC system in order to deliver decentralized, flexible, integrated and community focused services. NPCs are made the sole vehicle for front line policing to ensure the community's safety and security. In the redesigned system, NPCs are accountable for the total outcome of policing in the community. NPCs, as centre of total policing, have a variety of policing ranging from reactive and preventive patrols and investigations to proactive policing activities.

United Kingdom:

Community Policing has a distinct British legacy. The British regime has a long historical tradition in the field of community policing. After Anglo-Saxon conquest of England, the Normans, the then rulers of England developed a peace keeping system for the citizens. This

system was known initially as 'mutual pledge'. Later it was termed as 'frankpledge in Norman period'. Under this system nearly every citizen had to pledge voluntarily to the king that he would maintain peace in the locality where he lived. The 'frank pledge' system made social responsibility for maintaining peace for the neighbourhoods.

In the early 19th century poverty, unemployment and lawlessness became the sensitive issue and grave concern for the then British rulers. The govt. took initiatives for controlling public disorder and lawlessness. The situation started to improve when sir Robert Peel was appointed home minister. Peel took initiative to make understand and motivate the people that each citizen as well as community should be responsible for maintaining peace and social order in their area. The suggestions or opinion of Robert Peel was the underlying principle of modern and community policing. In 1829, London Metropolitan Police was established. Police force locally called "Bobby" was instructed and motivated to win the public good will and support by their people oriented service and good behaviours. While conducting patrol make the area safe and give sense of security to the residents the police officers used to increase interaction with the community to get spontaneous public co-operation.

But the trend of community oriented policing got a setback by massive social problems and unrest. In the 20th century, dramatic social change, colonial on traditional ruling system and industrial unrest gradually shifted the public oriented policing to a militaristic and traditional form of policing in the line of Irish Constabulary model. The frequent labour strike in the coal mines in 1972, 1974 and 1984 provoked class struggle in Britain. During suppression of strike in 1984 thousands of miners and their family members were abused and assaulted and declared 'Enemies' by the police and the dark forces. Thousands of people had been arrested and brought to trial accusing them a number of offences. The intimidation injustice, illegal treatment and brutality of police at that time made a distance between police and people specially the general working class of people. There were fear and hatred among the people for the police. In 1981 a dreadful riot in Brixton made a confrontation between the London Metropolitan Police and protesters. The main causes of that riot were serious social and economic problems, harassment and ill treatment of police with black people. The then rulers and members of civil society become worried. A police commission was formed headed by lord Scarman. In commission report Lord Scarman recommended for improvement of police community relationship. The introduction of the volunteer Neighbourhood watch scheme during that time opened a new chapter of community based policing in the UK.

Police took initiatives to restore public confidence on police and establish good relationship with community. Putting a new code for police behaviour the 'Police and Criminal Evidence Act 1984' had been reformed. There was also provision in the act to create an independent 'Police Complaints Authority' to strengthen the accountability of police with a view to building public trust and confidence in police.

In Britain Traditional crime prevention concept started to be replaced by the concept of community safety in the early 1990s. The Morgan report published in 1991 recommended that the local authorities be given responsibility for community safety. Morgan report was a landmark in the development of public safety and crime prevention. On the basis of Morgan report, 'The Crime and Disorder Act' was enacted and it gave the power to local authorities and police together for developing local 'Community Safety and Crime Reduction Partnerships'.

Police initiated partnership policing with the community and local authorities. But there generated new crisis as police had been blamed of racism. The controversial image of police and

social disorder during that time brought a negative impact on public feelings of safety. In that situation much discussion about community policing in England and Wales took place and 'Neighbourhood policing' approach was initiated. Neighbourhood policing is based on the belief that community support and involvement can help control crime, reduce fear of crime and address issues of public concern. With the spontaneous co-operation and help an effective and fruitful results can be obtained in identifying suspects of crime and bad elements of the society and bringing them to legal process. The community involvement also facilitates identifying and solving the other issues of public safety and social disorder to establish peace and security in the society.

In UK, a model of community policing named AIIA was introduced. AIIA model describes the following concept:

A- Access to local policing services

I - Influence over policing priorities in the neighbourhoods.

I - Interventions – joint action with partners and public and

A-Answers – Sustainable solution and feedback on what is being done.

Neighbourhood policing was initially piloted at ward level. The three years Neighbourhood policing programme (NPP) was officially launched in 2005.

The purpose of neighbourhood policing activity aimed at three delivery mechanisms –police visibility, community involvement in identifying local priorities and problem solving in collaboration with partners and communities.

Neighbourhood Policing Teams have been formed across the country. Every geographical area in England and Wales is getting benefit from neighbourhood policing. This neighbourhood policing involves dedicated teams of Police officers, Police community support officers, Wardens, local council staff and members of voluntary organizations. Neighborhood Policing Team (NPT) aims at providing a visible, reassuring presence, preventing and detecting crime and developing a constructive and lasting engagement with members of community. In England and Wales there are about four thousand neighbourhoods policing teams working with local communities to solve problems of the communities.

In UK a number of strategies and programmes of crime prevention, public safety and problem solving are going on under the umbrella of community policing. Taking various initiatives and steps the UK. Govt. has been trying to strengthen community oriented; problem solving and partnership based policing strategy. Community Policing activities are making the Police more service oriented as well as accountable to the citizens.

United States of America:

Community based policing has been given much importance in the United states for more than three decades. In all states of America wide variety of community policing activities or projects are being run by police in collaboration with communities. Community policing activities in few states are described below:

New York City:

New York City has a community policing programme called community police officers programme (C-pop). Nine hundred police officers from the patrol force have been involved in this programme. New York city is divided into 75 areas or precincts. About 10 C-POP Officers are posted to each precinct. The prime duty of C-POP officers is know the community, make good relationship with community and invite suggestions from the members of the community to do policing as the community desires. C-POP Officers are familiar to community and they always hear the people and provide services to them on the basis of the expectation and suggestions of the community.

The C-POP began in 1986 and became very popular to the city dwellers.

Houston, Texas:

Texas community policing has a programs called DART (Directed Area Response Team)

The DART has patrol team with detectives they conduct patrol in the area of Jurisdiction and exchange views with the communities. They collect various information and intelligence about the people and locality to diagnose the issues of concern to communities. After being aware of the problems or matters of concern of communities they plan to find out the way of solution of those problems with the consultation and suggestions of the local communities. They adopt both proactive and reactive approach of community policing to address the issues of public concern in different communities.

Community Policing in Santa Ana, California :

Santa Ana is a city of California in Los Angeles. It is dominated by Hispanic people; earlier It had various type of social problems and increasing crime trend. To combat crime and social disorder the Santa Ana Police introduced community police public partnership to build a safer and better society.

The total area of jurisdiction is divided into 4 (four) community police stations. Each station is manned by uniformed police offices and same civilian community police officers. The community service officers wear uniform with distinctive shoulder patch not similar to that of uniformed police officers. They do not carry weapons.

The community service officers are assigned to deal social service work, social problems and issues that cause concern among the members of community. They also get themselves involved in crime prevention and awareness building activities. Police in collaboration with the community service officers and members of community contribute to problem solving process and encouragement of citizen patrolling to address the social problems and increase the sense of security in the mind of the people.

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