

## NATIONAL BLUE OCEAN STRATEGY IN ROYAL MALAYSIA POLICE – AN ACHIEVEMENT

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### ABSTRACT

*This article aims to highlight the successes achieved by the Royal Malaysia Police (RMP) under the National Blue Ocean Strategy (NBOS) in preventing crime and improving the feeling of public safety. Indeed, NBOS has transformed the thinking of the 'men in blue' in dealing with many situations through various initiatives generated during the past seven (7) years since 2009. Policing in this era of direct and instantaneous pressure from social media and inexorable uncertainty demands that the RMP be innovative, creative, collaborative and service oriented rather than being traditional and complacent. RMP cannot just rely on past successful strategies and methods in dealing with the public and their endless demands for better service and quality of life. Through the spirit and platform of NBOS, RMP has been able to achieve greater heights in maintaining peace and order in the country. Adopting a multi-prong and innovative approach, RMP partnered many government agencies, the private sector, NGOs and civil society to make Blue Ocean Strategy (BOS) a reality. This short article seeks to highlight some of the major initiatives undertaken, namely the Joint Patrol between RMP and the Malaysian Armed Forces (MAF), Go-To-Safety-Points (GTSP), having ex-policemen serve as Neighbourhood Safety Leaders, AMANITA, and IAmaweek, amongst others. The successes highlighted can be used by any law enforcement agency as a point of reference for drawing strategies and designing public programmes.*

**Keywords:** Royal Malaysia Police (RMP), NBOS, sustainability, collaboration, strategic partnership.

### INTRODUCTION

National Blue Ocean Strategy (NBOS) was adopted by the Honourable Prime Minister of Malaysia, Dato' Sri Mohd Najib Tun Hj. Abdul Razak as a strategy focusing on the government's transformation efforts and therefore acts as a

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focal point for the integration of the Tenth Malaysian Plan (RM-10), Economic Transformation Programme (ETP) and Government Transformation Programme (GTP) in order for the country to progress towards a fully developed nation by the year 2020. Through NBOS, more than 80 government ministries and agencies such as the police, armed forces, youth, women, higher institute of learning among others, collaborated towards transforming the nation, with the creation and implementation of various NBOS initiatives.

The idea of having NBOS originated from the best seller by Prof. W. Chan Kim and Renee Mauborgne, *Blue Ocean Strategy – How to Create Uncontested Market Space and Make the Competition Irrelevant* (2005). It's basis is to be creative and innovative in approaching issues and the key success factors relied on three (3) main principles; high impact, low cost and fast execution for all the initiatives or projects identified. Besides, sustainability of the initiatives or projects is also vital in ensuring the continuity of the initiatives or projects undertaken.

*“Blue Ocean Strategy supports the government’s main agenda through a variety of new approaches which could be seen from two aspects, namely creativity and thinking in an unconventional manner to solve problems”* (The Hon. Dato’ Sri Mohd Najib bin Tun Abdul Razak, Prime Minister of Malaysia)

*“Blue Ocean Strategy involves thinking out of the box, adopting creative and innovative strategies with minimal cost, high impact and could be implemented immediately; in order to achieve this we should be independent from the “silo mentality”* (The Hon. Tan Sri Dr. Ali bin Hamza, Chief Secretary to the Government of Malaysia)

## **IMPLEMENTATION WITHIN THE ROYAL MALAYSIA POLICE**

Within the Royal Malaysia Police (RMP), the Inspector-General of Police (IGP) is the stakeholder of the whole project and he is to appoint an Initiative Owner (IO) for each NBOS initiative undertaken by RMP. The roles and responsibilities of the stakeholder is to be the overall champion and supporter of the initiatives relevant to the police; to set directions and provide guidance to initiative owners and the implementation teams; and to help initiative owners resolve issues and barriers and to refer problems to the higher authority as and when it is needed.

As for the Initiative Owner (IO), the duties include performing the task as a day-to-day implementation leader, responsibility for the successful and effective completion of the initiatives; to plan for the implementation and define the action plans as well as leading the implementation; and to monitor and adjust the initiatives and detailed activities to ensure the full delivery of its outcome.

## **DEVELOPMENT OF THE INITIATIVES**

Over the years since 2009, regular NBOS Summit meetings have been held on a monthly basis with the presence of all the relevant heads of ministries and agencies. During these meetings, initiatives are presented for implementation and their progress closely monitored. Some of the major initiatives that have been undertaken by the RMP are:-

- Repositioning of civil servants through the redeployment of uniformed police personnel away from clerical duties.
- Training of police recruits using military facilities.
- Recruitment of ex-military personnel into the RMP.
- Joint Crime Prevention Patrols comprising Royal Malaysia Police (RMP) and Malaysian Armed Forces (MAF) personnel.
- Military Community Partnership (MCP) under the Blue Ocean Policing 2 initiative.
- Character building activities after school for future leaders under the Blue Ocean Policing 2 initiative.
- Go-To-Safety-Point (GTSP).
- Having ex-policemen serve as neighbourhood safety leaders.
- Partnership with the private sector to communicate new crime fighting initiatives to the public;
- Engaging housewives in neighbourhood safety through a specially designated female staff in each station (known as AMANITA) as well as to connect AMANITA with residents' associations nationwide to organise local safety initiatives.
- Holding “*1Amanweek*” to raise public awareness of new crime fighting initiatives.
- Joint Communication initiative between RMP and MAF.
- Training high quality security guards certified by the police to significantly boost security around schools and private businesses (Certified Security Guards, CSG).

## **REPOSITIONING OF CIVIL SERVANTS**

The idea of redeploying uniformed police personnel away from clerical duties was mooted to properly deploy those trained police personnel who were at that

time performing non-policing duties such as clerical services. It was thought to be a waste of trained resources, when they could be better placed in areas where they were needed most: on the ground where the nation was at that time facing tough challenges due to public perception of rising crime rates and fear of crime.

As of December 2012 a total of 7,402 police personnel were redeployed to active policing functions such as beat patrols, mobile patrol vehicle (MPV) units, motorcycle patrol units (URB) and other basic policing tasks. In this way, more policemen in uniform were seen to be patrolling, hence increasing police omnipresence in the eyes of the public. To address the gap left by the redeployment of these personnel, a total of 4,762 civilian staff were recruited, trained and assigned to the various departments accordingly (Royal Malaysia Police NBOS Secretariat 2012).

### **TRAINING OF NEW POLICE RECRUITS USING MILITARY FACILITIES**

Since 2010, various innovative initiatives were introduced for the two traditionally separated entities to work together, hence breaking down their “silos” in order to safeguard the sanctity of the nation and safety of the general public. The experiences and lessons learned from such collaborations, arguably the first of its kind in this region, are enormous. The Royal Malaysia Police is pleased to highlight some of the initiatives implemented that have yielded very encouraging outcomes as a result of such collaboration.

As for this initiative, the shortage of police training centres to cater for the massive intake of new recruits resulted in a collaboration between the RMP and the MAF to use military training camps instead for their training. The training began in 2011 with a first intake of 1,485 new police recruits trained at two military training centres. In 2012, another 996 recruits were trained, making a total of 2,481 police constables trained altogether, using military facilities and with the trainers from police training centres (Royal Malaysia Police NBOS Secretariat 2011).

This collaboration to train newly recruited officers and men is timely and remains relevant, at least in the near future. By doing so, a substantial amount of money was saved from the projected cost of building new police training facilities and the training could be conducted instantaneously as well, to cater for the immediate needs of the Royal Malaysia Police.

## **RECRUITMENT OF EX-MILITARY PERSONNEL TO JOIN THE POLICE**

Under this initiative, a total of 244 ex-soldiers have completed their basic police training since 2011 and are now serving diligently throughout the country, hence optimising their experiences, and high discipline as well as giving them a chance for a second career – a win-win situation (Royal Malaysia Police NBOS Secretariat 2011).

The figure may not be very significant since retirees amongst the military far exceed the number of soldier-turn-police personnel but the initiative creates a platform for future recruitment exercises. The Royal Malaysia Police is ready with the syllabus and experience to transform combatant soldiers into peace-keeping policeman.

## **JOINT PATROL BY ROYAL MALAYSIA POLICE AND MALAYSIAN ARMED FORCES**

The Royal Malaysia Police (RMP) and Malaysian Armed Forces (MAF) Joint Patrol Initiative is a collaboration between the two forces as a joint effort to increase police omnipresence and prevent crime. These joint patrols have been implemented since 2010 initially covering 70 areas, mainly around urban centres. Implementation of the joint patrols include beat patrols, use of mobile patrol vehicles (MPVs), erecting road blocks and close escorts, usually from 7.00 am to 6.00 pm.

On 23<sup>rd</sup> January 2015, the RMP received 114 HondaWave motorcycles, which were subsequently handed over to the MAF for use by MAF personnel during the joint patrols. With the additional motorcycles, it was envisaged that the military patrols would become more effective in reducing the crime rate in “hot spot” areas (Royal Malaysia Police NBOS Secretariat 2015).

These joint efforts have successfully reduced crime as well as reduced public fear of crime within the patrol areas. Generally the public feels much safer living in these areas. To further enhance this collaboration, on 1 Jun 2015, an additional 30 areas were added to make it a total of 100 selected patrol areas. A launching ceremony was held in Malacca on 10<sup>th</sup> July 2015, by which the total involvement was 560 RMP personnel and 250 MAF personnel.

On 15<sup>th</sup> December 2015, the NBOS Summit chaired by Dato’ Sri Mohd Najib Tun Hj. Abdul Razak, Prime Minister of Malaysia, decided that another 100 locations

are to be included to the current list, making it a total of 200 areas. The doubling in the number of areas is additional proof of the success of this collaborative effort and the Government's confidence in its effectiveness.

### **MILITARY COMMUNITY PARTNERSHIP (MCP)**

The code name for this initiative is "*RAPAT IMalaysia*" which is an acronym for 'civilian, police and military joint patrol'. This noble idea for a tripartite patrol received overwhelming response from those residents living within the vicinity of military camps, where the patrols are conducted.

Each patrol team comprise one (1) police personnel, one (1) military personnel and three (3) civilians living within a residential area who are members of the Volunteer Patrol Scheme (VPS) established under the Neighbourhood Watch Act 2012. The patrol is conducted between midnight and 6.00 am, where the police personnel is responsible for handling any arrests or the lodging of police reports. However, the frequency of patrol depends very much on the availability of the volunteers and on the average it is conducted on a weekly basis.

Since launching on 5<sup>th</sup> Mac 2013 at Taman Ria, Sg. Petani, Kedah, a total of 75 areas nationwide have been covered, with the objectives being to prevent crime and curb social misconduct. The plan for year 2016 is to extend this collaboration to another 25 locations, making it a total of 100 patrol locations.

Studies by the Department of National Unity and Integration in the Prime Minister's Department, which is responsible for overseeing the Volunteer Patrol Scheme (VPS), showed that the feel safe factor is very high in the patrolled areas. A study conducted between January and June 2015 at 55 patrol locations showed that 92.67% of those surveyed felt safe and the July to December 2015 survey produced a figure of 91.76% (Department of National Unity and Integration, Prime Minister Department). These figures indicated that the initiative is well received, relevant and has a high impact on the community.

From the NBOS perspective, the cooperation between the military, police and the Department of National Unity and Integration is notably visible and significantly important in making the neighbourhood safe and secure.

## **CHARACTER BUILDING ACTIVITIES AFTER SCHOOL FOR FUTURE LEADERS**

“Character building after school for future leaders” is another successful NBOS initiative and it also involves three (3) agencies, namely the military, police and the Ministry of Education. The programme was launched by the Chief Secretary to the Government of Malaysia on 3<sup>rd</sup> March 2013 where various activities were arranged after school and during the weekends for selected school students.

Summer camps with a duration of 5 days were programmed at either police or military camps to expose the younger generation to police and military life. Programmes included physical endurance, career talks and moral guidance. Trainers from the police and military also visited selected schools monthly to organize talks, events and other related activities so as to continuously engage these youngsters in order to further mould and guide them for the future.

This initiative benefited some 4,298 students from 120 selected schools in 2014 alone and in 2015, 4,800 students from 120 schools took part in the programme. With good response from the students, parents and school authorities, it was decided that in 2016 the number of schools would be extended to 140, targeting 5,600 students with the inclusion of the states of Sabah and Sarawak for the first time (Royal Malaysia Police NBOS Secretariat, 2016).

## **GO-TO-SAFETY-POINT (GTSP) INITIATIVE**

As the name implies, this noble idea is to create a safe haven in selected premises for members of the public to go to when they need help. For victims of crime, getting to a safe place for them to seek temporary refuge before the eventual arrival of the police will really help to calm them down. Assistance provided is not only confined to victims of crime but also to other traumatic cases as well, in which other relevant agencies such as the hospitals are notified. The safe haven is the place for them to receive first aid and also to rest before the arrival of proper assistance.

A pilot project was launched with the collaboration between RMP and Pos Malaysia as well as the 7-Eleven stores. The idea was eventually expanded to all the 560 PETRON petrol stations throughout the country and was officially launched on 14<sup>th</sup> September 2013. On 18<sup>th</sup> July 2014, all the 942 SHELL petrol stations officially became a partner of GTSP. On 12<sup>nd</sup> Nov 2015, 11 BHPetrol stations joined the programme.

PETRONAS, with its corporate social responsibilities spanning different areas such as community well being, education and environment and with a total of 1,067 petrol stations nationwide will soon be gearing itself towards this initiative. Caltex is another brand that the project team is trying to persuade to come on board (Royal Malaysia Police NBOS Secretariat, 2013).

## **EX-POLICEMEN AS NEIGHBOURHOOD SAFETY LEADERS**

An initiative to encourage police retirees and veterans to assist in crime prevention efforts is what the NBOS team has been working on since the inception of this initiative in 2014. It was thought that with years of accumulated knowledge in handling crime in various capacities, these retirees would definitely be very useful in guiding their neighbourhoods in matters pertaining to crime prevention and also the general societal well being.

There are many platforms that they could render their services namely, the Residents' Association (RA), Neighbourhood Watch (RT) and Volunteer Patrol Scheme (VPS), Crime Prevention Association (CP), Village Development and Security Committee (JKKK), Joint Management Body (JMB), Malaysian Crime Prevention Foundation (MCPF) and any other organisation or establishment that is working together with the RMP in combating crime and reducing the fear of crime. Perhaps the only setback is the lack of commitment and awareness amongst the retirees and veterans, which the project team is working on to ensure that they will come around to this idea eventually.

As for the development of this initiative, in 2014 a leadership programme was held which was attended by 100 participants. In 2015, a total of 10 programmes were held with the participation of 580 police retirees (Royal Malaysia Police NBOS Secretariat, 2015). The content of the programmes included team building, dialogues, discussions and lectures as well as the latest updates on the crime situation and crime prevention initiatives. It is envisaged that with this initiative, crime prevention within the vicinity where the veterans live, will be more structured and organized, befitting the safety leadership drive.

## **PARTNER WITH PRIVATE SECTOR TO COMMUNICATE NEW CRIME FIGHTING INITIATIVES**

The private sector can provide a big pool of resources in terms of volunteerism and financial capacity to render assistance in combating crime, if approached

correctly. The first thing is to create a close knit working relationship where proper engagement with the private sector has to be in place. Secondly, is to secure the mutual understanding, respect and trust before the eventual mutual engagement and cooperation can take off. Once that is achieved, the engagement and cooperation will move forward steadily towards a win-win situation between RMP and the private sector (Khalid, 2014).

This initiative kicked off with the launching of the collaboration between the RMP and the Bank Associations of Malaysia as well as the Association of Islamic Banking in Malaysia on 9<sup>th</sup> September 2013. Eventually the collaboration was extended to MyTeksi, a taxi company (now called GrabCar) which was launched on 15 October 2014. Capitalising on the mobility of a huge number of taxi drivers in the cities of Kuala Lumpur and Selangor as well as Johor Bahru, they became a large pool of informants and served as the ‘eyes and ears’ of the police. Information could be disseminated quickly to the police through the MyTeksi application, which could be downloaded for free into mobile phones.

The other collaboration in place is with the Star Radio Group (SRG) which was initiated in April 2015. Under this collaboration, SRG radio crews are placed on board police helicopters to relay fast and accurate information on traffic and other incidents as well as crime information to motorists and other road users.

Between 19<sup>th</sup> and 21<sup>st</sup> September 2015, a ‘boot camp’ on Crime Prevention was held at the Royal Malaysia Police College, Cheras for the benefit of 104 Chinese secondary students aged between 14 – 18 years old. The camp was jointly organised by the police and The Federation of Chinese Associations in Malaysia (Hua Zong) with funding from the NV Foundation. The objectives of this camp were to introduce the roles and functions of RMP to the participants, enlighten them on personal safety and crime prevention, as well as to instill police discipline in them. This was an earnest effort to nurture youths to become friends of the police.

Evidently, there is a wide spectrum of advantages to be gained from collaboration with the private sector in information gathering such as MyTeksi, information dissemination through SRG and educating the younger generation in crime prevention through crime prevention boot camps. More of these programmes will be organized in the near future.

## **THE “*AMANITA*” INITIATIVE**

Engaging housewives in neighbourhood safety through a specially designated female staff in each station (known as “*Amanita*”) as well as to connect “*Amanita*”

with the resident associations nationwide in organising local safety initiatives, was first mooted during the NBOS summit in June 2012 and is one of its most popular and sustainable action. The idea is to collect information on unreported crimes or incidences and to treat housewives as friends of the police in order to reduce crime within the neighbourhood. All women police officers are deemed to be "*Amanita*" and an Inspector of Police (Insp) or an Assistant Superintendent of Police (ASP) is named to lead, mobilise and coordinate neighbourhood safety activities within a police district. The initiative is aimed at the housewives so that they are able:-

- To take care of their own safety and the safety of their family members and property;
- To identify and report suspicious activities and actual happenings of criminal activities;
- To safeguard the property of neighbours; and
- To work together with the police to identify common criminal activities within their neighbourhoods.

In a nutshell, the housewives will act as the 'eyes and ears' of the police in disseminating information to the police whenever they are suspicious of any criminal activities or wrongdoings in their neighbourhoods.

On 12 August 2014, an orientation was held to create awareness among the military personnel in order to extend the initiative to the MAF, the starting point being the creation of "*Amanita MAF*". The programme was attended by 27 women military officers.

Since its inception, various activities were held such as informal meetings and visits by women police officers, social and sports activities, formal meetings and dialogues and also talks and briefings on crime prevention, self defence, safety, security and other relevant topics. Those housewives who were interested were registered as "*Friends of Amanita*". Any information obtained pertaining to crime, traffic violations and narcotics were recorded as well. The summary is as follows:

**Summary of AMANITA Programmes for the Period 2014 –  
31<sup>st</sup> March 2016**

No.	Activities	2014	2015	2016 (March)	Total
1	Informal meetings and visits	449	1440	317	2206
2	Social and sports activities	106	125	6	237
3	Formal meetings and dialogues	19	25	3	47
4	Talks and briefings	196	70	12	278
Total activities		770	1660	338	2768
Total attendance		68,029	249,016	23,653	340,698
Total registered “Friends of Amanita”		5,110	28,725	2,127	35,962
1	Traffic	14	17	53	84
2	Crime	78	205	56	339
3	Narcotics	32	25	50	107
<b>Total Information</b>		<b>124</b>	<b>247</b>	<b>159</b>	<b>530</b>

Source: Royal Malaysia Police NBOS Secretariat, 2016

Another project undertaken by “*Amanita*” is the Residential Area Adoption project introduced in 2015 where to date a total of 77 residential areas were adopted. By doing so, the adopted areas will be closely monitored, bringing the relationship between the police and the residents even closer. With the community close at heart, it is therefore not an overstatement to say that ‘**police and the public are inseparable**’, which has been the theme for Police Day celebrations since 2015.

### “1AMANWEEK” INITIATIVE

This initiative is aimed at reducing the crime rate through vigorous campaigns as well as to generate the interest of the general public to join the police in the fight against crime. A few programmes were held such as in Sibul, Sarawak in 2015 and in Betong, Sarawak in 2016. The same programme was held on 26<sup>th</sup> – 27<sup>th</sup> May 2016 in the state of Kelantan.

In line with the spirit of NBOS, many government agencies and the private sector have been involved in the implementation of this programme. Among the activities are campaigns, crime prevention exhibitions, crime control demonstrations, career development talks, awareness on traffic regulations, sports activities such as aerobics, cycling events, fun games etc. It is a carnival meant to attract all walks of life, young and old and widely propagated by the local news portals.

## **JOINT COMMUNICATION BETWEEN RMP AND MAF INITIATIVE**

The Joint Communication between RMP and MAF initiative is intended to highlight to the general public the close cooperation and collaboration between the police and the military in maintaining peace and order in this country. All the successful stories of the collaboration between both parties have to be made known to the main 'stakeholder', that is the general public.

Police–Military collaboration at local community events is one of the activities within the joint communication initiative aimed at engaging the local population. The collaboration at local community events such as the open house during the '*Hari Raya AidilFitri*' further cements the ties between the two forces.

Community outreach events promoting the effective execution of NBOS initiatives are designed to highlight the successes of the police and military to the general public through local popular television programmes such as TV3's "*JomHeboh*".

The conferment of the National Sovereignty Medal awards to both military and police heroes who put the nation before self is another form of recognition of their sacrifices and dedication. This ceremony is organised in the various states with the presence of both the military and the police.

Occasionally, special documentaries are televised on the RMP-MAF collaboration in order to promote public understanding of the close cooperation between the two forces.

## **CERTIFIED SECURITY GUARDS (CSG) INITIATIVE**

On 1<sup>st</sup> September 2013, the Ministry of Home Affairs (MOHA) carried out a joint operation with the Royal Malaysia Police, Immigration Department and National Registration Department to wipe out illegal security guards and revoke the licences of those security companies violating the Private Agencies Act, 1971. In addressing these issues it was decided that:-

- Certified Security Guards (CSG) will be a mandatory requirement for security companies to renew their licences.
- Enforcement will be conducted by the Ministry of Home Affairs (MOHA) continuously in its effort to wipe out illegal security guards and revoke the licences of those security companies found not complying with conditions agreed upon.

- It is mandatory for security guards to be verified by the National Registration Department through its Biometrics System.
- The Security Guards Association is to set up a Disciplinary Board to act against members who commit wrong doings.
- A Sub-Licence System is to be created to differentiate between the various services rendered.
- To standardize the uniform of the security guards.

To ensure the success of this initiative, the role of the Royal Malaysia Police (RMP) is to provide training facilities, physical trainers and lecturers on the relevant law subjects. Each course would be held for seven days in the selected training centres.

Since the implementation of this initiative, a total of 10,608 security guards were trained and certified in 2014 and another 16,805 in 2015. As for 2016 (until 19<sup>th</sup> May), a total of 5,384 were trained and certified, making it a total of 32,797 security guards who have been trained and certified thus far (Royal Malaysia Police NBOS Secretariat 2016).

For 2016, a total of 20,000 locals have been targeted for training and for the first time 5,000 Nepalese guards will be trained as well. Nepal is the only country that is allowed to have its citizens work as security guards in Malaysia.

## **CONCLUSION**

To conclude, the National Blue Ocean Strategy (NBOS) has successfully brought the police and many other agencies and the private sector together, united them against crime, and thus paved the way for a safer, peaceful, prosperous and progressive Malaysia. Judging by the number of initiatives, their scale and the involvement of cross functional ministerial activities, it can safely be said that no one wants to work in a “silo” anymore. The Royal Malaysia Police will continue to support these initiatives that will bring mutual benefits to the police and the community at large to ensure that Malaysia remains a safe and peaceful haven.

It is RMP's hope that all successful initiatives under NBOS can be shared with police forces within this region and beyond. These initiatives or programmes can be adopted, where appropriate, in order to elevate policing to a better and higher dimension. RMP offers to be a point of reference in this noble cooperative and collaborative effort. As the Blue Ocean Strategy emphasizes, do not compete

but collaborate, be creative and innovative (Kim & Mauborgne, 2005). It is also about adopting and altering the best practices for its own organizational needs, taking into consideration the local social fabric and tailoring its usage according to its suitability. This demonstrates the reliability of Blue Ocean Strategy (BOS) both in theory and practice.

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