



Analysis of the aspects of participatory management in the 26th Integrated Police District (DIP), in the North Zone of Manaus, from the perspective of the participants of the Interactive Community Council for Public Security (CONSEG)

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ABSTRACT: This paper examines how the Santa Etelvina community has perceived and engaged with this new concept of policing within the framework of participatory management, specifically within the 26th DIP. The community's perception, through CONSEG, has been a perceived closer relationship with the police through the organization of events, meetings, community outreach, lectures, and social engagement. This involves providing information on public safety issues and participating in public safety priorities and decision-making within the community. Based on bibliographic and documentary research, interviews, fieldwork, and questionnaires, it was possible to understand the objective of the study and identify the underlying problems. Thus, the paper demonstrates that, with the process of democratic opening in public services, the community is becoming more involved in and involved in public safety issues.

Keyword: community, participatory management, public safety, public services.

ABSTRACT: This work addresses how the community of Santa Etelvina has realized the new concept of making the police, but in the context of participatory management, more specifically in the 26th DIP area where community perception through CONSEG has noticed police approaching the organization events, meetings, task forces and participating priorities and making decisions on public safety in the community. Based on a literature review, documentaries, interviews and field study, more questionnaires, it was possible to understand the purpose of the study in question and identify the problem. So, the work can verify that with the democratic opening in public services the community is doing and becomes more involved in public safety.

Keywords: community, participatory management, public safety, utilities.

1. INTRODUCTION

Social participation in public security began its liberalization process with the end of the military dictatorship in Brazil. This left the police with a repressive image that has been spreading over time. However, this liberalization process has sought to restore the image of the police and, at the same time, restore their credibility and, consequently, provide a greater sense of security to the population.

The study analyzed aspects of participatory management at the 26th DIP in the North Zone of Manaus, from the perspective of CONSEG participants. CONSEG is one way the community emphasizes participatory management of the police forces that make up the public security agencies in the state of Amazonas. Through this process, citizens can actively participate in their neighborhood's problems and make recommendations for public safety and social responsibility priorities. What are the perceptions of CONSEG participants at the 26th DIP regarding aspects of the current participatory management environment?

1

The 26th DIP's participatory public safety management is effective, embodied in a community effort through CONSEG and an environment of social participation regarding public safety demands. It serves as a means of bringing the community and the police closer together, and vice versa.

There are flaws and problems in the promotion of social participation and its management that influence the commitment





and community involvement in problem-solving, negatively impacting the performance of law enforcement agencies. However, with the implementation of the CONSEG (National Council for Social Security), the work of social programs, and police participation, this image has gradually changed, enabling greater openness and participation by the local community in decision-making on matters related to public safety.

By analyzing the perception of CONSEG participants regarding the aspects of participatory management in the 26th DIP, in the North Zone of Manaus, we seek to identify the training of CONSEG member participants in relation to the existence of aspects of participatory management in the 26th DIP, in the North Zone of Manaus, in this new concept of Community Policing; the assimilation of the degree of interest of CONSEG participants in the issues that involve the local problems of the community, in this new context of participatory management; and to know the current challenges of CONSEG, in this new reality of participatory management with the community and the police, analyzing the role of each one in relation to the public safety of the local community.

Each government has its own characteristics when it comes to public safety, focused on society, the community, the neighborhood, and the user. In Amazonas, it's no different. The current program developed by the Amazonas State Government is the Neighborhood Patrol Program, with the philosophy of bringing the police closer to the community. However, each community has unique characteristics that differ from other locations, regarding services, location, population, terrain, economic level, and level of knowledge. others.

In this sense, it is necessary to adapt to the basic needs of the community and the individuals within it, given that different types of police incidents occur, some with greater frequency, at certain times, higher levels of crime and social problems that require certain types and specific policing actions, as the responsibility of the Amazonas Military Police (PMAM) increases.

That is why it is interesting to examine the way a given community is policed and the participation of CONSEG, analyzing whether the Government Program is effectively solving the problems of the local population, whether the actions of the police are meeting their expectations, in a way that guarantees the individual and collective rights of the community and the individuals within it.

This research aims to verify whether this type of service provided by PMAM meets the expectations of the community and the user, both in social issues and in issues related to human rights, that is, it satisfies the basic needs of the population, and whether the service is being used with quality, solving or reducing problems of public security and social demand, in such a way that appropriate means are applied to the community and transformed into benefits for it and for citizens, meeting the requirements of society and the desires for social responsibility.

The role of CONSEG will also be analyzed, including whether it effectively serves as a community spokesperson, whether meetings are held and how often, whether community leaders are familiar with the new policing concept, and whether they have received or have received any training in the Community Policing philosophy. Concomitantly, participatory management and accountability by local community leaders to CONSEG, which is responsible for evaluating the implementation of police activities, will be examined.

2

This work will focus on PMAM actions to the extent that its policing actions positively or negatively influence the institution's image before the community of the North Zone under the responsibility of the 26th CICOM, envisioning the performance of CONSEG, in accordance with the Ronda do Bairro Program and works related to the suggested theme, to the extent that the subjects explored bring



greater clarification for society, community and citizens, and may help future academic work at the Military Police Academy (APM) and others, that this work be related.

2. THEORETICAL FRAMEWORK

2.1 PARTICIPATORY MANAGEMENT

The changes occurring in industrial developments and, consequently, in the organizational and social contexts, led to the emergence of Management Models. The word "Model" comes from the Latin "Modulus," which denotes a form, or pattern. Management refers to the functions established by Fayol: planning, controlling, organizing, coordinating, and commanding within the organizational environment (CHIAVENATO, 1996).

With this in mind, the Management Model is a means used for analysis and experiments previously carried out to arrive at methods of how to manage, inserting them into the organizational scope for its needs and adjusting them to its culture and processes (MAXIMIANO, 1995)

In the field of general management theory, participatory management is a set of principles and processes that incorporates the effective and expressive participation of employees in decision-making. This involvement entails the responsibility for defining goals and objectives in decision-making, problem-solving, information acquisition, and execution. Participants can assume varying levels of power and responsibility within the organizational environment, always guided by the fulfillment of the organization's purposes (CHIAVENATO, 1999).

Therefore, Participatory Management (Participative Management) is a new approach to contemporary management focused on the people within the organization. Participatory Management is a harmonious system of organizational conditions and managerial behaviors, encouraging and stimulating the participation of all members in the management process and, from there, commitment to results (MARANALDO, 1989).

Participatory management began to gain prominence following organizational changes that began to focus efforts on human beings. The human relations movement spread through studies conducted between 1924 and 1933 by Elton Mayo at Western Electric's Hawthorne in the United States. Until then, the emphasis had been on the production model. Based on this experience, studies, and research, the value of the human factor within the organizational context was verified.

The need to explain individual behavior in organizations, given the importance of feelings and affective and psychological factors, was very slowly incorporated and altered into business management processes and other services. From the late 1960s and mid-1970s, there was an increase in the development of the participatory management model.

In Europe, distinct political and social movements, workers, and trade unions fought for more democratic management models. The 1980s saw the emergence of several proposed models for participation structures and processes, modifying management methods and principles within organizations.

Due to the strength of the situations, in a slow and complex way, the evolution that such a movement has undergone over time, it can be noted that the participation of workers in management has been continually demanded: for psychosocial reasons (as a way of motivating workers); for political reasons (as a way of democratizing corporate governance); for social reasons (as a way of reconciling individual freedom with the necessary social integration); and, finally, for "managerial" reasons (as a way of improving the quality of work, adjusting the organization to external turbulence, and resolving the complexity of organizational problems).



Therefore, the need for participatory management in organizations, whether public or private, is currently essential, although the motivations vary. There must be a style that promotes the participation of all members of the organization in the development of activities, teamwork, forms of business or public management, and a mutual effort in problem-solving and professional and social development.

2.2 SOCIAL PARTICIPATION AND INTERACTIVE COMMUNITY SAFETY COUNCILS (CONSEGS)

The emergence of new social movements appears during the period of Brazilian redemocratization. Concomitantly, there is a significant increase in demands for more developed political participation, including in public safety actions. This is characterized by a new direction for public safety, decoupling from the political-administrative centralization that perpetuated Brazil throughout the 20th century.

This new scenario values the local as a space for general interests, as termed "local general interest" (RANGEON, 2005). In my view, there is still the challenge of harmonizing historically authoritarian police institutions with these new demands for political participation. In this sense, this is one of the difficulties that participatory bodies face in fulfilling their true social role in the development of democracy and co-management of public security policies in Brazil.

Currently, there is a feeling of distrust between public and police institutions, however, community participation has become an indispensable means for improving the perception and level of trust that people have in police agencies, and an instrument for informal control of police activity, suggesting solutions, receiving results, achieving the improvement of subjective public safety desire.

go.

The perceptions of CONSEG actors in public security contribute to the role of the council and can influence the construction of participation in the disposition of police work in their functional units. In other words, it is important to report their characteristics not only of the community, as well as the personal experiences of the effective members of CONSEG, but also of the areas of activity of the DIP, where each one has their level of influence.

The aspects of CONSEG by active members in partnership occur in the councils' informative emphasis, based on community demands. Such information is generally not found in official crime statistics and provides feedback on police productivity, among other similar means.

The commanders interviewed generally presented a favorable discourse and frequently mentioned the CCSs as partners or allies. But to what level of partnership¹⁴ were these commanders referring? The word they used most when defending the idea of partnership was "informa-tion." In other words, the interviewees emphasized the informative aspect of the councils—which, broadly speaking, consisted of presenting demands, identifying areas where crimes not recorded in official crime statistics occur, and providing feedback *on* police actions, among other similar contributions (DE MORAES, Orlinda Claudia Rosa, 2013, p. 19) .

4

It is essential to consider information as a means of resource management and problem-solving. For Dowbor (2003), in both the public and private sectors, information is considered a valuable solution and an important rationalizer of social speeds. In this sense, he places information and the circumstances of the place taken by civil society as providers of information and participatory elements in the decision-making process. Thus, with this approximation of these informants to the difficulties of the area, which



qualifies and gives legitimacy to their arguments, however the competence to solve problems is still exclusively from the police.

Of course, certain problems referred to CONSEG involve technical police matters, unidentified to members. However, what it sees in this regard is access and open dialogue with public representatives regarding likely measures to be adopted regarding the problem.

Although there is a clear demarcation of the scope of social participation in public security regarding police forces.

Thus, social participation in public safety can be observed through community policing, neighborhood prevention programs carried out by residents in conjunction with the police, reporting crimes or criminals to public security institutions, Community Safety Councils, and other initiatives. These models constitute models of community participation in public safety demands, whose basic function is to bring the local population and the police closer together.

In this sense, the existence of interaction with the community, the Amazonas Military Police (PMAM), through the Neighborhood Patrol Government Program, coordinated by the Public Security Secretariat (SE-SEG), establishes, with the creation of Interactive Community Public Security Councils (CONSEGs), channels of dialogue between public security institutions and civil society.

The participation of CONSEGs, in the understanding of some, is nothing more than a public relations strategy, with the intention of improving the image of the police before society, however, since their creation, in 1999, according to Resolution 781/2005, the Community Public Security Councils (CCS) have the purpose of bringing police agencies closer to the community and communities closer to the police, repairing their image, restoring their credibility and providing more confidence and a feeling of security to the population.

2.2.1 Challenges of Community Policing for Participatory Management in Public Safety

Participatory management, which is now prominent in public safety, in the form of CONSEG, has been unified in the recommended community policing. Contrary to the old traditional model, where force was the primary intervention mechanism, sometimes used excessively and unprofessionally, the new community policing model alludes to new practical insights that separate force from force.

The debate on the implementation of this new type of policing has been spreading more and more in public security issues in Brazil, seeking to meet the demands of planning public security policy, finances, the type of policing that exists, regarding the excessive use of force by police officers and the integration of the civil and military police.

The discussion about implementing community policing is part of the agenda for reforming the Brazilian public security system, a frequent topic in the political arena. The reform is based on alternatives to address issues related to public security policy planning, financial investment, the existing policing pattern, the excessive use of force by police officers, and the unification of the civil and military police forces (Araújo; Lima, 2010, p. 4).

5

In Brazil, the police force that was only concerned with the practice and implementation of actions has been gradually replaced by a new form of management that requires collaboration from all agents involved in public security issues: the State, institutions, the professionals who execute them, and society.

In Brazil, the traditional public security management model, based on a clear separation between the formulation and implementation of actions, has been gradually replaced in recent years by a new model.





A management approach that reinforces the need to gather input from all stakeholders involved in public safety actions, including the State, institutions, the professionals who implement them, and society as a whole. Examples of this include the creation of the National Secretariat of Public Safety within the Ministry of Justice; the structuring of the Unified Public Safety System (SUSP); the implementation of the National Citizen Safety Program (PRONASCI); the holding of the first national public safety conference; the creation of ombudsman offices that rely on public participation to oversee the actions of professionals; and the state councils, which exist in some states. (Araújo; Lima, 2010, page 4).

These actions seek to adapt and modify public security, shifting actions from state protection to citizen security, which involves guaranteeing citizens' rights. It is from this effort for change that the establishment of a community police force has been recommended.

It is necessary to invest in a citizen policing concept, which unfolds across a series of dimensions. For example, the issue of community participation, which is absent in traditional policing because it was not designed for this purpose, is a permanent factor in citizen policing, due to its members' proximity to the population and their commitment to public safety in the workplace, giving rise to community policing (Senasp, 2009, p. 124, apud Araújo; Lima).

The term community policing refers to a strategic approach to police operations. The term originated in the 1960s and 1970s in the United States, but it was in England that it gained greater acceptance and development. In the 1980s and 1990s, it spread to more developed Western countries. China began using this model in the 1990s, and public security agencies adopted several measures to organize public security in Chinese society.

In Brazil, the concept of community policing revolves around a central element: partnerships with the community. It is clear that the main factors are associated with and valued by both proposals: the identification and resolution of social protection problems with community participation and crime prevention. In this sense, the community, constituted in this partnership, has the right to be consulted, to act as a whistleblower, and to share in decisions regarding the priorities of social protection institutions and management strategies. Thus, "to resolve problems, the police will need to coordinate actions, understand and identify their core, seeking better solutions" (BENGOCHEA, 2004, p. 120).

The practice of community policing therefore means the promise to citizens of greater access to the police, greater participation in decision-making, policing that is unique to the specificities of each community, and greater commitment to preventing and reducing crime (Araújo; Lima, 2010, page 5).

Despite the implementation of community policing, this practice faces certain challenges in its implementation. First, it concerns the image of police institutions. This is evident in Brazil's past, where the police remained attached to the state, that is, with the role of maintaining internal order. In other words, police actions were not focused on interacting with the community. This role was further accentuated under the military regime, which failed to achieve democracy. Today, the image of the police is linked to violence, corruption, and abuse of authority, and our community policing strategy is restoring trust and credibility within society.

In Brazil today, the social image of police organizations is increasingly associated with violence, corruption, and abuse of authority. The social image of the police proves crucial when proposing a community policing model because the success of community policing depends on a process fueled by community trust in the police, and vice versa. In this regard, a police force that lacks credibility in society will hardly be able to engage in dialogue to establish solutions to community problems (Araújo; Lima, 2010, p. 5).



Increasing community trust in the police and the validity of their actions depend largely on the assimilation of current values by their officers and a transformation in the ways they operate. This approach to policing must be harmonious with a police force that presents communities as close partners in preventing local crime problems (Araújo; Lima, 2010).

However, among other challenges is distinguishing police work as preventive community policing from social assistance actions and true police practices. Examples include anti-drug campaigns to prevent drug trafficking in the community, through lectures, educational outreach, and other activities. After all, is this a police function or not? This depends on the interpretation of what the true police function is, and also on what is encompassed by preventive policing.

Another challenge is to consolidate more participatory management as a model for community policing, given that for many in the community, it is still an unfamiliar topic, meaning that society has no understanding of how the public security system works. "Participation in the entire management process requires, on the part of society, knowledge of the municipal, state, and/or national reality regarding the political and economic decisions that reflect local realities" (Araújo; Lima, 2010). For Beato (1999), there is a great deal of ignorance in Brazil regarding the criminal justice system in general and police organizations in particular. This lack of knowledge stems not only from the lack of prestige of the topic of criminal justice in academic circles, but also from a certain distance from the system's own mechanisms.

Macaulay (2005) argues that in Brazil, in the policing space, civil society organizations exist to achieve two objectives: the first is to perform the role of monitoring police actions, especially with regard to reports of human rights abuses; and the second is to work in partnership with the local police, through a council established in association with the community, so that policing resources can be distributed and allocated according to local needs and priorities.

Thus, the community policing proposal implies a paradigm shift in the way we serve the community and, consequently, a change in professional attitudes toward citizens. The concept of community policing serves as a mechanism for establishing a citizen-oriented police force. Citizen-oriented policing, or more broadly, public safety for citizens, concerns ensuring safe access to citizens' rights (Araújo; Lima, 2010, p. 6).

In this context, it implies the active participation of society in the deliberations of conflicts, that is, community policing came to bring the community closer, and being present in the communities, in a real or potential way, it must act ostentatiously in the prevention of crimes.

However, the concept of social participation finds two distinct aspects in crime prevention actions involving community policing. The first is the proposed philosophical plan, which is simply what happens; that is, as a model that brings police officers and citizens together, it is readily accepted. However, the second is what occurs in practice, which reveals a model without defined contours.

Macaulay (2005), when researching the ways in which civil society and the State are enticed in the area of citizen security in Brazil, argues that the police are suspicious of the monitoring of their activities.

It can then be argued that the partnership between the community and the police is still inadequate in the relationship between society and the police, as in police practice, society, as an overseer of police actions, walks in the footsteps of adversaries and not partners.

Due to its philosophical nature, community policing can be interpreted in different ways, depending on the vision of each police department, the availability of resources, and the characteristics and demands of each community. Consequently, implementing this philosophy requires a long and complex process, often without clear clarity about the objectives to be achieved and their real impact on crime prevention and control (Araújo; Lima, 2010, p. 7).



In this definition, participatory management will occur through certain professional public relations actions and activities, with the goal of establishing closer ties between the police and the community, validating their practices and improving their image. It also reflects an idea of participation restricted to a network of vigilante groups among neighbors, aiming to convert citizens into instruments of police control.

Another factor is the resistance of some police officers to this new concept of community policing. For them, policing is about catching thieves, and within this framework, preventive actions, for example, that hinder the emergence of new criminals, are excluded from their scope of action. Thus, community policing has been considered merely a guiding principle of the police mission.

Community policing must follow the methodology of problem-solving-oriented policing, and police procedures must be geared towards resolving conflicts concerning public safety and the community, highlighting citizen participation in identifying, analyzing, and planning responses to problems in the area.

Macaulay (2010) argues that community policing projects involve cooperation from the local population and the participation of other government agencies. Therefore, the collaborative work of various government agencies with the common goal of improving the quality of life, social capital, and citizen trust is essential.

3. MATERIAL AND METHOD

In view of the objectives proposed in the research project, this was exploratory and of a quantitative and qualitative nature. The bibliographic method was used, involving the research of secondary data. data obtained within the structures of the Military Police and secretariats.

The research site was in the area of the 26th DIP, in the North Zone of Manaus, where Community Policing has been implemented since August 18, 2010, with a CONSEG installed, focusing on its members, managers and the community.

Qualitative data were collected through bibliographic research and the application of questionnaires to members of the CONSEG community and managers of the 26th CICOM.

The research techniques used were: bibliographic, interview and questionnaire.

For bibliographic research, specialized documentation on the subject, laws, doctrines and sources related to Public Security Policy, aimed at Community Policing, were used and considered. tary.

The related universe concerns the members included in Participatory Management, in the new community policing model, therefore, both public security police agencies and the community, through CONSEG, were the object of sampling.

Due to the complexity and magnitude of the research topic in question, the analysis technique was used to prepare field research, collect data and complete the monograph.

quantitative and qualitative of the set of objects collected.

8

questionnaires were prepared for direct and indirect participants in the public security reality of the 26th CICOM community, in the North Zone of Manaus, to allow the researcher a view of the agents involved in the process.

The research, with police officers from the 26th CICOM and civilian participants who are involved in public security issues, analyzed the following variables: the democratic process of participatory management of



CONSEG, the level of participation of immediate superiors and citizens by CONSEG, ascertaining their perceptions of community policing and the administration of units, the program satisfaction assessment data, structure and logistics of OPM.

The following immediate indicators were observed in relation to the general evaluation data in the program: prevention of violence, reduction of crime, interaction between public bodies, the needs of community problems, awareness of public and social security demands, and procedures for mobilizing and raising awareness among the community.

In this sense, this study was a research tool intended to confirm the desired results. The qualitative method collected information, discussing the assimilation capacity of police officers and citizens of CONSEG.

The descriptive qualitative research focused on the researcher's desire, part of the research and which interacted successively with the universe to be examined, to evaluate the community, through CONSEG, the effective participation of citizens and immediate authorities in relation to the perspective of public security, to achieve analysis, records and observations, in order to establish relationships of facts and phenomena.

Finally, as one commander was unavailable, the field research questionnaire was not administered to one of the four Santa Etelvina community policing commanders in the Area of 26th DIP.

4. RESULTS AND DISCUSSION

This session will present and analyze data collected through questionnaires administered to former and current commanders of the 26th Precinct, who manage policing in the Santa Etelvina neighborhood. An interview was also conducted with the President of CONSEG for the Santa Etelvina area.

As seen, civil society's participation in public management began with the Brazilian redemocratization process, which resulted in the institutionalization of various participation mechanisms, such as forums and councils. "These spaces and processes of participation have the potential to expand the capacity of civil society and the State to operate in their respective specific spheres, in addition to bringing them together in solidarity toward the effective solution of social problems" (MACAULAY, 2005, pp. 149-150).

"This scenario stimulated the emergence of numerous collective practices within civil society, aimed at demanding goods, services and sociopolitical rights, denied by the current political regime" (GOHN, 2005, p. 71)

In this context, the participation of society becomes "an instrument of power" for the citizen and for improving public services, through an autonomous foundation of society and the stability of institutions, guaranteeing what is called a partnership between civil society and the State.

The results of the perceptions of former and current police commanders in the 26th district, plus that of the president of CONSEG as a representative member of the Santa Etelvina neighborhood community, are responsible for actively and critically participating in the development of social policies, monitoring and demanding quality in the implementation of these policies, and reporting acts that violate the laws in place. Macedo (2005) points out that it is up to civil society to actively and critically participate in the formulation of social policies; to monitor and demand quality in the implementation of these policies; and to report acts that violate the laws in place.

Thus, the results of the perception of the community's social participation in security are presented in the form of demonstrative tables and statistical data, based on the questionnaire on participation.



social in public security in the area of the 26th CICOM.

The session will be divided into three sub-sessions. The first will present tables and/or statistical graphs comparing the perceptions of CONSEG Council participants regarding the existence of participatory management aspects in the 26th DIP in the North Zone of Manaus. The second sub-session will present the level of interest of CONSEG participants in participatory management aspects in the 26th DIP in the North Zone of Manaus. Finally, the perceptions of CONSEG participants regarding the challenges to participatory management in the 26th DIP in the North Zone of Manaus will be discussed.

The CONSEG president stated that "every two weeks, there are closed meetings just for council members to discuss and evaluate what was done after the previous meeting. Then, another meeting every two weeks with a major, a police chief, and secretariat staff, and to bring in the authorities to make demands." This statement was supported by a question asked to former and current commanders: How do you evaluate the prioritization of actions in meetings with CONSEG and the authorities?

TABLE 1

| CMT | ANSWERS |
|-----|--|
| THE | Positive. "However, I emphasize that there shouldn't be only closed meetings. There should be meetings open to the entire population. This situation is rarely noticed." |
| B | Positive |
| W | Positive. "We need to invite the community to participate." |

Source: research author

According to the table above, the meetings held by CONSEG, where the community population and civil and military authorities participate, are considered positive. However, reservations are observed regarding the participation of members in the meetings, such as greater effective participation of the local population, and the practice of meetings closed.

Meetings are important because they allow for personal contact and communication among participants with a personal, ideological, belief, religious, professional, or interest-based purpose. In this case, community meetings will address issues related to public safety in the Santa Etelvina community and its priorities. In other words, meetings should be integrated, establish area goals, and facilitate operations to mitigate problems.

more ratified in the community.

Verification of the community's needs and expectations is often not expressed through the evaluation of quantitative data, therefore, it is recommended that planning and execution are also guided by information gathered at CICSP meetings, community visits, complaint boxes or through other forms of community interaction (Neighborhood Patrol Manager and Operator Manual).

However, as said, meetings should have greater community participation, being open to the general population, having them more effectively participate in discussions, proposals and decision-making that may interfere in public safety issues in the Santa Etelvina neighborhood, always aiming the common good and the collective.

10

The President of the Community Council says that "the first minutes we had were of the date of creation and attendance in the book, then we chose not to do so, because they involved many confidential documents." How do you evaluate the lack of preparation of meeting minutes, considering the need for transparency and control of the topics discussed in the meetings?



TABLE 2

| CMT | ANSWERS |
|-----|--|
| THE | "Minutes are essential. They should always be present at meetings." |
| B | "In my view, the minutes must exist as a way of controlling the terms and for future collections of what was discussed in the previous meeting." |
| W | "Any meeting should have minutes. It's a shame not to document meetings. This lacks publicity for the community." |

Source: research author

The minutes are the balance sheet in which the occurrences, resolutions and decisions of assemblies, meetings or sessions reached by committees, councils, congregations, corporations or other similar entities are noted in the appropriate and systematic format.

Its preparation must be detailed for good understanding, observing care, reservations, wording and style, and signature.

a) Precautions – Minutes are legal documents. Therefore, they must be drawn up in such a way that subsequent modifications cannot be made. They are generally recorded in a separate, duly authenticated book, whose pages are initialed by the person who drafted the opening and closing terms, giving them official status. Some people replace books with loose sheets, a system that, while offering some practical advantages, also has serious drawbacks, such as the ease of misplacement and subsequent additions or modifications for fraudulent purposes.

Minutes are not divided into paragraphs or subparagraphs: everything is written one after the other to avoid adding to the blank spaces. However, there are some types of minutes that, because they refer to routine acts and standardized procedures, are recorded on forms with spaces to be filled in. Even in these types of minutes, it is advisable, to prevent fraud, to fill in any blank spaces with periods or other conventional symbols.

b) Reservations – Erasures are not permitted in the minutes. To indicate an error discovered during drafting, the word "digo" is used, followed by the repetition of the word or expression preceding the same error:

On the sixteenth day of the month of August, I say, of the month of September, of one thousand, nine hundred and seventy-four, met the...

When an error or omission is found after writing, the expression *em tempo* is used, which is placed after the writing, followed by the amendment or addition:

In time: In the line that reads "abono", read "abandono".

In time: On line..., where it reads "the following criteria", add "judgment".

This observation is also appropriate: "In the event of objections or amendments to the text presented, the minutes may only be signed after the corrections have been approved."

c) Writing and style – The minutes are written by an effective secretary of the body or, in the absence of such a secretary, by an "ad hoc" secretary, that is, a temporary secretary, designated on the occasion or solely for that purpose.

As the minutes must be a faithful record of the facts that occurred at a given meeting, their language must be simple and unpretentious, clear, precise and concise, and therefore not suitable for demonstrating or revealing the writer's probable or supposed literary gifts.

d) Signature – The minutes are generally signed by everyone present at the meeting. However, sometimes only the chairperson and secretary sign them. There is no general provision on this subject (Official UFV Writing Manual, 2012, page 21).

Recording minutes is important and ensures the authenticity and publicity of the priorities that were discussed in the meetings, guaranteeing everyone the legal effects.

The lack of recording of minutes is contrary to the RI – CICSP / 26° DIP, which states that at the General Assembly meeting the previous Minutes must be read for everyone's knowledge, section II, art. 2; record all events that occurred and prepare minutes in specific books, and in specific attendance books, respectively, sections V, VI, of art. 2.

Article 2 - The General Assembly meeting shall take place as follows:

- I. The President will have 10 (TEN) minutes to read the Notice of Convocation, announcing the agenda to be followed;
- II. The first Secretary or his legal substitute will have 10 (TEN) minutes to read the previous Minutes for everyone's knowledge;
- III. Member Councilors will have 03 (THREE) minutes to speak on points of order and 5 (FIVE) minutes to debate the matters on the agenda;



- IV. Councillors will be allowed 02 (TWO) minutes for a reply and 02 (TWO) for a rejoinder on the matters on the agenda;
- V. The First Secretary or his legal substitute must record all events occurring in the General Assembly and prepare minutes in a specific book;
- VI. The First Secretary must collect the signatures of all participants in a specific attendance book;
- VII. The minutes of the General Assembly must be signed after being drawn up by the members of CICSP, present at the meeting;
- VIII. The first Secretary must read the minutes for approval by the General Assembly;
- IX. The president of CICSP will have 10 (TEN) minutes to vote on the minutes of the General Assembly, as well as closing the work;
- X. In cases where the determined time period ends, the President of CICSP may call an Extraordinary General Assembly to continue with matters pending on the previous agenda;
- XI. The Ordinary General Assembly will last at least 2h30min and at most 4h (RI – CICSP / 26th DIP)

Former and current commanders of the 26th CICOM were asked how they evaluate the participation of CONSEG members in taking some courses as mandatory requirements?

TABLE 3

| CMT | ANSWERS |
|-----|--|
| THE | Positive. "I believe that if the course is offered, it won't be mandatory. This year, courses for community leaders are planned, as part of the continuing education program of the Neighborhood Watch Program." |
| B | Positive. "Since this classification improves their treatment (council members) by authorities, as well as by the community itself." |
| W | Positive |

Source: research author

According to the table above, the course practices by CON-SEG members were considered positive, since the courses are part of the Neighborhood Patrol Program, being one of the sedimentation strategies for the implementation of the community policing plan, as pertinent activities that involve in the process those responsible for carrying out the work of this new concept.

Whatever the community policing plan, it will always be feasible to include the following activities, among others that are relevant:

- a. Lectures on various topics according to local needs;
- b. Community leadership training courses;
- c. Debates in schools involving teaching staff and students (Community participation in the school);
- d. Event with music, dance and local group performances;
- e. Meetings of residents of a street for common and social activities (afternoon tea, bingo, a conversation circle or chat, etc.);
- f. Traffic education in schools (Traffic Police);
- g. Prevention and guidance campaigns for pedestrians and drivers; and
- h. Health prevention week (Health Department). (Neighborhood Patrol Manager and Operator Manual).

The courses should address social and public safety issues, aimed at solving local community problems. However, courses should not only be offered to CONSEG members, but also to all those involved in the public safety sector, including local managers and police officers, training and retraining them to increase their knowledge about their responsibility in fulfilling their duty.

Statement by the president of CONSEG: "I've lived in

Santa Etelvina for 14 years, and we've seen a huge difference. We did it when we launched Ronda, or BPI, a pilot project, to conduct neighborhood patrols, and we achieved an 85% reduction. So, the project was approved, to implement neighborhood patrols, and it was a success."

"The Ronda nos Bairros Program is an excellent program and cannot go back."

In light of this, commanders were asked how they evaluated these assertions.



TABLE 4

| CMT | ANSWERS |
|-----|---|
| THE | Excellent |
| B | Great. "The gains, especially in terms of structures, were crucial to the success of the project, and these gains have been lost over the years." |
| W | Excellent. "There has never been such concern for public safety in our state as there is today. Everyone should embrace the program; it should evolve as needed. The program should be institutionalized as law." |

Source: research author

The Neighborhood Patrol Program, which embraces the philosophy of community policing, is considered excellent and has brought the police closer to the community, and vice versa. The benefits have been satisfactory for both. Acceptance is so strong that there is talk of institutionalizing the program as law.

The military police and society benefited from this new concept of community policing, along with the implementation of the Neighborhood Program. There was a significant shift in military organization, including improved structures, increased personnel, the availability of new vehicles, and professional training. The only winner is the community, which has a more prepared, skilled, and professional police force.

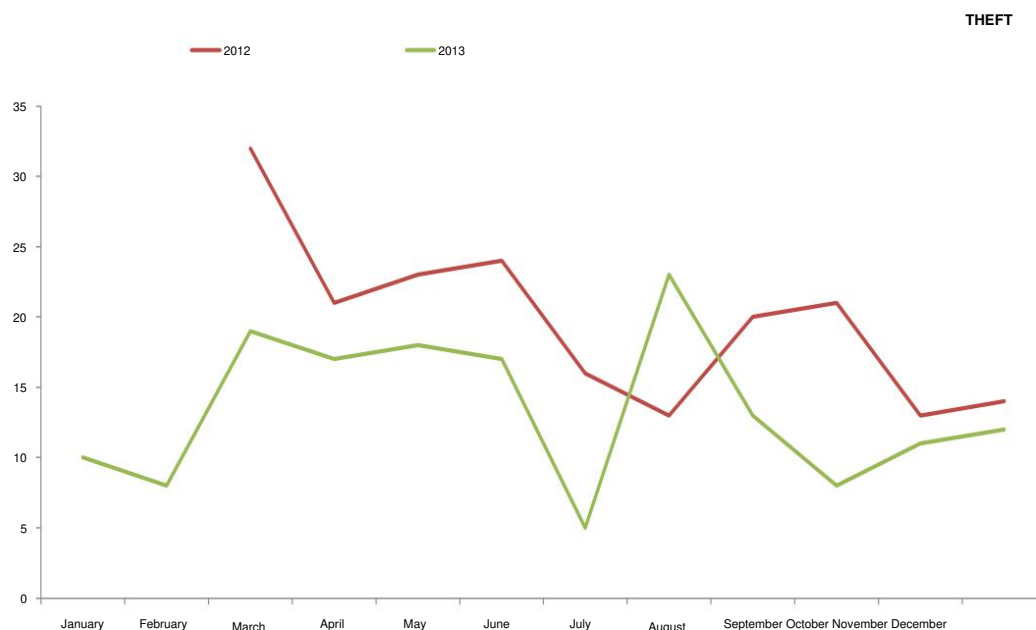
However, as noted, the program is slowing down its actions. Society must demand and hold the commanders accountable so that the program continues to meet the community's needs. This cannot only be done by the immediate commanders, but also by the government that supports their government programs.

The program is viable as can be seen below, it has reduced crimes in the 26th DIP area.

FIGURE 1

| THEFT | | | | | | | | | | | | | | |
|---------|-------------------------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|-------|---|
| Service | January | February | March | April | May | June | July | August | September | October | November | December | TOTAL | |
| 2011 | THERE WAS NO 26TH CICOM | | | | | | | | | | | | | 0 |
| 2012 | | | 32 | 21 | 23 | 24 | 16 | 13 | 20 | 21 | 13 | 14 | 197 | |
| 2013 | 10 | 8 | 19 | 17 | 18 | 17 | 5 | 23 | 13 | 8 | 11 | 12 | 161 | |

Source: CIOPS





3.1.4 Trust in the Police

The CONSEG president stated: "...politicians no longer have credibility, which is why the police have more credibility than politicians. When the police say they're going to carry out social action, we give credit to the police, not the politicians."

In light of this, commanders were asked how they evaluate this role reversal in social action in the community?

TABLE 5

| CMT | ANSWERS |
|-----|---|
| THE | "Maybe vision is what happens. It's what they feel, what they perceive. Ideally, the politician would be admired by the people. At least they believe in something or someone." |
| B | "The social action by the Military Police brought a new phase to the Military Police, as it brought the community closer to the police and increased trust." |
| W | "This is a very radical, unconsidered view. We need intelligent leaders who know how to deal with politicians in the best interests of the community. Living on an island is a mistake for any leader." |

Source: research author

It's clear that there's a lack of political leadership in the Santa Etelvina neighborhood. The community itself is somewhat wary of a political leader's involvement, as politicians, when they do get involved, are seeking votes and self-promotion. However, CONSEG participants must learn to navigate this political involvement to improve the community's social life. They must trust not only the police but also intelligently bring politics closer to the community to secure schools, public squares, leisure and sports facilities, and more.

On the other hand, analyzing the table above, it is noted that the community of Santa Etelvina has perceived and felt the police closer, and wants to be part of it, although the police function is not only of a social nature, the commanders have played an excellent role in the social sphere of the community that has been recognizing their work and has been feeling more confident in the police.

The local population recognizes the police actions in the community, and has demanded the necessary measures to ensure that the Santa Etelvina neighborhood is safer, as their satisfaction with the police work has been noted.

Today, this new phase of the police has brought the police closer to the community, and they begin to believe in the mo-better and safer development for your neighborhood.

Commanders were asked what the police's perception is of the community, considering community interaction and mobilization?

TABLE 6

| CMT | ANSWERS |
|-----|--|
| THE | Regular |
| B | Good |
| W | Fair. "It could be improved by clarifying each person's role and respecting the autonomy of each agency involved." |

Source: research author

The responses indicate that the relationship between police and the community is mediocre. Interaction is a necessary line of action in this new concept of community policing, where information exchange occurs between the police, other agencies, and communities, and must be ongoing.



Managers should encourage this interaction, making it routine and natural, thus enabling greater monitoring of problem-solving and anticipating the facts.

In the Neighborhood Patrol philosophy, one of the cornerstones is proactivity. This philosophy aims to establish a dynamic management system within the police force, fostering internal and external interaction across all fronts, and seeking to anticipate events and developments, whether through resource and asset management or through police proactivity at the workplace.

As part of police proactivity, public security managers and operators will base their actions on the priority of protecting life and citizenship. With this guidance, subordinate units and personnel will conduct community policing in all areas under their responsibility, seeking a deep and broad understanding of their area of operation, including its variables and factors (Neighborhood Patrol Manager and Operator Manual).

Activities must be developed within the community, so that there is interaction between the police and the community, through collective efforts, leisure and recreation, always seeking the common good, collectivity and social good.

Activities that can be developed in the community:

- a. Civic, environmental and community work weeks in the neighborhood and weekends of leisure and recreation;
[..]
 - l. Promote greater participation of troops in Public Safety issues and their greater involvement with the community in solving these problems;
 - m. Establish contact with the community representative;
[..]
 - q. Conduct surveys with the community on problems in the area of performance;
 - r. Conduct research with the community regarding their desires regarding Public Safety;
 - s. Promote greater interaction with the community seeking its organization and formation of community associations;
[...]
- (Neighborhood Patrol Manager and Operator Manual Neighborhood Patrol Manager and Operator Manual).

One of CONSEG's roles is to bring the community closer and interact with public security members, encouraging the local population to participate and work in social and/or philanthropic activities, promoting events such as lectures, conferences, debates, educational programs, among others, for social self-reflection on the role in controlling violence, crime and whatever is in the interest of public security.

Article 2 – It is the responsibility of CICSP/26th DIP – BPI/Santa Etelvina:

- I. Bring together and integrate Public Security System professionals with the community of the Santa Etelvina neighborhood, collaborating with the agencies responsible for Public Security; carrying out educational campaigns and other events, with the objective of guiding the community on conditions and ways to prevent violence and guarantee the safety of citizens and their assets;
[...]
- III. Encourage and guarantee the participation of community members from the Santa Etelvina neighborhood in the Interactive Community Public Security Council CICSP/26DIP – BPI/Santa Etelvina, both those who reside there and those who work there or demonstrably carry out social and/or philanthropic activities.
[...]
- V. Promote events that enable frequent self-reflection on the role of citizens in controlling violence and crime; VI. Plan community action and evaluate its results;
[...]
- IX. Promote lectures, conferences, debate forums and implement educational programs and disseminate actions to prevent violence and crime in all social segments, including establishing partnerships, aiming at educational projects and campaigns of interest to public safety;
[...]
- XI. Articulate the community seeking to develop civic and community spirit to unite efforts aimed at preventing problems that have police and judicial implications;
- XII. Collaborate with the initiatives of other bodies that aim at the well-being of the community, provided that they do not conflict with the provisions of this Statute;



[...]

XIV. Organize the Permanent Community Forum, providing the necessary resources for its activities.

An engaged community, aware of the presence of public authorities and building mutual respect, begins to generate more valuable information for the police force, which without it cannot perform police work with excellence. In this sense, CONSEG's responsibility is to act for the benefit of the community, encouraging a broader mobilization of public opinion, following the path of action in strategic areas where operations are insufficient, seeking to encourage the community to honor and respect good public security professionals, aiming to strengthen community ties and security education.

The president of CONSEG stated: "...it's the order of the day, because the police are not just making arrests, they are playing a social role"

In light of this, commanders were asked how they evaluate the development of social projects in Santa Etelvina neighborhood?

TABLE 7

| CMT | ANSWERS |
|-----|--|
| THE | Great. "However, we can't allocate enough staff for this. That's the danger. We have to encourage the community to develop self-sustaining projects. We have to stop being paternalistic. Promote and support, yes. Carrying people around, no." |
| B | Excellent |
| W | Bad. "CONSEG is flawed in this regard. Some members have a limited view of the council's role. There's no news of projects or discussions within CONSEG." |

Source: research author

It's clear that the police, in addition to fulfilling their public safety role, are also carrying out social work—an excellent development in this new policing context. However, CONSEG is not engaging in a broad discussion on social projects, nor is it engaging the public with greater public participation alongside public safety managers.

One of CONSEG's purposes is to carry out social projects and campaigns, such as the SENASP/ANP community course (2008): to promote and implement guidance and dissemination programs for self-defense actions in communities, including establishing partnerships, aiming to carry out educational projects and campaigns of interest to public security.

The work of community policing is to develop social projects aimed at the community to ensure local public safety, raising awareness and maintaining contact with authorities from various public structures to ensure the growth of projects.

As stated above, the police should not embrace all social causes in the community, they should seek means and support from other competent government agencies, but demonstrating to the population that the police are supporting the community's social events.

16

Commanders were asked about their assessment of police preparedness within their unit, to deal with mobilization and social participation in public security management.

TABLE 8

| CMT | ANSWERS |
|-----|---------|
| THE | Regular |



| | |
|---|--|
| B | Regular. "Normally, those who are willing to maintain community relations are the officers." |
| W | Great. "We're prepared for this demand; of course, learning is ongoing." |

Source: research author

The responses indicate that the respondents' perception of the relationship between the police and the community is average, especially regarding the OM officers who do not seek a greater relationship with the local population, waiting for measures from the institution, not interacting with the program and the new concept of community policing. The change exists, however, there is a lack of greater commitment between the police and the community.

According to Dias (2002), this process of change will be achieved through the preparation of allocated and qualified human resources who will act in the event of changes in administrative structures, hierarchical levels, forms and scope of control, decision-making processes, leadership style, level and form of communication and individual attitudes and procedures, which become a fundamental element for achievement.

In this sense, it is essential that public security professionals are trained, thus acquiring an identity specific to a professional corporation, to achieve the theoretical, technical and practical essence for the active and effective fulfillment of their activities.

The president of CONSEG stated:

"There's only the police, the social side doesn't exist. The police are the ones doing the social side to the extent they can."

"In reality, Santa Etelvina has no squares, no sports facilities. There's the CCA, the Santa Etelvina Sports and Leisure Community Center. This is bad because teenagers are left at their mercy. The police force put their own project in place, and they're working on social services, but the state forgot, the municipality forgot, and they don't apply that. The schools are outdated, and many children are out of school."

In light of these assertions, commanders were asked how they evaluate this absence of public power.

co?

TABLE 9

| CMT | ANSWERS |
|-----|---|
| THE | "There is a lack of state investment in these areas." |
| B | "Harmful to public safety, since there are flaws in the initial stages, problems usually become police issues." |
| W | "I don't mean absence. The thing is, the community isn't being motivated to understand the importance of social policies that impact public safety. CONSEG needs to be more participatory, with fewer discussions or complaints." |

Source: research author

It becomes clear from the commanders' responses that the State leaves much to be desired in its governmental actions in the Santa Etelvina neighborhood, such as the lack of health clinics, social projects, leisure facilities, lack of squares and sports and educational centers, lack of infrastructure on the streets, more schools, among others. The complaints of the residents are visible and constant.

17

These factors contribute to the increase in local crime, leaving the population, young people and adolescents, at the mercy of criminals who see these flaws to attract these groups to the side of crime due to the lack, mainly, of family breakdown, where the State should act with social assistance monitoring, it is still aggravated by the increase in school dropouts, where malicious people offer illicit means to deceive young people and adolescents.

In this context, the police came to minimize these failures with the Ronda no Bairro Program, with the



intention of bringing public safety responsibility closer to the community, which ends up becoming a partner with the police in resolving local problems, as seen today, the police are not a closed institution as in the past, they are open to the community to collaborate with public safety.

here.

In attempting to implement this model, the government and civil society leaders believed that this could be a way to democratize the institutions responsible for Public Security. That is, as it opens up to society, bringing together local leaders, business owners, residents, and everyone who can participate in local security, the police cease to be a closed institution and, being open to suggestions, allows the community itself to be part of its deliberations. (Carvalho, 1998, p.49)

The community has shown no interest or capacity to integrate the resources allocated to social resources with government resources. Social, political, and economic problems exist in the community; however, the mobilization of the population is not very representative, and they settle for partial, isolated, or temporary solutions, and end up not seeking to address broader issues and require a more unified effort with lasting and better implications.

Community participation is therefore limited to the responsibility of being informed of public demands, both police actions and government plans, voting for representatives on councils or representative bodies, and following institutional or legal standards without making proposals for improving services.

The President of CONSEG says that "there is a lack of personnel, so there is no excellent service, not due to a lack of command and a lack of personnel, your work is excellent, your work is demanded, the job of COSENG is to demand and what we really demand from the commander."

How do you see the Government's actions in relation to the community's demands?

TABLE 10

| CMT | ANSWERS |
|-----|--|
| THE | Good. "I disagree that the problem is effectiveness. The problem is management." |
| B | Regular. "Although Ronda no Bairro has been implemented, there is clearly a depreciation of the program, and a lack of prompt response from the Government." |
| W | Excellent. "The government has sought to meet demands. There's never been a plan like Ronda no Bairro. What the administrator lacks is financial resources. And CONSEG's role isn't just to demand action; it must be participatory and proactive, respecting the independence of the agencies." |

Source: research author

The responses indicate that the problem isn't a lack of staff, but rather the government's mismanagement of demand. As mentioned, there's a lack of financial resources, as the OMs lack financial autonomy and end up waiting for resources from the government.

The Santa Etelvina community recognizes the work of community policing managers at the 26th DIP, but government resources and programs are failing to deliver excellent policing. The government's community policing management is contradicting the philosophy of Community Policing, which is the main theme of the Neighborhood Patrol Program, where

The main strategy is to improve the quality of operational management of public security.

In this sense, the philosophy of Community Policing constituted the central theme of the Ronda no Bairro Program, whose basic strategy is to improve the quality of operational management of public security in Amazonas, focusing on prevention and the citizen client, policing oriented towards solving problems within the community, methodologies of social mobilization, integration, partnership and community awareness with regard to solving public security problems and analysis of the factors involved.

stakeholders for its execution (Neighborhood Patrol Manager and Operator Manual).

The community oversees public safety, directly and indirectly participating in identifying problems and prioritizing priorities, and evaluating police service through CONSEG. Thus, it has the right to hold police officers accountable for their actions, planning, and execution of agreed-upon work. Above all, it demands better quality management from government leaders, providing resources and resources to the managers of the 26th DIP.

Today, police actions are planned based on the Community Policing Strategic Plan. Police unit commanders were asked how they view the new vision of community policing, according to the following statement: "It used to be like this: the police went there and the community went here." (CONSEG President)

TABLE 11

| CMT | ANSWERS |
|-----|--|
| THE | Excellent |
| B | Good |
| W | Great. "That's the way forward, but community agents need to be trained to understand CONSEG's true role and avoid distortions." |

Source: research author

It is noted that the community policing philosophy has been bringing the community closer to the police. This has occurred, according to Araújo; Lima (2010), due to an interpretation of this new philosophy, where each OM has been making resources available according to the community's demands.

The police today are focused on community outreach, aiming to achieve greater ties with the local community, passively validating their practices and seeking to improve their image. This increasingly pushes aside old concepts that the police are there to catch thieves.

Although some police officers still resist the oversight of police services by the local population, that is, they have not yet realized that the community is a partner and not an adversary, any police officer who continues with this mindset is going against the new concept of community policing.

A major challenge of participatory management is to regain the community's trust, and consequently, increase the credibility of the police.

With this in mind, commanders were asked how they assess community trust in the police within their police unit?

TABLE 12

| CMT | ANSWERS |
|-----|---|
| THE | Regular |
| B | Regular |
| W | Good. "It can be improved, but this requires the participation of all security institutions. Everyone needs to have the same objective and strategy, without corruption." |

Source: research author

According to the research, the feeling of trust is not among the best of the topics covered in the 26th DIP, as seen above, however, it may not be one of the worst, since the pilot program of Neighborhood Patrol in Santa Etelvina, more precisely in the area of the 26th DIP, has gradually reduced crime in the neighborhood of Santa Etelvina, and the population has responded with an increase in the number of

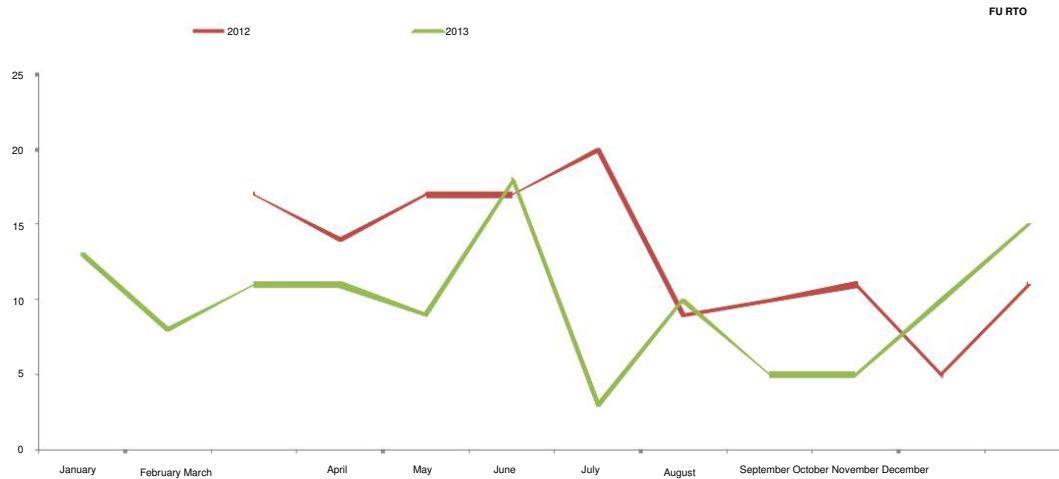


police records, seeking out police stations more and reporting acts of inflation in the community, as can be seen in the statistical data provided by CIOPS.

FIGURE 2

| THEFT | | | | | | | | | | | | | | |
|---------|-------------------------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|-------|-----|
| Service | January | February | March | April | May | June | July | August | September | October | November | December | TOTAL | |
| 2011 | THERE WAS NO 26TH CICOM | | | | | | | | | | | | 0 | |
| 2012 | | | | 17 | 14 | 17 | 17 | 20 | 9 | 10 | 11 | 5 | 11 | 131 |
| 2013 | 13 | 8 | 11 | 11 | 9 | 18 | 3 | 10 | 5 | 5 | 10 | 15 | 118 | |

Source: CIOPS



BODILY INJURY / DOMESTIC VIOLENCE

| BODILY INJURY / DOMESTIC VIOLENCE | | | | | | | | | | | | | | |
|-----------------------------------|-------------------------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|-------|-----|
| Service | January | February | March | April | May | June | July | August | September | October | November | December | TOTAL | |
| 2011 | THERE WAS NO 26TH CICOM | | | | | | | | | | | | 0 | |
| 2012 | | | | 112 | 60 | 74 | 31 | 52 | 43 | 34 | 17 | 24 | 20 | 467 |
| 2013 | 12 | 7 | 13 | 12 | 9 | 10 | 7 | 23 | 25 | 17 | 27 | 21 | 183 | |

Source: CIOPS

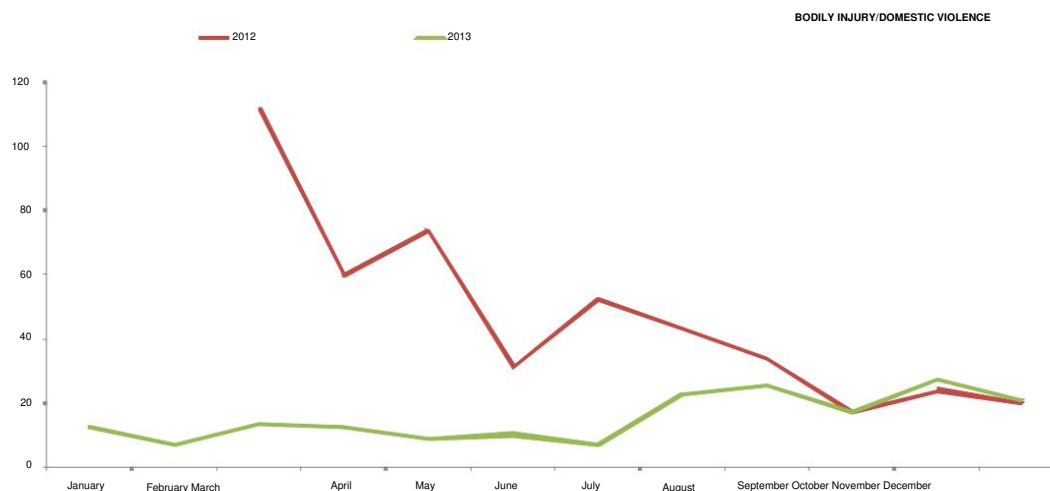


FIGURE 3

However, managers must emphasize interaction between the community and the police. Specifically, a good-neighbor police force, combined with trust-building strategies, will legitimize police actions within the community. In this sense, public safety professionals must establish bonds of trust with the community and encourage social mobilization to solve crime and violence problems.



violence that distresses the locality.

Community Policing is a philosophy and organizational strategy based primarily on a partnership between the public and public safety and social defense institutions. It is based on the premise that both state institutions and the local population must work together to identify, prioritize, and resolve problems that affect public safety, such as crime, fear of crime, exclusion, and social inequality that exacerbate crime-related problems and hinder the goal of improving citizens' quality of life. (BRASIL, 2008b).

This new community policing model brings the community and the police together to feel accountable for themselves and for everyone. Mutual practice increases community trust. The presence of police officers in the community allows them to experience its reality, fostering greater contact with the local population through conversations, advice, and problem-solving. This gives citizens in that area a greater sense of security, a sense of inclusion in decision-making, and a sense of belonging to the community.

The CONSEG president said: "No, there are no partners. It's usually when the person doing something for the community is politically motivated. We don't want the community tied to politicians. Politicians only come with ulterior motives; they don't want to help."

Commanders were asked how they evaluate this lack of partnerships between both the public sector and the government as in private?

TABLE 13

| CMT | ANSWERS |
|-----|---|
| THE | "Terrible. The community has to have partners and learn to live with political traps." |
| B | "It is practically non-existent, when it exists it is to obtain favors." |
| w | "The community needs to learn to deal with this kind of situation. There are many difficulties here that can only be resolved with political will. It's an illusion to think we're outside of politics. Today, everything requires partnerships." |

Source: research author

The responses show that the participation of public and private partners is terrible, and when there is any, they seek their own interests and opportune favors in the community, and the local population itself does not know how to deal with these political and private sector traps.

It is a great challenge for the managers of the 26th DIP to bring public and private partnerships to the community, but distinguishing those who truly want to help from those who seek favors becomes a challenge for both the police and the community itself.

FINAL CONSIDERATIONS

The general objective of the research was to identify and understand the perception and level of interest of CONSEG participants in relation to the existence of aspects and challenges of participatory management in the 26th DIP in Zona North of Manaus.

21

To this end, the perceptions of CONSEG members and police managers working in the Santa Etelvina community were researched, and as a theoretical basis that supported the research, the works of the following authors were used: Chiavenatto, Maranhão, Maximiano, Santos, Gohn, Pateman, Rangeon and Marcineiro, which enriched the work.

Overall, it's clear that the concept of Community Policing has brought the community closer to the police, and the police closer to the community. This is a win-win situation for the local population, who come to realize that famous



The sense of security that many speak of. Of course, there is still much to be done, but the improvement in public safety services is noticeable. It's clear that the community, through CONSEG, has been participating in priorities and decision-making regarding local security, engaging and questioning topics addressed in meetings, lectures, and community outreach.

Thus, the research objective was achieved, answering the question in a way that reached an understanding of the perception of CONSEG participants in the aspects of participatory management in the 26th DIP, and the hypotheses were corroborated, in the sense that the answer was reached regarding the participatory management of public security in the 26th DIP in its implementation of community efforts within the scope of social participation with regard to public security demands.

This has been noted with the opening of participatory management in public services, where the citizen becomes an indispensable member of the public affairs process, contrary to decades ago, where citizen participation was non-existent, being at the mercy of narrow administrative measures, and often involving private interests, not benefiting the community but rather the individual.

With this new implementation of participatory management, gradually, public administration managers have the challenge of managing this new format in the public management process, where the citizen from outside - those who are not a public servant, whether by public exam or contract - is present, getting involved and giving their opinion on the services that will be provided to the population, but what has been happening is, most of the time, the managers themselves feel contained in these situations, and end up putting up barriers to this popular participation.

This view is changing as we observe and understand how crucial public participation is in public life, as it benefits them. Citizens today must be aware of what's happening in public administration, demanding quality services for their society, community, and neighborhood.

In this context, representatives of the Santa Etelvina community, through CONSEG's functions, must participate in the priorities of public safety issues, not influencing decision-making and planning, but rather providing information and suggestions. In other words, the technical knowledge belongs to specialized public safety agents. However, the community is a fundamental part of this new security context. However, it must know its real role in meetings, lectures, and joint efforts, actively participating and demanding more security and a quality service according to the need and availability of resources.

Considering the results obtained, it is suggested that the Ronda no Bairro Program be maintained, continued, and constantly planned. It adopted this new concept of community policing and in fact brought benefits to the community of Santa Etelvina, both for the population and for the police institution itself. For example, bringing the police closer to the community, consequently, greater trust between them, greater acceptance by the local population, and for the police, an improvement in the police structure, providing quality service so that the police can work and serve the population of Santa Etelvina.

22 It is also proposed that further studies be carried out on the issue, in the aspects of greater community participation, to the point that the population can have greater knowledge of the security demands in their neighborhood, and that each citizen participates in meetings, not just closed meetings.

Finally, it is expected that the study will contribute, together with works related to the aforementioned theme, to the analysis of the subjects explored, bring greater clarification to society, the community and citizens, and may help future academic work at the Military Police Academy (APM) and others, to which this work is related.

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