



THE GOVERNMENT OF THE REPUBLIC OF MOLDOVA

DECISION no. 100

of 17.01.2018

Chisinau

**To approve the Concept
and Action Plan for the years 2018-2020
on community police activity**

In order to accomplish the tasks of the Police stipulated in art. 23 of Law no. 320 of December 27, 2012 on Police activity and police officer status, (Official Gazette of the Republic of Moldova, 2013, no. 42-47, art.145), with the subsequent amendments and completions, the Government DECIDES:

1. To approve:

- 1) The Concept on the community police activity, according to the Annex no. 1;
- 2) The Action Plan for the years 2018-2020 regarding the community police activity, according to the Annex no. 2.

2. The implementation of the mentioned Action Plan will be made on the account of the means approved in the state budget law for that year, as well as from other sources not prohibited by law. The estimated costs of the actions will be adjusted during the implementation of the Plan, taking into account the volumes of allowances available in the state budget.

3. It is recommended that the local public administration authorities contribute, within the limits of the competences assigned by law, to the achievement of the objectives of the above Plan and to conclude co-operation agreements with the local police subdivisions in order to achieve the tasks of creating a safety climate for the inhabitants of the localities of the country.

4. The Ministry of Internal Affairs shall be responsible for the enforcement of this Decision.

Prime minister

PAVEL FILIP

Countersign:

Minister for Internal Affairs

Alexandru Jizdan

Minister of Finance

Octavian Armasu

THE CONCEPT on community police activity

I. INTRODUCTION

Over the past years, the Moldovan law enforcement system has been subject to important reforms, a significant attention being paid to ensure the public order and security, fight corruption and justice reform, which are, in fact, the essential pillars of the rule of law.

Within the reform process, the constituent structures of the Ministry of Internal Affairs (hereinafter referred to as the "*Ministry*") have made significant progress, such as setting up the General Police Inspectorate in 2013 as a distinct entity, whose key role is to implement the policies in the field of public order and security, the defense of citizen's rights and freedoms, public and private property.

The functional analysis carried out by the Ministry in 2015 by a group of international experts was carried out by reference to European experiences and best practices in general and to those of the countries of origin of international team members in particular. It has been noted that the Ministry has already successfully adopted a number of European good practices in the fields of border management, migration and asylum management, combating organized and cross-border crime, evolutions that led to the liberalization of the visa regime. However, have been identified a number of gaps in the organization and operation of the institutions subordinated to the Ministry, affecting the trust of the citizens in these institutions, as well as a series of recommendations on the implementation of modern concepts, especially regarding the Police activity.

Considering that the core of the philosophy that animates the European police systems is community orientation, through the quality public service provided for the safety of members of society, one of the recommendations of the Report referred to the implementation of the Community Policing concept (community police activity) and within the Police of the Republic Moldova.

The models of community police activity have been tested and implemented both in the European space and on the two American continents, of course, there are conceptual differences, determined mainly by the specifics of the communities in which they operate. The ideas and practices of the new model of police activity in the community could bring significant benefits to the countries of Central and Eastern Europe in enhancing the sense of security and trust within the communities is also increasing Police efficiency.

II. NORMATIVE-LEGISLATIVE FRAMEWORK

The legal framework of community policing activity consists of the national legislation, treaties and international conventions to which the Republic of Moldova is a party. The definition and implementation of this Concept will be governed by the following normative acts:

The European Convention for the Protection of Human Rights and Fundamental Freedoms;

The European Code of Police Ethics;

The Constitution of the Republic of Moldova of July 29,1994;
Law no. 436-XVI of December 28, 2006 on the local public administration;
Law no. 98 of May 4, 2012 on the central specialized public administration;
Law no. 320 of December 27, 2012 on Police activity and police officer status;
Law no. 288 of December 16, 2016 on the civil servant with special status within the Ministry of Internal Affairs;

Government Decision no. 283 of April 24, 2013 "For the approval of the Regulation on the organization and operation of the General Police Inspectorate of the Ministry of Internal Affairs";

Government Decision no. 587 of May 12, 2016 "For the approval of the Police Development Strategy for the years 2016-2020 and the Action Plan for its implementation";

Government Decision no. 409 of June 7, 2017 "On the approval of the Disciplinary Statute of the Civil Servant with Special Status within the Ministry of Internal Affairs";

Government Decision no. 629 of August 8, 2017 "For the approval of the Code of Ethics and Deontology of the Civil Servant with Special Status within the Ministry of Internal Affairs";

This Decision.

III. THE CURRENT SITUATION AND DESCRIPTION OF THE CONTEXT

The Moldovan Police, created immediately after 1990, inherited a hierarchical, pyramidal, centralized model of organization within a military structure with strict rules. This type of organization and operation, where most of the decisions were taken centrally and sent to the territory for execution, did not allow the Police to adapt to the specificity of each community. Periodic reports evaluating the effectiveness of the local Police structure are drawn up on the basis of standard statistical indicators developed at central level that are not adapted to the real needs of local communities.

The Conceptual Document on the reform of the Ministry of Internal Affairs is the document that initiated the reform process of the Police. One of the principles of the Ministry's reform consecrated from the Conceptual Document is the principle of decentralization, which aims to create optimal conditions for the involvement of local communities and public authorities in activities related to the maintenance of public order through the implementation of community policing and the principle of institutional co-operation. The implementation of community policing by recognizing it in policy documents and delimiting areas of competence between the central authority and the local police authorities was also seen as an essential objective of the Ministry's reform.

The increase and diversification of crime manifestation forms demonstrate the need for a new conceptual approach of the place and role of the Police in the community. The current tendencies of the criminal phenomenon, the amplification of violence among individuals, in the family environment, due to the social, political and economic instability of the state, determine the feeling of vulnerability of the individual's personal safety. Thus, it is required a flexible orientation of the action strategies necessary for the Police's activity to the changes in the society, which, in their turn, influence the crime. Consequently, it is more than necessary to extend the interest in the Police-Community relations, aiming to develop methodologies of action based on the principle of decentralization and close interaction between citizens and policemen.

The analysis of the specific aspects of the Police structures activity revealed as a matter

of essence the fact that policemen working in the Police sectors are overloaded with very diverse and even non-specific tasks, including investigations of unprofessional facts.

In conclusion, on the competences, attributions and their fulfillment in the promotion of the lawfulness, maintenance and ensuring of public order, it can be mentioned that although the issue of the domain must belong to the employees from the first functional link of the Police, they do not possess the competencies, the responsibility, the staff and the necessary means.

In their day-to-day work, police officers working in the police sectors are supported by policemen in patrol-intervention structures, but with a different subordination. For this reason, unitary coordination, adequate execution of missions and specific procedural measures is not possible, which affects the coherence of actions and the quality of services for the community.

IV. SIGNIFICANCE OF THE COMMUNITY POLICE ACTIVITY NOTION

This Concept is both a philosophy and an organizational strategy that empowers the Police and the community with the opportunity to actively engage in a new way to solve problems related to public criminality and security in order to improve the quality of life of each member of the community.

In other words, the Community Police is defined as: „[...] a policy and strategy aimed at a more efficient and effective control of crime, towards a better quality of life, better police services and the legitimacy of the police, through proactive reliance on community resources, seeking to change the conditions that cause crime. This implies the need for a higher level of Police accountability, a greater share for public participation in decision-making and a greater level of concern for civil rights and freedoms."

Community policing activity is a partnership, first of all, with citizens, for identifying and solving problems on a given territory, responding to the needs and requirements of the community. The Police can not solve any problem independently, especially those that concern security / public safety, in which sense the involvement of the population will have the effect of identifying and developing the solutions for the problems they are facing. Collaborating and coordinating preventive activities with other partners, analyzing problems and finding solutions to these issues is in fact the essence of community policing.

The syntagma "Community Police" used in the content of this Concept does not in any way mean any other structure or subdivision of the Police, the notion of "Police" in this syntagma is used in the sense of activity, in other words, syntagma signifies in fact the community police activity.

The results of the evaluations carried out by the international experts on the implementation of the principles of the community police activity in the activity of the Police of the Republic of Moldova show that, de facto, the activity of policemen in the sector contains multiple elements of the community police activity, being obtained on certain positive results domains, which can constitute good practices in the Police relationship with the community.

At the initial stages of implementation of community policing activity, it was regarded as a distinct police service. Approaches to the principles of community policing activity through the creation of "Local Police" structures under the subordination of local authorities are not an opportune solution for its implementation on the territory of the Republic of Moldova. The main arguments for such an approach are, first of all, the inability of most local public administrations to finance such a structure, the conflicts of material competence with the National Police, and, not least, the risk of politicizing the local police forces activity.

On the other hand, at present, the local public administration authorities have acquired the status of finding agent, having the right to appoint the finding agent under the provisions of the Code of Contravention, according to the art. 29 para. (1) let. m1) of the Law no. 436-XVI of December 28, 2006 on local public administration. Previously, the lever represented by the presence of the Police in the territory was used as a tool for finding contraventions in the administered localities. At present, however, the local public administration authorities have their own competence to find and sanction contraventions in the area of material competence and implicitly a wider autonomy in this respect.

In order to achieve and realize this partnership and to encourage the public to share responsibility for the quality and standard of living of the community, the Police must be better integrated into the community and strengthen the legitimacy of its actions through a police activity based on consensus and improving the services offered to the public. Thus the Police must:

- be visible and accessible to the public;
- know and be known by the public;
- respond to the community needs;
- be responsive to the community concerns;
- involve, attract and mobilize the community;
- be responsible for its activities and the results obtained in front of the community.

V. PURPOSE, PRINCIPLES AND OBJECTIVES OF THE COMMUNITY POLICE

Purpose:

Create a secure environment in the community by improving physical and informational access to quality and equal police services across the country.

Community Police principles:

1) transparency, which involves the constantly informing citizens about existing issues in the community, sharing information, involving them in making important decisions on issues of order and security insurance, and preventing and combating crime in the community and informing the community on the effects of the measures taken;

2) active involvement, which implies that the citizen should not be considered as a passive beneficiary of the services provided by the Police. Citizens must be encouraged to participate in decision-making and even in implementing some of them;

3) specificity, which implies that the nature and objectives of the Police work will be determined by the real needs of the community in terms of safety, peace and public order;

4) social balance, which implies that responsibilities in the field of social control must be shared between the Police and the community. Classical Police models often ignore the fact that they are only an element of the social control system and family, school, services, community groups are also essential elements that ensure the maintenance and development of moral values;

5) diversity, which implies that within the Police should work (that is, be represented at least in a proportionate number, including responsible positions) persons from different groups of the Moldovan society (women and men, people of different ethnicities and languages, including Romany, religions, from different regions, etc.), so that the diversity of society to be reflected in the Police.

This will contribute to increase public confidence in the Police and improve cooperation with the police;

6) community motivation, which presupposes that community policing activity must attract and support the participation of members of the community in actions to prevent antisocial deeds, since crime prevention is all the more effective as initiatives are based on community contribution;

7) permanent contact, which presupposes that the Police is a public entity communicating with the population, collaborates with all the institutions that have public safety responsibilities, and is an institution that works in partnership with the community to solve the problems it claims.

Objectives of community policing activity

The following objectives are relevant for the implementation of community policing activity:

1) decisional decentralization.

The fairness of the decision, its objectivity and opportunity directly depend on the level of knowledge of the complained or perceived problem and on the police's involvement in the life of the community. In order to have the most correct solution to solve a problem or conflict between two or more people, the policeman must fully and objectively know all the circumstances of the subject under consideration. This is possible through the in-depth knowledge of the community, the circumstances, the subtleties of the social and economic life, the traditions and the local and direct specificity of the citizens in the area where the Police operate.

The greater the distance is, the more extensive the territorial competence is, the knowledge of the important elements of solving problems is more difficult. Consequently, the decisions adopted have a lower degree of knowledge of the situation and involvement of the policeman.

On the other hand, decisions taken impersonally by a general level policeman who can not know all the aspects of the communities because of the diversity of their activities and competences will only be limited to the confirmation by signature of some proposals whose effects they will not continue to concern him. This hypothesis can generate inappropriate, incomplete or even erroneous decision-making situations.

Achieving this goal will allow:

- the adoption of complete and objective decisions, taking into account all the circumstances of the situation and the specificity of the locality;
- relieving senior managers of improper tasks;
- the operational access to police services and short-time decisions, excluding the bureaucratic steps of applying various hierarchical resolutions;
- the empowerment of the leaders / policemen in the first line towards the adopted decisions and the raising of the professionalism;
- the knowledge of the Local Police, strengthening of the Police image in the served territory;

2) improving the Police's concerns towards a determined community.

The objective is to optimize the units present in the territory through the strategic

orientation of the police device in small territorial units (sectors), in order to have a close relationship with the local authorities.

The core role of the CPA is to meet the community's requests, necessities and needs, establishing a close communication with the public on a determined territory. In order to strengthen the relations, it is necessary to implement new methods of work and organization within the Police.

The activity of the employees in the administrative territories served by the attachment of a certain locality (Police station) and covering all the police tasks and attributions in this territory by a single employee, according to the model of the universal policeman, is an outdated practice and no longer corresponds to the current evolution of the society . The principle governing the work of the Police is that of specialization, which allows for a more professional approach to the problems faced by the policeman. At the same time, exercising alone the functional attributions implies an increased risk of attack on the policeman in the case of intervention in the settlement of emergency situations. At the same time, the decreasing number of the rural population does not justify the necessity of having a police employee in each locality. For these reasons, the optimization of the activity under the sole leadership of a Head of the Police Sector, having under its control a staff composed of public order, security and patrol-intervention personnel, covering a number of specific localities on a determined territory, is considered to be more beneficial.

The organization of Police officers in Police sectors will allow them to identify places and areas of police interest and the solutions that can be adopted to reduce the criminal phenomenon in the administrative territory served. In this sense, the activity will be organized so that the employees of the Police sector will be permanently in the served administrative territory, and the presence at the Police Inspectorate will be an exception, determined by stringent situations.

The head of the Police sector will have the freedom to use the staff in terms of needs, covering, at the appropriate time, with the necessary number of policemen the responsibility segments. Police officers, will also be able to keep in touch permanently with citizens, building a bridge between the community and police services as a whole.

Achieving this goal will allow:

- more efficient organization of the activity at the local level, ensuring professionalism in reaction, quick decision making and operative intervention;
- effective knowledge of the serviced administrative territory, places and environment conducive to committing antisocial deeds and covering them with the public order and safety device;
- increasing the quality of police service as a result of police specialization by field of activity;
- increasing the trust of the community members in the public services provided by the Police employees at the lowest level of the police subdivision hierarchy;
- exclusion of duplication of skills, overlapping of functional obligations and accomplishment of tasks that are improper for the position held, which will increase the level of professionalism in the exercise of the service duties;
- protecting the employees of the Police by outrage, and, implicitly, their effective performance by observing fundamental human rights and freedoms;

3) provision of events and proactive operation.

One essential thing is that in the activity of the community Police no repressive means are used to obtain the information and the events that occur are predicted by non-coercive means.

It is obvious that the situations requiring the use of physical force or even special means can not be avoided altogether, but the community police activity aims precisely at reducing this type of intervention, emphasizing the individual's conviction.

As liaison officers between the police and the community, policemen assigned to community policing must be able to predict, forecast certain events. They need to know the dynamics of social, political, economic and cultural life, in order to develop their anticipatory capacity.

Through a good knowledge of the operational situation in the administrative area of competence, through a permanent assessment of the risks that occur, using the analytical products provided by the specialized information analysis structure, many of the antisocial facts can be prevented, and the intervention will be performed before the occurrence of the undesirable event.

Achieving this goal will allow:

- to increase the capacity of the Police to forecast events having an impact on public order and safety;
- to exclude the consequences of antisocial deeds through actions prior to their production, so as to minimize the possible negative impact on the general feeling of community safety;
- efficient prevention of criminal and contraventional deeds and their consequences;

4) reception, audience and cooperation with the community members.

The modern exigencies of the community members require the Police to consider the citizens' aspirations and visions, to be receptive to the proposals and opinions expressed. Community policing activity, providing better delineated attributions, will allow greater attention to be given to dialogue with citizens. The creation of friendly, accessible and open spaces in a place other than that of the police headquarters in the district, city or municipality, ensures the capacity and willingness to receive citizens when they want, at the same time - necessary conditions for the confidentiality of the discussion and what it is more important to know the situation in the area of competence. Police officers will be able to quickly resolve a large part of the problems raised by citizens and to consider proposals to improve the public order and safety.

The implementation of community policing activity must take into account the fact that its effectiveness depends on the quality of the relations with the population, so that all necessary measures must be taken to ensure that the reception of the public is done in the best possible conditions, respecting the privacy of the request, at the same time, ensuring effectiveness in solving them, paying a particular attention to the more vulnerable people, who can become victims easier (children, victims of family violence, sexual assaults, elderly people, disabled people, etc.);

5) cooperation with other institutions and organizations.

By its specificity, the Police work together to achieve common goals with more institutions. In the community policing activity, after collecting ideas, wishes, proposals aimed at improving the public order and safety environment from the community members, the Police should contribute to their implementation, sometimes requiring the support of specialized institutions in relation to competence material basis. This is all the more pronounced as much of

the problems reported to the Police are not within its competence to resolve. Cooperation is done with state institutions, economic agents, owners' associations, educational institutions, medical institutions, sports associations, other institutions providing citizens with public services, as well as non-governmental organizations, religious cults etc.

By concluding agreements that stipulate the areas of cooperation and assuming responsibilities, the Police and various institutions and organizations will cooperate efficiently and the result of the cooperation is the diminishing or even eliminating the factors favoring or generating antisocial facts, a positive situation both for the community and for the institutions from the area of responsibility.

Achieving this goal will allow:

- improving the common response of the Police and the community to anti-social manifestations;
- favoring and guiding the intervention of state institutions for the realization of problems affecting the perception of the community on public order and safety;
- the formation of a correct image about the problems encountered in the locality;

6) communication.

This is undoubtedly one of the most important objectives of the CPA, because only so can be transmitted to the community the police's intentions on the way to implement the community policing activity.

An important aspect of the communication is to inform the population in an easy to understand language, as well as in the languages spoken by people in the respective regions / communities (in Romanian and Russian throughout the country as well as in Ukrainian, Gagauz, Bulgarian in the respective regions / communities) about the services offered by the Police, its real competencies, to conduct the anti-crime training of the community members and, not least, the constant media coverage of the criminal situation.

Communication within the community policing activity refers to both internal (organizational) communication and external communication. The ways of conducting communication on the two levels are regulated by the standard operational procedures of the Police and are properly applied in achieving the objectives of the community policing activity.

Achieving this goal will allow:

- permanent contact with the community;
- the Police's overall perception of community issues;
- correct, complete and operational information of the community on the criminal situation, Police skills and ways of reducing victimization;
- opening citizens to co-operate with the Police;
- creating a positive image of the Police's concerns towards the citizens in the communities served;

7) modernization of the Police sectors.

Community police activity allows police officers to have a visible and professional form of activity. Police visibility at the local level and confidence in the Police's professional performance of its functional responsibilities also depend on the level of technical and material endowment as well as the place where they operate. The provision of the employees of the Police with modern technical means, connected to communication networks and databases, will allow the provision of qualitative police services in short time, as well as counseling of citizens in the

field of public order and security, which will create a image of a professional and competent institution.

The easier it is to approach, the physically and informally accessible, visible and friendly the place where the Police work, the greater will be the citizens' wish to come to the police headquarters, to be open to communication with the police officers. Appropriate police equipment will inspire citizens' confidence that any Police employee will be able to effectively protect him if his life or health is threatened and he can react operitively, arriving shortly on the spot for emergency calls.

Thus, the implementation of the community policing activity involves the local organization of some Police sectors located in easily accessible places, near the main roads in the locality, around the major population and local public services. The headquarters must have a unique, easy-to-recognize color look anywhere in the country. The organization of workplaces within the headquarters of the Police sectors involves ensuring access for citizens, including those with locomotor disabilities, parents with children in carriages, elderly people to offices, police information and services, arranging convenient waiting areas, and of the privacy audience office for cases where this form of hearing is required.

The Police employee who comes in contact with citizens must possess communication skills, be presentable, with the look of a neat uniform, endowed with the attributes necessary for the exercise of police functions. Service cars, intervention and patrol cars must be equipped with the minimum necessary to carry out service missions and have the distinctive color and signs of the Police.

Achieving this goal will allow:

- ensuring a maximum visibility and openness of the Police towards the members of the community they serve;
- easy access to police quality services for all the members of the community;
- increasing confidence and exclusion of the fear towards the Police, which is perceived not as a repressive state body, but as a loyal partner of the community.

This Concept, by achieving all these objectives, will lead to:

- reducing the fear among the population, by encouraging the thought and preventive action;
- favoring the increase of citizens' responsibility so that they feel owners on their life and property;
- objective and free counseling of citizens in the field of security and protection of goods;
- favoring collaboration between the population and the Police, encouraging citizens to inform the Police responsibly when they know about committing illicit deeds;
- attracting population alongside the Police, to prevent crime and to reduce the sense of insecurity;
- increasing the professionalism of the employees of the Police structures and responsibility towards the quality of services rendered to the population.

VI. INSTITUTIONAL NEEDS, STRUCTURE AND CAPACITIES

Primarily, the basic structure in the implementation of the community policing activity is represented by the smallest unit organized at the territorial level and with the maximum

involvement in the community - the Police sector. This does not exclude the achievement of the objectives of this Concept and by other Police structures which, by the nature of their activity, have a permanent contact with the citizens and serve the communities at local, regional or competent level throughout the country.

Coordination and monitoring of the implementation of community policing activity at the local level is carried out by the police inspectorates, and at the central level this will be done through the specialized structure responsible for the public security within the General Police Inspectorate. The principles of community policing activity will be applied by all the public order and security structures of the Police, road safety, prevention and public relations, which primarily carry out activities involving interaction with citizens.

Optimizing the competencies of the services in the Police structures needs to be done in such a way as to avoid possible duplications and overlapping of competencies.

It will examine the attributions of police officers operating in the sector in relation to the investigation and patrol-reaction structures, so as to exclude as much as possible the repressive mode of performing the functional obligations by the sector police officers and the services rendered by them to be exclusively oriented to the benefit of the citizens.

Within the framework of the implementation of the community policing activity, the training and communication process of the personnel of the Police, technical-material insurance and endowment with adequate means and equipment and the continuous monitoring of the progress in the implementation of the concept are given a major importance and priority.

The competencies for finding and carrying out actions prior to the criminal prosecution process as well as finding the contraventions are to be strictly delimited, taking into account the level of the function categories, the classification by the harmful degree of the offenses and the identification, at the time of the finding of the deed, of its perpetrator.

Employees profile and competence within the implementation of community policing activity

Police officers involved in the community policing activity must have specialist training, experience in dealing with citizens, and be able to efficiently communicate.

The local police officer must be competent and well know the community, this being considered as an essential element of the evolution of the Police in its relations with the community. Police employees working in the Police sector must have good professional skills. They need to know the locality or district and the inhabitants, to be able to find out about public affairs, local and national politics, and the Police's internal laws and regulations. They must be motivated to have an initiative, to trust the interlocutors and the senior bodies.

Policemen in the Police sector must be in front of the citizens, their presence must be observed at collective events, exhibitions, local holidays, shopping centers and big shops.

The policeman who carries out the task of dealing with the community needs to be a good specialist in the field, have excellent communication skills, solid professional knowledge and many years of experience. By accepting this activity, he must create a climate of trust and respect, both from colleagues and community members, and must be credible.

The competencies of policemen carrying out community police activity refer to:

- their personality (commitment, initiative, non-discriminatory attitudes, especially towards the persons belonging to minority and vulnerable groups, volunteering, tenacity, perseverance, flexibility, realism, patience, credibility, tolerance to frustration, open spirit, innovation, assimilation capacity, desire of development of own personality, discernment, spirit

of analysis);

- social skills (perceptive power, communication and conversation skills, including the most commonly spoken / used languages in the regions / communities in the territory served, team spirit, conflict approach in a constructive manner, adaptation to change, capacity of persuasion);

- strategic and cultural skills (ability to recognize interdependencies, future development trends, open to the problems of society, knowledge and respectful attitude towards the traditions and customs of people from different ethnic, cultural and religious groups);

- professional and functional skills (solid language professional knowledge, knowledge to act, knowledge in the field of planning methods and techniques, organization and problem solving).

A special role in the training of police officers for the conduct of the community policing activity has its professional training. This will be done according to the reference documents in the field of professional training of the Ministry and the General Police Inspectorate, as well as in cooperation with the project development partners.

Carrying out the community policing activity according to the administrative-territorial specificity

The specificity of the community policing activity is different depending on the complexity of the area and its economic and social structure. Thus, we distinguish different specific approaches of community policing activity in the rural, urban area and in the Chisinau municipality.

The elementary structural and complex entity with competencies of community policing activity throughout the national territory is represented by the Police sector.

The particular composition of the number of employees is determined for each Police sector, depending on the specificity of the administrative territory served. When determining the number of employees for each service in the Police sector, is taken into account the number of serviced localities, the population resident in these localities, the economic infrastructure and the presence of public institutions, the flow of people present daily in the territory of these localities, districts, areas or streets , the criminal situation in recent years, the frequency of public events. It also takes into account ethnic, religious or other diversity, in order to ensure a most effective cohesion between the Police and the community.

Community-level attributions are assigned to the head of the sector and / or a designated police officer who will coordinate the achievement of CPA objectives by the Police sector employees.

Community police activity in rural areas

In rural areas, community policing activity is carried out through the Police sector. Attention and care for the community is given by its entire staff, with the provision of a full range of police services, according to the job description of each employee.

The leader directs and guides the activity of the staff according to the operative situation, the public events and the needs of the community. At least weekly, attendance of police employees is ensured in all the localities within the competence.

CPA in urban localities

In the cities of the rayon residence, in their other towns and satellite villages, the community police activity is carried out on the basis of the Police sector, supported by the staff

of the Police inspectorate. Employees who work in the Police Inspectorate and have permanent contact with the community must be familiar with the principles of community policing activity and be receptive to the needs of the community.

Given that in urban localities are concentrated most of the state's public services deconcentrated in the territory, with general competence over the entire area of the district, the level of achievement of the tasks and objectives of the community police activity will also have, in the alternative, a general character on the whole territory served by the Police Inspectorate

Community police activity in the Chisinau municipality

The specificity of the community policing activity in Chisinau municipality resides in the specific structure of administrative-territorial organization of the country's capital in the 5 major sectors. The responsibility of the Police sectors, apart from those established in the towns and villages of Chisinau municipality, extends to well-defined districts and streets.

The collaboration and cooperation with public institutions is carried out through the sector police inspectorates, the policeman responsible for community relations being directed from this level.

Applicability levels of the community policing activity

The implementation of this Concept requires an analysis of the context in which it will be realized, so that the application of its principles, objectives and instruments will meet the necessities and needs of communities in each urban or rural locality.

Its implementation must take into account different levels of applicability that are interlinked and require continuous monitoring and evaluation.

Methodological level

Community police activity uses a methodology based on identifying and knowing the problems, analyzing its causes and conditions, reacting and acting on the identified problem, planning specific activities with communities or other authorities with problem-solving skills, and assessing the impact of the measures taken. The methodologies will be implemented by the structure that coordinates the CPA implementation at central level, in co-operation with development partners.

All the subdivisions of the Police must implement the CPA principles, and gradually identify the most useful ways of approaching and cooperating with the community in solving public order and security issues.

Managerial level

The implementation of community policing activity requires an organizational and managerial approach both locally and at central level. In order to achieve in good conditions the community police activity, the heads of the subdivisions within the Police will, within the management elements, perform specific actions as follows:

1) leading.

Police must ensure that the actions of a police officer and / or subdivision staff are the same and concern the resolution of the issues of their competence. In this sense, a specialized department will be established at the central level, which will coordinate the entire activity of implementing the community police activity. Based on the experience gained in pilot projects

and in close co-operation with development partners, standard operational procedures for specific types of specific activities will be developed. Local leadinge will be done through the sectors heads and counselor in relation to the community;

2) response.

It is the way of communication between the chief and his subordinates. The communication aims to improve employees' performance to perceive successes and failures to eliminate them and improve the work.

The answer allows knowledge and insight into the essence of the processes carried out in order to understand the reasons for the successes or possible failures of the subordinates in order to timely adjust their work.

The implementation of community policing activities requires a daily response. The heads of police subdivisions must also communicate with the outside partners of the institution;

3) supervision.

It aims to verify the compliance of the actions with the objectives, in order to ensure that the tools, methods and procedures are used appropriately at all the levels of CPA implementation.

Supervision is intended to organize employee activities in order to improve the quality of service provided to the community, optimize the use of personnel, technical, logistics and finance resources, increase the potential of each employee's capabilities, identify the most useful methods of activity which contributes to the development of the institution, to the proper exercise of the tasks and the achievement of the goals.

The leader carrying out supervision is responsible for the success or failure of the employees he manages. Inefficient supervision will lead to negative results;

4) Evaluation

The results of the implementation of the Community Police Activity are based on the understanding that the antisocial facts (especially offenses and contraventions) have always existed and have been influenced by the specificity of time, place, environment, state of evolution or development of the community, creating favorable premises and opportunities for their committing. That is why it is necessary for all leaders to identify methods, techniques, and effective processes that work effectively to improve crime control, prevention, cooperation with local authorities and citizens, and to generate knowledge and analysis that will help to increase institutional skills to prevent and reduces the criminal phenomenon. At the same time, the performance indicators system needs to be reassessed and adapted to the specificity of that community.

Operational level

The Community Police Activity provides community services respecting the following parameters, which may vary depending on the environment and the conditions of implementation:

- knowledge of the employees of duties, functions and exclusion of proficiency doubts;

- activity on the responsibility sector in teams;
- providing police services on a permanent basis;
- serving the territory through the decision-making police sectors;
- local stability for at least 3 years;
- appropriate technical and material endowment of police employees who work in uniform.

Adaptation of conditions to specific circumstances

In the implementation of the community policing activity there is used a flexible methodology, which adapts to the characteristics and particularities of the territory, the population and the operative situation.

Thus, the implementation conditions related to the number of team employees, the assigned shift of the administrative territory, the duration of the stability in function, the necessity and the type of special equipment can be adjusted taking into account certain variables, as follows:

- the impact of events on security sentiment and operational situation;
- the composition of police personnel or police inspectorates who are unable to provide police services in exchanges;
- subdivisions of the Police providing cooperative services or supporting other subdivisions (patrol units, operative reaction units).

Access to information systems and databases

In order to ensure the flexibility in choosing the way of activity, the policemen carrying out community policing activity, especially their managers should be provided with access to information systems for the analysis of the operational situation, as well as other informational resources for carrying out the police duties.

Depending on the data provided by the information systems, the heads of subdivisions will be able to efficiently allocate available human resources in areas that require an increased attention or pose a greater risk of destabilizing public order and security. They will also be able to benefit from tactical or risk analyzes carried out by specialized structures, from information analysis.

The access to the police databases and specialized records of Police performing community police activity will allow the provision of quality services to citizens in the shortest possible time, thus ensuring the community's trust in the professionalism of the employees.

VII. THE INSTRUMENTS AND METHODS OF COMMUNITY POLICY ACTIVITY

The ways of performing the community policy activity in order to create the climate of safety in the served communities are multiple. From one police system to another there are

methods, techniques and tactics established over time, but their common purpose is to effectively solve situations of insecurity and prevent their recurrence in the future. On the other hand, the patterns of activity provide enough information for adopting proactive solutions, anticipating the commission of offenses or contraventions on the basis of known characteristics, causes and conditions, thus performing an effective prevention work, starting from the potential risks and not from an already committed deed, which, although it can be efficiently combated, will induce a state of fear in the community.

For this reason, the proactive prevention methods are of particular importance in creating and maintaining the public safety climate in the community.

Such an instrument established in the police models based on community work and oriented towards the solving of problems is the SARA risk assessment method.

The SARA model divides the problem-handling into successive stages, and its name comes from the acronym consisting of the first letters of the words: Scan - Analysis - Response - Assessment / Evaluation.

The problem determination (scanning phase) lies in identifying the problem and defining it (precise description) on the basis of observable facts. The Analysis (analysis phase) consists of building a better understanding of the problem, the causes and factors that generated it. The reaction (response phase) consists in building an action to prevent or reduce the problem (exact description of the desired activities and effects). The assessment (evaluation phase) consists in setting the criteria and looking for the data or information that will lead to the assessment of the effects. There can also be used other tools useful in identifying community problems, resolving them and further assessing the situation, as literature offers enough models that can be addressed individually or in combination with the SARA model, according to the needs and peculiarities perceived in each community.

Meetings in participatory structures

An efficient method of working within the community policing activity is to address public order and security issues at Police meetings with the representatives of local public authorities, institutions, organizations and structures, both public and private in the locality, the representatives of non-governmental organizations and public associations, the representatives of minorities, ethnic minorities, religious cults, notorious people, etc.

It is not recommended to apply a unique form of organization of structures throughout the country, to respect the originality and expression of the local specificity. Thus, in a locality the organizational form can only include the representatives of the local public administration and of the deconcentrated state public services, while in other localities the most efficient form can be represented by a group of prominent community members.

The name of the structure of participation may be different from one territory to another, for example: council for participation, prevention council, public order and security council, community safety assembly, etc. The originality in the organization and designation of these structures expresses how to address the public order and security issues from one locality to another, as well as perceiving the notion of community safety.

In order to achieve these forms of manifestation of the will to achieve public order and security in the localities, the policeman has to come up with the initiative to set them up, and the members of the community, voluntarily and willingly will express their desire to contribute to the creation of a safe environment, being interested in having a safe settlement for a sustainable social, economic, cultural and religious development, etc. The policeman plays a fundamental role in organizing these forms of participation in public life and comes with useful information to motivate the citizens' involvement in solving community problems. This way of work strengthens the community and makes every member of herself actively involved in creating a sense of security and inevitably getting closer and trusting her cohabitants. In order to better organize and understand the purpose of such meetings, together with the development partners, there will be elaborated a guide which will explain the way, composition and manner of accomplishing these meetings.

Meetings with citizens

Another way to achieve community policing is the meeting with citizens.

The meetings with citizens are made in the form of the assembly of the inhabitants of a street, neighborhood, block, work colleges or educational institutions.

The activity consists in informing the citizens of a community about certain changes in the crime development in the locality, as a result of registering repeated or serious violations of the law, in order to raise awareness of public opinion and to be aware of the danger to which they may be exposed. Meanwhile, in the meetings, the recommendations are made to prevent antisocial behavior and to reduce the risk of victimization, as well as to educate law the enforcement abilities in society.

Within the meetings with citizens, they are informed about the problems that the Police have faced in the community, the taken measures and their effects. Through this activity the community will be informed about the essence of the functioning and attributions of the Police, the developed and implemented policies, the problems faced by the police. An important role in these meetings is also given to the public consultation on the perception of the actions that the Police have to undertake and the modalities of their implementation.

The meetings should be performed quarterly, gradually covering, through successive meetings, all the territory of competence. Annually, the management of the Police department will present to the members of the community a balance sheet of the work carried out and will make concrete proposals for cooperation for the coming year.

The information presented by the Police will reflect the following:

- 1) data on the evolution of the operational situation in the area of responsibility and the measures taken to increase safety in the community;
- 2) the measures taken to prevent the phenomenon of crime, contravention and delinquency;
- 3) the status, results and level of participation of citizens and public organizations, including law enforcement activities of maintaining and ensuring order and public peace;

4) the results of the examination of resonance complaints, suggestions and statements of citizens;

5) other issues that need to be examined within such meetings.

Information campaigns

The information campaigns are a way of materializing proactive activity within the community policing, which involves organizing and conducting community awareness actions and anti-criminal training of citizens.

The information campaigns are an organized and persuasive process directed towards the public opinion and behavior in an attempt to reach a set of objectives. The campaigns can be initiated in partnership or on their own, seeking to meet well-defined expected interests.

The campaigns may be of information itself, awareness, education, sensibilization, etc., depending on the expected effect of the proposed objectives. The community police activity through the information campaigns comes to discourage the potential antisocial intentions of some individuals, groups of people or even communities. On the other hand, the information campaigns help the citizens to perceive certain elements of antisocial facts in order to advertise them in good time to the Police, so that its employees take all necessary measures to prevent them or the negative consequences which may be caused by them.

The usefulness of information campaigns lies in the fact that, through them, the community police activity can include a wide range of issues, a vast territory and an extended target group with the transmission of punctuated messages.

The dissemination of information to the target audience can be achieved through media sources, social networks (Facebook, Odnoklassniki, Twiter, Instagram, etc.), the direct organization of public events (conferences, concerts, public presentations, competitions,), meetings, sessions, round tables, workshops, conferences, or through the publication of printed informative materials (brochures, flyers) with the help of police, partners or volunteers.

Within the community police activity in order to be effective, the message of the information campaign must be easily perceived by the community and circulated for a sufficient period of time to become aware of it. It is not recommended to overlap multiple messages to a particular community and to organize more information campaigns at the same time, being a major risk of lack of impact of the start-up process.

VIII. MONITORING IMPLEMENTATION AND IMPACT ASSESSMENT OF THE NEW POLICE ACTIVITY MODEL

The monitoring and evaluation of the community police activity is carried out by the responsible subdivisions of the General Police Inspectorate.

The reporting of results of the activities organized and carried out in the framework of the current anti-crime prevention activity, is carried out semesterly by the subdivision of the General Police Inspectorate with extensive public order and security competences throughout the country.

The activity of police officers involved in the community police activity is assessed according to the obtained results and the evaluations carried out in this respect. Thus, the specialized department that coordinates the implementation of the community policing activity, in collaboration with the development partners, will develop performance indicators for each category of activity carried out in the implementation of this Concept. The ways of assessing the effectiveness of the actions undertaken are permanently adapted to the changes in the situation and are approved over a medium term (for 3-5 years).

In order to eliminate any overlapping of competencies, the headquarters departments within the central structures of the General Police Inspectorate will develop standard job descriptions and standard operational procedures for all police officers categories within the police district (district police, patrol intervention officers, investigation police, heads of sector).

In order to modernize the premises of the Police sectors, they will be assessed in terms of the legal status of the building, the real possibilities for modernization, the existence of alternative solutions, and a detailed plan on the use of financial resources related to budget support for implementation of the Police Development Strategy or other financing instruments leading to the modernization of as many spaces as possible.

One of the basic elements of the efficiency of the community police activity is the degree of trust of the population in the services rendered by the Police, estimated as a result of some polls. The polls can be conducted either by specially contracted companies in this regard, either by the Police subdivisions management through the volunteers. In these situations, the survey methodology and evaluation questionnaires do not change throughout the monitoring period.

At the level of the territorial police subdivision, the structures responsible for public order and security are the ones that ensure the permanent analysis of the causes and conditions that generate situations of public insecurity, foreseeing rigorous measures, in order to use all forms and methods of proactive activity against the situations which in fact affects the sense of security of citizens.

The subdivision responsible for the monitoring of the community police activity at the country level will ensure an effective co-operation with the competent services of the relevant ministries and central public authorities on anti-crime domains, as well as with the local public administration authorities, in order to implement policies aimed at preventing and creating safety community.

As a result of the analysis of the annual reports on the efficiency of the community police activity and depending on the operative situation attested throughout the country on the structure and evolution of criminality, the employees of the subdivision responsible for the monitoring of the community police activity at the country level will submit proposals for streamlining the activities for prevention and adjustment of procedures, tactics, tools and methods of community service activity.