



ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
Collage of Business and Economics

Department of Public Administration and Development Management

**An assessment of challenges and prospects of the
Implementation of Community Policing: the case study
of Bole Sub-city**

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**A Thesis Submitted to the Department of Public Administration and Development
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for the Degree of Masters in Public Management and Policy (MPMP)**

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Plagiarism Declaration

I **Frehiwot Mulat** do here by declare the fact that this research paper is my original work, has not been presented for the degree of Master is Public Management and Policy (MPMP), in any other university and for any other purpose and as well all sources used for this research has been fully acknowledged.

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This research paper has been submitted for examination with my approval as an advisor.

Name of advisor: **Dr. Frehiwot G/Hiwot(PhD)** Signature-----Date -----

Approval

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Department Of Public Administration and Development Management

This is to certify that the thesis prepared by Frehiywot Mulat entitled “*An assessment of challenges and prospects of the Implementation of Community Policing: the case study of Bole Sub-city*” which is submission in partial fulfillment of the requirements for the degree of Master is Public Management and Policy (MPMP), complies with the regulation of the university and meets the accepted standards with respect to originality and quality.

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Acknowledgment

I'm blessed and I thank the almighty God for every day and for everything that he given me.

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Abstract

This research explores the implementation of community policing program in the case of Bole sub city. In Ethiopia community policing is implemented by both the federal and state governments in their respective police institutions in order to change the very nature of police practice. This research involved 65 officers and 2 key informant interviews .Questionnaire were distributed to the sample respondent's officers of the sub city. Furthermore different related documents like report of Addis Ababa police commission and Bole sub city community policing division report were used to collect relevant data. Based on collected data, the researcher identified prospects of the approach as well as the challenges encountered through the implementation. Thus, the study revealed Bole sub city has benefited from the implementation in areas of crime prevention and better participation of the community. And the research also reveled major challenges in implementing community policing as lack of awareness and lack of training on the concept of community policing, absence of incentives schemes and employees low attitude towards community policing, the middle management reluctance to train and equip their subordinates, lack of expertise on the side of experts who follow up the implementation. Based on these results, recommendations are proposed: training both the employees and the middle management, increasing media role in creating awareness of the public about community policing and increasing opportunity in working together with the community in local development schemes.

CHAPTER ONE

INTRODUCTION

Community policing has emerged as a popular strategy within the field of development as part of state building interventions to restore community confidence in the police, improve social protection vis.viz police responsiveness and ensure adherence to human rights and professional standards. (Lisa and Sarah, 2013).It is a department wide philosophy of full-service, personalized and decentralized policing, where citizens feel encouraged and empowered to work in proactive and equal partnerships with the police to solve problems of crime, fear of crime, disorder, decay and quality of life.

Community policing is being applied throughout the world as a key strategy for current police operations and future reforms. Many scholars define community policing in different aspect: Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

In Ethiopia, community policing is part of the official philosophy of regional and federal police commissions. It can be found in the countries first Growth and Transformation Plan, which prescribes a multitude of “justice soldiers” for the country

According to the Research Institute of the Ethiopian Federal Police, two key principles suffuse “community policing:

1. Embedding police in existing community gatherings and associations, or generating new partnerships, with the aim of obtaining information, creating a broad referral network for dispute resolution, and encouraging a culture of “let’s end crime with me”; and
 2. Urging the community to take responsibility for protective services, whether by forming neighborhood watch programs or engaging private security and/or militia.
- (Mila Cerecina 2012)

Community policing broadens the nature and number of police functions compared with traditional policing. It emphasizes organizational transformation, proactive collaboration, problem solving, and external partnerships to address the issues that concern both the police and community members. Community policing shifts the focus of policing by placing equal emphasis on crime control, order maintenance and service. It requires the police to work with community members and other Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.

1.1. Background of the Study

The federal police commission launched first country wide policy on community policing on December 23, 2014 at Ghion Hotel for the house of People Representative, and civil service minister. Community policing is a strategy that focuses on police building ties and working closely with members of the community to ensure public safety.

The Ethiopian federal police force was reestablished by proclamation No 313/2003 with the objective of honoring the constitution and other laws of the country and based on the participation of the public, to maintain the peaceful life and security of the people through prevention of crime. In part two of this proclamation the Addis Ababa police commission was established with the objective of maintaining peace and security of the dwellers under the city administration by complying to and enforcing the constitution and other laws of the country by preventing crime based on the participation of the people. (Federal Negarit Gazeta ,no11,2003)

Community policing is one of the most significant recent developments in policing and the notion has been widely discussed and applied around the world. Community policing is also one of the new strategic approach that the Ethiopian government is implementing to ensure security and bring about development to its citizens. The general objectives of community policing are to reduce crime and improve police- community relations.

The concept of community policing first introduced in Ethiopia in 1989E.C. But it couldn't be put in action due to different circumstances. Some of the circumstances were; Addis Ababa city government structure were reestablished, lack of management and

employee perception about community policing, at that time plan or strategies or program was not established for community policing also it doesn't have government budgeting to support its activity and lack of skilled police force that specialized on community policing because of the above core reasons and more it couldn't be put in action until 2002.

After 2002 E.C Addis Ababa police commission implemented BPR, and as one of the reengineering process the community policing division was established in organization setups from commissioner office to lower level of the city administration (worda). With the view of improving professional and leadership capacity and ethical standard the commission also trained 85 employees on community policing at a diploma level in Ethiopia Police University collage. Furthermore 295 police members from protection department were transferred into community policing service by providing them with short term training. (Solomon & Mengitu, 2006)

The community police had 2 initiatives to embed themselves within the community and harness its power for both information about problems, and resolution to problem: The first initiative began early in the pilot in the form of a household-by-household registration of the community conducted by the community police officers themselves, reportedly with some initial resistance from the residents. In the event of a "social problem" the register was valued by community police as an accessible source of contact information for neighbors who might be called on to help resolve the problem. The documentation room of a community police station in Bole that detailed graphical analyses had made in Excel from this register data in order to understand the density distribution of households in a sub-city, and deploy resources and personnel accordingly. They observed that one set of 300 households may yield 6 or 7 times that number of actual inhabitants if the households are in a slum area, but perhaps only four times that number in a wealthier area. The second was a registration of all "public" workers, who were usually engaged as shoe shiners, taxi drivers, parking attendants, janitors, street traders and day laborers. (Mila Cerecina 2012)

In 2004 E.C Addis Ababa police commission implemented pilot program of community policing in four selected sub city (Bole, Arda, Addis Ketma, Nifas silk). The pilot program was successful in many aspects and following that success a manual was drafted and approved by Addis Ababa city mayor. In general bole sub city has 6 coordination office 14 wordas and 75 ketenas. By the end of 2004 the community policing was already implemented in all sub city of Addis Ababa. As this approach is new in Ethiopia the implementation challenge and benefit needed to be studied in order to come up with the best available solution and to sustain the use of this approach for long time.

1.2. Statement of the Problem

Most crimes or criminal acts are interwoven with development gaps where poverty is prevalent. Poverty hinders development, it leads to violation of human rights; poverty can also be a cause of crime. Development intervention approach can reduce crimes. Safety, security and protection increases productivity of the working group, ensuring the legal protection, and dignity of citizens of a nation thereby enhancing their participation in all phases of development of a nation. Any development strategy of a nation should address human right and safety needs. It should also improve socio-economic status of the community through the participation of the community itself.

Since there are various objectives that are usually sought from protecting community, it is essential to clearly define the objectives and rational of using community policing approach within the Ethiopian context particularly in the Bole sub-city. It is also necessary to identify the interest of the different actors involved i.e. the government and the community so that the country can wisely benefit from the community policing scheme. The feasibility of using community policing should be identified, policy priorities has to be tested in line with the current situation of Ethiopia. As per the researcher's observation, there is no research that has been conducted in the area of community policing program. Thus this research work tries to identify the challenges and benefits of implementing community policing in Ethiopia particularly in Bole sub city which enables the stakeholders to rectify, and also to suggest the best available solutions to the problems.

1.3. Research Questions

- What does the overall implementation of community policing look like?
- What positive impact community based policing systems gives in local community?
- What challenges the community policing department has towards introducing & implementing the community policing program to the public at large?
- How well members of community policing department in the sub city understand the community policing approach?

1.4. Objective of the Study

1.4.1. General Objective

The major objective of this research work focus on implementation challenge and prospect of community policing approach by taking the case of Bole sub city.

1.4.2. Specific Objectives

- To assess benefits of community policing towards downsizing crimes.
- To investigate what challenges the community policing department face in the adoption and practice of community policing program.
- To find out how do members of community policing department understand the purposes and priorities of community policing program.
- To assess what opinion police have towards the outputs of community policing program.
- To assess how does community policing differ from other key approaches of policing.

1.5 Significance of the Study

The researcher of this paper believes that participative community policing program enables to reduce crime which leads to local development. This research work intends to show community policing practices of the Bole sub city and explore its challenge and benefit of implementation as there are no researches done in the area.

Therefore, this paper proposes alternative solutions for better implementation of community policing approach. In addition to this, it thoroughly investigates the objective

and achievement of community policing and its major challenges in the sub city. It also proposes mechanisms of how community policing can be integrated with community. Finally, it also provides an insight for future researchers who want to assess about community policing approach in depth.

1.6. The Scope of the Study

The research work cover the study of the community policing approach practices and challenges and opportunity by taking Bole sub-city as a case study. Even though community policing approach in Ethiopia is a new practice & awareness about the program is expected to be limited, it is believed that a lot of benefits are ripped from the program. Therefore, this research work covers the implementation challenge and benefit of community policing approach in Bole sub city. Due to time and cost constraint this research enclosed only in selected areas of Bole sub city; Gerji, Airlines, Cmc, Goro Bulubula and Karamara.

1.7 Limitation of the Study

Since this approach is new one and introduced recently in Ethiopia there were limitation in finding available literature discussing its application. Lack of research, and literatures about this specific topic of study to confirm the analysis, and as the topic is very wide time constraints during data collection and lack of reference materials specially in exploring the role community policing play in local development are considered as the major limitations of this research.

1.8 Research Design Methodology

1.8.1. Research Design

This research work is descriptive type of research that intends to show community policing practices of the Bole sub city and explore its challenge and benefit as there are no researches done in the area implementation of it.

The descriptive type of research is considered most appropriate for the particular research questions being addressed. Yin (2009 p. 9-10) has suggested that for ‘what’ research questions descriptive type of research has a distinct advantage when looking for

explanations on issues that cannot be measured in terms of raw frequencies or statistical incidence. The underlying interest in this thesis is to examine the implementation of community policing.

1.8.2 Sampling Technique

Concerning the selection of sample respondents, both probability (simple random sampling) and non-probability sampling (judgmental) techniques were used. Simple random sampling technique were used for community policing officers of the sub city, the reason for taking sample was due to the fact that they are large in number as well as it gives an equal chance. In order to interview different officials directly related to the subject matter judgmental sampling method are used.

The sample sizes of community policing officers have been determined using statistical formula. Different authors use different formulas to determine the sample size of study. For the purpose of this study, however, the formula set by Collett d. modeling binary data. Chapman and hall/crc.(2003), used and conducted as follows

$$n = \frac{N}{1 + (N(e)^2)} \quad \begin{array}{l} n = \text{sample size} \\ e = \text{error} \end{array} \quad \begin{array}{l} N = \text{population} \end{array}$$

$$n = \frac{188}{1 + (188(0.1)^2)} \quad e = 10\% \quad n = \frac{188}{2.88} \quad \underline{\underline{n = 65.27}}$$

A total of 72 questionnaires were distributed for employees by random sampling out of 188 employees. However, only 65 questionnaires were collected for various reasons that likely include, reluctance of respondents to fill and return the administered questionnaires, and interviews held with two key informants one with Addis Ababa police commission deputy commissioner head of Addis Ababa community policing division and with coordinator of bole sub city of community policing division director.

1.8.3 Data Sources and Collection methods

Data are collected from both primary and secondary sources. Primary data collections are made by self designed questionnaire with selected employees. The questionnaires are closed ended questionnaire with some open ended questions. The sub city has a total population of 188 community policing officers. To gather data through questionnaires, in

the sub city, 73 respondents (employees) were included in the sample by random sampling, which is around 35.5% of the population. The Questionnaires were prepared in English, and translated into Amharic for the purpose of clarity; qualitative data are also gathered using interview method.

1.8.4 Data Analysis and Interpretation

Data gathered through the research process, the quantitative and qualitative data, i.e. the responses to the structured close-ended questions were rated in percentages. Percentages were given and each alternative were analyzed. And the collected data were organized in tables and analyzed and presented using frequency tables and graphs.

1.9. Organization of Paper

The first chapter deal with introduction, statement of the problem, objective of the study, the research questions, significance of the study, and scope and limitation of the study. The second chapter presents varied reviewed literature; it also incorporates the theoretical framework of the study. The third chapter deals with the current practice of community policing and some major problems in implementation. The fourth chapter, summery and conclusion of the research work are made followed by recommendation given by the researcher.

CHAPTER TWO

LITERATURE REVIEW

2.1. Community Policing Theories and its Definition

Community policing has always been premised on theoretical construct. There are a number of theories have been advanced by scholars in an attempt to offer explanation in principle, and pave the way for a point of reference in academic discussion as well as a point of departure towards implementation initiatives of community policing.

The first theory advanced specifically to explain significance of community policing is by Wilson and Kellings Broken Windows theory. Based on this theory social psychologist and police officers tend to agree that if a window in a building is broken and is left unrepaired; all the rest of the windows will soon be broken, the sign of one broken and unrepaired window send an indication that nobody cares so another window can also be broken and nothing will happen. (Oliver, 2000). This analogy also works for the societal peace & harmony.

There is another theory used to explain the philosophical bases of community policing is the Normative Sponsorship Theory by Aliyu et.al (1975). The theory posits that a significant number of people have goodwill and that cooperation becomes a necessary factor towards building a harmonious community. It postulates that a community program will be supported only if it is within the limit of established standard to all people . Simply put, the police cannot achieve any positive transformation without the support of the public.

According to Pollard in Barton et.al (1998), Kellings and Wilson's preposition is that the moment deliberate discourtesy such as drunkenness, begging, vandalism, disorderly behavior, graffiti, litter are not controlled, an atmosphere is created in which more serious crimes will be committed. However up to these days any discussion on community policing always go hand in hand with the broken windows theory. However, this does not signify that the broken windows theory represents the only framework for understanding community policing.

There is also another theory called the social resource theory. This theory reconceived the idea of crime and policing from the angle of the people and not that of the state. From the people's viewpoint, crime is a personal problem resulting from people's unmet expectation, scarcity of resources and police inefficiency. The police in effect are social resources which are supposed to solve the problems of the people. The ultimate purpose of community policing is to ensure better, responsive and responsible efficient and effective police service. The theory is of the people, for the people and by the people, a theory of democratic governance, empowerment, and a theory of self-help. In general, the social resource theory begins from observing that crime represents illegality but only from the state point of view. However, for the people crime represents one of the experiences of life, the theory represents a radical shift in theorizing community policing because it completely gave people the power in effect and made the police influence a social resource, made visible by the state by choosing within the citizens to address societal weaknesses.

When we come to defining community policing, it is a vague and ambiguous concept bedeviled by definitional problems. Here, we do not seek to rationalize all available definitions, but rather to map the definitional field, highlighting the points of agreement and contention. Indeed, given the breadth of community policing cultures and their diverse legal, cultural and organizational origins, we accept the impossibility of a universally agreed definition. Indeed, Eck and Rosenbaum have commented that:

Organizing the diverse views on community policing into a coherent whole is a daunting and possibly futile task. So much has been said by so many police officials, policy analysts, researchers and theoreticians that one sometimes wonders if they are talking about the same thing.

There are a wide range of views reflected in the academic and policy literatures, extending from Goldstein's (1990: 23) broad formulation that community policing refers to any activity whereby the police develop closer relations with the community and respond to citizens' needs' to more limited understandings of it as a return to the a police officer who is exhausted. Scholars like Casey (2010: 61) notes community policing has

been used as a catch all term that is associated with other descriptors and strategies including partnership, problem solving, problem oriented, proactive, responsive, and reassurance.

According to safe world 2006 publication ten community policing principles are:

- Philosophy and organizational strategy
- Commitment to community empowerment
- Decentralized and personalized policing
- Immediate and long-term proactive problem solving
- Ethics, legality, responsibility and trust
- Expanding the police mandate
- Helping those with special needs
- Grass-roots creativity and support
- Internal change
- Building for the future

In General, while it is possible to pinpoint some general principles of Police on which there is broad agreement, beyond this what police means is still the subject of intense debate.

2.2. Historical Background behind the Concept of Community Policing

The world today is different from it was half century ago. The emergence of high proportionate poverty and unemployment, the collapse of families, the decay of moral values, etc. tend to increase levels of crime. We can no longer be confident that patrol deters crime (Keeling et al. 1974), or rapid response results in the apprehension of offenders. The reactive policing sharply limits its crime control potential. Reliance on traditional policing which involves rapid response to calls for service means waiting until an offense has occurred. If police service is customer-oriented, police personnel have to listen to the public's need. Unfortunately, traditional policing cannot offer the service that the public need. Carter (1999) mentioned:

Increases in crime, drugs, gangs, and traffic are only a few of the problems that have drained police resources. Police are finding that crime-control tactics need to be augmented with strategies that prevent crime, reduce the fear of crime, and improve the quality of life in neighborhoods. Fear of crime has become a significant problem in itself. A highly visible police presence helps reduce fear within the community, fear which has been found to be more closely correlated with disorder than with crime. (Understanding Community Policing, 1994). However, because fear of crime can limit activity, keep residents in their homes, and contribute to empty streets, this climate of decline can result in even greater numbers of crimes. By getting the community involved, police will have more resources available for crime-prevention activities, instead of being forced into an after the fact response to crime.

Increasing the size of police forces is not necessarily synonymous with a decrease in crime. Studies made in relation to in this area (Richard, Amelia & Mariah, 2000) emphasize that having a significant number of police may help to reduce the number of crimes by a certain amount. Arresting criminals who commit crime may deter them not to make the crime in the future. However, this is nothing new rather than taking offenders to punish them for the crime after they commit it. This is the reason why alternative resources and new strategies must be developed if we are to enhance the quality of life in our communities. The growing trend within communities to participate in the fight against crime and disorder has paralleled a growing recognition by police that traditional crime-fighting tactics alone have a limited impact on controlling crime. Community policing is the synthesis of these two movements.

In this rapidly changing world, where police cope with an epidemic drug problem, gang activity, and increased levels of violence, the concept of community policing is taking hold. The concept of community policing has gained momentum in recent years as police and community leaders search for more effective ways to promote public safety and to enhance the quality of life in their neighborhoods. Various studies conducted in recent years describe community policing philosophy focus a collaborative move of community and police to curb the modern times complicated crimes committed within the society.(Understanding Community Policing, 1994)Community policing is, in general,

collaboration between the police and the community that identifies and solves community related problems. In this collaboration, the police are no longer the sole guardians of law and order rather all members of the community become active allies in the effort to enhance the safety and quality of neighborhoods. Community members voice their concerns, contribute advice, and take action to address their concerns. Creating a constructive partnership will require the energy, creativity, understanding, and patience of all involved.

According to Peak and Glensor (1999), comparing to community policing traditional policing has several drawbacks such as:

- It is reactive. Most of the workload police officers and detectives consist of handling crimes that have already been committed. Crime prevention make up but a small portion of police work.
- Incident-driven police work relies on limited information, gathered primarily from victims, witnesses, and suspects. Only limited information is needed because the police objective is limited: resolve the incident at hand.
- The primary means of resolving incidents is to invoke the criminal justice process. Arrests, or the threat of arrest, are the key to resolution. Seldom are alternative means of resolution invoked.
- Incident-driven policing uses aggregate statistics to measure performance. The department is doing a “good job” when the citywide crime rate is low or the arrest rate is high. The best officers are those who make many arrests, or service many calls.

Community policing as a concept was first introduced in the United States in the 1960's to increase police-community contact and reduce the fear of crime.(Cordner, 2007). It became a dominant policing strategy in the United States during the 1990's with the introduction of 100,000 new community police officers. The deployment presented a change of focus to encourage problem solving and community engagement as opposed to reactive policing. It offers a way for the police and the community to work together to resolve the serious problems that exist in these

neighborhoods. Only when community members believe the police are genuinely interested in community perspectives and problems will they begin to view the police as a part of that community.

Community policing has far reaching implications. The expanded outlook on crime control and prevention, the new emphasis on making community members active participants in the process of problem solving and community policing also require profound changes within the police organization. These days many people believe that Community policing is democracy in action. It requires the active participation of local government, civic and business leaders, public and private agencies, residents, churches, schools, and hospitals. All who share a concern for the welfare of the neighborhood should bear responsibility for safeguarding that welfare. Community policing is being advocated by leaders at the highest levels of government including the government of USA at large.

2.3. Approaches of Community Policing

Since its introduction community policing is described in various ways. Some label the community policing program as a program to improve police and community relationships. One of the reasons for the varying approaches is that aspects of community policing are shaped, at least in part, by forces within specific police agencies and local jurisdictions related to local history, concerns, politics and real or perceived problems. The numerous approaches to community policing have both advantages and disadvantages for diffusion and development of the practice. On the one hand, the varying approaches can serve as a barrier to its spread and makes evaluation difficult. On the other, they may actually facilitate implementation.

2.4. Development of Community Policing

The era of community policing began in the late 1970s, following the civil unrest of the 1960s and the Kansas City preventive patrol experiment and team policing projects of the 1970s. According to the author Willard Oliver the era of community policing categorized within three generations: innovation from 1979 to 1986; diffusion from 1987 to 1994; and institutionalization from 1995 up to present.

2.4.1. Innovation Era

The innovation generation began during the late 1970s after certain long held beliefs in the law enforcement community, such as the effectiveness of routine preventive activities, were placed in doubt, sparking a search for what would work. This first stage included early work on problem oriented policing and broken windows theory, which focused on dealing with neighborhood disorder, public drunkenness, panhandling, prostitution, and other urban quality-of-life offenses as a means of reducing crime and citizen fear (Michael M. 2013).

2.4.2. Diffusion Era

The next generation of community policing, the diffusion generation, began in the mid-to late 1980s and continued through the early to mid-1990s. It was marked by the diffusion of community policing to medium and large metropolitan law enforcement agencies throughout the United States. Community policing efforts during this period were generally, although not always grant funded, and involved multiple components, such as specialized units, foot patrol, partnership efforts, and problem solving.

2.4.3. Institutionalization Era

This era represents the period after 1995. The era is characterized by the institutionalization of community policing and its spread to small town and rural police agencies. Community policing efforts during this generation are widespread, tended to involve multiple strategies such as improved police-citizen communication and community partnerships, increased attention to quality-of- life offenses, and targeted enforcement of violent drug offenders. It is in this era that barriers to implementation of community policing have been well documented and include rank and file resistance to community policing; leadership, management, and organizational issues; and uncertainty concerning the ability of community policing.

2.5. Elements of Community Policing

Scholars like Dr. Gary Cordner (2007a) defined elements of community policing from varied dimensions. These classifications are:

- Philosophical dimension
- Strategic dimension
- Tactical dimension
- Organizational dimension

Philosophical dimension: The ideas and beliefs that underlie community policing

In this regard Citizens input: Community determine, priorities and find solutions to problem, Continuous sustained contact with the community, Police use a number of methods to engage the community

Broad function: Other public and private agencies are involve, the police sections are planners, problem solvers, and community organizers, Role includes conflict resolution, helping victims and reducing fear of crime

Personal Service: Police adopt a customer service approach, Police are perceived as accessible, knowing and appreciative of what the community wants and needs, Communities deal with a specific officer, Community policing is a philosophy rather than a program or project, Long term community involvement

Strategic dimension: Translates philosophies into action

Re-oriented operations: Tools are developed to address the underlying conditions that lead to crime, Operational practices are interactive, and Enforcement remains a core function of Police, Focus on long term solutions

Prevention Emphasis: Police have a proactive and preventative focus, Communities are encouraged to enhance safety, and Long term benefits are achieved as a consequence of collective prevention

Tactical dimension: translates philosophy and strategies into concrete approach, tactics and behaviors

Positive interaction: Positive interactions with all parts of the community to counter the general negative nature of policing, Enhanced through techniques such as media campaigns, shop front based officers, accessible mini-stations, Benefits include trust, knowledge, and problem solving

Partnerships: Working in partnership with the community and agencies to achieve desired outcomes, Developing collaborative and targeted responses to community issues, Ensuring a broad range of issues are addressed, Exchanging information is mutually beneficial to police and the community

Problem Solving: Addresses the underlying causes of community issues, Communities play an important role in identifying and addressing their issues, Involves an interactive process that is essential to community policing, less reliance on traditional criminal justice system responses to problems

Organizational dimension: support changes to promote community policing

Structure: Broad organizational goals encourage a culture that supports community policing, Employ long term strategies that support community policing, Structures and training that promote community policing, Requires a whole-of-police approach

Management: Management develops and takes ownership of problem solving and solutions, Police executives use leadership to support community policing practices, It is important to measure organizational support and structures as well as perceptions and/or impact

Information: Systems are crucial in the identification and analysis of problems/issues, Emphasizes on qualitative measures rather than quantitative measures, Information can be sourced from police appraisals, evaluations and performance indicators.

2.6. Benefits of Community Policing

According to Andy Mayhill (2007) benefits of community policing include the following items:

- **It improves police-community relationships and community perceptions of police:** Such types of relationships will enable the community and police to work

for a shared vision or goal. It has also a great significance to improve the relation with in the community and their perception towards police. In addition, it also raises public accountability through participation.

- **Change of police officers attitude, Motivation and Behavior:**

The change of behavior occur due to the fact that community-police positive relationship and cooperation results great job satisfaction from the side of police officers hence the relationship increases police officers sacrifice to curb crime. According to Maslow's Needs of Hierarchy Theory, human beings have the physical needs and psychological needs. Ideally, community policing program can offer the police psychological needs: self-esteem and achievement. One of the community policing advantages is enhancing the police's job satisfaction because the police can gain psychological needs from decentralization and autonomy. (Maslow A., 1943)

- **It increases community capability to deal with issues**

By this mean community empowered towards dealing with community related issues. The community will also develop positive attitude towards resolving community related issues by its own. In doing this, the community will start to cooperate police from lower level to a great extent.

- **It increases community perception towards safety and reduces fear of crime:**

Evidence suggests that community policing can increase perceptions of safety and decrease the fear of crime. The fear reduction studies provided empirical data on the effectiveness of key community policing tactics in reducing fear among residents, improving community conditions, and enhancing the image of the police. (Pate, Mary & Wisely, 1986).

- **Reducing crime, disorder and anti-social behaviors**

Some studies show that the increase of society participation in community policing program reduces crime, disorder anti-social behavior.

In general, introducing community policing program gives a potential for (Lisa & Sarah 2013). Tapping into community innovated practices that often attract a high degree of

local support and can thus help to convey greater legitimacy for community based policing approach. Ensuring strong local ownership of safety, security and justice by making the community a key partner in their delivery, Building locally owned policing approaches that are more likely to be sustainable in the long term. In relation to non-state policing, complementing state policing and extending the limited resources of the state

2.7. Obstacles of Implementing Community Policing

Despite the fact that community policing has lots of significances for the public at large, there are some unanswered questions about its impact. Community policing program can face a challenge from two directions:

- 📌 Inside police organization
- 📌 Outside police organization

2.7.1. Inside Police Organization

The biggest obstacle facing anyone who would implement a new strategy of policing is the difficulty of changing the ongoing culture of policing (Sparrow, Moore, and Kennedy, 1990).

1. Failure to brief police officers regarding the effectiveness of community policing

First of all, police chief has to let the subordinate really believe that community policing can get better effectiveness comparing to traditional policing. Community policing means different things to different people. There are many perspectives on community policing, and each of them is built on assumptions that are only partially supported by empirical evidence. Because community policing is not a unitary concept, its implementation usually results in resistance. Thus, it is the police department's duty to explain why their department needs to take this strategy community policing.

2. Poor advisory to police officers that they are social workers rather than a crime fighter under the community policing umbrella

The focus of community policing should focus on areas such as fear reduction or improved community relations rather than traditional policing and criminal investigation. Community policing requires police to attempt unfamiliar and challenging tasks, to reach out to elements of the community who were previously outside their area of focus.

3. Focus on centralized policing instead of decentralization program

According to Theory X, the employee does not want to get authority and just wait for the supervisor's order. On the contrary, Theory Y emphasizes that human beings need responsibility to fulfill their psychological satisfaction. If police officers belong to the group of just telling me exactly what you want me to do differently, decentralized policing is not the best choice. Cordner (1995) supports decentralization and said: Authority and responsibility can sometimes be delegated more widely so that commanders, supervisors, and officers can act more independently and be more responsive.

4. Fear of adopting community policing will affect the broader police function

It is a known fact that police function is originally quite broad and varied. Perhaps due to the influence of the professional model, police function narrowed in recent decades. Community policing embraces a broad view of the police function rather than a narrow focus on crime fighting or law enforcement (Kelling and Moore, 1988). Therefore, under community policing umbrella, the police function includes order maintenance, social service, general assistance duties, resolving conflict, helping victims, preventing accidents, reducing fear and crime through apprehension and enforcement.

5. Difference of considering community policing program as Discretion or discrimination

Under community policing, the officer is asked to consider the will of the community when deciding which laws to enforce under what circumstances, and police executives

are asked to tolerate such difference. However the question posed is this difference discretion or discrimination? Although community policing stresses exploring new ways to protect and enhance the lives of those who are most vulnerable-juveniles, the elderly, minorities, the poor, the disabled, the homeless, etc., the potential inconsistency between constitutional norms and community policing has been raised. Some scholars warned that a shift from traditional reactive policing to community policing could result in the erosion of constitutional rights through strategies that effectively encourage citizens to act as vigilantes.

2.7.2. Outside the Police Organization

As the name indicates community policing belongs to the community and a lots of support also required from the society at large. In other words, police agency needs not only the support of the public but also the other government departments. In this regard, questions like the below need to get attention

- Can government agencies integrate well for crime problem,
- How the program relate with resident's quality of life
- Should we believe City A's success in community policing can transfer to other cities?

The following section will made a brief discuss on these issues:

1. How citizens input is considered in the program

Community theories suggest that social order is maintained primarily by informal social processes within the neighborhood and not by police activity; thus, underscoring the importance of citizen participation and the utilization of available community resources can prevent crime. According to Rosenbaum (1988) community policing advocates have advanced the idea that organized citizens can control crime and improve neighborhood conditions, and therefore police should mobilize neighborhood groups.

2. Support of government agencies for effectiveness of community policing

This is in line with how the government bureaucratic set up is break down and start to cooperate the community at large. Here all agencies are expected to assist one another in order to resolve societal problems.

3. Failure to understand the outside environment

Community policing approach adapted with no alteration without considering the specific conditions and needs of the environment, characteristics of the community and the structures of police organization often fails to produce desired results. An effective public policy for a community policing program that matches the characteristics of both the environment and the police organization requires in- depth analysis of following questions (Bahadir&Erhan 2011):

- What factors facilitate or impede the implementation of community policing approach?
- What are the variables that have impact on implementation of community policing approach?
- How can a community policing program be shaped according to the needs and characteristics specific environments?
- What is the relationship between community-oriented policing and the structures of police organizations?
- To what extent do community policing approach require changes in the organizational structures of police departments and what is the nature of that change?

Advantage and disadvantage of community policing.

Community policing brings police and citizens together to prevent crime and solve neighborhood problems. With community policing, the emphasis is on stopping crime before it happens, not responding to calls for service after the crime occurs. Community policing gives citizens more control over the quality of life in their community. Community policing means police become part of the neighborhood. This helps police get a better sense of resident's needs and helps residents to develop greater trust in the police. Together, in partnership, the community and police department work together to achieve a common goal of Community policing is seen as an effective way to promote public safety and to enhance the quality of life in a community. Unlike traditional policing methods, the goals of policing are expanded and the perception of community is changed. Traditional policing assumes that the problems of society are not within the

realm of the police department. Traditional police departments are strictly reactive and don't look beyond efficiently resolving the immediate incident at hand. Implementing community policing changes the structure of policing and how it is managed. Community policing helps build up and strengthen the community. It also links the police and the community together.

A major disadvantage is that the only way that community policing is with community involvement. There must be an established partnership between the police officers and the community. Without the trust and involvement of the community, any attempts at community policing will fail. "Police and their would-be partners do not always value the same, or even compatible, things" (Thatcher, 2001, p. 766). Effective community policing requires a long-term commitment from everyone involved. It is not a quick fix. Ongoing relationships must be established and maintained.

2.8. Criticism of community policing

Against all these optimistic ideas, "community policing faces substantial obstacles and will not be easy to achieve" (Barley & Shearing, 1996:604). "Critics have argued that community policing represents a slogan without action, style without substance, and rhetoric without reality" (Maguire & Katz, 2002:504).

Some commentators are skeptical about the broader ideals that community policing sets out to achieve as well as being unconvinced about the capacity of measures to bring change. It is sometimes criticized as being a "buzz-word" that fails to change organizational practice or the practice of the rank and file of policing organizations. Community policing is a concept that "travels" well and is used in countries throughout the world. From the United Kingdom (UK), the United States (US), Singapore and Japan to countries experiencing conflict, such as the Democratic Republic of Congo and Sudan, community policing initiatives have been developed. Community policing is thought to have Anglo-American roots, but different aspects have been imported or adapted to local contexts. Though there are commonalities across countries, the concept is utilized in a

variety of different ways and is rooted in national or regional contexts and systems of policing (spot light community policing, 2012).

Short (1983:30) was afraid that if the police involved in community development, it would pose “serious Question of political accountability” she went further to explain that to pretend that police neutrality will uncover simple remedies or solution for “disadvantage and inequality “is either a “naïve delusion” or implies an expansion of the political powers of the police which carries dangers implications” (bertus R. Ferreira, 1996)

COUNTRY EXPERANCE

Community Policing In UK

U.K. is one of such country where community policing has been so successful that it has been reflected as the top priority at the National level, that work closely with local communities to target anti-social behavior and crime. Six teams consisting of a police sergeant, two police constables and three Police Community Support Officers, work in every neighborhood in the capital. Londoners say that having more police on their local streets has made 25 them feel safer. Seven out of 10 Londoners in 2007, say that they believe community relations between the police and the public are good - an 8 per cent rise on when the question was asked a year earlier. Between January and December 2007 overall crime has reduced by 6.1% in London which is almost 57,000 fewer offences compared to the same period in 2006. In UK neighborhoods policing and community participation has been considered to be very successful. It has adopted the Chicago model of involving other local agencies along with police and broadened the scope of community policing. Different community policing initiatives are simultaneously been undertaken and their performance being systematically analyzed.

Community Policing In Uganda

A conflict ridden country, Uganda made some bold moves in community policing during late 1980s and 1990s. Some of its police leadership having received training in the West tried to introduce the concept of citizen's participation in law enforcement. Initially introduced in Kampala, there were efforts to take community policing to North and South also. Asan Kasingye „Implementing community policing; Uganda Experience“ has described the journey of Ugandans experience with community policing, There are a lot of similarities with the Indian police mainly as both India and Uganda share the legacy of past British rule. Latter used the police for exploiting the citizens of their colonies and now after their liberation, police in these countries are finding it difficult to win over the community. In-fact the resistance and challenges being faced by the Uganda police and their Indian counterparts are also quite similar. Indian police has however achieved considerable success in winning over its field officers and citizens to the idea of community policing as democracy is well established in India. He concludes that while community policing is a very important programme in law enforcement and restoration of order in society, its impact is slow. There is a community policing unit within the Uganda Police Force which numbers around 300 officers, but they appear to be having a limited impact nationwide. (M. Borwanker 2011)

As developing and under developed countries move from traditional authoritarian policing to democratic policing, Borwanker conclude they look for models to adopt, to explore how the concept of community policing has been adapted to local environments by other law enforcement agencies. Efforts to introduce community policing in developing countries frequently run into serious difficulties because of various reasons e.g low levels of professionalism of police agencies, public not having faith in law enforcement, lack of community organization, and other contextual factors. In contrast the developed world has been experimenting with community policing with great success. There is however no single uniform model of community policing. Success of community policing efforts depends on various factors like the local context and history, sincerity of the police organization as well as commitment of the community. They play

key role in shaping the development of community-policing programs, their implementation and in their eventual success.

i) The Concept of Community and Community Development

In order to get a clearer understanding of the concept of community and community development, it is imperative to define each of the two component words.

Community as a concept has been defined in different ways by different authors and scholars. Some define it from the geographical point of view while others define it depending on their area of specialization. Hornby (2004) cited by Chidi (2014) defined community as a group of persons having the same religion, race, occupation, etc, or with common interest. It implies more than merely a physical place, although it can, and often does include a geographic element. It may, however, reference a discrete collection of persons about which a common interest is shared, yet they may be collected from far different places, not necessarily even corresponding about their shared interest. The community of interest need not be made up of similar perspectives. Indeed, it often is made up of diverse perspectives surrounding a common issue.

The other concept we have to define at this point is *Development*. It may be hard to find a common definition of development. The field of community development grew in large part out of the industrialization model of the mid-1900s. Yet, the term development in contemporary community development means far more than industrial or economic development. The best substitute for the word "development," in this context, are terms that are more supportive of process concepts such as advancement; betterment; capacity building; empowerment; enhancement; and nurturing. Various scholars define the term from their area of specialization. The economist defines it from the economic perspective, the scientist defines it from the scientific perspective, the psychologist does so from the psychological perspective, the educationist gives insights from the educational perspective etc. For the purpose of this discussion, development is perceived as improvement in the quality of socio-economic, political, cultural and environmental life of people including their life expectancy.

ii) Community Development

Community development is also defined differently by different scholars. According to Barikor (2003) community development is defined as an integrated process by which the efforts of the citizens (i.e. the rural system) are united with those of governmental authorities and voluntary agencies to improve the social, economic and cultural conditions of the community; the very index of development posture of the nation. Organizations like United Nations as reported in Esenjor (1992) gave a concise definition of community development as the process by which the efforts of people themselves are united with those of the government authorities to improve the economic, social and cultural conditions of communities, to integrate those communities into life of the nation and to enable them contribute fully to national progress.

As government is one of the actors involved in community development, we call each citizen participates in community development when he/she contributes meaningfully towards the development of the community and obeys the laws of the land. Citizen's participation is assumed to be a desired and necessary part of community development activities. This means active involvement of all citizens (men, women, youths) in the community, irrespective of age, nature of citizenship, socio-economic status, political affiliation, religion, level of education, etc in planning and implementing approach and projects that are of benefit to the people.

Scholars such as Cary (1979) trace the earliest foundation of community development to a set of principles-felt need, extensive citizen involvement, consensus, and local decision making. The wide appeal of democratic principles and practical application has resulted, according to Cary, in a community development practice in which these principles are repeated over and over again with only modest refinement. Cary suggests that the result is a lack of theoretical or empirical underpinning for the profession. In detailing the history of community development practice, Cary credits the outreach efforts of land grant universities and approach of adult education and community betterment for contributing to the evolution of today's community development practice.

What are the Benefits of Citizens Involvement in development activities?

Community involvement in development activities itself is filled with a lot of benefits. It is only when citizens come together that they can tap those benefits. The main purpose of community development is to de-emphasize regurgitate reliance on government to bring development to communities. Bridges (1974) cited five advantages to be gained from active citizens' participation in community development as:

- ✓ The citizen learns to understand and appreciate the individual needs and interests of all community groups.
- ✓ The individual begins to understand group dynamics as it applies to mix groups.
- ✓ The citizen can bring about desired change by expressing one's desire, either individually or through a community group.
- ✓ The citizen learns how to resolve conflicting interests for the general welfare of the group.
- ✓ The individual learns how to make desired changes.

iii) Community Empowerment and Participation

Community empowerment and participation before defining community empowerment it is better if we define and discuss about the concept of Empowerment. If we commence from the dictionary meaning empowerment is related to the word power. In English, the concept leans on its original meaning of investment with legal power permission to act for some specific goal or purpose (Rappaport, 1987) cited by (Elisheva, 2004). Empowerment is also defined as a way of improving the welfare services by means of mediating social institutions. They developed the concept theoretically and presented it as a world-view that includes a social policy and an approach to the solution of social problems stemming from powerlessness.

Some scholars divide empowerment in to: Individual empowerment which focuses on what happens on the personal level in the individual's life and Community empowerment which emphasizes the collective processes and the social change. It is the increased control of people as a collective over outcomes important to their lives

For the purpose of this study the researcher go through community empowerment and discuss some points. The definition of community empowerment contains processes that have diverse collective bases. Community empowerment on a basis of geographical boundaries, as in residential neighborhoods, is one of the possibilities. Also important is community empowerment of people whose common characteristic is ethnic origin, gender (women), age (the elderly), or a difficult and limiting life problem (such as deaf or paraplegic people).

2.9. Analytical frame work

The general theory to guide organizational restructuring, police agencies adopting community policing have been challenged to discover, through a process of trial and error, the kind of organizational structure that will maximize the probability of institutionalizing the change. This does not, however, rule out a theoretical analysis of restructuring for innovative change. Factors that are necessary to consider enhancing the probability of successful organizational change for the implementation of community policing in this research are: organizational transformation, collaborative partnership, community participation and problem solving



Organizational transformation

Organizational transformation refers to the changes which must take place in the department when shifting from traditional policing ideas to community policing. Generally, community policing is marked by a move away from centralized police departments that practices reactive policing, to more decentralized police structures that emphasize a proactive, problem- solving approach where the police work in close partnership with the communities they serve. In order for this shift to materialize, a transformation is needed. The transformation focuses on its management and organization, its personnel, and its technology.

Collaborative partnership

A proactive orientation that values systematic problem solving and partnerships, Formal organizational changes should support the informal networks and communication that take place within agencies to support this orientation and also communication outside the agencies. In the process of collaborative partnership strategic planning, Management commitment, management communication (relation with the public) and training are important elements.

- Management commitment; Leaders serve as role models for taking risks and building collaborative relationships to implement community policing, and they use their position to influence and educate others about it. Leaders, therefore, must constantly emphasize and reinforce community policing vision, values, and mission within their organization and support and articulate a commitment to community policing as the predominant way of doing business.
- Strategic planning; It involves creating a vision for community policing (and mission statement) that reflects its wide commitment to community policing and a plan that matches operational needs to available resources and expertise, communicating the vision, values and goals of community policing and, institutionalizing problem solving and partnerships in policies, along with corresponding sets of procedures, where appropriate.

- Management communication; Community policing involves decision-making processes that are more open than traditional policing. If the community is to be a full partner, the department needs mechanisms for readily sharing relevant information on crime and social disorder problems and police operations with the community.
- Training; Training on community policing should be given to both community policing officers and members of the community. Community policing officers should get academic, field, and in-service trainings that encourage creative thinking, a proactive orientation, communication and analytical skills, and techniques. Officers can be trained to identify and correct conditions that could lead to crime, raise public awareness, and engage the community in finding solutions to problems.

Community participation

Community policing, recognizing that police rarely can solve public safety problems alone; as a result it encourages interactive partnerships with the public. One rationale for public involvement is the belief that police alone can neither create nor maintain safe communities. By opening themselves to the public input the police will become more knowledgeable about, responsive to, the varying concerns of different communities.

Problem solving

Community policing emphasizes proactive problem solving in a systematic and routine fashion. Problem solving policing focuses police attention on the problems that lie behind crimes rather than on the crimes only. Problem solving must be infused into all police operations and guide decision-making efforts.

Summarizing the concept of community policing and community participation

With the ever-increasing social problems that we are witnessing today, crimes have been intensified and it seems that the traditional policing is no more in a position to deter all crimes that have been intensified within the community. According to Keeling et al 1974, the reactive policing have limitation in detecting the potential crime likely to happen and damage the community's interest.

Richard and Ameila also discussed that even though the number of police forces has recently been increased the decline in crimes number is not proportional. In an effort to make crime prevention more effective and efficient Community policing was necessitated among the public.

Various studies were conducted to find the way in which the community as a whole and the police force would be collaborated and working together to trace the crimes at their inception and try to prevent them as early as possible. In the past few decades community policing gained its momentum in different parts of the world.

Community policing as a concept was first introduced in the United States in the 1960's to increase police-community contact and reduce the fear of crime. (Cordner, 2007). It became a dominant policing strategy in the United States during the 1990's with the introduction of 100,000 new community police officers. Appreciating the large participation of the society in dealing with crime and its problem , these days many people believe that community policing is one of the arena where that we see democracy in practice.

Windows theory

The first theory developed by Wilson and Keelings and it tries to see the crimes in the society in the paragon of a broken window. As per their theory, if a broken window of a building left unrepaired, there would be a great chance of seeing the others also broken very soon. In this theory if the society peace and harmony destabilized somewhere and if the society didn't work out the solution in a collaborative it is very likely every member of the society would be affected.

Sponsorship Theory

This theory states that all the members of the society have a good will to work in cooperation and it is inevitable to work hand in hand with the police to maintain order and peace.

Social Resource Theory

This theory says the police force is one of the resources of a society and its scarcity may endanger the well-being of the society as whole and to use this resource effectively and efficiently, the community should come together and underpin the police efforts to eliminate crime.

Community policing doesn't have universally accepted definition. There are a wide range of reflections from various scholars. Goldstein in 1990 defined community policing as "any activity whereby the police develop closer relations with the community and respond to citizens' needs' to more limited understandings of it as a return to the a police officer who is exhausted"

There are three eras in the development of Community Policing; Innovation, Diffusion and Institutionalization eras.

While the innovation era begun in the 1970s in US to respond to the civil unrest erupted in the Kansas City applying the broken window theory, 1980s and 1990s were known to be era of diffusion in which in many metropolitan areas community policing became legalized and another organ of the police force.

The Institutional era is after 1995 and it was in this era that the community policing was brought down to small towns and rural areas.

According to Andy Mayhill (2007), there are many benefits the community enjoys from the community policing. Community policing improves police –community relationship and the community perception about the police will become positive. With the acceptance and support they get from the society, the police officers are also motivated and discharge their responsibilities happily. It also increases the community capacity in dealing with crime and it makes the member of society feel safe and secured thinking being a member of the police force or more closer to it. Some studies also show that in areas where Community policing is in practice crime rate is reduced, low level of social disorder and improved social behavior.

Despite the fact that community policing has lots of significances for the public at large, there are some unanswered questions about its impact and challenges normally come from two directions; inside police organization and outside police organization. From the inside the challenges are absence of sufficient orientations to the police officers about the effectiveness of community policing, the police officers' perception about their duties that they think themselves as crime fighters not as social workers. Centralized policing or commend that is more common in the traditional policing , fear of the broader police function being affected by the introduction of the community policing adopting and the potential oppression of minorities by the majorities who involve in the community policing programs are among the challenges from inside.

From the outside challenges the commons are the way citizens input is considered in the CPP, the absence of support from government agencies and failure to understand the outside world by the environment. In addition the criticism coming from many commentators on the effectiveness of the community policing is also another challenge.

Community policing philosophy takes community participation as one of its central element. Community participation, community empowerment and community development needs to be clearly defined, Community empowerment which emphasizes the collective processes and the social change. It is the increased control of people as a collective over outcomes important to their lives. Community development is also defined differently by different scholars. According to Barikor (2003) community development is defined as an integrated process by which the efforts of the citizens (i.e. the rural system) are united with those of governmental authorities and voluntary agencies to improve the social, economic and cultural conditions of the community

Every definition of community policing shares the idea that the police and the community must work together to define and develop solutions to problems (Sadd and Grinc, 1994). It is argued that by opening themselves to citizen input the police will become more knowledgeable about, and responsive to, the varying concerns of different communities.

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

3.1 Data presentation and analysis

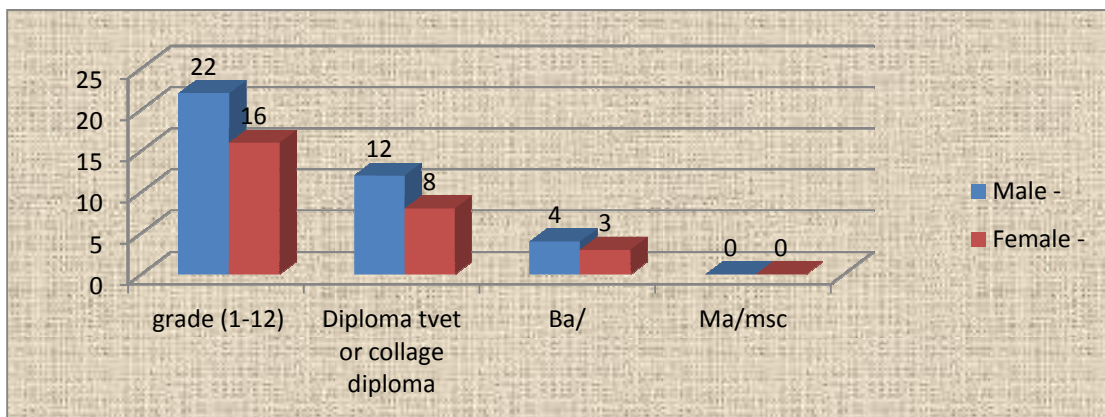
This study mainly concentrated on the implementation of community policing in bole sub city challenges and prospect. To finalize this study and accomplish these objective questionnaires for community policing officers were dispatched and in depth interviews with two key informants were conducted. This chapter also includes presentation; analysis and interpretation of the empirical evidence collected from questionnaire assessing challenges and prospect of the implementation of community policing.

3.2. Characteristics of Respondents

Respondent's educational status

Out of the total respondents 38(58%) of the respondents are male and 27(42%) of them are females. Also as the figure below shows 31% of respondents' are secondary school (9-12), 58% of respondents have Tvet or collage diploma and those who have bachelor degree are 7(11%). From this we can understand that the respondents can clearly understand and answer the questions they asked and give viable information.

Figure 1: Educational Backgrounds of Respondents



Source: survey data, 2015

Respondents' current positions

As indicated in table 1, out of the total respondents, 74% of them are ketana officers (lower level management) 23% coordinator and 2% director (middle management) positions. From this we can understand that the respondents represented from all level of the sub city and almost 98% of them are those who are directly responsible for the implementation of community policing.

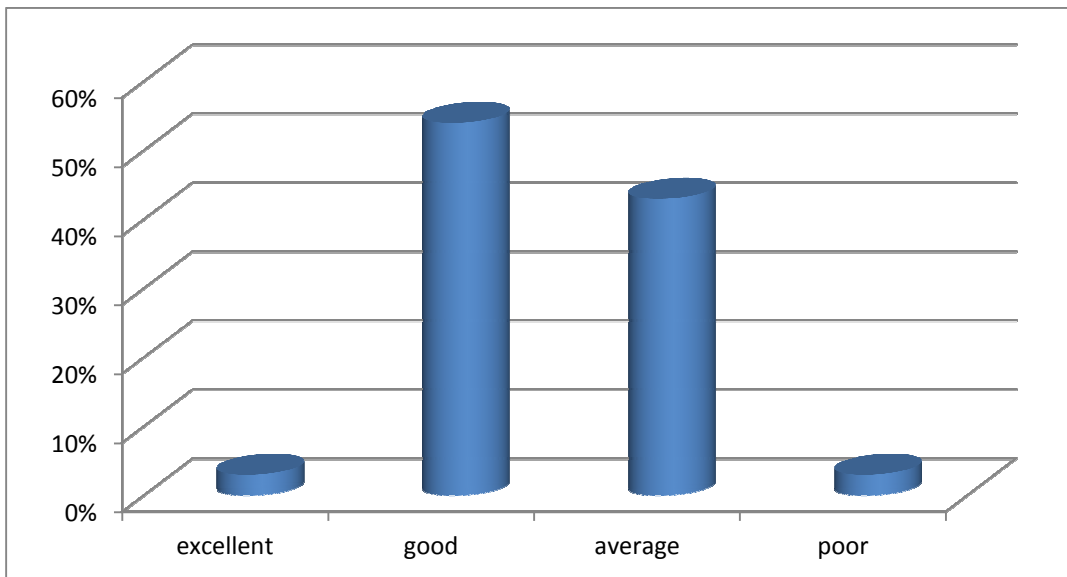
Table 1: Respondents' Current Position

Current position	No of respondents	Percentage
Officers	49	74%
Coordinator	14	23%
Directors	2	3%
Total	65	100%

Source: survey data, 2015

3.3 Awareness of community policing officers of Sub City about Community Policing

Figure 2: Awareness of Employees of Bole Sub City



Source: survey data, 2015

As the above figure 2, shows about 3% of the employees have excellent and 50% good knowledge and skill about community policing, about 43% of them rated their knowledge and skill average and the rest 3% rated themselves to have poor knowledge and skill. This shows that there is disparity, even though the majority of the respondents have knowledge and skill about the system there are also respondents who lacks the essential knowhow.

To the question ‘since you have joined the police force have you got any exposure to the concept of community policing?’ All respondents answered ‘yes’ the following is how the respondents get acquainted to the concept. As indicated in table 3 below, the way how the employees get acquainted to the concept of community policing 23(35%) of them been trained on their jobs, 20(30%) of them in short term training 4(6%) on conferences and the rest 7(11%) in workshops as it has been specified by the key informant the officers get acquitted to the concept of community policing at list in the weekly held department meetings.

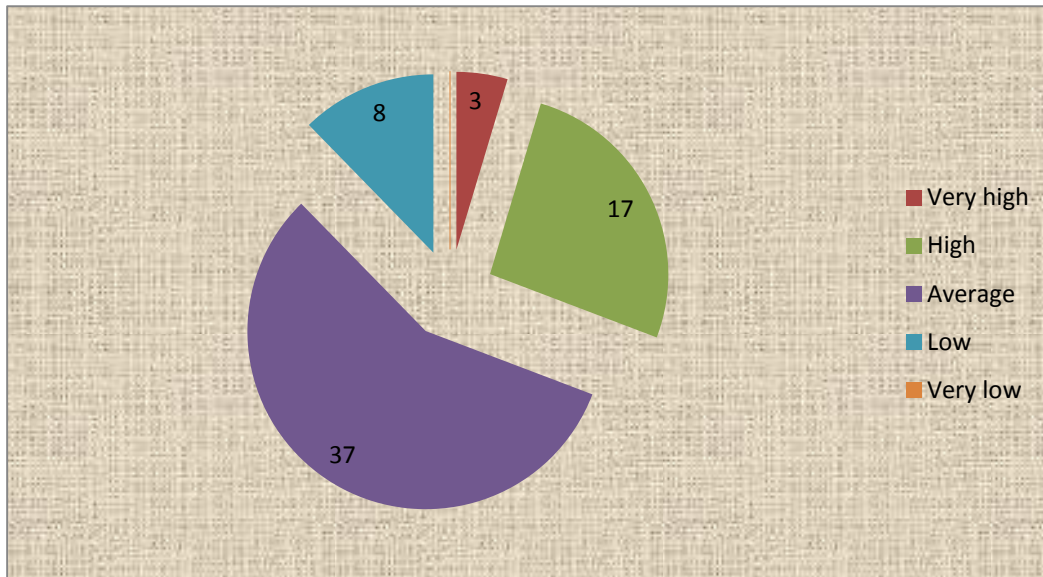
Table 2: Ways Employees Got Exposure to the Concept of Community Policing

Response	No of respondent	Percentage
On job training	23	35%
Short term training	20	30%
Seminars	1	2%
Conferences	4	6%
Workshop	7	11%
Total	65	100%

Source: survey data, 2015

As the below figure 3, shows 8 of the employees said their coworker have low attitude towards the system, and about 17 and 3 of them have high and very high attitude respectively about community policing and the rest 37 rated their co workers to have an average attitude.

Figure 3: Co-workers Attitude towards Community Policing



Source: survey data, 2015

3.4 Community Policing Implementation

3.4.1 Community policing development

As it has been explained by the key informants the reason community policing implemented was, as community policing being one of the basic tools of the police service reform program for an integrated approach to strategically plan, implement, and measure the performance of all actors involved, government Direction was given to the police force throughout the country to implement community policing. And Bole sub city being one of a government institution it has implemented the system. Regarding achieving its' goals even though it hasn't achieved its' goals fully there are some improvements seen after the implementation and despite the challenges facing its implementation some encouraging outcomes have been attained. (Addis Ababa police commission community policing document report, 2012).

Management's commitment

The informants stated there was significant support from the top management, in each level of the development stage the top management was participating in setting the mission, vision, values and setting target areas, and objectives.

Responsible for developing policy and strategy of community policing

According to the key informant's federal police commission, commissioner general was responsible for giving strategic direction for implementation of community policing. The implementation of the policy was national; based on the federal police establishment proclamation article 19 sub article 1 all regional police commission will report to him every 3 month about its implementation progress. Community policing division has its own advisory parliament and consists of 27 different government and civic institution deputy ministers and directors.(Community policing document AAP, 2007).

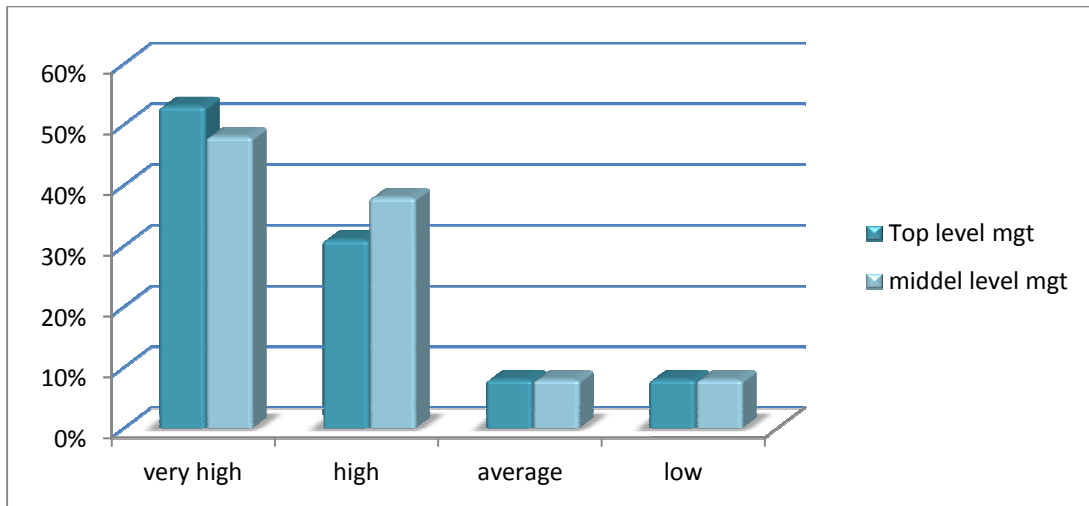
Because of the newness of the system implementation, the team didn't have any experience in the making of community policing, but before engaging in the development of the strategic implementation the team has 3 days of training, addition to the training numerous resource about community policing was made available for the team members. From this we can conclude that though the representation of the team from all areas of the concerned parts of the nation will help in developing the target areas we can see that the team didn't get the adequate training on the philosophy (approach) taking into consideration the wideness of the approach.

Communication within the agency about the development of community policing

Regarding communicating the initiative the informants stated that the initiative have been communicated for both the management and employees. They said the top management has been following the process of introduction and implementation of the community policing from the development stage, the management was meeting every weeks for discussing each level and was responsible for accrediting every Level. And creating awareness to the employees using different mechanisms like meetings, participate them in the process, and by using brochures which can clearly explain about the subject matter. From this we can understand that the community policing initiative has been communicated to both the management and to the employees. And both of them have been participating in the development of the community policing

3.4.2. Management Commitment and Involvement

Figure 4: Top and Middle Management Commitment and Involvement



Source: survey data, 2015

As it is seen in the figure 4 above the level of commitment and involvement for the top management has been rated about 53% and 31% for very high and high respectively, 8% rated it average And the rest 8% as low also the informants stated a change in the top management was done for the better implementation of community policing. Management (political appointees) is showing full commitment and engagement in sustaining the System plus it has been unanimously agreed by the respondents in the presence and leading strategic conversation from the above we can understand that the top management is showing an encouraging commitment and involvement to the system the data also shows their commitment. 38% and 48 of the respondents rated the middle management commitment and involvement to be high and very high respectively, and 8% of them as low and the remaining 8% rated it as to be average and above almost all respondant agreed management at all level are fully committed for the implementation of community policing.

3.4.3 Internal communication of Management

Under this we discuss on three subjects, one is, the respondents response on the use of multiple methods like sub city meetings, department meetings, one to one conversations,

newsletters being used internally to communicate the importance of the community policing philosophy and practice and its results. As Indicated in table 3, out of the total 21(32%) strongly agreed, 34(52%) agreed, and 1(2%) and 2(3%) rated it average and disagreed respectively and about 10% of them strongly disagree. This distribution shows that more than 90% rated average and above, this data shows efforts are being made to communicate importance of the community policing and its results. However, the 10% respondents' Disagreement also tells us that the efforts are not enough.

Table 3: Internal Communication about the Importance of Community Policing and its Results

	Response	Strongly agree	agree	Neutral	disagree	Strongly disagree
The Use of Multiple Methods Being Used Internally to Communicate the Importance of Community Policing and its Results	No. of respondent	21	34	1	2	3
	Percentage	32%	52%	2%	3%	5%
Stakeholders Communicated about Community Policing and its Benefits In Sufficient Quality And Frequency	No. of respondent	18	29	4	8	6
	Percentage	28%	47%	6%	12%	9%
Immediate Supervisors Keeping them Informed about What Is Going on in the Sub City	No. of respondent	9	28	16	7	5
	Percentage	14	42	25	11	8

Source: survey data, 2015

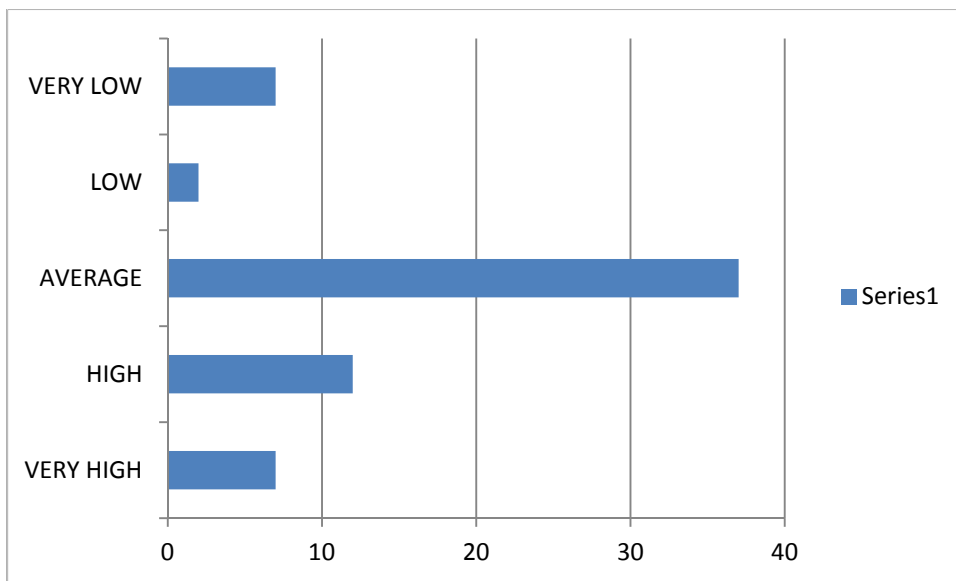
The second, is communication made to stakeholders about community policing and its benefits in sufficient quality and frequency, as it is shown in table 3, among the respondents 18(28%) agreed strongly, 29(47%) agreed, 4(6%) rated neutral remaining

8(12%) and 6(9%) disagreed and said strongly disagreed about it respectively. Also this data explains even if more than 75% rated it average and above, on the other hand 20% disagreed on the sufficiency of the quality and the frequency of the communication, and also 6% of the respondents' neutral about stakeholders were communicated this can lead us to conclude that there is lack of communication on what is going on in the sub city.

On immediate supervisors keeping the employees under them informed about what is going on in the sub city, as it is shown in table 3, 14(9%) strongly agreed, 28(43%) Agreed, 30 (46%) rated neutral the remaining 13(19%) respondents disagreed. According to the responses about 47% aggregate responses are who strongly agreed and those who agreed this shows almost half of the immediate supervisors pass on decisions and information on the strategies and approach, on the contrary 19% of the respondents disagreed about keeping the employees under them informed what the management has decided and the results that are being achieved

3.4.4 Community Policing Mission, vision and values

Figure 5 Employees' Knowledge about Mission, Vision and Values of AAPC-Community Policing Division



Source: survey data 2015

As it is shown in the above figure 5 more than half of the employees said they have average knowledge about mission, vision and values of sub city and about 11% and 8% very high and high respectively 13% rated low and very low aggregately. From this we can understand that 87% of employees have average and above knowledge about mission, vision and values of the sub city.

Table 4: The Mission, Vision and Values on Showing Inspirational Picture of the Future

Response	Strongly Agree	agree	average	disagree	Total
No. of respondent	41	14	10	-	65
percentage	63%	22%	15%	-	100

Source: survey data 2015

Concerning the question, the mission, vision and values shows inspirational picture of the future, as indicated in table 4 above about 63% of them strongly agree and 22% of the agree, 15% rated average. From this we can conclude that most of the respondents believe the vision and values are inspirational.

Strategic objectives

Table 5: Strategic Objectives Being Appropriately Written and in an Appropriate Number and they Are at Detail

Response	Strongly Agree	agree	average	disagree	Strongly disagree	I don't know	Total
No. of respondent	12	44	2	3	2	2	65
Percentage	18%	68%	3%	5%	3%	3%	100%

Source: survey data 2015

On the question asked on strategic objectives being appropriately written and in an appropriate number and they are at detail, as it is shown in table 5, out of the total respondents 18% strongly agreed, 68% agreed, 3% rated average and the remaining 11% said strategic objectives being inappropriately written and in an inappropriate number and they are not at detail. From this we can sum up about 80% of the employees believe the

strategic objectives are written, numbered and detailed appropriately and as the previous data also show undeniable number of employees strategic objective are not being written appropriately. In addition the community policing document shows that the community policing have 21 strategic objectives.

Cascading the community policing approach

Question asked on community policing approach being cascaded in the appropriate level (department level, team level, individual level) and in accordance with guidelines, as it is shown in table 6, among the respondents 17% strongly agree and 75% agreed are being appropriately cascade, 6% rated the cascading average and the remaining 2% said they don't know. From these data we can conclude that more than half of the employees suppose community policing approach are being cascaded in to different levels of the sub city. On the other hand the 2% also shows there is an awareness problem.

Table 6: Community Policing Cascaded in the Appropriate Level and in Accordance with Guidelines

Response	Strongly agree	agree	Average	disagree	I don't know	Total
No. of respondent	11	49	4	-	1	65
Percentage	17%	75%	6%	-	2%	100%

Source: survey data 2015

Question asked on community policing approach downsizing crimes, as it is shown in table 7 below, among the respondents 74% strongly agree and 18% agreed community policing approach are downsizing crimes, 8% rated the approach average. From these data we can conclude that almost the entire employee said community policing approach are downsizing crimes in to different parts of the sub city.

Table 7: Community Policing Approach in Downsizing Crimes

Response	Strongly agree	agree	average	disagree	Total
No. of respondent	48	12	5	-	65
Percentage	74%	18%	8%	-	100%

Source: survey data 2015

Crime level in Bole sub city since 2004-2006

From 2003 upto2006 crime level							
Year	Types of crime						
	Man slaughter	Car Taft	Gun violence	Attempted murder	House robbery	Street robbery	total
2003 E.C	153	66	14	738	2086	2787	5844
2004 E.C	151	103	17	728	2056	2674	5729
2005 E.C	136	62	6	699	1621	2508	5032
2006 E.C	83	33	-	326	735	954	2131

Source: A.A police commission 2004-2006 report

Question asked Community policing approach is more effective than previous approach in downsizing crimes, as it is shown in table 8 below, among the respondents 8% strongly agree and 72% agreed community policing approach are downsizing crimes more effectively than the previous approached used by the force, 20% rated the approach average. From these data we can see that the entire respondent said community policing approach are more effective than the previous approach in downsizing crimes in different parts of the sub city.

Table 8: Community policing approach is more effective than previous approach in downsizing crimes

Response	Strongly Agree	agree	Average	disagree	Total
No. of respondent	5	47	13	-	65
Percentage	8%	72%	20%	-	100%

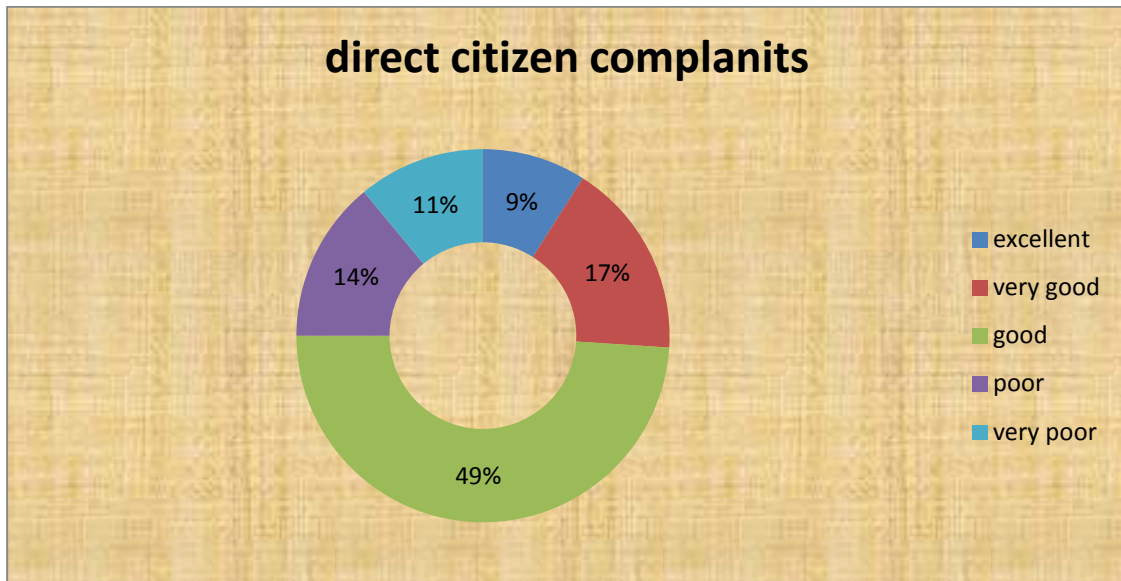
Source: survey data 2015

3.5. Community Interaction

Applications of community policing are usually accepted by citizens. Results indicate that people who see police efforts in community policing state higher safety and vice versa. Study reveals that “the community is highly supportive of the concept but waiting for the police department to take a leadership role in its delivery”. (Hawdon & Ryan,

2003:65; Ren et. al., 2005:62) Voluntary contacts of the citizens with the police seem to boost confidence in the police. One of the themes of community policing is that the police have to be accountable to the community in addition to the current police hierarchy.

Figure 6: Direct Citizen Complaints



Source: survey data, 2015

As the above figure 6 shows around 9% and 17% of employees said excellent and very good respectively citizen will forward directly their complaints to the community officers 49% said good but 14% and 11% said poor and very poor respectively about direct citizen complaints. This inconsistency was created mainly by lack of awareness of the citizen and the police officers are not fully equipped to take every citizen complaint.

Table 9: Frequency of individual (citizen) reporting

Response	Weekly	Once in 15 days	Monthly	Bi-annually	Annually	Total
No. of respondent	2	3	11	36	13	65
Percentage	3%	5%	17%	55%	20%	100%

Source: survey data, 2015

As table 9 shows around 3% and 5% of employees respectively say citizen will report once a week or twice a week and 17% said monthly, 55% said every 6 month citizen will complain about different social issue, and about 20% of them annually.

Table 10: discussion with Community Leaders in Your Area

Response	Excellent	Very good	Good	Poor	Very poor	I don't know	Total
No. of respondent	6	29	25	3	2	-	65
Percentage	9%	45%	38%	5%	3%	-	100%

Source: survey data, 2015

As the above table 10 shows around 9% excellent and 45% of employees said very good discussion with community leaders in their area, 38% community officers said good talk with community leaders they could be leaders of different iddires, different small business association leaders or it could be leaders from micro finance institution but 8% of said poor and very poor aggregately about communication with different group leaders in the society. This inconsistency was created by lack of awareness of the citizen and the effort of the police officers and the sub city.

Table 11: Make Door To Door Contact with the Resident

Response	Excellent	Very good	Good	Poor	Very poor	I don't know	Total
No. of respondent	3	7	39	10	5	1	65
Percentage	5%	11%	60%	15%	8%	2%	100%

Source: survey data, 2015

As the above table 11 shows around 5% said excellent and 11% of employees said very good door to door contact with the community, 60% community officers said they have good door to door contact with community but 23% of said poor and very poor aggregately this implies that even though more than half of them said good and above still there is lot of work to be done making contact with the community of the sub city as community is the central component for this approach to achieve its intended objective.

Table 12: Work with Local Business to Safeguard Premises

Response	Excellent	Very good	Good	Poor	Very poor	I don't know	Total
No. of respondent	-	-	34	29	1	1	65
Percentage	-	-	52%	45%	2%	2%	100%

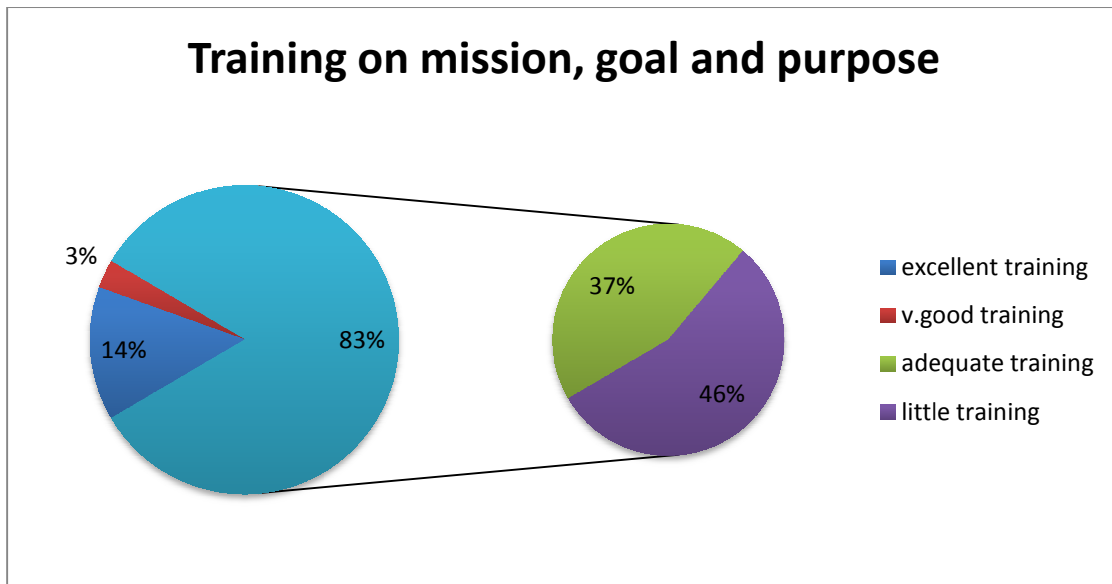
Source: survey data, 2015

As table 12 shows around 52% of employees said they have good relationship working with local business 45% of said they have poor working relationship with local business, and about 2 (4%) of them said very poor working relation this implies that there is lack of awareness on side of local business and poor attitude about community policing.

3.6 Community Policing Training

Under this section what kind of training and for how long officers take training will be discussed using the data from the respondents and the key informants. For the question ‘have you ever attended community policing related trainings?’ all the respondents’ responded yes. The respondents are attended some kind of community policing related training.

Figure 7: On Mission, Goal & Purpose of Community Policing



Source: survey data, 2015

As the above figure 8 shows around 14% said excellent training and 3% of employees said they had very good training on mission vision and purpose of the sub city, 37% community officers said they have adequate training but 46% almost half of them said they had a little training

Table 13: Communication skill with the society

Response	Excellent training	V.good Training	adequate training	little training	no training	Total
No. of respondent	5	9	5	22	24	65
Percentage	8%	14%	8%	34%	36%	100%

Source: survey data, 2015

As the above table 13 shows around 8% said excellent training and 14% of employees said they had very good training in communication skill with the society, 8% community officers said they have adequate training but 34% of them said they had a little training and about 36% of them said they had no training on communication skill. Training like interpersonal skills, such as active listening, de-escalation techniques and proactive problem-solving skills must be given. The training must also stress cultural diversity and the need for the police to become part of the community not apart from the community. The police must incorporate community policing into their culturally diverse community members to solve community problems.

Table 14: Crime Prevention

Response	Excellent training	V.good Training	adequate training	little training	No Training	Total
No. of respondent	27	14	13	6	5	65
Percentage	42%	22%	20%	9%	8%	100%

Source: survey data, 2015

As the above table 14 shows around 42% said excellent training and 22% of employees said they had very good training on crime prevention, 20% community officers said they have adequate training but 9% and 8% of them said they had a little training or no

training respectively. Compare to another areas the sub city give its majority officers adequate and above training on crime prevention.

Table 15: Organizing Community Groups

Response	Excellent training	V. good Training	adequate training	little training	No Training	Total
No. of respondent	9	12	35	7	2	65
Percentage	14%	18%	54%	11%	3%	100%

Source: survey data, 2015

Organizing community groups is one of the essential elements in this approach to make sure citizens participation at its full capacity. As the above table 15 shows around 14% said excellent training and 18% of employees said they had very good training on organizing community groups, 54% community officers said they have adequate training but 11% of them said they had a little training the rest 3% said no training on organizing community groups. From this data we can see about 14% of the officer lack of training how to organize community groups this could be a big obstacles for the officers because the sub city comprise people from different back ground social status different ethnic groups in order to deal with it training should be given specifically on this issue for the better implementation of community policing approach.

Whether or not there is recognition and reward program for the employees in the organization. Based on the response both from the respondents and the informants, it was made clear that there isn't any recognition and rewards program or any incentive schemes for that matter. From this we can clearly conclude without such schemes it is very hard to motivate employees to work hard and meet the desired strategic objectives.

Part four local development

Participation and community development have been identified as key concepts in development with the emphasis on “the direct involvement of ordinary people in local affairs (Midgley, 1986). Community participation is the secret of the success. Participation is both in kind and in cash.

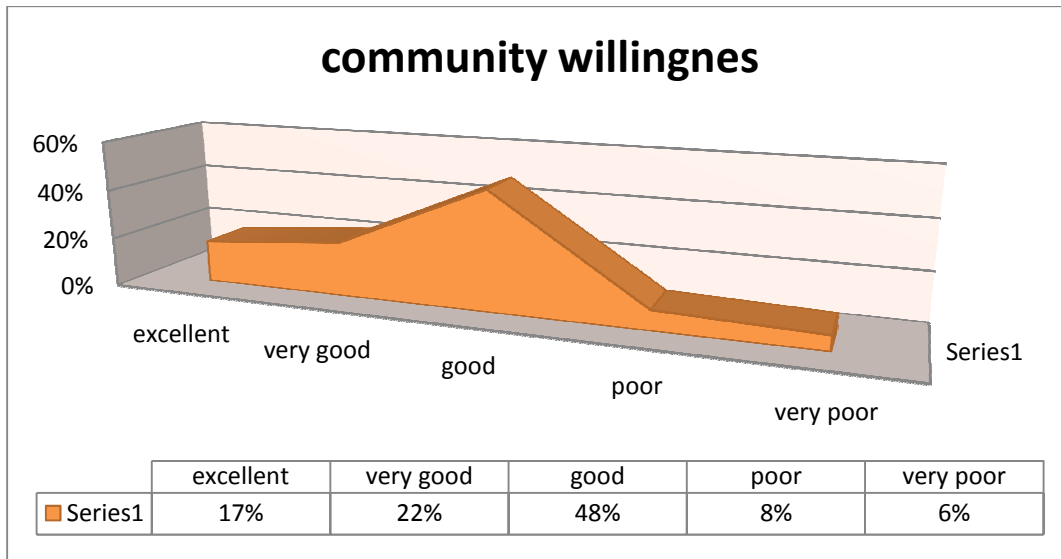
Table 16: Community Participation in Community Policing

Response	Excellent	Very good	Good	Poor	Very poor	I don't know	Total
No. of respondent	3	10	25	13	14	-	65
Percentage	5%	15%	38%	20%	22%	-	100%

Source: survey data, 2015

As the above table 16 shows around 20% and 22% of employees said poor and very poor participation of community in community policing approach, and about 15% of them very good and 5% said excellent participation in community policing and the 38% rated community participation good. This implies that there is lack of aspiration to know community policing on the side of the community and employs not been adequately equipped about the subject matter to create awareness to the public at large.

Figure 8: Community Willingness to Involve in Local Development



Source: survey data, 2015

As the above figure 8 shows around 17% and 22% of employees rated community willingness excellent and very good in local development, and about 48% of them rated community willingness good. On the other hand about 8% and 6% said they show their willingness to involve in local development issue poor and very poor respectively. This implies that the sub city need to recognize the existing skill levels of individuals and

ensure that everyone knows what is expected of them, encourage people to come together in groups, to share experiences, knowledge and skills to work on any local development issue where appropriate, encourage people to undertake group projects requiring a range of skills.

Table 17: Community willingness to work with the community officers to avoid criminal activity

Response	Excellent	Very good	Good	Poor	Very poor	Total
No. of respondent	45	9	9	2	-	65
Percentage	69%	14%	14%	3%	-	100%

Source: survey data, 2015

As the above table 17 shows around 69% and 14% of employees rated community willingness excellent and very good respectively to work with community police officers to avoid criminal activity, and about 14% of them rated community willingness good. Only 3% said poor in community willingness to work with community officers to avoid criminal activity. This shows the local community cooperatively works with the force to avoid criminal activities it also implies the community still see the officers as only crime fighters the sub city need to work on awareness on the issue the community officers also work with local infrastructures building issues with the community.

Table 18: Community willingness to attend meeting with management or/and community officers

Response	Excellent	Very good	Good	Poor	Very poor	Total
No. of respondent	4	8	8	12	24	65
Percentage	6%	12%	12%	32%	37 %	100%

Source: survey data, 2015

As the above table 18 shows around 32% and 37% of employees said community in the sub city shows poor and very poor willingness respectively to attend meeting with the community police officers, and about 12% and 6% of them rated very good and excellent respectively the community show their willingness to attend meeting with community

police officers (mgmt) and the rest 12% rated community willingness good. The quality of police-community relations depends on the quality of police community communication, and vice versa. Effective communications determine what messages are appropriate to send and receive most effectively to achieve their goals. Free, open communication with other members of the community is very important for community policing model still there is much to be done in creating awareness because there is lack of aspiration to know community policing on the side of the public at large.

Table 19: Society initiation towards infrastructure building activity in your area

Response	Excellent	Very good	Good	Poor	Very poor	Total
No. of respondent	15	18	25	4	3	65
Percentage	23%	28%	38%	6%	5%	100%

Source: survey data, 2015

As the above table 19 shows around 23% and 28% of officers said excellent and very good initiation of community towards infrastructure building and about 38% of them said they show good initiation towards infrastructure building and the rest 11% rated their initiation poor and very poor aggregately. This implies that community in the sub city have initiation if the sub city provide them with the write project in ways which build positive relationships across groups, identify common interest, develop and maintain links to national bodies and promote partnership working with the communities in the sub city.

3.7 Challenges and Solutions for the Implementation of Community Policing

In this section challenges and possible solutions are discussed on the basis employee's response and from the interview conducted.

Challenges

According to the respondents' response and the key informants the followings are common challenges faced:

- lack of awareness and training
- poor collaboration between local business

- absence of incentives schemes
- lack of proper introduction about community policing for newly Recruits
- employees low attitude towards community policing
- Middle mgmt reluctance to train and equip their subordinates, lack of expertise on the side of experts who follow up the implementation.
- Time consuming because of paper work.

Some of challenges that have been mentioned only by the key informants are the structural change. The sub city has undergone and some of the goals on the community policing set are considered to be implemented by a third party and when the third party fell to do so it creates frustrations. From the above mentioned challenges we can conclude that major challenges for the community policing Implementation are lack of awareness and training. Next to these two, lack of incentives. Schemes, not giving proper introduction about community policing for newly recruits and employees low attitude towards community policing are most of the challenges faced.

3.8 Community Role in Community Policing

Local communities in different contexts display a wide variety of understandings of community policing, and their priorities are highly dependent upon a number of factors including their historical relationship with the police, crime levels, and the political economy of their neighborhoods. In many cases communities have seen police as an opportunity for making the police more accountable and responsive to local needs. But the new community policing philosophy expect community to be more active in their affairs almost all of them said they need to be aware of what is going on round there compound they need to be more involved with the community police officers, working with hand in hand not only the source of information, they need to fight crime proactively attend meetings involve in infrastructure buildings in their community.

Suggested Solutions

Concerning possible solutions for the challenges faced and ways to successfully implement community policing, the following are suggestions given by both the respondents of the questionnaire and key informants:

- increase professional to the force
- more than half of training both the employees and the middle management
- implementing different incentive schemes and giving proper induction for new staffs on the concept
- follow up expert should be adequately trained and retaining employees through improving the salary scale
- Helping employees internalize the concept.
- benchmarking departments within, that have better implementation of community policing and sharing experience with other sub city
- Minimizing the paper work automate the system.
- Increase media role in creating awareness about community policing to the public

CHAPTER FOUR

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter includes the summary of the major findings of the study; it draws conclusions and forwards recommendations by the researcher.

4.1 Summary of the Major Findings

Based on the pervious chapters and data analysis the findings of this study are summarized as bellow:

- ❖ Almost the entire respondent selected for this study is directly related to the implementation of community policing approach.
- ❖ Only 14% of the officers been with the Bole sub city since the beginning of the implementation of community policing approach nationwide. Most of them worked on the force for 3 years or so this shows most of the employee are new to the organization hence this burden the sub city training cost for the new recruit.
- ❖ On the employees awareness of community policing half of them have good knowledge the rest say average but about 6% of them lack know how about community policing approach this also create obstacle on the successful implementation of community policing approach in the sub city.
- ❖ Most of employees in the organization got exposed to the concept of community policing on the job training and only some of them had short term training. This approach is new and need a lot of adjustment and continues training for the better implementation.
- ❖ Looking in to coworker's attitude towards community policing most of them believe their coworkers have average attitude.
- ❖ As the data indicated many officials from different part of government organization body were responsible for developing policy and strategies of community policing.

- ❖ About the management commitment for the successfully implementation of this approach we can see management at every level are committed as the key informant stated the government is closely monitoring its implementation of the new police service reform program.
- ❖ When we look into the use of multiple method of communication it could be upward or downward communication using different mechanism 90 % of them said they have good communication with management still a little effort need to be added to create a better understanding of the philosophy.
- ❖ One of the basic elements in this approach is community. The community should be communicated with the sub city about the benefit of community policing in sufficient and frequency manner but less than half of the officers agreed they are communicated appropriately.
- ❖ Regarding officers knowledge about mission, vision and values of the commission more than 85% of the employee in the sub city have more than average knowledge. This gave them clear path what is expected from them in their day to day activity.
- ❖ On the strategic objective as per the key informant the commission has about 21 strategic objective and they are written in appropriate level almost 90% of the employee agreed they also stated they are cascaded in the appropriate level.
- ❖ Concerning to whether or not community policing approach downsized crime or not, all the respondent agreed community policing approach downsized crime more effectively than previous approach.
- ❖ Regarding direct citizen complaints to the officers citizens forward their complaint on average twice or three times a year.
- ❖ When we look in to discussion with community leaders the officers think sub city done a good job communicating with the community leaders almost all of them including the key informant agreed they have a continuous contact with the leaders of different community groups.

- ❖ On making door to door contact with the resident and working with local business management commitment and involvement is not to the desired level being rated poor and very poor this shows that there is lack of communication with local business to work for the desired target.
- ❖ On the issue related to community policing approach training most of them had less than adequate training on mission vision and value of the commission on the other hand employees had more than good training on crime prevention. But there is lack of training on communication skill with the society and lack of training on organizing community group.
- ❖ When we look in to another important factor which is community willingness to involve in local development. Community in the sub city shows moderately good willingness if they are presented with the appropriate projects to work with the community officers.
- ❖ Data gathered on community willingness to attend meeting shows people are reluctant to attend meetings this create a big obstacle in creating awareness in communicating any new development in their sub city.

4.2. Conclusion

Recognizing the fact that policing approach can no longer be focused on reactive actions only, a more dynamic concept of prevention must be organized by the Police Force. In 2004, the police had developed a Five-Year Strategic Plan in order to strategize and provide clear direction in dealing with various crisis and the challenges faced. Based on this plan, one of the core elements is the increase in number of crimes and addressing communities concern about crime. Thus, the concept of community policing was introduced and used as a police philosophy in crime prevention.

From the findings of the analysis it is possible to conclude that the implementation of community policing in the sub city, in spite of the challenges, the community policing has benefited the sub city. The findings also indicated some challenges faced, challenges like, lack of awareness And lack of training on community policing, absence of incentives schemes and lack of training on communication skill, organizing community group, employees low attitude towards community policing, the middle mgmt reluctance to train and Equip their subordinates, lack of expertise on the side of experts who follow up the Implementation.

Community policing requires the police and the community to work together as partners in identifying effective actions and address the related issues of crime and social ills in their own community. It is a first step to support the community closely to provide assurance about the police presence with them in an effort to prevent crime. This method will provide an opportunity for police officers to interact directly with members of the local community It also give an opportunity for the community to work with the police on local infrastructure building, but community policing implementations faces different for mentioned challenges in bole sub city In order to solve challenges faced, the following recommendations are suggested by the researcher

4.3. Recommendation

Community policing is a popular reform, but has paid little attention to the challenges of implementation, which is often said to be fraught with problems and challenges for a number of reasons. Patterson (2007) believes implementation is challenged by the incremental nature in which community policing is often introduced, resulting in increased resources allocated within short timeframes with little time for planning. Mastroski (2007) suggest that the traditional barriers of organizational change, scarce resources and a resistant police culture still exist and will continue to the jeopardize the successful implementation of any community policing initiative.(Jenny Coquilhat,2008)

Based on discussions, analysis and findings, the study suggests the following recommendations to ensure effective implementation community policing approach.

- Community policing has proven to be a worthwhile endeavor. It has showed undeniable change in reducing crime and creating a better relationship between the police and the community. Adoption of community policing by the sub city is commendable. However any policy and strategy can only be viable and sustainable if the expectations and needs of the communities are used developed and is fully taken into account. Therefore, in the development and implementation of community policing the community should be consulted.
- To this end, this paper recommends awareness creation about the role and responsibility of community policing should be made to create chain of trust between the community policing officers and communities so that they will lend their hands to cooperate in the effort to implement the community policing effectively. One way of awareness creation is through trainings.
- In order to effectively implement community policing the researcher recommends establishment of effective monitoring and compliance mechanisms.
- The researcher recommends capacity building of the community policing officers with the principles of community policing.

- Training and development approach ensure that employees have a consistent experience and background knowledge, the consistency is particularly relevant for the organization reestablished its basic policies and procedures. All employees need to be aware of the expectation and procedures within the organization
- It has been shown in the findings there aren't any established reward and recognition system to foster performance. Moreover, organizations should provide some form of meaningful compensation, reward or recognition that serves as a positive performance incentive. Rewards and recognition provide a positive incentive for managers and employees throughout the organization to align their efforts with the overall strategy.
- Community policing should be perceived and practiced as a professional endeavor based on principles of policing and management ethics. The researcher recommends that the police college should take responsibility in developing a curriculum to meet its need.
- In order to reduce the work load of paper work and to ensure effective performance the writer recommends computerizing their work.
- Most importantly community policing approach can easily be used to work with the local community in different local development issues by organizing different voluntary organization and community expert and donors by devising different local projects. In general working like a link between the community and the interested groups.

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Annex I

**Addis Ababa University School of graduate
College of business and economics
Department of public administration and development management**

Dear respondents,

The main purpose of this questionnaire is to identify the role of community policing and to determine challenges of introducing and implementing of community policing program in the case of Bole sub city, for partial fulfillment of requirements for obtaining masters Degree in public administration and development management.

The researcher sincerely requests you to fill in the important information in this questionnaire. Please answer the question as honest as possible, truthful response would provide strong bases in continuing or correcting the practice of Bole sub city. I assure you that all response will be held strictly confidential.

Please answer the questions either by choosing the appropriate answer or by writing down the required answer shortly and clearly.

I appreciate your time and generosity.

Please give your answer for each of the following questions and circle the answer that meets your choice.

Part one: General Information

1. Sex: a. Male b. Female

2. Educational Background:

- | | |
|---------------------|---------------------------------------|
| a. Read and write | b. Primary and junior secondary (1-8) |
| c. secondary (9-12) | d. TVET or collage diploma |
| e. bachelor degree | f. second degree and above |

3. Title of current position in the organization _____

4. Length of stay with the organization

- | | | |
|-----------------------|-------------------------------|---------------------|
| a. more than 4 year's | b. between 3-4year | c. between 2-3 year |
| d. between 1-2 year | e. between 6 months-12 months | f. less than 6month |

3. Your immediate coordinator keeps you informed about what is going on in the sub city?
- a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
 - f. I don't know

Section three: community policing

1. You have knowledge about the mission, vision and values of community policing
- a. very high
 - b. high
 - c. average
 - d. low
 - e. very low
2. The missions, vision and values shows inspirational picture of the future
- a. Strongly agree
 - b. Agree
 - c. Average
 - d. Disagree
 - e. Strongly disagree
 - f. I don't know
3. The perspectives of community policing are in the appropriate order on the Strategy Map?
- a. Strongly agree
 - b. Agree
 - c. Average
 - d. Disagree
 - e. Strongly disagree
 - f. I don't know
4. There are Strategic Objectives that are appropriately written and an appropriate number of them, and they at a common level of detail
- a. Strongly agree
 - b. Agree
 - c. Average
 - d. Disagree
 - e. Strongly disagree
 - f. I don't know
5. Community policing programs are cascaded to the appropriate level and in accordance with guidelines within the sub city (department level, team level, individual level)
- a. Strongly agree
 - b. Agree
 - c. Average
 - d. Disagree
 - e. Strongly disagree
 - f. I don't know
6. Community policing programs down sized crimes?
- a. Strongly agree
 - b. Agree
 - c. Average
 - d. Disagree
 - e. Strongly disagree
 - f. I don't know
7. Do you think the community policing approach is more effective than previous policing approach in downsizing criminal acts?
- a. Strongly agree
 - b. Agree
 - c. Average
 - d. Disagree
 - e. Strongly disagree
 - f. I don't know

Section four: community interaction related

1. Receive direct citizen complaints
 - a. excellent
 - b. very good
 - c. good
 - d. poor
 - e. very poor
 - f. I don't know
2. The frequency of citizens reporting
 - a. Weekly
 - b. Once in two weeks
 - c. Monthly
 - d. Bi-annually
 - e. annually
3. Talk with community leaders in your area
 - a. excellent
 - b. very good
 - c. good
 - d. poor
 - e. very poor
 - f. I don't know
4. Make door to door contact with the resident
 - a. excellent
 - b. very good
 - c. good
 - d. poor
 - e. very poor
 - f. I don't know
5. Work with local business to safeguard premises
 - a. excellent
 - b. very good
 - c. good
 - d. poor
 - e. very poor
 - f. I don't know

Section five: training related

1. Have you ever attended community policing related trainings?
 - a. yes
 - b. no
2. on mission, goal & purpose of community policing
 - a. excellent training
 - b. v. good training
 - c. adequate training
 - d. little training
 - e. no training
3. Communication skill with the society?
 - a. excellent training
 - b. v. good training
 - c. adequate training
 - d. little training
 - e. no training
4. Crime prevention
 - a. excellent training
 - b. v. good training
 - c. adequate training
 - d. little training
 - e. no training
5. Organizing community groups
 - a. excellent training
 - b. v. good training
 - c. adequate training
 - d. little training
 - e. no training
6. Is there any recognition and rewards system for the employees in the sub city?
 - a. Yes
 - b. No

7. If your answer is 'yes' for question no. 6 is there linkage between achievement and reward?
- a. Strongly agree b. Agree c. Neutral d. Disagree
e. Strongly disagree f. I don't know

Part 4: local development related

Please rate community engagement in relation to below questions

1. How do you rate community participation in community policing programs?
a. excellent b. very good c. good d. poor e. very poor f. I don't know
2. How do you rate community willingness to involve in local development issue with community policing department?
a. excellent b. very good c. good d. poor e. very poor f. I don't know
3. How do you rate society willingness to work with community policing officers to avoid criminal activity in your area?
a. excellent b. very good c. good d. poor e. very poor f. I don't know
4. Community willingness to attend Meetings with Management (police officers) on components of the community policing (Themes, Perspectives, Objectives, etc.)?
a. excellent b. very good c. good d. poor e. very poor f. I don't know
5. How do you rate society initiation towards infrastructure building activity in your area?
a. excellent b. very good c. good d. poor e. very poor f. I don't know

Part 6: Open Ended Questions

1. What challenges do you observe in implementing community policing in bole sub city? Please enumerate. _____

2. How could these challenges be overcome? Please recommend the possible solutions including any other requirements which you think are valuable for successful implementation of community policing? _____

3. What is the community role in community policing? _____

Thank you very much!

Annex II

Interview Questions

1. What is it like to manage the community policing unit?
2. What is challenging about coordinating and overseeing their work?
3. What support and training do you get to manage the Community policing officers?
4. What are the Community Officer's main purposes and duties?
5. Do new community policing officers go through training? Can you describe it (the length, the topics)?
6. What is the community's role in community policing?
7. What is police department doing to facilitate community participation?
8. What do you see as the biggest accomplishments of the community policing unit so far? Name two or three.
9. What benefits has the police force acquire from the implementation of community policing so far?
10. What challenges have you faced in maintaining/ sustaining the community policing programs?
11. How could these challenges be overcome? Please recommend the possible solutions including any other requirements which you think are valuable for successful implementation of community policing. Including any other requirements which you think are valuable for successful implementation of community policing.

Thank you very much!

Bole Sub City Community Policing Division Structure

