YANGON UNIVERSITY OF ECONOMICS
MASTER OF PUBLIC ADMINISTRATION PROGRAMME

AN ASSESSMENT ON THE EFFECTIVENESS OF COMMUNITY POLICING IN MYANMAR

(Case Study : South Okkalapa Township)

AUNG BHONE MYINT
ROLL NO. 2
EMPA – 16th BATCH

DECEMBER, 2019

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A thesis submitted as a partial fulfillment of the requirement for the degree of Executive Master of Public Administrations (EMPA)

Supervised by

Professor Dr. Phyu Phyu Ei
Programme Director and Head
Department of Applied Economics
Yangon University of Economics

Submitted by

Aung Bhone Myint
Roll No. 2
EMPA (16th Batch)
(2016 – 2018)

DECEMBER, 2019

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YANGON UNIVERSITY OF ECONOMICS
MASTER OF PUBLIC ADMINISTRATION PROGRAMMME

This is to certify that this thesis entitled "**An Assessment on the Effectiveness of Community Policing in Myanmar (Case Study: South Okkalapa Township)''** submitted as a partial fulfillment towards the requirements for the degree of Master of Public Administration has been accepted by the Board of Examiners.

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   Rector
   Yangon University of Economics (Chief Examiner)

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   Yangon University of Economics

5. U Thein Ko
   Lecturer
   Department of Applied Economics (Examiner)
   Yangon University of Economics

DECEMBER, 2019

ABSTRACT

This research investigates how the police service, Myanmar Police Force that is committed to community policing, operationalizes the paradigm and further considers some of the benefits and challenges of the collaborative approach. This study identified components of community policing, its role in curbing crime, implementation problems and alternative strategies. A descriptive method is used with a survey. A sample was conducted with 146 respondents using structured questionnaire. Questionnaires and interviews were used to obtain primary data from respondents which were analyzed qualitatively and quantitatively using tables. The study revealed that the majority of respondents had average knowledge of community policing and identity the initiatives being implemented in their areas. The community policing is playing significant role in reducing crime and is achieving its objective of curbing crime in South Okkalapa Township in Yangon City.

ACKNOWLEDGEMENTS

First and foremost, I would like to express my deep gratitude to Master of Pubic Administration Programme Committee, Yangon University of Economics for providing me with the opportunity to undertake this thesis. I would like to express appreciation to Professor Dr. Tin Win, Rector of Yangon University of Economics, Dr. Ni lar Myint Htoo, Pro-Rector and Dr. Kyaw Min Htun, Pro-Rector (Retd.) of Yangon University of Economics for their encouragement to attend Master of Public Administration Programme.

I am also indebted to my supervisor Professor Dr Phyu Phyu Ei, Programme Director of Master of Public Administration Programme and Head of Applied Economics Department, Yangon University of Economic for her monitoring to accomplish this thesis.

I would also particularly like to acknowledge the tremendous assistance provided by my friends who freely gave their time in the preparation of this thesis. Thanks are also due to all my colleagues of Executive Master of Public Administration, 16th batch for their understanding and moral support.

Finally, I offer deep gratitude and gratefulness to all the persons who contributed in different ways to my paper. However, I am the person most responsible for what I have prepared and presented in my paper.

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LIST OF ABBREVIATIONS

CID	Criminal Investigation Department
DATC	Department Against Transnational Crime
MPF	Myanmar Police Force
UN	United Nations
UNICEF	United Nations Children Fund

CHAPTER I
INTRODUCTION

1.1 Rationale of the Study

The launching of the Myanmar Police Force was aimed at providing the public with the minimum standards they should expect from the police in respect of service delivery. On the other hand the annual service plans outline operational parameters / standards / targets, which the police aim to achieve, according to the Myanmar Police Force Community Policing Document, 2011.

Today community policing is the lexicon of the global policing framework. This pragmatic shift was neither easy nor adaptive for both the community and the law and order enforcement agencies, as the society transitioned from electronic to informative governance where in the need and requirement for and problematic. The community is a group of people with a definite culture which experience changes with variations in the politico-socio-economic scenario which brings the various situational, structural and symbolic aspects of policing.

Community policing is democracy in action. It requires the active participation of local government, civic and business leaders, public and private agencies, residents, schools, and hospitals. All who share concern for the welfare of the neighbourhood should bear responsibility for safeguarding that welfare.

In democratic societies where various players viz good governance, civil society, non-government institutions, accountability need for internal security role media etc. have come into the mainstream paving way for more risky, reactionary, protective occupational organization: with such features as its safeguard, it becomes essentially important for the society to understand the role and importance of community policing, which not only keeps a check on the usage of coercive powers as its prowess but also delivers itself as an interface between the citizens and the guardians of the society to ensure effective means of governance as community policing is an afterthought of good governance.

Community policing is a paradigm predicated on the assumption that collaborative approaches between the police and the community will facilitate

informal social control mechanisms to manage risk and prevent crime. The considerable literature on community policing is replete with general theories that support the assumption that the most effective basis of social order and control is community-based (Eck & Rosenbaum, 1994). However, police scholars have underscored the limitations of community policing, including policies and practices that challenge police organizations in achieving effective problem solving and establishing community partnerships (Eck & Rosenbaum, 1994, Skolnick & Bayley, 1996 and Trojanowicz & Bucqueroux, 1990).

This study considers how the Myanmar Police force, a police organization that is committed to community policing that were completely different from traditional policing. It also tries to understand and assess certain aspects of society and police which resist the creation of a strong police-public interface. This study aims to identify the knowledge and attitude of the public on community policing and to what extent is community policing effective in curbing crime in South Okkalapa Township.

1.2 Objectives of the Study

The objectives of the study are to examine the knowledge and attitude of the public on community policing and to assess the role of community policing in curbing crime in South Okkalapa Township, Yangon.

1.3 Method of Study

The method of study is a descriptive, based on primary and secondary data. Primary data is obtained from a survey conducted on a sample of 146 household heads selected from No. (3), No. (4) wards, No. (6) wards and No. (10) wards of South Okkalapa Township with a structured questionnaire which includes characteristics of the respondents, questions concerning their knowledge, attitude and practice. Secondary data is from various Departments, main sources of information reported by Myanmar Police Force in Myanmar, ministries, articles etc.

1.4 Scope and Limitation of the Study

The study was carried out within the vicinity of South Okkalapa Township and questionnaires and interviews were only distributed to residents within the boundaries of the township. Only those who had reached the majority age participated in this

study. The study did not include Traffic related offences and any violations of study area By-Laws. The research study covered the period June 2018 to 31 March 2019.

Access to data from official sources posed remarkable drawbacks to the research study as it was withheld for confidentiality (either political or security) reasons.

1.5 Organization of the Study

This thesis is presented in five chapters. Chapter one is introduction, which consists of rationale of the study, objective of the study, research questionnaires, statement of problem, scope and limitation of the study and organization of the study. Chapter two provides a review of the literature on community policing including not only dimensions, values, key components and challenges but also strategy implementation. In Chapter three, current Status of Myanmar Police force is presented with planning, rules of law and international cooperation in criminal law matters. Chapter four presents the surrey analysis namely the community knowledge and attitude. Chapter five concludes with findings and recommendations.

CHAPTER II
LITERATURE REVIEW

Community policing quickly emerged as a dominant ideology and organizational model of progressive policing in Canada by the 1988s (Eck & Rosenbaum, 1994). The development of community policing was accompanied by an all-pervasive rhetoric and marked significant shifts in the traditional police ideologies and practices (Garland, 2001). The traditional model of policing is characterized by a paramilitary structure that is highly bureaucratic and centralized. Furthermore, the traditional policing model considers the police function to involve crime control, emergency responses, serving justice and the delivery of non-emergency services (i.e. traffic control). Murphy (1988) contends that the social organization of the police is re-actionist and enforcement oriented and translates to a service delivery model that is characterized by:

i. **Incident orientation:** The primary focus of the police is to respond to incidents, calls for service and emergency.
ii. **Reactive orientation:** Police operations are centered on responding to events as they occur and little time is spent in proactive engagements.
iii. **Limited analysis:** A broader analysis of the problems that precipitated the events is limited as officer availability is provided based on operational priorities.
iv. **Limited response:** The responses to crime are limited to the standard law enforcement strategies.
v. **Means over ends:** An emphasis is placed on response efficiency versus the effectiveness of developing strategies that will prevent, reduce or eliminate problems.

The adoption of community policing marked a departure from the traditional policing model as it was considered to be an alternative model that would address some of the limitations of the traditional one, that is, the expensive and expansive police services, declining neighborhood safety in core urban areas, and social-based

conflicts (i.e. race, class etc.). By foregoing their monopoly of crime control tasks and exhorting collaborative approaches, community policing was believed to offer the solution to the ongoing search for community in modern society, the political promise of responsive and responsible police services, and operational strategies that would enhance police effectiveness (Murphy, 1988).

2.1 Dimensions of Community Policing

Despite the widespread adoption of community policing, the literature on community policing suggests that the concept has no single theoretical or practical definition (Manning, 1984 and Kelling, 1995). Therefore, organizing the diverse connotations of community policing into a coherent whole may pose to be a challenge, as the perceived nature and scope of the term is broad and fluid. As Greene and Mastrofski (1985) appropriately highlight as follows.

"It should be emphasized that community policing means many things to many people. It is at once, an ideology, an organizing framework for many police activities, and a set of individual programs. Community policing can be seen as a convergence of several police reform efforts of the past".

However, Friedmann (1992) claimed that understanding the concept of community policing requires to first consider the varying perspectives of those involved in its practice, that is, the police and the community. According to Friedmann, from the perspective of the police, community policing is a means of engaging with community resources to achieve the end of enhanced crime control and prevention. The goal for police is to increase their interaction with the public in hopes of accumulating greater intelligence that would assist in the prevention and solving of crime. On the other hand, from the perspective of the community, Friedmann claims that community policing is an opportunity to improve police services, provide greater accountability and support for their involvement in decision making to matters pertaining to public safety and order maintenance. He also offered a joint police-community perspective that is based on the underlying notion that crime is the result of fundamental societal problems that cannot solely be addressed by the police and that reactive policing approaches cannot effectively deal with all public safety issues. Therefore, the joint police-community perspective emphasizes the importance of the proactive engagement of officers with the community to contribute to a method of policing that maintains quality of life considerations, human rights, and civil liberties,

all of which are characteristics of liberal democracy. In light of these perspectives, Friedmann comments:

"Community policing is a policy and a strategy aimed at achieving more effective and efficient crime control, reduced fear of crime, improved quality of life, improved police services and police legitimacy, through a proactive reliance on community resources that seeks to change crime-causing conditions. It assumes a need for greater accountability of police, greater public share in decision-making and greater concern for civil rights and liberties"

Although community policing can take a number of directions, a review of the literature does support that community policing as it is currently constructed is underpinned by a set of policing principles and practices, which can be understood using four dimensions: philosophical, organizational, strategic and social control.

(i) Philosophical Dimension

The philosophy of community policing advocates the principle that the solution to community crime and disorder requires a collaborative approach between the police and the community. As described by Trojanovwicz and Bucquerous (1990), a community policing philosophy is one that permeates throughout the entire police department and is part of its daily operations:

"Community policing is not a technique. The entire department must be infused with the community policing philosophy with Community Police Officers as the department's direct link to average citizens. Community policing is not something to be used periodically, but it is a permanent commitment to a new kind of policing that provides decentralization and personalized community problem solving (p.20)".

Building on this philosophical understanding of community policing as a new source of organizational ideology, some scholars have listed key "ingredients" or elements that they believed are expressed in community policing. Skogan and Harnet (1997) identified four key elements that they considered were prevalent to a community policing philosophy, citing them as: a commitment to a broader problem oriented policing philosophy, a decentralized organizational management, police response to citizen identified issues and problems and police helping community by serving as catalysts. However, the most comprehensive definition was developed by Normandeau and Leighton (1990), who provided additional elements to explain community policing. Along with the four principles identified by Skogan and Harnet,

Normandeau and Leighton noted that a community policing philosophy is one that involves a shift of mission of police officers to peace officers, the practice of community consultation, proactive approaches to policing, the development of crime prevention activities, inter-agency co-operation, interactive policing, reducing the fear of victimization, the development of police officers as career generalists, the development of flatter organizational structure and accountability to the community.

Taken together, the principles demonstrate that as a philosophy, community policing is a new source of organizational ideology and a "new way of thinking" about the police function and its role with citizens (Rosembaum, 1994). Furthermore, the various philosophical elements of community policing indicate that collaborative approaches between the police and the community differ significantly from the traditional policing model, the former emphasizing an element of proactive approach and the later a reactive modus.

To demonstrate the difference between the traditional and community policing models, Trojanovwicz, Kappeler and Gaines (2002) identified a number of community-based elements that differentiate the two. The scholars maintained that a community policing philosophy differs from the traditional policing approach as it includes a broader police function that incorporates fear reduction, order maintenance and community health along with its functions of crime fighting and enforcement. Whereas the traditional police model emphasizes a centralized, detached, reactive approach that implies a more professional interaction between the police and citizens, the community policing philosophy dictates the opposite and encourages decentralization, transparency and proactive approaches involving the police and the community. Such proactive engagements are accomplished by sharing power (i.e. recognizing that citizens have the legitimate right to control their agenda and make demands upon the police), using creative approaches to address community concerns and problems and by recognizing that variation exists among neighborhoods and that police officers should follow the "will of the community" when dealing with community issues and enforcing the law.

(ii) rganizational Dimension

Secondly, the philosophical shift in the police department's understanding of their mission requires changes in their structure. For this reason, police scholars have also argued that community policing possess' an organizational dimension. Scholars

rationalize that when a police department subscribes to the community policing philosophy; their mission statement includes references to their value system and personnel's orientation, thus setting the stage for the development and implementation of community policing strategies and tactics (Trojanovwicz, Kappeler and Gaines, 2002, p.12).

Traditionally, the police organizational structure is characterized as hierarchical, paramilitary, highly bureaucratic and surrenders to a top-down approach of decision-making. Contrarily, the community policing model emphasizes paradigmatic shifts in the police organizational apparatus that are "flatter" (less hierarchical), decentralized and recognize the value of front-line officers experiences (Skolnic and Bayley, 1986). A classic decentralized approach of community policing is the establishment of Community Police Centres. The Centres, which are operated by Community Police Officers, are a central hub for crime prevention initiatives and provide officers with greater autonomy to engage with the community in collaborative efforts. Another common organizational change that is implemented to accommodate community policing involves changes in performance measures. Whereas traditional policing measures performance based on crime statistics, the number of arrests and traffic stops, community policing encourages performance measures that are relevant to the community, such as surveys to measures citizen satisfaction with police (Willis, 2001).

(iii) Strategic Dimension

Thirdly, because community policing introduces a change in the relationship between the police and the community, some police scholars claim that community policing entails the adoption of key strategies. These strategies link the broad philosophical principles of community policing to specific practices that can be implemented by police services. In discussing the strategic dimension of community policing, Trojanovwicz, Kappeler and Gaines (2002) expressed that community policing strategies maintain an element of geographical permanence, as officers are assigned to work in communities on a permanent basis (in Community Police Centers, for example).

It was believed that this geographical permanence would provide the officer with the opportunity to identify with an area and focus their attention on solving specific community problems, while fostering a level of geographical accountability.

As a strategy, the scholars also associated community policing with tactical approaches such as foot patrol, team policing, and crime prevention programs.

Gordner (1996) expanded on Trojanovwicz, Kappeler and Gaines, adding that the strategic component of community policing encourages positive interactions with the public and fosters active partnerships that allow both the police and the community to work together in identifying community issues. According to Gordner, community policing introduces a change in the relationship between the police and the community, one that is based on mutual trust, respect and accountability. Therefore, community engagement strategies become essential components in motivating the community's involvement in a crime control program such as Neighborhood Watch and encouraging them to report suspicious or criminal activity.

Gordner also placed emphasis on a problem-solving orientation of community policing. Whereas traditional policing approaches are based on calls for service, quick responses and short-term solutions, problem-solving involves comprehensive response methods that seek to understand the issues at hand and provide meaningful long-term solutions. Situational crime prevention is a form of problem-solving as it provides opportunity-reducing measures that are directed to specific crimes, involve changes in the immediate environment and reduce the rewards of crime as perceived by the offender.

(iv) Social Control Dimension

Klockars (1989) offered a fourth critical dimension of community policing, noting that it is a movement whose purpose is to "conceal, mystify and legitimate" police distribution of coercive force. According to Klockars, community policing is a covert attempt of police to penetrate communities in order to gain intelligence and acquire information. Garland (2001) also extends the community policing dimension of social control noting that it is a mechanism used for government to "govern from a distance", and to transform its mode of exerting control. Garland claims that the role of the Community Police Officer is an example of a "new specialist" that has emerged over the last twenty years to target criminogenic situations through situational crime prevention programs. Such situational crime prevention programs move away from the individual offender and focus on establishing situational controls, channel conduct away from temptation and direct the social control capacities of citizens and communities. Crime control therefore becomes the responsibility of a number of

social actors as citizens are encouraged to be engaged in the facilitation of targeted action with police by identifying areas in which collective risks are perceived as high and by facilitating crime control practices (Crawford, 1995).

2.2 The Value of Community Policing

All working terms were defined and applied consistently throughout the research project. Among others were:

Community policing: According to Trojanowicz (1998) community policing is a philosophy and an organizational strategy that promotes a new partnership between people and their police. It is based on the premise that both the police and the community must work together as equal partners to identify prioritize, and solve contemporary problems such as crime, drug, fear of crime, social and physical disorder, and overall neighborhood decay, with the goal of improving the overall quality of life in the area.

Crime: Crime is a series of offence, one for which there is punishment by law. (Dictionary of Contemporary English, New Edition).

District: District is any division of the country, the boundaries of which are determined by the Commissioner General of the Police for the purpose of police Administration(s). (Police Standing Orders Volume 1, 1996).

Policing: Policing is defined by Van Heerden (1986) as the authoritative action which is the formal social structure by which internal order is maintained through the principle of legal efficiency and individual constitutional claims.

Based on the various dimensions described of the community policing concept, it is clear that the model is complex and involves a significant shift in the way the police understand their role and engage with the community. Although there are several defining characteristics of community policing, police scholars have identified value in its application that are aimed at both the community and the police. For the community participating in community policing initiatives, supporting scholars claim that it significantly impacts citizens' attitudes with police. Based on surveys that had been conducted prior to and post implementation of community policing strategies (i.e. establishment of crime prevention programs, community organizing events involving the police etc) community residents' satisfaction with their neighborhoods, their evaluation of the police and their overall fear of crime and sense of safety within their communities were more positive (Palmiotto, 2001, p.222).

Similarly, Skolnick and Bayley (1988) commented that the public's engagement in community policing provides them with a greater view into police activity, increased involvement in police initiatives and police accountability. However, it is important to emphasize that while the underlying assumption of the community is that community policing will increase safety and security in their neighborhoods, police scholars suggest that community policing has not yet been sufficiently evaluated to conclude that the approach produces safer and more secure communities.

Skolnick and Bayley also cited benefits of community policing for police organizations and officers as the approach encourages key values such as consensus building (between the community and the police), grassroots support (an opportunity to increase support for the police with special interest groups), overall heightened police morale (as they interact with supportive members of the public), satisfaction (as officers that are engaged in the initiatives take more independent responsibility to manage them), and professional stature and career development (as it broadens the range of skills required and in turn provides more opportunity for personnel to be valuable). Furthermore, by investing their time and energy in the neighborhoods they are working in, police officers engaged in community police are more likely to be concerned with the welfare of the community members, thus contributing to a better rapport with residents and an increase in conscientiousness by the police officers in their performance of duties (Wycoff, 1988).

2.3 Key Components of Community Policing

In general terms, community policing is not a program; it is not a set of activities; it is not a personnel designation. Rather, community policing is a law enforcement philosophy, a way of thinking about improving public safety. While there is a lack of standardization regarding specific terminology and strategies of community policing across cities, community policing efforts can generally be grouped into three broad categories: organizational transformation, community partnership, and problem solving. Each of these components is described in some detail below. By definition, a comprehensive community policing model permeates almost every aspect of a police department and the elements described below are best applied to a police department as a whole.

(i) rganizational Transformation

The first component of successful community policing initiatives involves transformational changes in the organizational structure and operation of a police department. This transformation can involve management policies, organizational structure, personnel practices, and information technology systems, among other aspects of how a department is structured and operates. Arguably, the cornerstone of organizational transformation is that police departments are organized around geographically-based assignments and allocations. One of the main arguments behind this approach is that geographically-based assignments facilitate closer and more frequent contact between the officers who are dedicated to those areas and the people who live and work in them. The thinking is that with increased contact comes increased understanding of the priorities and concerns of a neighborhood and better knowledge around local resources and assets that could be leveraged to address those concerns.

Another hallmark of community policing, that is related to but distinct from geographically-based assignments, is decentralization. In this context, the decentralization of a police department means a reduction in a reliance on top-down policy directives from department leadership, devolution in decision making, and a reporting structure that is less hierarchical. Decentralization gives local officers and precinct leaders more authority and discretion and it enables them to find creative solutions to specific, individual neighborhood problems without the restrictions of blanket, overly-rigid policies. As part of their community policing efforts, cities across the country have instituted regional district models, with precinct leaders of different ranks exercising discretion and authority on the best ways to address their unique crime issues. Police officers are given increased autonomy to craft creative strategies to address the specific concerns of local residents.

To be effective, organizational transformation must occur at all levels of a police department and permeate a variety of systems and practices. For example, performance evaluation systems may be designed to evaluate officers based on their community policing efforts; the recruitment and hiring of new officers can favor individuals who have a “service orientation” to policing; and training that emphasizes community policing can become part of standard, in-service training.

(ii) Community Partnership

Community partnerships are absolutely critical in order for community policing efforts to be effective. The mantra of community involvement permeates almost every aspect of a department. In police departments that have demonstrated a strong commitment to the philosophy of community policing, police officers and community partners jointly prioritize and tackle public safety issues that are most important to the community. Successful partnerships are more than just frequent contact or simply sharing information. They involve on-going efforts to work together in meaningful ways to address problems facing a neighborhood. The commitment and buy-in to community partnerships happen at all levels, from command staff to supervisors, and then from supervisors to line officers.

In addition to individual residents, the term "community partners" encompasses a range of groups such as neighborhood associations, faith-based organizations, tenant councils, business groups, local government agencies, social service providers, schools (including elementary and secondary public and private schools, community colleges, vocational schools, and universities), and local businesses. These entities typically enjoy a number of qualities that facilitate effective partnerships, including well-developed organizational structures, physical meeting spaces, social, political, and commercial networks, material and human resources, experienced leaders, and existing community participation. This makes them natural vehicles through which the police can engage with local constituents to address neighborhood concerns.

Improving the accessibility of police and community services can also be an effective catalyst for community engagement and a way to facilitate community partnership. One example of improved accessibility is increasing the number of locations in which police services are provided or co-locating them with other civic services. Successful cities have also utilized information technology to improve citizen communication and make public safety information more timely and accessible.

In order for community partnerships to be effective, some degree of trust and mutual respect between the police and the community is necessary, and in cities across the country that trust and respect are often lacking. Many cities have experienced long histories of high crime, racial profiling, and police misconduct, factors that contribute to low levels of citizen trust in law enforcement. Rebuilding

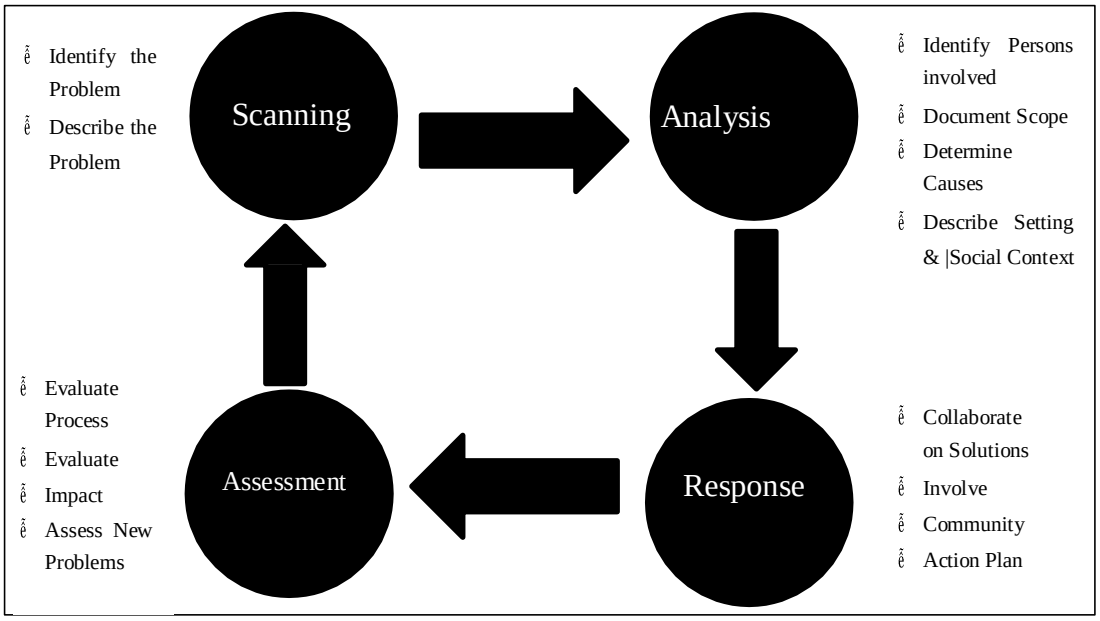
this trust is a critical precursor to the establishment of effective and authentic partnerships between communities and police.

(iii) Problem Solving

Perhaps the most transformative aspect of the community policing movement has been the shift from the reactive crime-response model to a more proactive problem-solving or "problem-oriented policing" (POP) model. This approach puts a heavy focus on efforts to prevent crime before it happens by systematically identifying and addressing specific social issues associated with criminal activity. Problem-oriented policing tends to encourage creative problem solving among officers, analysts, and community members to identify the root causes of a problem and then figure out how best to address them. A 2010 review of the research literature found that as a whole, problem-oriented policing approaches had a statistically significant impact on improving public safety.

Police departments that are grounded in a community policing philosophy usually train and assign officers to duties that are focused on creative and active problem solving and prevention rather than simply reacting to crime and disorder. In order for officers to do this effectively, some degree of autonomy is required, which is also an important aspect of organizational transformation described above. One of the most common approaches to problem solving in police departments is the SARA Problem-Solving Model. SARA stands for the four step process: Scanning, Analysis, Response, and Assessment. Evidence indicates that problem-oriented policing strategies based on the SARA method can achieve significant reductions in crime over traditional response models. A 2010 summary of the ten most rigorous studies on the effectiveness of SARA-based problem-oriented policing between 1993 and 2006 concluded that these efforts achieved statistically significant reductions in crime and disorder in their affected cities.

Figure 2.1 The SARA Model



Source: City Policy Associates (2000)

The specifics of the implementation of the SARA method vary by jurisdiction and situation, but typically individual or pairs of officers, in partnership with the community, are given the authority and responsibility to identify the crime and disorder issues that are most prominent in their beats, prioritize them, and develop solutions. Some POP efforts can be as simple as an individual officer asking a store owner to improve the lighting of their storefront, while others can be more complex, longer-term issues such as zoning changes to improve a blighted neighborhood. (Diamond and Weiss (2009)

Some of the more effective POP approaches have occurred in police departments in which a formal set of clearly-articulated, standardized procedures are in place. A shared understanding and clear guidance about the necessary steps of a POP approach increase the likelihood that each of the critical steps in the process is important in solving the crafting and implementing effective responses to identified problems.

2.4 Challenges of Community Policing

Despite the strong identification of police departments with community policing, police scholars have noted that it is not short of challenges. Within the community policing literature, the challenges of the paradigm have been identified in

terms of its conceptual framework and application both internally for the police and externally for the community.

While conceptually there are many interpretations and principles that are central features of community policing, a critical point of contention has been linked to the ambiguous nature of the concept and its application. Firstly, some scholars have argued that the challenge of defining the concept of community policing is rooted in the ambiguous understanding of the respective terms that embody it: "community" and "policing". For the concept of "community", the uncertainty in its connotation is prevalent as the term attaches itself to a variety of notions. The term can be used to refer to a geographical space (i.e. through physical features of boundaries), a social space (i.e. to describe a collective of people that share common interests) or to imply a sense of identity or commonality among people. The complexity of the term community arises as each of its defining features may highlight components to the detriment of others. More concretely, in the context of community policing, defining the "community" only in terms of a geographical space ignores the softer elements that appeal to the commonality of interests among the individuals within the community. Furthermore, considering the "community" only in terms of their shared interests ignores the potential that there may be intra-community conflicts and therefore risks marginalizing the voice of some members. (Crawford, 1995).

Similarly, defining the concept of "policing" is also complex, as the state no longer maintains monopoly over the means of law enforcement. This is because transformations in the character of policing have led to the establishment of "networked" policing, which constitutes a blend of policing services that are provided by both the public police and a number of other private agencies (Cooley, 2005). The increase in the number of agents delivering policing services in combination with the changing role of the police officer (i.e. law enforcement is no longer principally what the police do, nor solely what the public demands of them) fails to capture the multifaceted meaning of "policing".

Secondly, some scholars emphasize the vague programmatic content of the community policing concept, may actually result in the variation of applications and approaches used by police departments. Therefore, police scholars question whether a broad and fluid concept such as community policing can effectively be operationalized and have a substantial impact on the police and the community (Manning, 1984).

Internally, the challenge of community policing manifests itself in the organizational and administrative structure of the police department. Evaluations of community policing programs across Canada denote that implementing and managing reform initiatives such as those suggested by community policing, require a level of management skill and sophistication that are beyond the operational capacities of most police departments. (Skolnick and Bayley, 1988) reiterate that the centralized, hierarchical, quasi-military command structure of traditional police departments remains highly intact and does not support the decentralized authority nature and flexibility of lower ranking officers to take initiative and engage in bottom-up communication, which are essential to community policing. Moreover, the reward structure of traditional police organizations, which is based on quantitative criteria, including number of arrests and traffic stops, does not provide an accurate form of evaluating police officers engaging in community policing approaches that are focused on problem-solving and proactive responses.

Murphy (1993) further notes that although many police departments in Canada have operationally implemented increased foot patrol and Community Police Centre operations and expanded on various crime prevention programs, many of their efforts, while well received by the public as community policing strategies, remain isolated approaches that are unrelated to the general philosophy and practices of the department as a whole. As a result, a police department whose operational philosophy remains highly engaged in crime control and reactive responses leaves community policing to be an adjunct and unrelated strategy. In turn, the focus on reactive policing further impacts the training of police personnel. As asserted by Murphy, with a strong focus on reactive methods, there are little training opportunities for proactive approaches that would foster the development of essential strategies such as effective communication with community members and logical deductive reasoning.

Along with some of the structural and administrative challenges that exist for community policing, police scholars have also noted a cultural dimension that impacts the implementation of the approach. As the practice of community policing attempts to change the role and relationship of the police with the community, it requires a shift in climate of police departments and police officers. According to Friedmann (1992), a police subculture exists within police departments that offer police officers a distinct set of values and beliefs regarding their role, duties and obligations in society and to the community. In traditional police subculture, police officers develop a defensive

and suspicious attitude towards the public, leading to the solidarity of officers against the community and to their inclination to develop closer relations with one another. Skolnick and Bayley further comment that the police subculture is based on a cynical and skeptical view of society, in combination with an underlying macho attitude (stemming from the crime-fighting image sold to them in Police College that is often exhibited by junior police officers. This poses as a challenge for officers to accept community policing as an innovative strategy and legitimate mean of crime control.

External obstacles in the implementation of community policing also exist. One of the most significant challenges of implementing community policing is rooted in its core ideal that is, building meaningful partnerships with the community to improve public safety. A central requirement of establishing partnerships is the willing participation of the community, a challenge that has confronted many police officers. Skogan (1996) argues that the reasons for the difficulty in acquiring community cooperation stem from a variety of factors, including a lack of time to participate in police-community programs, a lack of understanding on the communities' part of how the concept of community policing varies from traditional policing approaches and a general lack of interest in the available programs. Resistance to participating in collaborative approaches with the police was also described by Skogan as being linked to residents' fear or hostility towards police (due to a long standing history of confrontation and alienation) and to a fear of retaliation by gangs, thugs and drug dealers, in neighborhoods that have high-crime rates.

Murphy (1993) raises empirical evaluations as an important challenge to community policing. According to Murphy, community policing is difficult to evaluate empirically due to its loosely linked objectives and various programmatic strategies. So while police departments publicize community policing objectives and projects, they fail to accurately indicate whether a program was a success or failure. Friedmann (1992) suggests that the difficulties in the empirical testing of the impact of community policing on police organizations and neighborhoods is also a product of the ambiguous understanding of the terms "community policing" and "community". The ultimate concern is whether or not the vaguely defined concept possess any substance beyond their emotional, symbolic and communicative values.

This chapter sought to highlight the transformative processes that have led to the valorization of the community as an appropriate vehicle for crime control. The chapter also suggested that community policing, while the dominant policing

approach for many police organizations, remains complex in its definition as it reflects the various contexts in which it operates (i.e. philosophical, organizational, strategic and social control). While value exists in the approach, including benefits to the community and the police, the literature underscores significant challenges, both internally and externally, that continue to impede police departments and the community's practice of community policing.

2.5 Strategy Implementation

An organization can be expected to carry out a strategic analysis and make choices of strategies that will best achieve an organization's long term objectives. Strategy analysis enables an organization evaluate the various strategic options that may be available to it and determine which ones will be most effective in achieving its objectives. In addition, it will also enable the organization determine organizational changes that are necessary to facilitate implementation of those strategies.

Strategic planning is of no use to the organization if strategies chosen cannot be implemented. In addition, strategic decisions often lead to organizational changes, hence as Johnson and Scholes (1999) note, it is important to determine what changes are required, how they will be managed and the strategic architecture which needs to be established in order to ensure success. The need to review the relationship between the corporate head and the implementing units is therefore necessary and decisions on centralization or devolution become essential..

Two main types of change are recognized, viz incremental change which takes place without affecting the underlying organizational structure; and transformational change which involves changing one or more assumptions in the organizational paradigm and indeed the values of the organization. Noble (1999) views that strategy implementation is the communication, interpretation, adoption and enactment of strategic plans. He distinguishes between structural and interpersonal process views on strategy implementation. The structural perspective focuses on formal organizational structure and control mechanisms. On the other hand, interpersonal processes focuses on issues like strategic consensus, strategic behaviors and

perspectives, leadership and implementation styles, communication and other interaction processes.

Successful strategy development does not guarantee successful implementation of the selected strategy. To ensure effective Strategy implementation, some of the following management issues require to be addressed: establishment of appropriate organizational objectives, existence of appropriate supporting policies, allocation of sufficient resources and management of conflict and resistance to change. In addition, it is clear that Strategy implementation is inseparable from effective leadership and communication within an organization. Jocumsen (1998) further states that a strategy may fail in practice if the design of the organization context is inappropriate for effective implementation and control of the strategy. In addition, an organization's strategy must be compatible with the internal structure of the business and its policies, procedures and resources.

Strategy implementation is more likely to be effective with a participative style of managerial behavior. If members of staff are kept informed of change proposals, they will be encouraged to adopt a positive attitude and have personal involvement in the implementation of the change and hence there will be a greater likelihood of their acceptance of the change (Dumphy and Stace 1988). Mintzerberg 1989 claims that an understanding of the context of an organization and the forces it is experiencing can lead to a greatly improved chance in management. Management of strategic change is regarded as the core process in strategy implementation which is the *"how"* of translating strategy into action.

Jonhson and Scholes (1997**)** view strategic management as a set of logical processes involving resource planning, organizational structure and design, and managing change. They further state that the logic of implementation is designing structures with resources required which will carry through the strategy, and using them as mechanisms for managing strategy change. Organizations go through transitions and transformations that require different methods of approach depending on their stage of development. Lewins Three Step Model has been widely used to describe approach to strategic change. This model identifies a three phase process of behavior modification: "unfreezing, movement and refreezing". That is, once strategic change has been implemented and is successful, the new situation needs to be refrozen so that it can be sustained overtime. But strategic change is more often than not resisted both at individual and at organizational level. Individuals resistance to

change resides in basic human characteristics such as perceptions, personalities, needs, habit, security, fear, economic factors and so on (Mullins, 1996).

Management issues to strategy implementation include establishing annual objectives, devising policies, allocating issues, altering an existing organization structure, restructuring and re-engineering, revising reward and incentives plans, minimizing resistance to change, matching managers with strategy, developing a strategy supportive culture, developing an effective human resource function, and if necessary, downsizing (David, 2003).

According to Aosa (1992), once strategies have been developed, they need to be implemented; they are of no value unless they are effectively translated into action. However, poor implementation of an appropriate strategy may cause that strategy to fail (Kiruthi, 2001). The problems of strategy implementation relate to situations or processes that are unique to a particular organization even though some problems are common to all organizations. The key decision makers should therefore pay regular attention to the implementation process in order to focus attention on any difficulties and on how to address them. It is also important to consider other factors that may impact on strategy implementation. However, not many organizations implement their strategies successfully. Strategies implemented are met with challenges which results to causes of failure and hence do not experience the outcomes and benefits intended. In order to control and track implementation, a monitoring and evaluation mechanism is necessary in order to feed back the organization on progress. This is because turbulence in the environment may render a particular strategy or set of strategies ineffective in achieving organizational objectives; hence necessitate the need to continuously review strategy. In addition, the organization must continue to systematically monitor its resource capabilities against changes in the environment in order to reconfigure them in response to those changes.

An excellent implementation plan, will not only cause the success of an appropriate strategy, but can also rescue an inappropriate strategy (Hunger and Wheelen, 1994). Strategy implementation is therefore crucial to effective strategic management (McCarthy et al, 1996).

2.6 Failure of Strategy Implementation

The implementation process of a strategy typically impacts every part of the organization structure, from the biggest organizational unit to the smallest frontline work group (Thomson & Strickland, 1998). They point that every manager has to think through the question "what has to be done in my area to implement our part of strategic plan and what should I do to get these things accomplished?" All managers become strategic implementers in their areas of authority and responsibility and all employees must be involved.

Alexander (1985) identifies inadequate planning and communication as two major obstacles to successful implementation of strategies. Thomson & Strickland (1998) states that strategy implementation challenge is to create a series of tight fits between strategy and the organization's competences, capabilities and structure; between strategy and budgetary allocation; between strategy and policy; between strategy and internal support system; between strategy and the reward structure and; between strategy and the corporate culture. However, the problems of strategy implementation relate to situations or processes that are unique to a particular organization even though some problems are common to all organizations. The key decision makers should therefore pay regular attention to the implementation process in order to focus attention on any difficulties and on how to address them. It is also important to consider other factors that may impact on strategy implementation.

One of these factors is the organizational structure influences the types of strategy used by an organization. An organization structure simply means the formal framework by which jobs tasks are divided, grouped, and coordinated (Robins & Coulter, 2002). The structure of an organization helps people pull together in their activities that promote effective strategy implementatioa The structure of the organization should be compatible with the chosen strategy and if there is incongruence, adjustments will be necessary either for the structure or the strategy itself (Koske, 2003).

Organizational culture may also influence strategy implementation Organization's culture refers to the set of important assumptions (often unstated) that members of an organization share in common (Pearce & Ronson, 2002). Robbins & Coulter (2002) on the other hand defines culture as a system of shared meaning and beliefs held by organizational members that determines, in large degree on how they act.

An organization culture provides the social context in which an organization performs its work. It guides the organization's members in decision making, determining how time and energy are invested, in deciding which options are looked on favourable from the start and which types of people are selected to work for the organization, and in particular everything else that is done in the organization (Goodstein, et al, 1992). Culture affects not only the way managers behave within the organization but also the decisions they make about the organization's relationships with its environment and its strategy (McCarthy et al, 1996). According to Thomson & Strickland (1989), it is the strategy implementer's tasks to bring the corporate culture into alignment with the strategy and keep it there once a strategy is chosen. Culture can either be strength or a weakness. As strength, culture can facilitate communication, decision making, and control, and can create co-operation and commitment. As a weakness, culture may obstruct the smooth implementation of strategy' by creating resistance to change (Pearce & Robison, 1989). Aosa (1992) stated that it is important that the culture of an organization to compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to a high organizational resistance to change and demotivation which in turn can frustrate the strategy implementation effort. However, when culture influences the actions of the employees to support current strategy implementation is strengthened.

Resources are also a key factor in strategy implementation. Organizations have at least four types of resources that can be used to achieve desired objectives namely: financial resources, physical resources, human resources, and technology resources (David, 2003). Once a strategic option has been settled upon (in the strategic selection stage), management attention turns to evaluating the resource implications of the strategy (Campbell et al, 2002). The operating level must have the resources needed to carry out each part of the strategic plan (Harvey 1998). It should therefore be to implement strategies with the resources available and it is not possible to implement a strategy which requires more resources than can be made available.

Leadership is needed for effective implementation of strategy, as this will ensure that the organization effort is united and directed towards achievement of its goals (Pearce & Robbinson, 1998). According to Koske (2003), leadership is considered to be one of the most important elements affecting organizational performance. The leadership of the organization should be at the forefront in providing vision, initiative,

motivation and inspiration. The management should cultivate team spirit and act as catalyst in the whole strategy implementation process. As much as possible, the leadership of the organization should fill relevant positions with qualified people committed to the change efforts (Bryson, 1995).

However, not many organizations implement their strategies successfully. Strategies implemented are met with challenges which results to causes of failure and hence do not experience the outcomes and benefits intended.

In order to control and track implementation, a monitoring and evaluation mechanism is necessary in order to feed back the organization on progress. This is because turbulence in the environment may render a particular strategy or set of strategies ineffective in achieving organizational objectives; hence necessitate the need to continuously review strategy. In addition, the organization must continue to systematically monitor its resource capabilities against changes in the environment in order to reconfigure them in response to those changes.

2.7 Review on Previous Study

Than Tun Myint (2007) studied on Administration for Reduction of Criminal Cases in Yangon Region and the survey was conducted among the 33 prisoners were used as respondents. The main objective of this study was to find action how to identify the personal characteristics of criminal and to control the administration and reduction of crime. According to this study, it was found that the administration and concerted effort for reduction of major criminal cases in Yangon Region were efficient and effective. Chanel Ghazzawi studies on private control, "the case of community policing in Ottawa" surveyed that committed to community policing, operationalizes the paradigm in Ottawa the finding suggest that the Ottawa Police Service is committed to community posing, they must consider addressing the identified limitation in order to effectively operationalize community policing and maintain accountability.

CHAPTER III

COMMUNITY POLICING AND MYANMAR POLICE FORCE

3.1 Myanmar Police Force

Myanmar Police Force, formerly known as The People's Police Force, was established in 1964 as independent department under Ministry of Home Affairs. It was reorganized on 1 October 1995 and informally become part of Army. Its command structure is based on established civil jurisdictions. Two basic principles of the police activities are performed by the co-operation of the mass to build the acquaintance of the public and perform equal benefits and to solve the problems together.

Activities of Myanmar Police Force are Security and Public Police Force, Maintenance of order, Prevention of crime, Investigation and criminal proceeding Drug enforcement, and public services. Each of Myanmar's seven states and seven regions has their Police Force with headquarters in the respective capital cities.

There are 14 State Region Police Forces and three additional State/Region Police Force commanded by Police Colonels. Their jurisdictions are divided according to the Civil Administration. The States and Region, additional States have the same status. Each State and Regional Police Force consists of four components.

i. Office of the Commander of the State and Region Police Force
ii. Office of the Commander of the District Police Force
iii. Office of the Commander of the Township Police Force
iv. Police Stations

The District Police Forces are classified into two classes depending on the area, population and development, namely A and B Class. Commanders of the A Class District Police Force are Police Lieutenant Colonels and B Classes are Police Majors Commander of township Police Force are Police Captains and Police Station Officers are Police Lieutenants.

There are four Special Departments, they are;

i. Special Intelligence Department (Special Brach)
ii. Criminal Investigation Department (CID)
iii. Railway Police Department
iv. City Development Police Department

In which the first two Departments are headed by the Police Brigadier Generals and the remaining two are headed by Police Colonels.

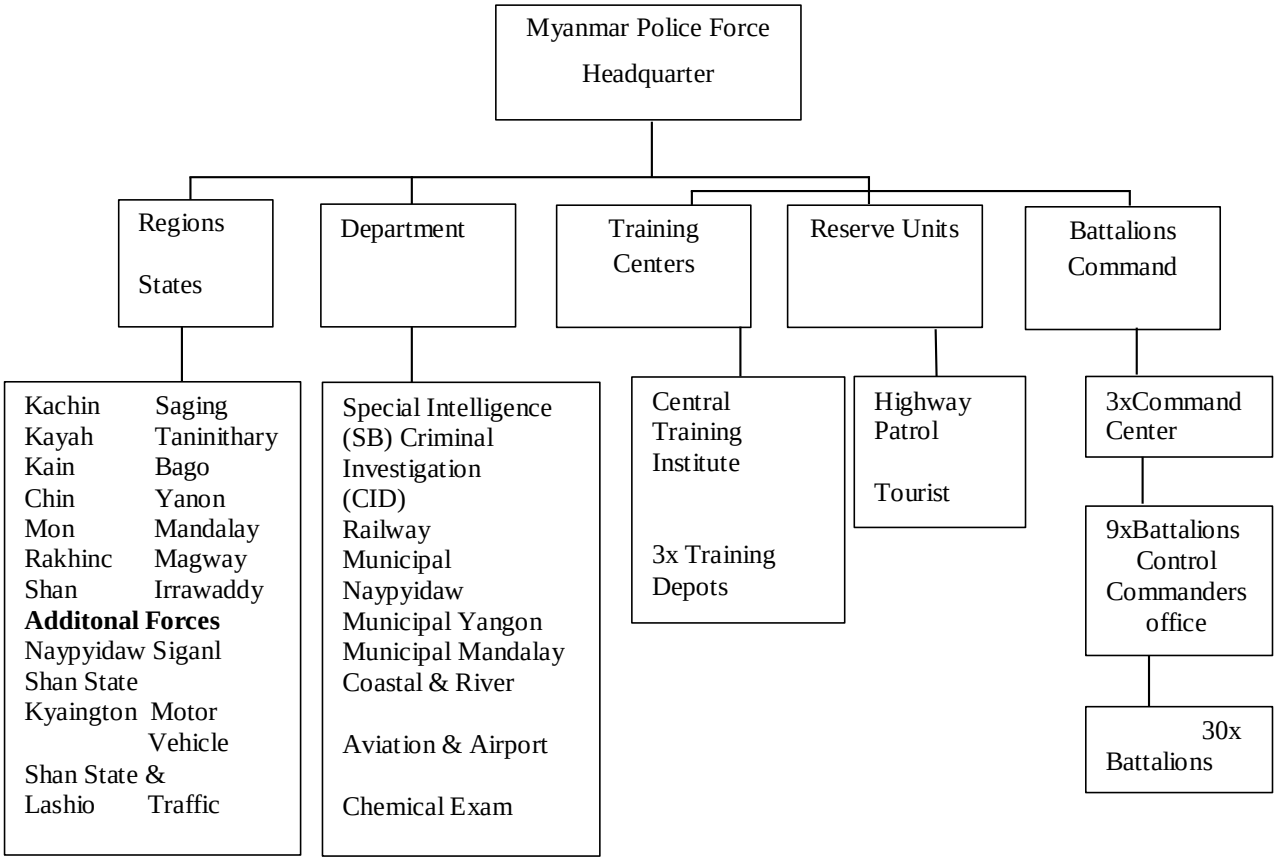
Under the protection of law, in order to live peacefully and freely in everyday life and in orders to get rid of all vices; the populace will be taken care of the Myanmar police. In doing so "the police and the populace will do hand to reveal all crimes". In accordance this moto the police, in reducing the crimes, all the populace will work together with the system of the police, and materialize in doing so.

In Myanmar, based on the America and japan, tactic, on 1995 formed up the combination of the populace and Police Force called (community policing). In Sagaing Region and Mandalay Region they started forming up (1) police outpost and with the populace and Police Force performance the police works, up to 1996, and cases were obviously reduced. On 1996, one police outpost in each state and region, and one police outpost in Yangon region were formed up as a research, and up to 2010o in the whole country 624 regional outposts.

Now, Myanmar Police Force was introduced to a method of identifying and solving the problem as the police tasks in cooperation with the mass is based in the civil society and public. In performing like that, the police Force shall organize the public to take part in the police tasks cooperated by the people. It is supportive in attempt of decreasing the offences after getting the good relationship between the Police Force and the mass.

The Police Forces in Myanmar are trying their best to know the people who are responsible for giving information to the police stations for the ward and village peace, law and order restoration tasks. The Police Forces try to enable the polices to understand how the good relationship between the polices and mass is vital for the peace and security of the people. Therefore the Police Force can carry out to success their tasks and duties in their territories. Besides, Myanmar Police Force attempt to get the information, data and facts in connection with the politics, economy, religion and information related to the criminal offenders. The organization chart of Myanmar Police Force is shown in Figure (3.1)

Figure (3.1) Organization Chart of Myanmar Police Force



Source: Myanmar Police Force

3.2 Planning of Myanmar Police Force

Myanmar Police Force Plans to do and get internal security and pace and tranquility in the words, law enforcement, and prevention of endanger drug abuse and activities for the benefit of the public in 2012.

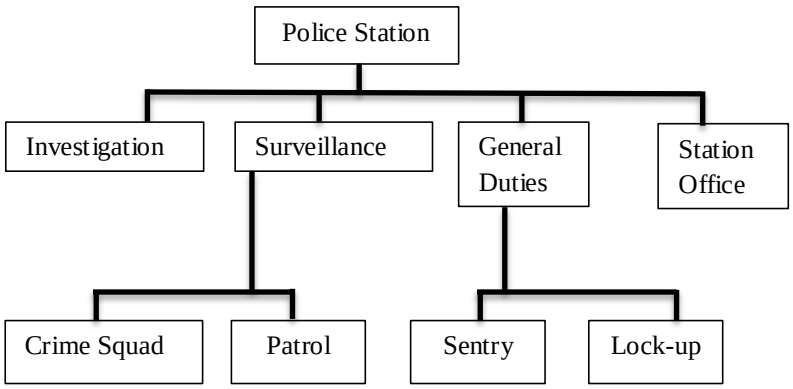
To reduce crime, Myanmar Police Head Quarter had started the crime free week on 15.1.2016, and acknowledge to practice prevention of crime, protection of crime within the State and Region and to materializes in order to obviously reducing the crimes, and to reveal if any crime occurred and prosecute the criminals with the method of the 4 kinds of defection.

Crime Free Week was performed as Hot Spot Area was assigned in the respective State and Regions in towns, wards and villages in which (5) kinds of thefts and other major crimes are mostly occurred. In Hot Spot Area, in order for the reduction of crimes police personals are extracted and reinforced in the police station and township offices and Regional Police Station. Regional police outposts were assigned from the extracted police with the regional public, and according to the police procedures. In accordance with the (5) key point of criminal reduction activities were implemented. Weekly activities and the

condition of crime reduction were finalized, and if needed. Crime reduction activities were reinforced.

The Responsibility of Police Stations is to prevention the crime, to report the revelation, investigation and prosecution of crime, investigation, detection and revelation of the news of anti-lawful activities with the region, to prepare black-list names, to draw planning to protect the police according to the prevail law, to perform effective pressure of prevention of drug-abuse, with the co-operation of NGO and the government staff to perform the, empowerment of law and order, to transfer into National Defense Reserve Force, performing police works, to organize the public and reserve force into militia strategy and to train than into political organization. The organization chart of Police Station is shown in Figure (3.2).

Figure (3.2) Organization Chart of Police Station



Source: Myanmar Police Force (2012)

3.3 Rules of Law, Stability and Peace Committee

Rules of Law and Stability and Peace Committee newly formed on Aug 7, 2012. Responsibilities of Committee are to supervise whether the four pillars- the legislature, the judiciary, the civil service and media. It is the first committee that highlights the need to from the monitoring group in their report to the Chairman of the Pyithu Hluttaw. After conducting some informed inspection tours of various level of courts in Yangon and Mandalay Region the committee advised to from the monitoring group to implement the surprise checks and watching to battle against the bribery and corruption as well as illegal influences over the judicial process, Responsibilities of committee is submitted the report to Hluttaw, according to the finding during the inspection tours of the courts in Yangon and Mandalay Regions, the committee urged the assembly to take immediate action to suppress malpractices of bribery,

and corruptions, influences by the administrative authorities and undesirable delays in judicial process. The committee is mainly responsible for ensuring that parliamentarians, judicial bodies, government staff and media conform to the law and that rule of law prevails in the country. Moreover, monitoring groups take legal action to whomever committee wrong, Lawyers, Judges, Police, Medical Staff and witnesses.

At one level, this is certainly true of Myanmar. It is more than 150 years since a constabulary police force was established in the then province of British Burma. Yet, in a number of areas it is possible to identify strong continuities between the colonial-era police forces and the MPF. That said, there is no escaping the fact that Ne Win's military coup in 1962 completely changed the status of the police force in Burma and had a major impact on the way it has operated over the past 50 years.

Under the committee's auspices, in 1995 the PPF was renamed the MPF, and a Myanmar Police Force Disciplinary Law was promulgated. A new Code of Conduct for police officers was issued in 1999. Colonial-era manuals spelling out the duties, powers and , entitlements of all ranks were amended and reissued (in the Burmese language) in 2000 and 2001.

At the same time, an attempt was made to introduce aspects of the 'community-based policing' model. For example, signs and booklets listing the Buddha's 38 blessings taken from the Maha Mangala Sutta were distributed to all police stations and prisons, as guides to good behavior. In 2001, signs in Burmese and English were erected at police stations around the country, asking 'May I help you?'. Also, it was decided to publish a number of magazines aimed at boosting police morale and increasing public awareness of police functions. Khin Nyunt fell out of favor and was arrested by the SPDC in 2004, but the reform program continued, for a period under the stewardship of SPDC Secretary Two and later Prime Minister Lieutenant General Thein Sein. He was assisted by Brigadier General Khin Yi, who was appointed Chief of Police in 2002. Around 2008, a comprehensive 30-year plan for the expansion and modernization of the MPF was endorsed by the military government.

In addition to pursuing the four objectives of 'community peace and tranquility, the rule of law, prevention of drug menace and serving the interests of the people', the MPF was required to 'discharge the duty of national security'. Even the efforts being made to repair the force's relations with the wider community have been couched in terms of a comprehensive external defense strategy formulated to 'defeat a superior enemy'.

In official statements throughout this period, the MPF was repeatedly referred to as the 'younger brother' of the Tatmadaw. This particular formula seems to have been

invoked less often since 2011 but, as seen at annual Armed Forces Day parades in Naypyidaw, the MPF is still publicly embraced as an integral part of Myanmar Defence Services.

The community policing doctrines embraced formally at least by other ASEAN countries are of limited value in without wholesale and sustained changes to the MPF. The imposition of such measures from the top down has so far had limited utility, and to date little enthusiasm has been shown for 'bottom up' initiatives. Training is likely to be very important, but stronger leadership and greater incentives to change ingrained patterns of behavior at the local level is also required. Station commanders who are reluctant to back such reforms set a bad example for more junior officers. No one can doubt the benefits of more open, positive lines of communication, and the need to leave behind the current confrontational relationship between the police and public, but in Burma's case the prospect of 'fostering collaborative police-community partnerships that use a problem solving approach to respond to the public safety needs and expectations of the community', as recommended by the textbooks, is currently slight.

Ultimately, police reform in Myanmar will depend on a high level of public trust, something which at present is sadly lacking. This is likely to be the case for some time. Symbolic and superficial measures are a good start, but substantial and sustained changes are required, notably in the force's professional culture and observable behavior. This is particularly important at the local level. For, as Donald Greenlees has written, 'it is in the performance of mundane duties that the role of the police can have the greatest impact in either strengthening or undermining democracy'.' Also, there needs to be greater effort by local police to connect with their neighborhoods. For only then will there be a real shift in community attitudes. By the same token, as policemen live and work among the civil population, their faults are on display for all to see. Continued reports of police brutality and corruption will not only undermine efforts at police reform but also public confidence in the government's wider reform program.

3.4 International Cooperation in Criminal Law Matters

International travel and transactions are becoming increasingly commonplace which adds a new dimension to the enforcement of criminal laws. Many ordinary people have been put at risk of being victimized by international criminals as the Internet has made it easier to perpetrate crime across borders. The fight against terrorism is a global fight with attacks occurring in the U.S., Asia and Europe.

Several treaties and international conventions exist that provide for cooperation between different countries in criminal matters. Some of these treaties are bilateral, meaning they are just between two countries, like extradition treaties. Other treaties, like the North America Free Trade Agreement (NAFTA), are multinational and involve the participation of several countries. The international agency Interpol also works to coordinate information and resource sharing between member nations about criminal matters that involve more than one country. Membership in Interpol is contract-based and the member countries set up a National Central Bureau (NCB) staffed by their own law enforcement officers to facilitate information-sharing among other member countries.

There are many ways to adjudicate crimes the involve more than one country. If the parties responsible for committing the crime flee to another country, the country where the crime was committed may request the criminals be extradited to face charge. On a large scale, if the offender is a country that hasn't followed through on its obligations under international treaty, the country may be held accountable and punished with fines, trade sanctions or other measures.

There are two international courts that have been created for very distinct purposes the International Court of Justice (ICJ) and the International Criminal Court (ICC). The ICJ is part the United Nations and was established in 1945. Its sole purpose is to settle disputes between states. Individuals are not permitted to submit complaints to the ICJ.

The ICC in an independent international body established by the Rome Statute in 1998. To date, 105 countries are signatories to the treaty and have accepted the jurisdiction of the ICC. The ICC will hear cases submitted by individuals making claims against another party for crime against humanity, genocide and war crimes. Presently, the U.S is not a signatory to the ICC treaty.

The survey course the area of South Okkalapa Township in Yangon city there have yearly cores of crime condition during 2015 to 2029.

3.5 Effectiveness of Community Policing in Myanmar

In 1995 the People Police force was reformed the Myanmar Police Force (MPF) and a Myanmar police force Disciplinary law was promulgated. At the same time, am attempt was made to introduce aspects of the community based policy model. The force doctrine and training program have been changed to give even greater attention to community based policy which awards a high priority to cooperation with the civil population in addition to pursuing the five objectives of community policy, the service delivery partnership, problem

solving empowerment, autonomy and accountability. This process will need to be managed carefully, to avoid exacerbating political racial and religious tensions from the row vaguely from discredited policy of strangers policing strangers. It is also keeping with modern community based policy models in which close relationships between the police and civil population are actively encouraged. As the community policing expands and assumes a greater role in internal security of law and order. For these reason and other reforms to have any real and lasting to undergo a profound change in its professional culture. In conclusion the community policing model currently being promoted by western governments, international organization and criminologist demands other kinds of psychological changes.

Table (3.1) Yearly Cases of Crime in South Okkalapa Township

No.	Types of Crime	2015	2016	2017	2018	2019	Total
1	Murder	2	5	5	2	1	15
2	Dacoit	-	-	-	-	-	-
3	Robbery	1	-	1	2	-	4
4	Kidnap	-	-	-	-	-	-
5	Rape	1	1	6	5	1	14
6	Burglary	1	-	-	-	-	1
7	Theft of Animal	-	-	-	-	-	-
8	High Treason	-	-	-	-	-	-
9	Weapon	-	-	-	-	-	-
10	Unlawful Association	-	-	-	-	-	-
	Total	5	6	12	9	2	34

Source: Myanmar Police Force (2019)

Table (3.1) Illustrate the indicators of yearly cares of crime in South Okkalapa Township. The cares of crime is measured based on mine indicators. They are (1) murder (2) Robbery (3) Kidnap (4) rape (5) Burglary (6) They of animal (7) high treason (8) Weapon and (9) unlawful association respectively.

CHAPTER IV
SURVEY ANALYSIS

4.1 Survey Profile

A survey is conducted in South Okkalapa Township where it is located in the eastern part of Yangon Region. The township comprises 13 wards, and shares borders with North Okkalapa Township in the north, North Dagon Township in the east, Yankin Township in the west, and Mayangone Township, and Thingangyun Township in the south. South Okkalapa was one of the satellite towns established in 1959. Its total area is 7.70 km^2 and total population is 236.844 in 2017. The township has 31 primary schools, 8 middle schools and 5 high schools.

The case study will looks into the process of strategic palming and implementation in Myanmar Police force station in south okkalapa township. Myanmar Police force is endowed with vast resources in terms of the human, physical, financial and legal resources allocated to it to facilitate crime prevention and detection and enforcement of law and order. In addition the concept of community policy is men in South Okkalapa Township and it will be useful to find out how variable the implementation of this strategy will be especially because of the conservative mature of the Myanmar Police force in its operations and the 21didity of it organizational structure.

4.2 Survey Design

In this research a descriptive survey was used in data collection and analysis. The researcher chose descriptive survey research design because it is financially less demanding and it does not demand much in terms of time. The population in this study comprised of South Okkalapa Township Policing area community who are between the ages of twenty (20) and seventy (70) years and who have stayed in South Okkalapa Township permanently for at least five years. The researcher employed interviews and questionnaires to collect data. Questionnaires are developed with open and closed ended questions and information is gathered without

having to make appointments as the questionnaires are filled with the respondents at their own time.

The researcher used stratified random sampling method to arrive at a sample. The sample of this research was 156 respondent which include 146 dwellers and 10 police officers) A questionnaire is a structured document that contains questions which require responses to from subjects.

4.3 Survey Findings

This chapter focused on presentation, analysis and interpretation of findings. The collected data was analyzed quantitatively through various analytical tools including tables.

4.3.1 Demographic Information

The data con concerning the personal attributes of respondents was collected. This was done in order to get a better understanding of the respondent's background. The demographic data collected was tabulated as follows:-

Table 4.1 Demographic Information of Respondents

Variable		**Number of respondents (n=146)**	
		Frequency	**Percentage (%)**
Sex	Male	108	74
	Female	38	26
	Total	**146**	**100**
Age	20-29 Years	23	16
	30-39 Years	53	36
	40-49 Years	35	24
	50-60 Years	35	24
	Total	**146**	**100**
Education Level	Primary School Level	24	16
	Middle School Level	42	29
	High School Level	48	33
	Graduate Level	32	22
	Total	**146**	**100**
Current Occupation	Government Employed	47	32
	Private Sector Employed	39	27
	Self Employed Area	60	41
	Total	**146**	**100**
Residential Area	High Density Area	30	21
	Low Density	24	16
	Estates	30	21
	Communal Area	48	33
	Other	14	9
	Total	**146**	**100**

Source: Survey Data, 2019

(a) Gender Profile of Respondents

The above statistical data indicates that of the 146 participants who actually responded to either questionnaires or interviews distributed, 74 percent were males while 26 percent were females. A random sampling method was used to select respondents hence this had no bearing on the objectives of this research.

(b) Age Profile of Respondents

The statistical data on Table 4.1 above indicates that the age group '30 to 39' years had the highest representation of 36 percent, (n=53).

(c) Level of Education Status

Education people are more aware and more concerned with reduction of crime. Higher education impacts positively on knowledge of Laws, Rules and regulations. The survey data shows that from 146 respondents, the majority of the respondents, 32(22%) were graduate level, followed by High School Level, 48(33), 42(29%) were middle school level and while 29(16%) were primary school level respectively.

(d) Current Occupation

Table 4.1 above denotes that self-employed respondents constituted the highest frequency, with a percentage representation of 41 percent, (n=60).

(e) Residential Area

The bulk of the respondents, occupying 33 percent (n=48), as shown in table 4.1 above, were from the communal areas. The high density and Estates Areas share the second highest with 21 percent each while 9 percent were from other places.

4.3.2 Knowledge on policy of the Respondents

(a) Knowledge of Community Policing

There is need to knowledge of community policing this will help the public understand the benefit of the concept and their role in community policing.

Table 4.2 Knowledge of Community Policing

Variable	Number of the Respondents	Percent	Mean
Much Knowledge	30	31	2.84
Average Knowledge	78	53	
Little Knowledge	23	16	
No Idea	15	10	
Total	**146**	**100**	

Source: Survey Data, 2019

The statistical data on Table 4.2 above denotes that 53 percent of the respondents had average knowledge of community policing. The Department Against Transnational Crime (DATC) states that increased levels of community participation in crime reduction and prevention efforts is another indication of community policing success. Community members will not act if they are afraid or suspicious. Community members should become more willing to work with the police in a variety of ways, ranging from converting abandoned buildings to community assets to involving police actively in neighbourhood watch groups. They might also be more comfortable providing information on criminal activity in the area.

(b) Knowledge of Crime Rate

The objective was tackled by six different variables as present in table (4.3). The result in the table are expounded and discussed below.

Table 4.3 Knowledge of Crime Rate

Variable	Number of the Respondents	Percent	Mean
Very High Level	-	-	3.82
High Level	14	10	
Moderate Level	92	63	
Low Level	40	27	
Very Now Level	0	0	
Not Sure	0	0	

Source: Survey Data, 2019

The majority of respondents in Table 4.3 above, occupying 63 percent indicated that crime rate was moderate in their area. A community policing pilot project that started in 2016 in Myanmar as a field test was evaluated after two years. The findings were very encouraging. It was found that perceived crime problems had decreased significantly, robbery and auto theft declined, residents had more positive attitudes towards the police and police supervisors involved in the study were more optimistic than their counterparts about the impact of community policing. In the same, crime rate in the study area, particularly crimes of concern (stock theft, theft, unlawful entry and theft and Parks and residence) decreased significantly in the past two years.

(c) Knowledge on Community Policing Initiatives being implemented

The research heed knowledge on community policing initiative bench implemented there was eight problems as follows.

Table 4.4 Community Policing Initiatives Being Implemented

Variable	Frequency (n=146)	Percentage (%)
Community Relations Scheme	146	100
Neighbourhood Watch Scheme	146	100
Ward Administer	146	100
Crime Consultative Committees	132	90
Junior Police Call	114	78
Police Constabulary	146	100
Suggestion Boxes	122	84
Construction of Bases and Posts	120	82

Source: Survey Data, 2019

The statistical data on table 4.4 above depicts that Community Relations Scheme, Neighborhood Watch Scheme, ward Administer Scheme and Police Constabulary, each occupying 100 percent, enjoys universal appeal among respondents. It is indicated that implementation plans vary from agency to agency and from community to community. The most appropriate implementation method will depend, in part, on internal and external conditions facing the agency. In study area, for example, community policing came into the community that was ripe for change at the time when confidence in the police was low, hence implementation of the initiatives in table 4.4 above was not difficult.

(d) Preparedness to Report a Criminal Activity Perpetrated in Respondent's Presence

It is provides preparedness to report a criminal activity. The researcher intended to access the respondent prepared to respond or not respectively.

Table 4.5 Respondent's Preparedness to Report Criminal Activities

Variable	Frequency (n=146)	Percentage (100%)
Prepared to report	136	93
Not prepared to report	10	7

Source: Survey Data, 2019

The results in table 4.5 above reveals that most respondents (100 percent) are prepared to report a criminal activity perpetrated in respondent's presence. The survey received responses from 460 residents and out of that 30 percent would be willing to work with the police to solve neighborhood problems.

The number and type of problems reported and solved, and the creativity and scope of the solutions will provide a way to measure community policing's effectiveness. Not all of the problems will involve criminal activity, and many will not even be considered a priority by the police agency. However, where serious crime is not involved, the concerns and fears of community members should order the priorities of the police.

(e) Roles of Community Policing in Crime Reduction

The research sought to measure the extent to which individual were the role of community policing in reducing crime as the broadest level.

Table 4.6 Roles of Community Policing in Reducing Crime

Variable	Frequency (n=146)	Percentage (%)
Community Policing is achieving its intended results of reducing criminal activities.	120	82
Community Policing not achieving its intended results of reducing criminal activities.	26	18
Not sure	00	00

Source: Primary Data

Findings in Table 4.6 above shows that 82 percent respondents believed that community policing plays significant roles in crime reduction. According to the Criminal Investigation Department in community policing, the problem-solving process is dependent on the input from both the police and the community. Problem solving can involve eliminating the problem entirely, reducing the number of

occurrences of the problem, reducing the degree of injury per incident (e.g during robbery), improving problem handling and manipulating environmental factors to discourage criminal behavior (e.g collaborative efforts to add better street lighting). Findings in table 46 above therefore depicts that community policing is effective in the Eastern District.

(f) Factors hindering the Crime Fighting Initiatives Results

The research interest to knowledge whether the participant had crime fighting factors hindering in the study area.

Table 4.7 Factors hindering the Crime Fighting Initiatives Results

Variable	Frequency (n=146)	Percentage (%)
Shortage of resources in the Organization/ Department	120	82
Economic Hardships in the study area	132	90
Regional and inter district migration of people	70	48
Lack of medication on police-officer	65	45
Fast-changing technology	85	58
Political influence	92	63
Poor communication system	83	59

Source: Survey Data, 2019

Factors hindering crime fighting initiatives

In Table 4.7 above, shortage of resources in the police organization, economic hardships hitting the study area, as well as regional and intra-district migration of people (representing 48 percent each) were identified to be the major hindrances to crime fighting initiatives in the district. Research evidence from police departments where community policing activities were implemented indicated that it ‘has not led to increased problems of corruption or misbehavior as some critics predicted, or as others are still claiming will happen.

(g) Methods of Enhancing the Effectiveness of Community Policing

The research had on interest in knowing the effectiveness of Community policing. These was seven problem as follows.

Table 4.8 Ways of Enhancing the Effectiveness of Community Policing

Variable	Frequency (n=146)	Percentage (%)
Elimination of corruption and increasing transparency on all police operations.	127	87
Elimination of political polarization in communities and ensure nonpartisanship of police officers.	109	75
Proper coordination and supervision of all community policing initiatives.	146	100
Avail financial resources.	146	100
Creating public awareness to community policing.	146	100
Creating an understanding of the assumption of community policing initiatives amongst police officers	132	90
Resuscitation of community policing structure.	133	91

Source: Survey Data

Findings in table 4.8 above depicts that the majority (87 percent) of the respondents believe that community policing can be made better or more attractive by properly coordinating and supervising community policing initiatives, availing financial resources and creating public awareness to community policing much of the resistance against community policing is rationalized on the basis of high cost and on effectiveness and efficiency issues.

(h) Alternative Measures to Community Policing

The research sought to measure to community policing. These was four statements as follows.

Table 4.9 Alternative Measures to Community Policing

Variable	Number of the Respondents	Percentage
Stiffer Sentencing of convicts	74	32
Informer intelligence led policing	23	16
Problem oriented policing	16	10
Policing coercion	33	22

Source: Survey Data

The statistical data on Table 4.9 above indicates that the largest number(n=74) (51 percent) of respondents believe that giving severe punishment/ stiffer sentencing of offenders is the most appropriate alternative to community policing. However, police has little control over this alternative as it is not a method of enforcement but falls under the justice system. Aggressive policing enforcement where controlling crime is attained through strict enforcement of law may be adopted by police. However, the method and argued that it leads to abuse, discrimination and violation of civil liberties.

(i) Police Officer Views on the Effectiveness of Community Policing

In this section, primary data gathered from the police officers of various ranks has been summarized, analyzed and presented by way of percentages. A sample of 25 respondents, 1 Police Major General, 2 Police Colonel, 2 Police Majors, 4 Police Captains, 2 Police Lieutenant respectively.

Table 4.10 Perception of Crime Rate

Variable	Frequency(n=10)	Percentage (%)
Very high	2	20
High	6	60
Moderate	2	20
Low	-	-
Very Low	-	-
Total	10	100

Source : Primary Data

The statistical data on table 4.10 above depicts that perception of crime rate, 20% of the respondents perfected very high, 60% were high and another 10 % were moderately.

Table 4.11 Community policing strategies are being implemented

Variable	Frequency	Percentage (%)
Community Relation Scheme	6	60
Home Officer Scheme	4	40
Neighborhood water Committees	2	20
Police Constabulary	4	40
Crime Consultative Committee	2	20
Construction of base and post	6	60

Source : Primary Data

The statistical data on table 4.11 about depicts that community strategies, this indicated policing strategies are implemented among respondents. Most of the respondents are related community relation scheme and construction of base and post respectively.

Table 4.12 Community policing in achieving

Variable	Frequency	Percentage (%)
Yes	10	100
No	-	-
	10	100

Source : Primary Data

The results in table 4.12 above reveal that most of respondents (100) percent are think community policing is achieving its intended results in fighting crime respectively.

Before community policing is implemented the number of the members of the Myanmar Police Force require requisite training and resources. Ask whether they were ready in terms of training and resources for the implementation of the community policing strategy. The conclusion based on the research question and their managerial implication are discussed here under;

Majority of police officers are Satisfied with their job and their current duty station. Community policing concept is well understand by a majority of police officers and most officers prefer community policing to be placed under the general duties section respectively.

It is claimed that "justifying police and what they do has always been problematic is democracies". If there was a democracy where no crimes are committed them we would not need any police. However, as long as crime is on the increase it seems that how abiding citizens will have enough reasons to justify the need for police in their country and communities.

Findings from this study indicated that 100 percent of the communities in South Okkalapa Township in Yangon City acknowledged that community policing is achieving its intended roles, hence the researcher agree with satisfaction level. Too many critics have the tendency to dismiss, as worthless, any community policing ideas that do not have an immediate effect. However, it is reminded us that the

effectiveness of the police is largely determined by external factors. These include the nature of the laws the police must enforce and the support and involvement of the public. According to the discoveries of this chapter, community policing plays a very important role in crime reduction.

CHAPTER V
CONCLUSIONS

This chapter covered the summary of research findings presented in the previous chapter. It also outlined the conclusions from the research findings as it analyzed each objective so as to come up with the conclusions. The chapter wound up by making appropriate recommendations.

The research findings from the study were:

5.1 Findings

It was revealed that the crime rate in the South Okkalapa Township was moderate as opposed to the allegations which prompted this research. Information about crimes of concern (stock theft, theft, unlawful entry and theft, parks and residence offences) based largely on the period ended 2017 and 2018 showed that crime trend was on the decrease. It would appear that the findings were in contradiction position on community policing was that there is little evidence that it enhances community processes in ways that would be expected to subsequently reduce fear, disorder, and crime.

The majority of residents South Okkalapa Township in Yangon City have average knowledge of community policing initiatives being implemented by the police in the district. It is propounded that community policing changes the attitude of police towards the community in terms of service provision. In their ideology, community set agendas of the policy and community, hence increasing their knowledge.

In addition, South Okkalapa Township police has implemented initiatives such as community relations scheme, neighborhood watch schemes, Ward Administer scheme, crime consultative committees, junior police call, police constabulary, suggestion boxes as well as construction of bases and posts.

Moreover, it was discovered that the bulk of people in South Okkalapa Township are prepared to report any criminal activity that may be perpetrated in their presence, whether it directly affects them or not.

Furthermore, results seem to suggest that community policing plays a unification role (unites the police and public) and enhances unit in a bid to achieve one goal that is reducing crime. Results also suggest that the system has achieved its intended roles in reducing crime in the district, with sustained implementation, and measurable effects on crime, public opinion, citizen involvement, problem solving, and community's views about neighborhood problems.

Here are some of the activities, being implemented in South Okkalapa Township according to the findings from this research:

Citizens attend police-community meetings, Citizens participate in neighborhood watch, Citizens help police identify and resolve problems, Citizens serve as volunteers within the police agency, Police hold regular scheduled meetings with community groups, Police have interagency involvement in problem solving, Police have youth programs, Police have victim-assistance programs, Police use regulatory codes in problem solving, Police Force do geographically based crime analysis.

These most common activities denote a positive picture of citizen participation, partnerships, outreach, problem solving, and organizational change in place in South Okkalapa Township in Yangon City.

Results from this study indicate that shortage of resources in the police organization, economic hardships hitting the district - as well as regional and intra-district migration of people occupy the top rank factors that hinder the initiatives from achieving the intended goals.

The research revealed that amongst the many ways that can be employed, proper coordination and supervision of all community policing initiatives, channeling funds and other resources towards the system and creating public awareness to community policing are the major ways of enhancing the effectiveness of community policing.

It would appear that most people in the study were for aggressive policing enforcement (policing by coercion). Though with criticism, aggressive policing enforcement has been voted to be the only alternative that may be effective in policing. While it is not a law enforcement strategy, giving stiffer sentencing to

convicts has also been voted for by the people as an effective alternative to community policing.

This study cast confidence on the effectiveness of community policing. The study found out that crime rate in the district was moderate. Judging from the findings in this study, community policing initiatives are widely known to the community and its strong emphasis on reducing crime resonates, as well as the recent global shift towards crime prevention and pro-active policing.

A close association between knowledge of community policing initiatives and the community's willingness to report criminal activities to the police was also established. This proven relationship represents, in the opinion of the researcher, a vital argument for community policing as it highlights the importance of policing be directed by community needs and priority. The system brings along proven benefits for everyone, including better communication and understanding (citizens can easily voice concerns and officers are dedicated to listen), improved quality of life (helps break the pattern of deterioration and fear), improved police-community relationship, and reduction in crime rates. Basing on the results from the study, it is apparent that community policing is needed to address quality of life issues. Therefore, is that South Okkalapa Township has embraced community policing in the policing methods.

Results suggest that proper coordination and supervision of all community policing initiatives, availing financial resources and creating public awareness to community policing enhances crime reduction.

The researcher is however of the opinion that despite popularity and proven potential benefits in terms of crime prevention and community empowerment, this policing philosophy is rarely implemented to the full. In their overview of community policing it is concluded there were still continuing challenges remaining for community policing implementation: building community partnerships; making the system an integrated approach to policing with other complementary policing strategies; and the need to strengthen research into community policing strategies to determine its effectiveness. Another challenge faced by implementers is the increase of civil litigation against police. Community policing requires significant financial and organisational investment, and these are difficult to come by, according to the researcher's opinion and findings.

It is essential that police officers embrace aggressive policing enforcement (coercion), problem oriented policing, and/or intelligence led policing as alternative to community policing. The study also revealed that the majority of respondents in South Okkalapa Township were for the imposing of stiffer sentencing of convicts. The researcher's argument is also for the same point given by the respondents.

5.2 Recommendations

Against this background, the researcher recommends that whatever authority police officers may garner in their capacity as vocational professionals, community policing should be given priority in South Okkalapa Township as more benefits are attached to it than any other policing strategy.

This study recommends that there must be an effective administrative commitment that provides on-going, consistent support for reallocating resources, amending policies and procedures, and experimentation with new ideas.

It is essential that police officers, whether administrators (officers) or lower rank members, receive education on the merits of community policing. Literature review revealed that, by having partnership between police and local academic institutions like a university, as is the case at Zeebin Gyi Training institute there would be the breadth of expertise in police practices and police administration, judicial procedure, domestic violence and organized crimes.

As the community policing strategy garner support, it can be recommended that police should listen to those who raise valid objections or provide valuable suggestions. Also recognize, on the other hand, that some who resist will be motivated primarily by emotional or personal issues. In these cases, police may: continue to encourage changed attitudes, ignore or avoid resisters, wait obstructionists out until they lose their influence, or try to further solidify relationships with political leaders or citizens who do support the initiative.

There is need to educate the public on community policing. This will help the public understand the benefits of the concept and their role in community policing so as to reduce possibility of unconfirmed reports with malicious intensions.

Community policing being an initiative that will cover the entire police force, there is need to involve the entire police force particular in monitoring and evaluation of the implementation of the strategic plan.

The impact of crime to society is the same irrespective of magnitude or nature. Community policing implementation should be placed in all units since the ultimate objective of the police force is one irrespective of the unit. There is however need to develop an appropriate institutional framework to facilitate effective implementation.

An understanding of the law by the general public is important for their appreciation and respect of police work. It was the feeling of police officers that the general public is not well conversant with the law of this country. This may be true considering that law is in general not taught in education system with the exception of those pursing law as a profession or those pursing business related programmers. For community policing to be effectively implement members of the public need to identify lawbreakers and inform the police, this is only possible if they understand the law.

There is therefore need to create public awareness on the rule of law. This can be done through public media, civil, society, Provincial administration, churches and schools. More importantly legal studies should be introduced in school curriculum starting from primary schools to institution of higher learning.

There have been significant changes in the South Okkalapa Township and different types of crimes evolving everyday. These require police officers to regularly updated their knowledge and skills. New areas such as community policing, customer care, public relations, computer applications and human rights are now important in police work. Members of the public are also increasingly becoming aware of their legal, constitutional and human right. This makes traditional policing no longer tenable.

Appropriate and relevant training programmes should be developed and all serving police officer made to attend them as a matter of policy. A relevant curriculum should be introduced in the basic training of new police recruit. The basic training curriculum should also be review regularly to keep it relevant to the prevailing situations.

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APPENDIX 1

QUESTIONNAIRE

SECTION A:

Demographic Information

1. What is your age?

20 – 29 years	
30 – 39 years	
40 – 49 years	
50 – 60 years	

2. What is your sex?

Male	
Female	

3. Education Status

Primary School Level	
Middle School Level	
High School Level	
Graduate Level	

4. What is your current occupation?

Employed by the government	
Employed in the Private Sector	
Self employed	

5. Where exactly do you stay in?

High Density suburbs	
Low Density suburbs	
Estates / Farm	
Communal area	
Other (Specify)	

……

SECTION B:

VIEWS ON THE EFFECTIVENESS OF COMMUNITY POLICING ON CRIME REDUCTION

1. What is the rate of crime in your area?

Very High	
High	
Moderate	
Low	
Very low	
Not sure	

2. Which community policing initiatives are being implemented in your area?

Community Relations Scheme	
Neighbourhood watch Scheme	
Home Officer Scheme	
Crime Consultative Committees	
Junior Police Call	
Police Constabulary	

Other (Specify)

……

3. In the event that a criminal activity has been perpetrated in your presence, are you prepared to report to the police?

Yes	
No	

4. If your answer is no, what is it that discourages you from doing so?

   ……

   ……

   ……

   ……

5. Do you think community policing is achieving its intended results of reducing criminal activities in your area?

Yes	
No	
Not sure	

6. If your answer to question 9 is **NO**, what do you think the police should do to enhance the effectiveness of community policing?

   ……

   ……

   ……

   ……

   ……

7. In your opinion, what do you think is hindering the crime fighting initiatives from achieving the intended results?

   ……

   ……

   ……

   ……

   ……

8. What are the alternative measures to community policing which you think can be put in place to help curb criminality in your area?

   ……

   ……

   ……

SECTION C:

POLICE VIEWS ON THE EFFECTIVENESS OF COMMUNITY POLICING.

1. What can you say about the rate of crime in your area?

Very high	
High	
Moderate	
Low	
Very Law	
No idea	

2. Which community policing strategies are being implemented by the police in your area?

Community Relations Scheme	
Home Officer Scheme	
Neighbourhood Watch Committees	
Police Constabulary	
Crime Consultative Committees	
Construction of bases and posts	

Others

(Specify)…….

3. Do you really think community policing is achieving its intended results in fighting crime?

Yes	
No	
Not sure	

4. In your opinion, what are the challenges faced by the police in the implementation of community policing?

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5. What do you consider can enhance the effectiveness of community policing?

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6. Besides community policing, what else do you think can help reduce criminality in communities?

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……
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Thank You