



An Assessment of Community Policing Concept Value and Contribution to Safety and Security: A Case of Lilongwe District

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ABSTRACT

In recent years, the movement in Malawi towards social work has gained momentum as police and community leaders search more effective ways through community policing to promote public safety and enhance the quality of life. Previous research did not dwell much on value and contribution of community policing concept to quality life by examining the core capabilities to promote competitiveness. In view of the above, main objective of the assignment was to assess the value and contribution of community policing concept to safety and security in Lilongwe district, Malawi. Mixed Methods Research interweaving qualitative and quantitative data so that research issues are meaningfully explained. The population covered community policing coordinators, members of Civil Society Organizations, traditional leaders and community policing members. The findings indicated inadequate core capabilities for community policing competitiveness. It was recommended that government and donors improve core capabilities in community policing thereby effectively contributing value to safety and security of resident of Lilongwe district. Core capabilities such as physical, human and financial affect quality service delivery in community policing services branch. Absence of enforceable pieces of legislation both internal and external environment of police leads to concept implementation hiccup thereby sustaining weak community policing structures

1. INTRODUCTION

This study investigated the value and contribution of community policing concept towards achieving effective safety and security in Lilongwe district, Malawi. The main objective of the assignment was to assess the value and contribution of community policing concept to safety and security thereby contributing towards improved livelihood and social economic development in Lilongwe, Malawi. It was designed to examine gaps mainly core capabilities in the implementation of community policing concept in order to recommend solution to improve quality of the concept in Malawi. Overall, the strategy used in the research was for use by community policing practitioners and members of the general public including traditional and opinion leaders within Malawi. The findings were meant to increase knowledge, capacity, and understanding among police officers, members of the general public, involved in community-based policing in the country thereby also contributing to safety and security of all people in Malawi. It is envisaged that changes in policy framework will affected apart from operational effect of the research findings to accommodate recommendations. The paper presents the study background, methodology employed in the research and reviewed literature. The paper finally discussions on study findings, recommendations and conclusion.

1.1 Main aim of the study

The main objective of the assignment was to assess the value and contribution of community policing concept to safety and security thereby contributing towards improved community policing approach in Malawi.

1.2 Specific objectives

Specific the research study was conducted to achieve following objectives:

- a) To examine the current state of community policing programme for Lilongwe police station to create safety and security of all people in Lilongwe
- b) To find out the constraining factors that lead to lowering quality of community policing programme in the district of Lilongwe.
- c) To examine possible measures that should be taken to improve contribution and value of community policing concept towards safety and security
- d) To disseminate findings and recommendations to key stakeholders

In view of the above, this study therefore was set out to review the current status of community policing programme so as to align to current legal and regulatory framework as well as changing and emerging trends in safety and security. The aim is to improve police performance and in the long run to enhance the protection of crime including promotion of child rights. The scope of the study has been limitless to the role, challenges, prospects and approach to community policing concept implementation in Lilongwe district.

2. BACKGROUND

Today, policing is not just enforcing the law anymore; on the contrary, it is a part of the social work practice. In many countries Malawi in particular. Demands for a professional and accountable police service in Malawi have led to a number of reforms since the country's democratization in 1994, reorienting the force from political control to community service (Nyirongo, 2021; Buliyani, 2022; Monjeza, 2021; Masiye, 2021). Since the advent of multiparty democracy in 1994 several institutions have organized, conducted and supported countless capacity building interventions to prepare the Malawi Police Service (MPS) for more effective, accountable and participatory policing in order to render quality service to members of the community. The fact that community policing was introduced almost simultaneously with the advent of democratic rule gave it an added significance. Community policing was regarded by local communities as the style of policing that would replace authoritarian policing (Scharf, 2001)

The Malawi Police Service Child Protection Policy and Procedures (2020), emphasizes that Community Policing members shall have a duty to inform its members that where an arrest of a child is made by them or any member of the community which constitutes a citizen arrest, then such arrested child should be brought by that person to a police officer or to the nearest police station or court as soon as it is practicable to do so, but not later than twenty-four hours after such arrest. As a matter of fact, protecting the vulnerable populations of abused children, women, old adult and dealing with the mentally ill on the streets and homes has always been a matter for the police globally (Musuguri, 2018) Constitutionally, the MPS has the mandate to provide protection to the public from crime endangering public safety. It is also there to protect rights of persons in Malawi. It carries out these functions as further elaborated and specified under section 4 of the Police Act, 2009 (the Police Act).

Despite the effort, the turbulent wave of hostility between police and member of the community resulted into vandalism of lower police formations thereby derailing normal policing activities. Spontaneous civil disturbances and demonstrations primarily related to governance and economic issues before presidential election re-run culminated into increased crime trends mainly in Lilongwe. Generally, the pre-election and post-election events soured relationship between police and members of the general public. Some parts of Lilongwe district such as Msundwe, Mitundu and Mpingu continue to generate enormous public fear of crime due its detachment from routine police presence. Lilongwe Police Station continue to grapple with the depth and breadth of violence against children, gender based violence and crime in general. On the other hand, there has been observable loss of community trust on police which resulted into torching of some police formations contributed towards hardening access of essential service provision to some areas. According to Central West Police Headquarters Annual Report, the station registered 3977 criminal cases in the year 2021 compared to 3818 registered in the year 2020 representing an increase by 4% (Anon., 2021). The increase in crime in Lilongwe has among other issues as a result of inactive community policing structures and absence of police visibility in crime prone areas

The study has strived to dwell much on the internal and external environment of community policing to test availability of core capabilities to make community policing concept competitive. In order to simplify the work, the researcher has investigated internal and external environment of community policing. *The internal environment* includes all elements that are endogenous to the organization, which are influenced to a great extent and totally controlled by it. The study of the internal environment of Community Policing Branch must answer all resource related questions, solve all resource management issues and represents the first step in drawing up the mean to offer value. All these components are making up a "value chain"; (Porter, 1985). The external business environment comprises of factors that make up a complex, heterogeneous structure, consisting of a network of exogenous variables matched by the own resources of the company endogenous variables. The marketing environment consists of two main components: the micro-environment and the macro-environment (Balaure 2003:75).

3. LITERATURE REVIEW

The definition of community policing has been a subject of much scholarly debate. It is a term, just as any other term, which has been defined variously by different authors. Trojanowicz and Bucqueroux (1994) characterized community policing as a philosophy and an organizational strategy that promoted cooperation between community members and the police. They defined it as a philosophy of full service policing, where the same officer patrols and works in the same area on a permanent basis from a decentralized place, working in a proactive partnership with citizens to identify and solve problems.

(Wilson, 2006) stresses that community policing is based on the concept that police officers and private citizens working together in creative ways can help solve contemporary community problems related to crime, fear of crime, social and physical disorder, and neighborhood conditions.

Problem solving is the process of engaging in the proactive and systematic examination of identified problems to develop effective responses that are evaluated rigorously (Balcha, 2014). It is also an analytic process and strategy for identifying and prioritizing in a collaborative manner to solve the specific problems of the community and its causes (Bullock & Tilley, 2003:143-5). Thus, problem solving is another distinctive feature of community policing.

Community policing is characterized by Community partnership, which means adopting a policing perspective that exceeds the standard law enforcement emphasizes (Weerdmeester, 2017). Community policing encourages the police and other agencies to develop partnerships with community for constructive information sharing and effective policing activity. As Lab (2004:201) says 'partnerships appear under a variety of headings and involve police in a wide range of capabilities to address specific problems.

4. RESEARCH METHODOLOGY

4.1 Research Design

In this study, a cross sectional design was quantitative in nature because it was flexible in both quantitative and qualitative data collections. It involved descriptive type of designs to establish whether the changes in the independent variables affect the dependent variable (Kothari, 2004). According to (Marczyk, 2005) Research design stands for advance arrangement of the methods to adopt for collecting the relevant data and the techniques to be used in the analysis. In fact, the research design is the conceptual structure within which research is conducted.

4.2 Study population

The population of this research comprised police working in community policing branch, members of CSO, traditional leaders. Within police all levels of management thus senior and junior police officers, male and female at Lilongwe Police Station were interviewed all totaling to 105.

4.3 Sample procedure

4.3.1 Sample size

Of the total 750 police officers working at the main and lower formations of Lilongwe Police Station, the researcher picked 10% (75) of the total number as a sample through systematic sampling. The sample was categorized into two that is police officers working in urban formations and those operating in rural formations. Using purposive sampling traditional authorities totaling to 10 and 12 members of community policing were selected. In view of the procedure 8 individuals working in the CSOs will included in the sample.

The survey used a questionnaire as the main data collection tool. The rationale for the use of a Questionnaire includes its ability to manage a large sample size within a short time in different locations simultaneously. Secondly, it contains questions that are simple and straightforward, thus making information required to be straight forward, relatively brief and uncontroversial. It creates a social climate that is open enough to allow full and honest responses. Finally, it ensures minimization of observer errors and biases; hence, creating a situation where respondents reveal information about feelings in a way that calls for judgment; and not from facts (Denscombe, 2007).

The FDGs were conducted at different times, depending on the interest and convenience of the focus group participants. The researcher presented interviewees with questions intended to exploit or elicit participants' attitudes, feelings, experiences and reactions on issues related to community policing. The group members were expected to furnish their responses accordingly and the researcher recorded their opinions by using both tape recorder and a notebook. As mentioned for the personal interview, such issues as keeping an interviewee's privacy and willingness to participate were strictly observed.

The literature review was broadly focused on documentary review of the legislative framework for community policing in Malawi including related international conventions that Malawi has ratified and those that may offer guidance on best practices such as the Convention on the Rights of the Child (CRC); national laws such as the Malawi Constitution; Malawi Police Act; Child Care, Protection and Justice Act, Gender Equality Act, Criminal Procedure and Evidence Code, Penal Code, Trafficking in Persons Act and the Malawi Police Child Protection Policy. Research and published works on the subject were also be reviewed.

Finally, a semi-structured interview was also used to supplement the process of data collection. Semis-structured interview is data collection method that combines a pre-determined set of open questions (questions that prompt discussion) with the opportunity for the interviewer to further explore particular themes or responses (Evaluation Toolbox, 2010:01). A questionnaire is defined by Thomas (2011:65) as a written form of questioning defines a questionnaire.

4.4 Theoretical framework

Community policing has always been premised on many theories that have been advanced by scholars to offer an explanation in principle, and pave the way for a point of reference in the academic discussion as well as a point of departure towards implementation initiatives of community policing (Wilson, 2006). Community Policing concept is a recognizable partnership with citizens towards proactive and preventive action, problem-oriented policing, transparency, professionalism and responsibility aiming at ensuring that efforts be invested both by citizens and the police, as well as by other key stakeholders.

Social Resource Theory considers the police as a resource for solving people's problems (including crime) through empowerment and self-help. It starts with a basic observation that in a state run by the people, we must understand how the people conceive of the nature of crime and the role of the police.

On the one hand, the state, views crime as a legal violation while on the other hand, people see it as a set of life experience, and a multifaceted personal problem.

The value chain analysis theory is based on the connection between the company's resources and its competitive position and it explores how these components contribute to the profitability (Porter 1985:121). *The internal environment* includes all elements that are endogenous to the organization, which are influenced to a great extent and totally controlled by it. The study of the internal environment of Community Policing Branch must answer all resource related questions, solve all resource management issues and represents the first step in drawing up the mean to offer value. All these components are making up a "value chain"; (Porter, 1985).

The external business environment comprises of factors that make up a complex, heterogeneous structure, consisting of a network of exogenous variables matched by the own resources of the company endogenous variables. The marketing environment consists of two main components: the micro-environment and the macro-environment (Balaure 2003:75).

The synthesis of the literature here evidences that competitive advantage and organization performance are different constructs with the attainment of competitive advantage predicting strong organization performance. Second, based on Porter's (1980, 1985) research, competitive advantage can come from a firm making a sound decision or sound decisions overtime in relation to its generic position. Firm scale in an industry can be the source of competitive advantage helping the firm to be the lowest cost producer or have proximity to the lowest cost producer while giving greater benefits to customers in the provision of goods and/or services. Third, firms with rare and valuable strategy resources give themselves the best probability of making sound positioning choices, achieving competitive advantage and in time strong organization performance (Newbert, 2008).

Learning organization can be defined as an organization that acquires and transfers knowledge, and then modifies its behavior based on the knowledge (Grünig & Morschett, 2012). A common thread of the definitions encompasses three key components: learning, changing, and improving. The learning aspect includes gaining of new knowledge, continuous learning, learning from mistakes, and learning by all members of the organization (Mullins, 2005). The change aspect includes changes in behavior and changes in the processes used based on the knowledge gained. The improvement aspect includes improvements in individual performance and organizational performance from actions taken as a result of the learned information. Easterby-Smith et al. (1999) describe organizational learning as the process of individual and collective learning that takes place within an organization, whereas the learning organization focuses on the methods and tools to evaluate and improve the quality of learning processes within an organization.

5. RESULTS AND DISCUSSIONS

5.1 Demography of the respondents

The survey targeted sample representatives of police officers working community policing and in other branches, members of community policing, traditional leaders and those working CSOs. The chart below presents the graphic presentation of the respondents interviewed.

5.1.1 The Demographic Characteristics of the respondents by sex

Table 1: Sex of the Respondents

Characteristics	Male	Female	Total	Percentage
Police officers	52	23	75	71
Others	18	12	30	29
Total	70	35		
Percentage	67	33		

The study was conducted using 105 sample respondents. The table above shows that 67 percent of the total sample interviewed were male whilst 33 percent were females. Out of the total number of respondents 75 were police officers representing 71 percent of the total respondents. As compared to the number of male police respondents, the number of female police officers were very low 31 percent. So that needs affirmative action by recruitment of more female police officers to encourage their female house hold counterparts to participate in the implementation of community policing activities.

The Gender Equality Act (2013) provides guidance that notwithstanding anything contained in the Public Service Act an appointing or recruiting authority in the public service shall appoint no less than 40 percent and no more than sixty per cent of either sex in any department in the public service. Malawi Police Station should embark on complying with the statutes so that visibility of women police officers is increased.

5.1.2 Demographic characteristics of respondents by position in community

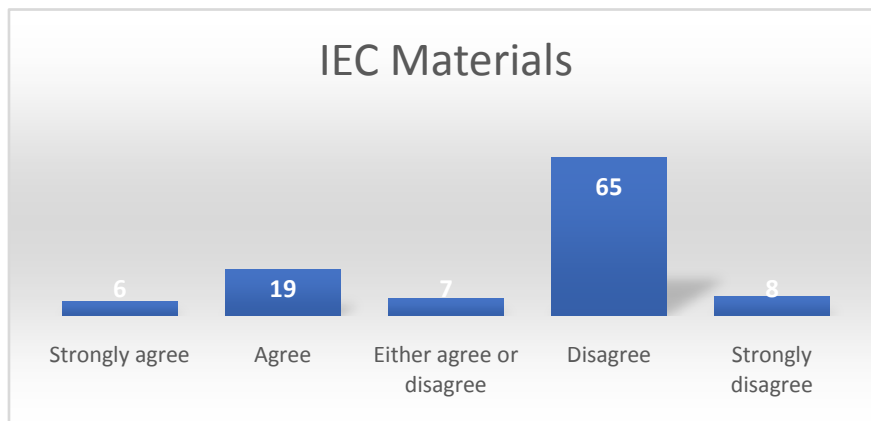
Table 4: showing demographic characteristics of respondents by position in community policing

Characteristics	Frequency	percentage
Community Policing Coordinators	22	21.0
Desk Officers in Community Policing	33	31.4
CSO members	8	7.6
Members of CP Structures	10	9.5
Other Police Officer	20	19.0
Traditional Leaders	12	11.4

The survey concentrated on various key stakeholders that actively take part in the implementation of community policing. Desk officers for community such as child protection, victim support officers and crime prevention officers account for 31.4% followed by community policing coordinators (21%). Other positions interviewed were members of the civil society, traditional leaders and members of community policing structures. The basis of the target group is that community policing is implement to enhance partnership with the community and key stakeholders, hence, value cannot be assessed by targeting police officers. Civilian community is the recipient of the service, they can contribute hugely towards assessing the value of community safety and security.

5.2.3 Availability of information education communication materials in community policing office

Figure 1: Availability of IEC materials in community policing office



During the time of study, 65 respondents expressed disagreement with the extent and quality of information education and communication materials available in police formations with Lilongwe district as depicted on figure 2 above. the researcher's observation perceived that officer's performance was no satisfactory because they were unable to achieve responsiveness, confidentiality and friendliness. Perhaps the inadequacy of rooms to render services to victims of violence against children and women as well as attending to stakeholders and writing reports have affected value of community policing negatively.

5.2.4 Access to motor vehicle to carry out community policing activities

Figure 2: showing responses on access to motor vehicle

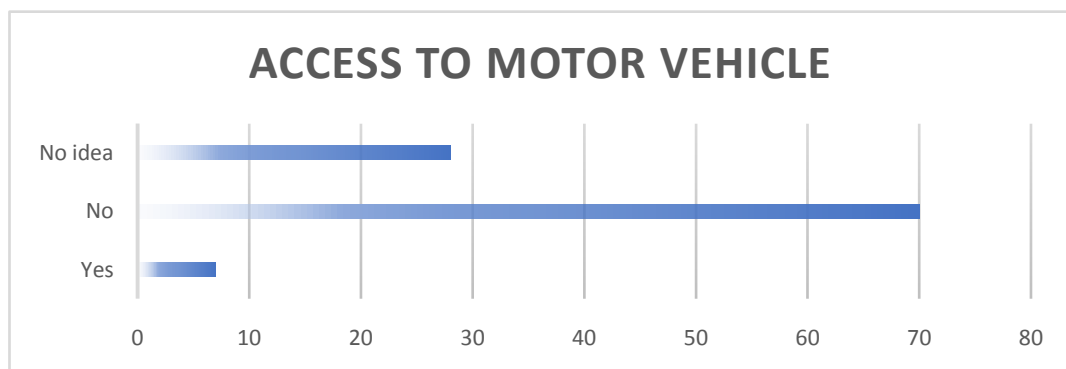
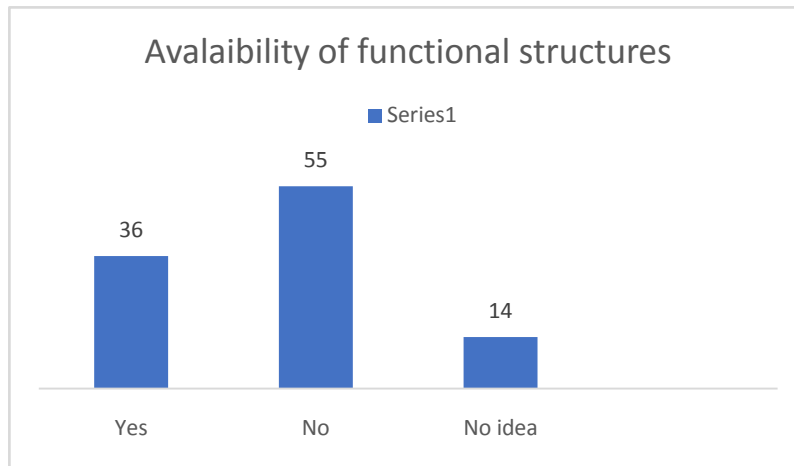


Figure 6 depicts responses on availability of transport for community policing activities. For the value of community policing to be attained improved mobility remains key factor. The finding was meant to probe whether there is transport available to ferry community policing officers. This entails moving to the field conduct meetings, follow up of cases reported by members of community policing and other essential that will emerge to be important on enhancing safety and security. Out of 105 respondents 66.7% indicated that there is no access to motor vehicle for transport.

5.2.4 Availability of functional community policing structures

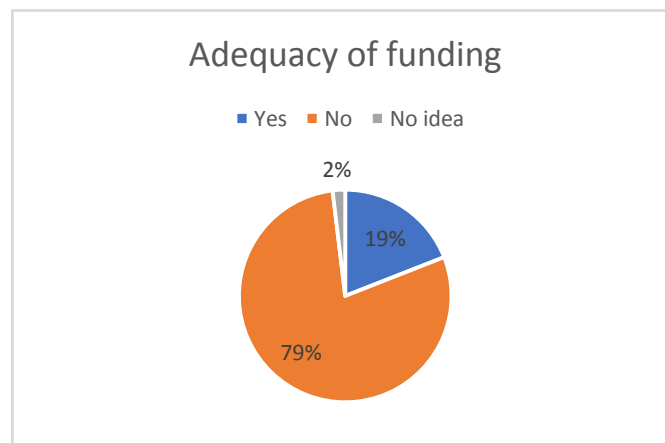
Figure 7: Availability of functional community policing structures



The majority of participants responded on the ineffectiveness of community policing structures according to figure 7 above. The feedback from the participants show that community policing in Lilongwe are inefficient. The findings reveal that there is a lack of cooperation between stakeholders which obstruct effective community policing. Trust between partners is the cornerstone of a healthy relationship and mistrust are evident in Lilongwe may lead to loss of value on safety and security.

5.2.4 Adequacy of funding to carry out community policing activities

Figure 8: Adequacy of funding



According to figure 8 majority expressed the fact that funding is not adequate to carry out community policing activities. The figure shows that 79% expressed dissatisfaction with funding given to community. The main objective of the promote safety and security through enhanced partnership with community and all stakeholders thereby coordinating, synergizing and promoting closer co-operation and integrated planning.

6. DISCUSSIONS ON FINDINGS

6.1. What is the current state community policing capability to contribute towards creation of safety and security?

The researcher probed internal and external environment of community policing to fully investigate current state and its ability to create conducive environment for Lilongwe residents. In Malawi, the minimum standard in terms of community implementation policing were outlined by (Chirwa, 2019) covering roles and responsibilities of police, members of community policing and all other key stakeholders. Internally, community policing must possess their key branches which are: Victim Support, Child Protection and Crime Prevention. Externally, structures available to work in partnership with the police to create safe and secure environment.

The finding on the current state of community policing brings a new contradicting some dimension to Social Resource Theory (SRT) propounded by a Chinese scholar Wong (2008). As further explored by (Dlamin, 2017) SRT considers the police as a resource for solving people's problems (including crime) through empowerment and self-help. It starts with a basic observation that in a state run by the people, we must understand how the people conceive of the nature of crime and the role of the police. According to finding of this research study, Lilongwe Police is able to mobilize the community to work on a good course jointly to create and secure environment. More over the statutes according desk research established that Malawi Police Strategic plan (2019-2024) has emphasized on proactive policing which put community policing as a core intervention. The Plan breaks down the provision in the Malawi Police Service (section 119) which establishes community policing in the laws of Malawi.

In view of the finding it is imperative to maximize engagement of the traditional leaders, members of the CSOs, faith leaders and entire community to ensure proper establishment of structures and promotion of awareness on safety and security. As community policing is within the laws of Malawi, absence of enforceable pieces of legislation both internal and external environment of police leads to concept implementation hiccup thereby sustaining weak community policing.

6.2 What are the constraining factors that lead to lowering quality of community policing service delivery to members of the general public?

The systematic investigation of police establishment and community availability to implement community policing was conducted to assess specific constraining factors. The aim was to explore organizational capability to maximize competitiveness of community policing in order to create safety and security. Despite being established by relevant laws of the land, majority of participants responded on the ineffectiveness of community policing structures. The feedback from the participants showed that community policing in Lilongwe are inefficient. The study established that there is a lack of cooperation between stakeholders which obstruct implementation of effective community policing. Trust between partners is the cornerstone of a healthy relationship and mistrust are evident in Lilongwe may lead to loss of value on safety and security.

The study went further to understand availability of core capabilities such as human, physical and financial resources that can sustain competitiveness of community policing concept in order to render value to members of the community. One common theme which prevails is that at the root of all competitive advantages lies core capabilities (Torkkeli and Tuominen, 2002). Therefore, core competence is a critical strategic tool in understanding the foundation of competitive advantage. Resources to sustain community policing was emphasized by (Jemberu, 2020) in order to keep the concept competitive.

Contrary to previous observations illustrated above and despite infrastructure and mobility to key in the implementation of community policing just like in any other social work activity, the survey has observed that there was insufficient proper logistics and relevant support in form motor vehicle, motor cycles and infrastructure for community policing for effective implementation of its activities. The finding was meant to probe whether there is transport available to ferry community policing officers. This entails moving to the field to conduct meetings, follow up of cases reported by members of community policing and other essential interventions that would emerge to be important on enhancing safety and security. Inadequate rooms for community policing was established to be a critical constraint. The study established that most of the lower police formations did not have rooms to conductively transact community policing business as well as assisting victims of gender based violence, violence against children, trafficking in persons and crime in general.

Human resource as one of core capabilities was found to be inadequate in the Lilongwe Policing area. It is emphasized by (Mullins, 2005) that knowledge, skills, ability and experience are essential qualifications to carry any duty. Though Police had worked on specializing police into various desks for community policing, there was no proper training on new duties and performed duties with effectiveness and efficiency. In view of this, the study respondents proposed that community policing should be included in MPS training Policy because failure to include community policing training in the policy might mean community policing training is not a priority. As a result, skill level of community policing staff might diminish with time. These findings concur with literature on Human Resource Development that states that policy guidelines on training are very critical in human capacity building of any institution. Similarly, this finding lined with the idea of Genest (1996) that education and training play an important role in solving the problem and to enhance personal interaction ability between police officials and members of the community.

Strong community policing structures is a clear indicator of competitive community policing concept. The success of a positive police/community partnership, as with most community oriented initiatives, hinges on the involvement of each stakeholder. This includes, but is not limited to, businesses, schools, churches, city agencies, and individual community members. Research also suggests an important step when forming community-based partnerships is to take into account cultural influences within the community (Colvin, 2014)

Respondents indicated that Government through its Other Recurrent Transaction (ORT) supports the community policing. Majority of respondents indicated that ORT is the major funding source for community policing followed by that of donors. The fact that over half of community policing activities rely on government funding is a weakness because of the pressure that government always have to finance too many activities. Majority of respondents expressed the fact that funding is not adequate to carry out community policing activities. Respondents expressed dissatisfaction with funding given to community. This finding stands contrary to provision in the Malawi Police Policy on child Protection (2014) which encourages resources mobilization for donors to support community policing activities. Furthermore, the US Department of justice in defining community policing stressed that For-profit businesses also have a great stake in the health of the community and can be key partners because they often bring considerable resources to bear in addressing problems of mutual concern. Businesses can help identify problems and provide resources for responses, often including their own security technology and community outreach

6.3 What are the possible measures that should be taken to improve quality of community policing in Lilongwe district?

The overall aim of the research was to assess the value and contribution of community policing concept to safety and security thereby contributing towards improved community policing approach in Malawi. The study investigated the extent to which core capabilities such as physical, human and financial affect quality service delivery in community policing. It was observed that community policing has no purpose-built infrastructure that could contribute towards quality service delivery as evidenced by required number of rooms to ensure privacy and confidentiality of matters. There is need to address the short-fall in order to improve competitiveness of the organization.

The study established that there are inadequate number of specialized officers for quality implementation of community policing activities. There is poor police-community relationship as evidenced by lack of weak community policing structures. The study established that financial resources remain a challenge to meet required level of service to the public. It suggested that donors should continue supporting community policing branch in order to improve its financial capacity. Government should set aside deliberate funding policy towards community policing.

7. SUGGESTIONS AND RECOMMENDATIONS

a. Improved infrastructure and mobility

There is need to improve office space in order to render effective implementation of community activities. According to its establishment community policing works within three main desks which are crime prevention, child protection and victim support unit. It is recommended that each formation should possess five rooms to cater for offices. Community work suits well with motorbikes in order to reach out to most rural areas. It is recommended that a minimum of two motorbikes should be supplied to each police formation to increase mobility of community policing officers.

b. Capacity building for community policing officers

Training is an important aspect for effective and efficient delivery of service. Despite specialization of police officers in various desks of community policing by Malawi Police Service, the study noted that most of the community police officers have not undergone specific training regarding duties and responsibilities regarding community policing. Police should provide adequate training for the community police officers as well as the members of community policing structures.

c. Provide adequate funding for community policing activities

Funding remains essential for community policing in Malawi. In absence of adequate financial resources. Sufficient funding should be channeled to community policing so that it can provide service properly and achieves its goals. Government should assign a fixed percentage of monthly subvention to community policing. International donors should embrace decentralized format of funding districts in order to improve effectiveness and efficiency of project.

d. Establish and revitalize community policing structures

The survey revealed that most of community policing structures are weak and inactive. This shows lack of effectiveness of the concept thereby reducing value of community policing towards safety and security. In view of the finding it is imperative to establish community policing structures across the district and revitalize the weak ones.

e. Enhance police-community relationship

The study observed that relationship between the police and community is not up to required standard. It is therefore, recommended that deliberate effort must be taken to revitalize cooperation and coordination between police and the community.

f. Increase community awareness

In order to enhance participation of community members, traditional leaders, members of the faith community and other opinion leaders there is need to advocate for massive awareness meetings for the understand the value of the concept towards bringing about safety and security in Malawi. Utilization of electronic, social and print media will disseminate information across the country.

8. CONCLUSIONS

The overall aim of the research was to analyse the internal environment of the community policing concept and its contribution and value towards safety and security. The study investigated the extent to which core capabilities such as physical, human and financial affect quality service delivery in community policing services branch. It was observed that community policing has insufficient purpose-built infrastructure that is contributing to wards quality service delivery as evidenced by required number of rooms to ensure privacy and confidentiality of matters.

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